

---

# **Loudoun County BOARD OF SUPERVISORS**

**1 Harrison Street, SE, Fifth Floor  
P.O. Box 7000, MSC #01  
Leesburg, Virginia 20177-7000  
703-777-0204**

*Citizens Comment/Hotline: 703-777-0115*

*[www.loudoun.gov](http://www.loudoun.gov)*

*E-mail: [bos@loudoun.gov](mailto:bos@loudoun.gov)*



## **Board of Supervisors**

**Scott K. York**, Chairman at Large  
**Shawn M. Williams**, Vice Chairman, Broad Run District  
**Suzanne M. Volpe**, Algonkian District  
**Ralph M. Buona**, Ashburn District  
**Janet S. Clarke**, Blue Ridge District  
**Geary M. Higgins**, Catoclin District  
**Matthew F. Letourneau**, Dulles District  
**Kenneth D. Reid**, Leesburg District  
**Eugene A. Delgaudio**, Sterling District

County Administrator  
**Tim Hemstreet**

---

## **Loudoun County**

---

### **Department of Management & Financial Services**

1 Harrison Street, SE, Fourth Floor

PO Box 7000, MSC #41

Leesburg, VA 20177-7000

703-777-0563

[www.mgtsvc@loudoun.gov](http://www.mgtsvc@loudoun.gov)



**Benjamin W. Mays, Chief Financial Officer/Director**

Penny Newquist, Deputy Chief Financial Officer

Mark R. Lauzier, Budget Officer

**Budget Unit:**

Jo Ellen Kerns, CPA, Operating Budget Manager  
Erin McLellan, Budget Manager  
Dwight Smith, Sr. Management Analyst/Budget  
Jason Cournoyer, Sr. Management Analyst/Budget  
Falayi Adu, Sr. Management Analyst/Budget  
Nikki Bradley, Management Analyst/Budget  
Nan Paek, Management Analyst/Budget  
Peter Malgieri, Management Analyst/Budget  
Jack Brown, Economist  
Sheryl Triplett, Administrative Manager

**Research Unit:**

Beth Hilkemeyer, AICP, Research Manager

**Department of Transportation & Capital Infrastructure- Capital Budget Unit**

Paul Brown, Assistant Director  
Daniel Csizmar, Capital Budget Manager  
Bradley Polk, Capital Budget Specialist

---

*Special acknowledgement goes to the following for their assistance: County Administration, Public Affairs and Communications, General Services, Planning, and Loudoun County Public Schools*

*Cover photos are Loudoun County Employees representing the following departments: Libraries, Health Department, Management and Financial Services, Parks, Recreation and Community Services, Family Services, Animal Services, Information Technology and County Administration*

*Photo credits;*

**Lorie Flading, Public Affairs and Communications and Eileen Mallory, County Administration**

---

## **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, 2012. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operation guide, as a financial plan and as a communication device.

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



## **Loudoun County Mission**

---

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

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





# Loudoun County

## Towns & Communities





---

## 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 approximately 349,932 people. Loudoun is known for its beautiful scenery, rich history, comfortable neighborhoods, and high quality public services.

---

## County Profile

Loudoun County is located 25 miles west of Washington, DC, in the Washington Metropolitan Area. Since the construction of the Dulles International Airport, new business and residential development have dominated the County's historically agricultural economy. Loudoun County was the fifth fastest growing county in the United States between 2000 and 2010 with its population increasing 84 percent. Between 2010 and 2012 Loudoun County continued to be one of the fastest growing counties, ranking seventeenth in the nation. The County's economy continues to grow, and is responsible for a considerable share of northern Virginia's job growth during the past few years. Several major companies in the telecommunications, information and airline industries are located in the County. Known for its outstanding public school system, the County provides a mix of suburban and rural living to its residents.

<b>County Population*</b>	349,932	<b>Land Area (square miles)</b>	520
<b>Per Capita Personal Income**</b>	\$57,242	<b>Unemployment Rate***</b>	4.2%
<b>Median Household Income**</b>	\$119,134	<b>Total Employment*</b>	156,882
<b>Public School Enrollment*</b>	70,855	<b>New Commercial Permits***</b>	1,632,933 sf.
<b>Cost Per Pupil****</b>	\$11,595	<b>New Residential Permits***</b>	3,719 units
		<b>Office/Industrial Vacancy</b>	
<b>County &amp; School Employees*</b>	13,703	<b>Rate (year end)***</b>	12.0%

\* Forecast FY 2014

\*\*Calendar Year 2011

\*\*\*Calendar Year 2012

\*\*\*\*FY 2013

### Top 10 Real Property Owners (2013 value)

	<b>% of Tax Base</b>
Virginia Electric & Power Company	0.59%
Verizon Business (formerly M C I Worldcom)	0.52%
Dulles Town Center Mall, LLC	0.40%
Toll Road Investors Partnership II, LP	0.35%
Carlyle/Cypress Leesburg I, LLC	0.30%
VISA USA, Inc.	0.29%
R T Pacific Blvd, LLC	0.27%
A O L Inc.	0.25%
Verizon Virginia, Inc.	0.25%
Chelsea GCA Realty Partnership LP	0.23%

### Top 10 Employers (second quarter 2012)

Loudoun County Public Schools  
AOL Inc.  
Inova Loudoun Hospital  
Loudoun County Government  
MC Dean Inc.  
Orbital Sciences Corporation  
Raytheon  
United Airlines Inc.  
Verizon Business  
Air Serv Corporation



## PROJECTED FY 2014 MAJOR OPERATING INDICATORS

FUNCTION	INDICATOR
<b>GENERAL GOVERNMENT ADMINISTRATION</b>	
County's bond ratings	
Moody's	Aaa
Standard and Poor's	AAA
Fitch	AAA
Square foot cost of space maintained	\$2.66
Major computer availability	99.00%
<b>JUDICIAL ADMINISTRATION</b>	
Number of Deed book recordings	88,500
<b>PUBLIC SAFETY</b>	
Sheriff's Office	
Average response time for emergency calls	8:00 min
Average response time for non-emergency calls	10:00 min
Fire and Rescue Services	
Number of emergency medical incidents	17,684
<b>HEALTH AND WELFARE</b>	
Number of senior meals provided	118,000
Number of age appropriate vaccinations provided	2,500
Number of Loudoun residents in the Medical Reserve Corps	1,100
<b>PARKS, RECREATION AND CULTURE</b>	
Annual Park visits	730,000
Number of adults participating in adult sports leagues	7,500
Number of children participating in youth sports	54,000
<b>COMMUNITY DEVELOPMENT</b>	
Number of plans submitted for review	12,000
New and retained jobs by projects (announced)	1,400
<b>EDUCATION (LOUDOUN COUNTY PUBLIC SCHOOLS)</b>	
Per Pupil Expenditures	\$11,865



## VOLUME 1

### INTRODUCTION

Board of Supervisors .....	i-1
Management and Financial Services Staff .....	i-2
Government Finance Officers Association Award.....	i-3
Loudoun County Mission Statement.....	i-4
Map of Loudoun County .....	i-5
History of Loudoun County .....	i-6
County Profile .....	i-7
Projected FY 2014 Major Operating Indicators .....	i-8
Table of Contents.....	i-9

### EXECUTIVE SUMMARY

Executive Summary Index.....	E-1
Transmittal Letter from Chairman Scott York.....	E-3
Loudoun County Organizational Chart .....	E-10
User's Guide .....	E-11
Fiscal Year 2014 Budget Process .....	E-13
Demographic Environment.....	E-14
Economic Environment .....	E-17
Real Property Assessments .....	E-20
Service Environment .....	E-20
FY 2014 Enhancements.....	E-21
FY 2014 Budget Tables & Graphs.....	E-27
FY 2012-14 Summary of Financial Sources and Uses of Funds Balance .....	E-39
History of Expenditures by Department .....	E-43
History of Full-Time Equivalents (FTE) by Department.....	E-45
County Funds, Fund Structure and Basis of Budgeting .....	E-46
Long-Range Planning .....	E-51
Fiscal Policy .....	E-53

### GENERAL FUND REVENUE

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



---

---

**GENERAL FUND REVENUE (CONTINUED)**

Other Local Sources of Revenue .....	R-12
Permits and Privilege Fee .....	R-12
Fines and Forfeitures .....	R-13
Recovered Costs.....	R-15
Commonwealth Aid .....	R-17
Federal Payments .....	R-19
Tax Exemptions by Board Action .....	R-24
School Revenue Fund.....	R-25

**GENERAL GOVERNMENT ADMINISTRATION .....1-1**

Board of Supervisors.....	1-3
Commissioner of the Revenue .....	1-7
County Administrator.....	1-15
County Attorney .....	1-29
Elections and Voter Registration .....	1-33
General Services.....	1-41
Information Technology.....	1-57
Management and Financial Services.....	1-73
Treasurer .....	1-89

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

Animal Services .....	2-3
Clerk of the Circuit Court.....	2-13
Commonwealth's Attorney .....	2-19
Community Corrections.....	2-23
Courts .....	2-29
Fire, Rescue and Emergency Services .....	2-41
Juvenile Court Service Unit .....	2-73
Sheriff's Office.....	2-79

**HEALTH AND WELFARE .....3-1**

Extension Services.....	3-3
Family Services.....	3-15
Health Services .....	3-35
Mental Health, Substance Abuse and Developmental Services .....	3-45

**PARKS, RECREATION AND CULTURE .....4-1**

Library Services .....	4-3
Parks, Recreation and Community Services .....	4-13



<b>COMMUNITY DEVELOPMENT .....</b>	<b>5-1</b>
Building and Development .....	5-3
Economic Development .....	5-21
Mapping and Geographic Information .....	5-27
Planning Services .....	5-39
Transportation & Capital Infrastructure .....	5-53
<b>MISCELLANEOUS .....</b>	<b>6-1</b>
Landfill Fee Waivers .....	6-3
Non-Departmental Expenditures .....	6-6
Non-Profit Organizations .....	6-8
Regional Organizations & Intergovernmental Contributions .....	6-16

<b>VOLUME 2</b>
-----------------

**CAPITAL IMPROVEMENT PROGRAM**

Capital Improvement Program Executive Summary .....	7-3
Completed Capital Projects .....	8-1
Previously Authorized Capital Projects in Development .....	9-1
County Capital Projects .....	10-1
Transportation Projects .....	11-1
School Capital Projects .....	12-1

**DEBT SERVICE**

Debt Service .....	13-2
--------------------	------

**OTHER FUNDS**

Capital Asset Preservation Program .....	14-2
Central Services Fund .....	14-4
Comprehensive Services for At-Risk Youth & Families .....	14-5
Computer System Replacement Fund .....	14-7
Dulles Industrial Park Water & Sewer District .....	14-8
Greenlea Tax District .....	14-9
Hamilton Sewer Service District .....	14-10
Legal Resource Center (Law Library) .....	14-11
County OPEB Trust Fund .....	14-12
Public Facilities Fund .....	14-13



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

**OTHER FUNDS (CONTINUED)**

Rental Assistance Program Fund .....	14-23
Restricted Use Transient Occupancy Tax Fund .....	14-24
Revolving Loan Fund .....	14-29
Route 28 Transportation Improvement District .....	14-30
State/Federal Grant Fund.....	14-32
Transportation District Fund .....	14-33

**FISCAL TRENDS**

Demographic & Geographic Trends .....	15-3
Assessed Value & Tax Rates .....	15-15
Revenue & Expenditures.....	15-23
Debt & Debt Service.....	15-38

**GLOSSARY & INDEX**

Glossary of Terms.....	16-3
Index .....	16-11





## Executive Summary

### EXECUTIVE SUMMARY

Transmittal Letter .....	Page E – 3
Loudoun County Organizational Chart.....	Page E – 10
User's Guide.....	Page E – 11
Fiscal Year 2014 Budget Process ....	Page E – 13
Demographic Environment.....	Page E – 14
Economic Environment.....	Page E – 17
Real Property Assessments .....	Page E – 20
Service Environment.....	Page E – 20
FY 2014 Adopted Enhancements .....	Page E – 21
FY 2014 Budget Tables & Graphs ....	Page E – 27
FY 2012-2014 Summary of Financial Sources and Uses of Funds Balances.....	Page E – 39
History of Expenditures by Department.....	Page E – 43
History of FTEs by Department .....	Page E – 45
County Funds, Fund Structure and Basis of Budgeting .....	Page E – 46
Long-Range Planning.....	Page E – 51
Fiscal Policy .....	Page E – 53





July 1, 2013

To the Citizens of Loudoun County:

On behalf of the Loudoun County Board of Supervisors, I hereby present to you the FY 2014 Adopted Fiscal Plan for the operation of your county government. The budget sets forth a plan for funding County Government Services, the School System, and debt service on County and School capital projects for this fiscal year.

The Fiscal Plan reflects the Board's commitment to providing quality services through open, accountable, efficient and responsive government. With the Board's first full year in office completed, the FY 2014 Fiscal Plan is the first budget that truly represents the Board's strategic goals and vision. Over the past year, the Board worked with the community and county staff to develop that vision. The vision statement adopted on January 2, 2013, is:

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

The public process for developing the budget officially began on February 6, 2013, when the County Administrator presented the FY 2014 Proposed Fiscal Plan to the Board of Supervisors. The Board held three public hearings in February and early March. Throughout the budget review process, the Board reached out to and received comments from hundreds of citizens.

On April 3, 2013, the Board set the real property tax rate at \$1.205 per \$100 in assessed value, a decrease of three cents, or 2.4 percent, from Fiscal Year 2013. The adopted tax rate is nearly two cents (1.9 cents), or 1.5 percent, below the equalized rate of \$1.224. The equalized tax rate is the rate that would be necessary for the County to collect the same amount of overall revenue from real property taxes from FY 2013 to FY 2014. The newly adopted tax rate will reduce the average homeowner property taxes in Loudoun County by approximately \$69 per year, or about 1.4 percent, based on the current average home value of \$405,977. The average commercial property assessment increased by about 1.6 percent, and coupled with the decrease in the tax rate, the average commercial tax bill will decline by about 0.9 percent for FY 2014. The personal property tax rate remains unchanged at \$4.20 per \$100.



## TRANSPORTATION INFRASTRUCTURE IMPROVEMENTS

A key element in the Board's strategic vision is the development of an effective transportation network, which is reflected in both the Board's policy direction and the FY 2014 Adopted Fiscal Plan. Policy highlights contained in the budget include:

- **Metrorail** – The Board is committed to improving the regional transportation network by bringing the Metrorail Silver Line into Loudoun County. The Board voted to opt-in to the Dulles Corridor Rapid Transit Project in July 2012 and committed to fund the project from Transportation District Fund revenues. These funds are comprised of existing gasoline tax as well as property tax revenues contributed by those who will benefit the most from the Metrorail extension to Loudoun County. This was accomplished via the establishment of the Metrorail Service District, the Route 606/Airport Station Service District, and the Route 772 Station Service District.
- **Designating Two Cents in Local Property Taxes to Support Transportation Projects (CIP)** – Many road project initiatives are currently underway based on the Board's direction to improve transportation access for Loudoun residents and businesses. A recurring local revenue stream of \$12 million in support of transportation projects was established in the Adopted FY 2013 – FY 2018 Capital Improvement Program with the highest priority projects included in the CIP. These projects include a parallel solution of Gloucester Parkway connecting to Nokes Boulevard at Route 28 and the widening of Belmont Ridge Road to four lanes between Portsmouth Road and Hay Road, and Truro Parish Road to Croson Lane.

The Board has also undertaken an aggressive effort to fund the design and construction of additional road projects that will reduce network deficiencies and complete links in our road system that are currently missing or in need of expansion. Examples of these types of projects in the CIP include the widening of Route 606 to four lanes, improvements in the Waxpool Road corridor to accelerate the flow of traffic and turning movements, and improvements to Tall Cedars Parkway, Claiborne Parkway, Crosstrail Boulevard, the Woods Road, Belfort Area Road improvements, and Riverside Parkway.

- **Transportation Bill (HB 2313) Establishing the Northern Virginia Transportation Authority Fund** – The local funding support dedicated by the Board was bolstered by additional Board efforts to leverage state financial resources via the General Assembly. Passage of House Bill 2313, the Transportation Bill that established the Northern Virginia Transportation Authority Fund, will provide an additional estimated \$13.4 million in recurring revenue in support of local transportation projects with much more funding dedicated toward regional projects. Revenue impacts are being evaluated and



additional funding will likely be appropriated during FY 2014 in the Transportation District Fund and Capital Improvement Program (CIP).

### **ECONOMIC RECOVERY**

The region and the county remain a vibrant and desirable place in which to live and conduct business. Economic recovery factors include:

- **Employment** – Due in large part to the diversity of the local economy and the presence of a highly educated workforce, Loudoun's unemployment rate continues to fall. At 3.6 percent in April 2013, it is less than half the national rate.
- **Job Growth** – Loudoun's recovery is accelerating, adding over 4,000 jobs between 2011 and 2012. Loudoun employers have added nearly 12,000 jobs since 2009.
- **Property Values** – We are experiencing improving valuations for residential real and personal property, which had started recovering in 2011 and continue to increase in 2013. Commercial property is also exhibiting substantial growth, with over \$800 million added to the commercial real property base during the past two years along with \$240 million in additional business personal property over the same time period.

### **BUDGET OVERVIEW**

On April 4, 2013, the Board of Supervisors adopted the County's FY 2014 Fiscal Plan, which was based on a \$1.205 real property tax rate. The FY 2014 budget includes close to \$1.28 billion for operating costs including \$853.7 million for the public school system; \$418.3 million for the general government; and, \$8.8 million for the Comprehensive Services Act for At-Risk Youth and Families (CSA). In addition, the adopted fiscal plan includes \$153.7 million for annual debt service including \$109.2 million for the public school system and \$44.5 million for general government projects. The FY 2014 Fiscal Plan includes approximately \$276 million in capital expenditures.

About 68 percent of the \$970 million in revenues from local taxes will be used for public school operating expenses, capital projects and debt service, while the remaining 32 percent will fund general county government operating expenses, capital projects, debt service and the CSA.

### **COUNTY GOVERNMENT**

The adopted budget for the General Government for FY 2014 is \$412.8 million, an overall increase of \$13 million, or 3.3 percent from FY 2013. Fiscal Year 2014 enhancements total approximately \$3.9 million in local tax funding and 29.67 FTE. The County government enhancements relate mostly to ongoing, baseline service needs. Adopted enhancements include:



- **Public Safety** – Public Safety enhancements account for \$2.2 million in local tax funding and 15.33 FTE. The Sheriff's Office was provided a \$1.2 million increase in the personnel budget to offset the department's budgeted vacancy savings. This will allow them to fill approximately 13 existing, vacant deputy positions assuming an approximate \$90,000 per position in ongoing costs. The Fire, Rescue and Emergency Management Department received \$654,215 and 8.96 FTE for additional hybrid staffing to reduce overtime expenditures along with \$248,286 and 3.36 FTE in additional EMS Supervisor positions for evenings and nights.
- **Social Services Safety Net and Maintaining Current Programs** – The balance of the remaining operational enhancements addressed critical social services safety net operating needs; maintenance of current local transit services; program services in Parks, Recreation and Community Services that are mostly offset by revenues; and an enhancement for the Rural Economic Development Strategy. Enhancements are detailed in the FY 2014 Adopted Enhancement table found in the Executive Summary.
- **One-time Enhancements** – A total of \$1.6 million in one-time funding from prior year fund balance was provided for computer equipment replacements (\$1.2 million) including work stations, laptops, tablets/portable devices, monitors and printers as well as \$440,000 for Radio Frequency Identification System (RFID) upgrades in Loudoun County Public Libraries to streamline the handling of books and materials. As a result of this enhancement, the Board reduced 2.0 FTE in the library system.

## SCHOOL SYSTEM

The adopted budget for LCPS for FY 2014 is \$853.7 million, an increase of \$20.7 million or 2.5 percent from FY 2013. The overall increase provides staffing for both new enrollment and two new elementary schools as well as a compensation increase for LCPS employees.

The initial shortfall in the Superintendent's proposed budget as compared to the funding level provided in the County's Proposed Fiscal Plan was reduced by the efforts of the School Board. Reductions made by the School Board to its adopted budget totaled approximately \$16.7 million. The funding level approved by the Board of Supervisors required an additional \$16 million in budget reductions to achieve the \$1.205 tax rate. The Schools' final adjustments resulted in achieving the budgeted local transfer figure through reductions of 103.5 proposed and existing FTE, mostly in non-instructional positions, reducing funding levels of substitutes, part-time/overtime salaries, maintaining or reducing operating budget levels, and lowering system-wide central support services such as transportation costs.



## **CAPITAL IMPROVEMENT PROGRAM (CIP)**

The Adopted FY 2013 – FY 2018 CIP includes estimated expenditures totaling \$1.73 billion. The Loudoun County Public Schools' (LCPS) construction and renovation projects total \$640 million, while general county government construction projects total \$1.09 billion. Total expenditures in the FY 2014 Adopted CIP increased \$304 million from the FY 2013 Adopted CIP. The most notable increase in capital expenditures was for transportation projects, which increased by approximately \$273 million.

The Board of Supervisors amended the proposed FY 2013 – FY 2018 CIP to incorporate the School Board's Adopted CIP during its budget deliberation process. The LCPS projects comprise approximately 37 percent of the total expenditures in the six-year plan, while General Government projects comprise 63 percent of the estimated expenditures. The Adopted CIP maintains compliance with the Board's limits on new debt issuance, which helps preserve the County's ability to issue debt at the lowest available interest rates.

The general county government expenditures in the six-year capital plan occur in the following major functional areas: transportation (\$549 million); public safety (\$209 million); general government (\$133 million); health and welfare (\$19 million); and parks, recreation and culture (\$185 million). Transportation related expenditures comprise half of all general county government expenditures. The LCPS expenditures occur in the following major functional areas: high schools (\$434 million); middle schools (\$110 million); and elementary schools (\$96 million). In the six-year plan for the LCPS facilities, 68 percent goes toward construction of high schools, 17 percent for middle schools, and 15 percent for elementary schools.

In FY 2014, the Adopted CIP totals \$276 million, with \$264 million in general county government expenditures and \$11.95 million in LCPS expenditures. The general county government expenditures occur in the following functional areas: transportation (\$166 million); public safety (\$24 million); general county government (\$19.4 million); and parks, recreation and culture (\$54.4 million). Major transportation projects added to the FY 2014 CIP include the construction of Gloucester Parkway between Loudoun County Parkway and Route 28 (\$40 million total), Mooreview Parkway (\$6.3 million), Route 606 widening between Evergreen Mills Road and the Dulles Greenway (\$40 million), intersection improvements to Waxpool Road at Broderick and Pacific (\$6.4 million), Tall Cedars Parkway (\$7.64 million), the design of Belmont Ridge Road widening from Gloucester to Hay and from Truro Parish to Croson Lane (\$3.18 million), and Phase II funding for the Dulles Metrorail project (\$40 million). The \$11.95 million in LCPS projects are related to additions to Mercer Middle School and Freedom High School in the Dulles area, and upgrades to the football stadium at Loudoun County High School.

Revenue sources that fund the FY 2014 CIP include approximately \$48.39 million in local tax funding and use of fund balance, \$37.8 million in cash proffers, \$77.78 million





in debt financing, \$89.98 million in general obligation bond financing, \$10.95 million in State Capital Assistance, and \$11 million in gasoline tax and fee revenue.

### **DEBT SERVICE**

As in past years, long-term debt is the major source of funding for the CIP, which will require borrowing approximately \$1.38 billion during the FY 2013 – FY 2018 CIP timeframe. The amount of debt financing in the Adopted FY 2013 – FY 2018 CIP reflects an \$18 million increase from what was projected in the Proposed FY 2013 – FY 2018 CIP. This increase was limited to \$18 million due to the increased use of cash proffers and local gasoline tax funding for capital projects, as well as the use of \$12 million in local tax funding annually to fund local road improvement projects. The Board made a significant commitment to pay-as-you-go financing for capital projects, with approximately \$217 million of the CIP provided through local tax funding and the use of fund balance, or 12.5 percent of total CIP expenditures.

At the close of FY 2012, approximately \$14 million in fund balance was available to reduce debt service requirements. Use of FY 2012 fund balance for FY 2014 debt service reduction lowers the impact of local tax funding by \$2.7 million, or 1.9 percent when compared to FY 2013.

### **CONCLUSION**

In adopting the FY 2014 Fiscal Plan, the Board of Supervisors followed a policy of fiscal sustainability and recognized the challenging economic circumstances of many Loudoun residents. This was accomplished by lowering the tax rate by three cents per \$100 of taxable value, from \$1.235 to \$1.205. The Board of Supervisors not only lowered the tax rate but also maintained and extended basic and core services to areas of need.

The Board clearly delivered on two high priority strategic goals that were identified with community input: developing an effective transportation network and adopting fiscal responsibility as a core principle. The adopted budget will allow the county to remain well-positioned for future growth while retaining its triple-A status with the three major bond rating agencies.





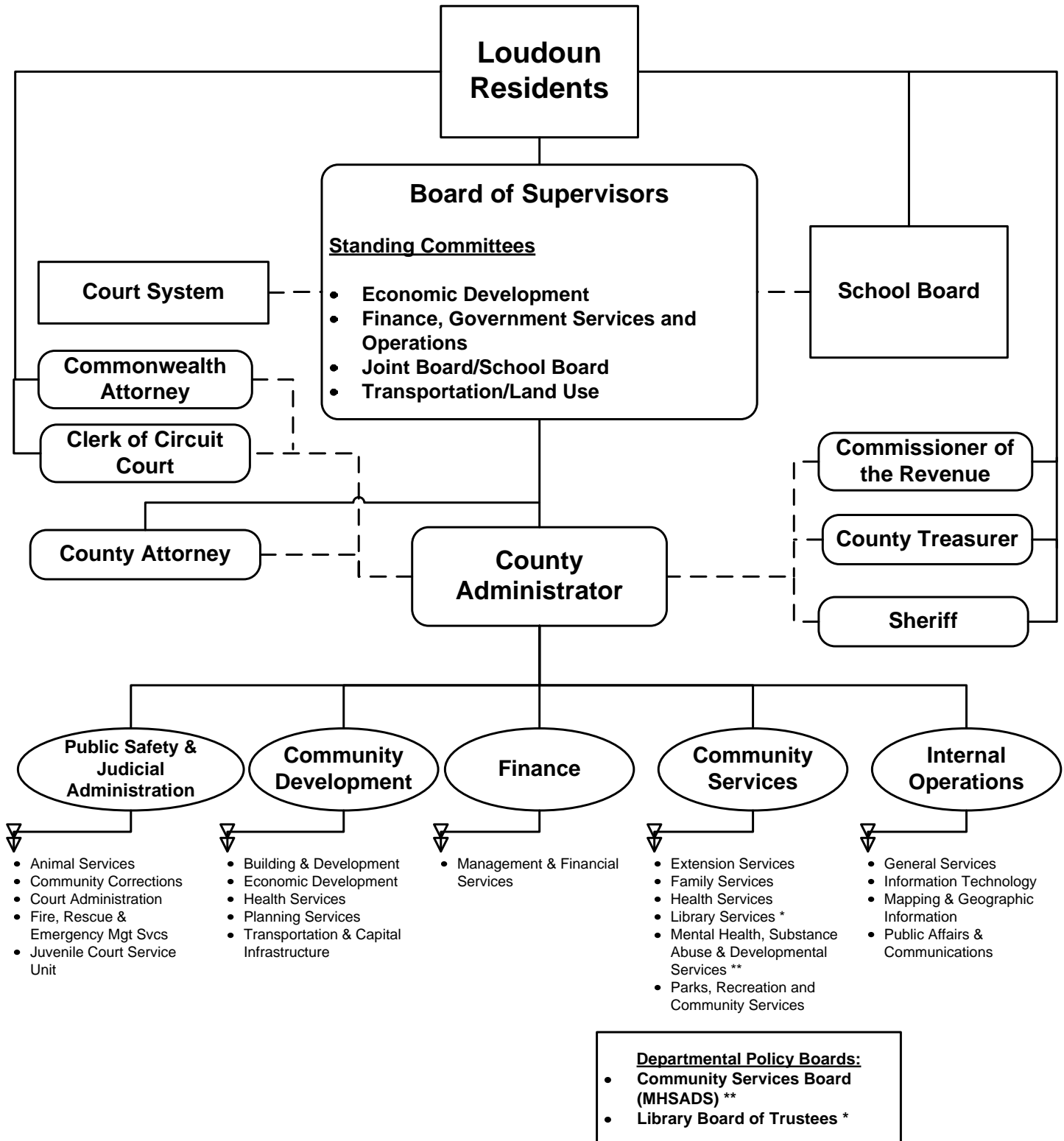
In closing, the FY 2014 Fiscal Plan addresses the need for the County to maintain essential services and focuses on expanding our transportation infrastructure. As the economy recovers, Loudoun County continues to experience job growth and a low unemployment rate; increasing property values; and a positive business climate. The well-designed neighborhoods; high-quality public school system; and dedication to service continue to make Loudoun a vibrant and desirable place in which to live, work, play, and conduct business.

Sincerely,

Scott K. York  
Chair  
Loudoun County Board of Supervisors



## LOUDOUN COUNTY ORGANIZATIONAL CHART





---

## USER'S GUIDE

The *FY 2014 Adopted Fiscal Plan* is divided into six sections to explain the County's proposed expenditures and supporting revenues.

### EXECUTIVE SUMMARY

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

### GENERAL FUND REVENUE

This section includes tables, charts and graphs that present the County's sources of revenue in FY 2014: General Property Taxes, Local Non-Property Taxes, Other Local Sources of Revenue, Aid from the Commonwealth, and Federal Payments.

### PROGRAM BUDGETS

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

### CAPITAL IMPROVEMENT PROGRAM

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

### DEBT SERVICE

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

### OTHER FUNDS

This section presents information on those funds which do not fall into any of the *FY 2014 Adopted Fiscal Plan's* major program areas, such as the Capital Asset Preservation Program, Rental Assistance Program Fund, or the Route 28 Transportation Improvement District.

## NEW IN THE FY 2014 ADOPTED FISCAL PLAN

There are four major organizational changes in this document to note: 1) Changes to the reporting and display of the former Boards, Commissions & Committees section; 2) Structural reorganizations of several departments; 3) Restructuring of the former Regional Organizations section; and 4) Placement of the Landfill Fee Waivers section.

**BOARDS, COMMISSIONS & COMMITTEES** – In past years, all Boards, Commissions and Committees were displayed together in one section of the fiscal plan document. For FY 2014, each board, commission and committee is combined with the respective department with which it is related (i.e the Planning Commission is now combined with Planning Services). There are two exceptions; the Board of Supervisors retains its own section of the document, found within General Government; and the Soil and Water Conservation District appears with the Regional Organizations and Intergovernmental Aid Contributions pages section located in the Miscellaneous section.

**DEPARTMENT REORGANIZATIONS** – The following department reorganizations are reflected in the FY 2014 Adopted Fiscal Plan: 1) the Department of Transportation and Capital Infrastructure was created from the Office of Transportation Services and a portion of Capital Construction and Waste Management; remaining functions of Capital Construction and Waste Management (Landfill, Recycling, Disposal Operations, Environmental Team) were combined with the Department of General Services; 2) the Office of the County Assessor was combined with the Office of the Commissioner of the Revenue; 3) the Department of Mental Health, Substance Abuse and Developmental Services was reorganized from ten program areas to four program areas.

**REGIONAL ORGANIZATIONS** - The former Regional Organizations section contained within the Health & Welfare program area is now shown under Miscellaneous and is divided into two distinct groups: 1) Regional Organizations & Intergovernmental Aid



## Loudoun County Government FY 2014 Adopted Fiscal Plan

---

Contributions; and 2) Non-Profit Organizations. Regional Organizations & Intergovernmental Aid Contributions is made up of groups that receive County funding as part of a contract or agreement, usually based on an agreed upon formula, which provide some type of regional services to local government entities (i.e. Northern Virginia Regional Park Authority). The Non-Profit Organizations pages display the funding awarded to local non-profit groups after an application and review process.

**LANDFILL FEE WAIVERS** – The Landfill Fee Waivers pages have been moved into the Miscellaneous section of the document for ease of use. The Landfill Operations and Disposal Operations functions were reorganized during FY 2013 from the former Department of Construction & Waste Management to the Department of General Services.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

---

---

## **FISCAL YEAR 2014 BUDGET PROCESS**

Loudoun County's Fiscal Year 2014 begins on July 1, 2013, and ends on June 30, 2014. The County initiated its budget process in September 2012 to allow for additional collaboration between County staff, the Board of Supervisors and the citizenry during these difficult economic times. Between September and November, the Departments submitted their budget requests to the Budget Office, which were then reviewed by County Administration and various departmental staff. These items were combined by the County Administrator in the development of the *FY 2014 Proposed Fiscal Plan*. The Board of Supervisors organized public hearings, committee meetings and budget worksessions to review and revise the *Proposed Fiscal Plan*, which was presented by the County Administrator on February 6, 2013. The Board of Supervisors adopted the County *FY 2014 Adopted Fiscal Plan* on April 3, 2013, following the completion of its review process.

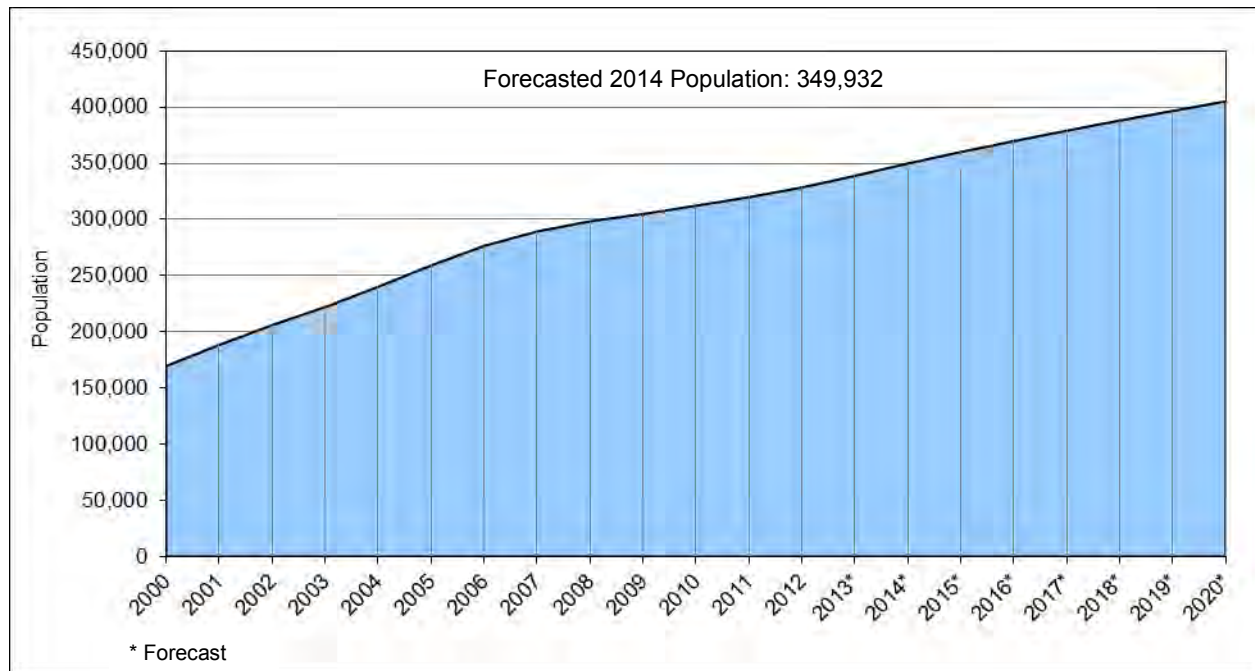
<b>DATE</b>	<b>ACTION</b>	<b>DESCRIPTION</b>
September-October 2012	County Administrator meetings	The County Administrator held FY 2013 and FY 2014 planning meetings with individual department heads.
September 12, 2012	FY 2014 Budget Process Kickoff	The County Administrator provided instructions for the upcoming budget process. Departments were asked to submit their base budget projections. Departments submitted narratives and performance measures.
October 3, 2012	Board provides FY 2014 Fiscal Guidance	The Board of Supervisors directs the County Administrator to develop a draft FY 2014 operating budget that is based on the equalized tax rate, inclusive of all needs.
November 2012- January 2013	Proposed Fiscal Plan Development	The County Administrator met with senior staff, financial and human resource staff to review enhancements and develop the proposed budget. The Budget Office incorporated proposed enhancements into the projected fiscal data to develop the County Administrator's <i>FY 2014 Proposed Fiscal Plan</i> .
January 2013	Draft Fiscal Plan Production	Budget staff organized, edited and compiled the final draft of the <i>FY 2014 Proposed Fiscal Plan</i> to present to the Board of Supervisors. The School Board adopted their proposed budget.
February 6, 2013	<i>FY 2014 Proposed Fiscal Plan</i> presented to the Board of Supervisors	The County Administrator officially presented the <i>FY 2014 Proposed Fiscal Plan</i> to the Board of Supervisors.
February 27 & March 2, 2013	Public Hearings	The Board of Supervisors held hearings to gather public input on the <i>FY 2014 Proposed Fiscal Plan</i> .
March 4 – March 18, 2013	Board of Supervisors Budget Worksessions	The Board held budget worksessions to review the <i>FY 2014 Proposed Fiscal Plan</i> and made changes to appropriations, revenue and tax rates.
April 3, 2013 - June 2013	Board of Supervisors adopts FY 2014 Appropriations Resolution on April 3, 2013 and tax rates on April 17, 2013	The Board set tax rates for Tax Year 2013 and adopted the FY 2014 Appropriations Resolution, creating the <i>FY 2014 Adopted Fiscal Plan</i> . Staff completes final edits and sends the budget document to the printer.
July 1, 2013	Beginning of FY 2014	<i>FY 2014 Adopted Fiscal Plan</i> implementation.



## Demographic Environment

Loudoun County has been one of the fastest growing counties in the nation since the late 1990s. Between 2010 and 2012 Loudoun was ranked the seventeenth-fastest growing county in the nation and number two for jurisdictions with populations over 100,000. The County's forecasted 2014 population is 349,932, according to Loudoun County's November 2012 forecast series. In 2020, the County's population is forecasted to be 405,244, which is an increase of 30% from 2010.

### Population in Loudoun County



Sources: U.S. Census Bureau, Census 2000 and Census 2010; Loudoun County Department of Planning, November 20, 2012 estimate/forecast series.

The County's population growth results from more in-migrants than out-migrants, as well as births out-pacing deaths. The 2012 Loudoun County Survey of Residents indicated that approximately forty-eight percent of Loudoun's residents have lived in the County less than ten years. Many new residents come to Loudoun County to take advantage of its growing economy, job opportunities, proximity to jobs and amenities, housing availability, public school system, and quality of life. U.S. Census Bureau estimates show that from July 2002 to July 2005 during the housing boom, migration produced 74% to 78% of Loudoun's growth. Since July 2005, up through July 2012, migration has produced between 63% and 65% of Loudoun's growth each year. The exception was in the July 2008 to July 2009 period when migration dipped to 59%, which is also when the effects of the housing crisis and recession were prevalent.

The County's high birthrate also contributes to its population growth. Loudoun's birthrate is 20% higher than both the Commonwealth of Virginia's and the national rate. This is due to the fact that young families dominate the County's population. According to the U.S. Census Bureau Population Estimates Program, in 2011 Loudoun County was ranked 38<sup>th</sup> in the nation out of more than 3,000 jurisdictions for percentage of residents between the ages of 25 and 44. In 2011, 32% of the County's residents were between the ages of 25 and 44, compared to 26% nationally.



## Demographic Environment

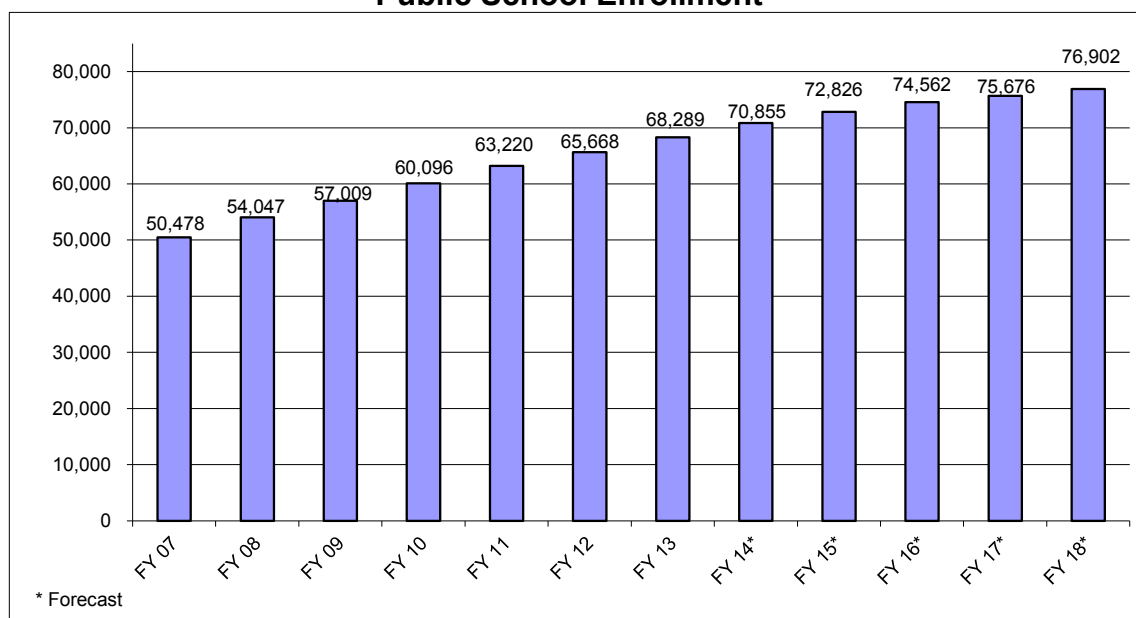
### Birthrate Per 1,000 in 2011



Sources: Virginia Department of Health, *Health Profile, Loudoun County, 2011*, November 30, 2012; National Center for Health Statistics, *National Vital Statistics Report: Births, Preliminary Data for 2011*, October 3, 2012.

The high percentage of young families is responsible for the County's large population of school children. Twenty-four percent of the total population falls between 5 to 19 years, while another 8% of the population is under the age of five. Public school enrollment increased by 35% between 2007 and 2013 and reached 68,289 during the 2012-2013 school year.

### Public School Enrollment



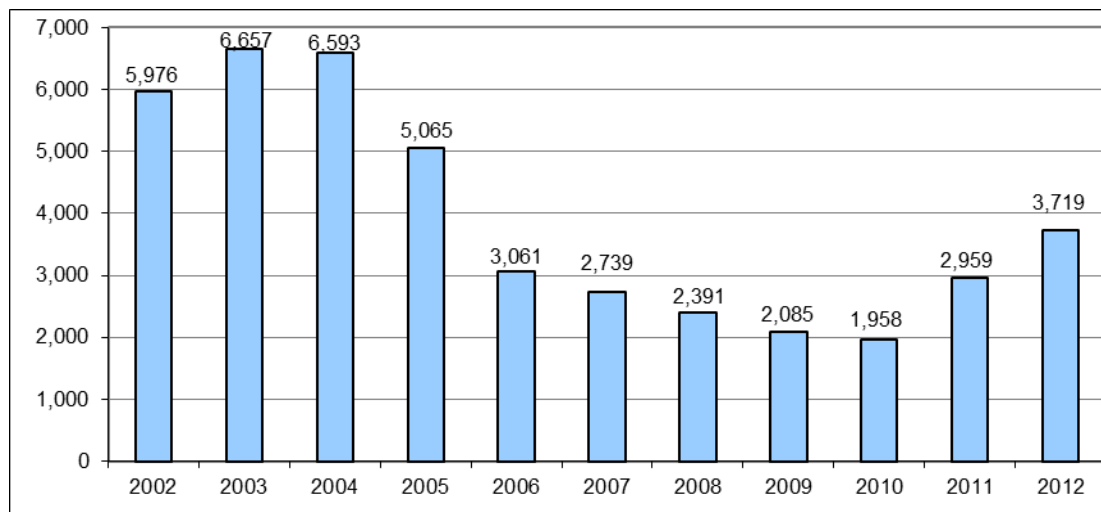
\* Forecast



## Demographic Environment

Residential construction was at a high level from 2001 through 2005. From 2005 to 2010 residential construction declined in Loudoun County, the Washington D.C. Metropolitan Area, and the nation due to the effects of the nation-wide housing crisis and recession. In 2011, residential construction increased substantially, to a level not seen since 2006. In 2012, residential construction increased further, with 3,719 permits issued for new housing units. Of those, 35% were for single-family detached units, 44% were for single-family attached units, and 21% were for multi-family units. In addition to these residential building permits, 156 residential group quarter living units were permitted in 2012. Group quarters, such as nursing homes and college dormitories, receive commercial building permits. The County's relatively large amount of residential construction, bringing with it more residents, has created increased service demands.

### Residential Building Permits Issued for New Construction



Source: Loudoun County Department of Building and Development.  
Compiled by: Loudoun County Department of Planning.





## Economic Environment

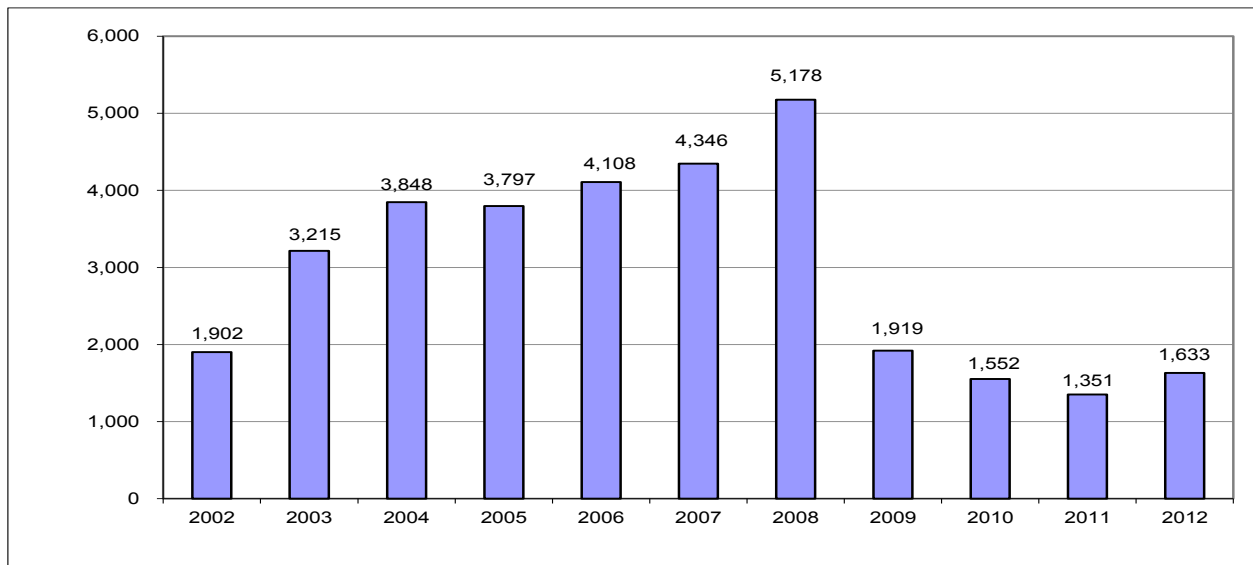
Loudoun County, and the Washington region, continues its recovery from the national recession. Based on data from the Virginia Employment Commission, “at place” employment, which dropped by 2.4% in 2009, has grown by 2.6%, 3.0%, and 3.1% from 2010 through 2012. Loudoun County residents have seen their unemployment rate drop from the recession’s February 2010 peak of 5.6%, to only 3.7% in March 2013. This is now less than half the national rate.

Loudoun’s economy weathered the recession better than the national economy and many other regions. Employment in the service industries, accounting for 43% of Loudoun’s employment, has contributed most of the growth during the recovery from the 2009 recession.

Loudoun’s economic environment contributes to its very high median household income in 2011, at \$119,134, more than twice the national median and one of the very highest in the country. Another comprehensive measure of Loudoun’s economic position is the per capita income of its residents. By this measure, Loudoun’s per capita income has grown from \$39,380 in 2004 to \$57,242 in 2011, the most recent period available. Loudoun ranked in the top 3% of all counties nationwide by this measure.

After a downturn in 2002, the local construction market rebounded. The substantial increase in 2008 was largely due to parking facilities associated with a mixed-use development. The reduced levels from 2009 through 2012 reflect the effects of the recent recession.

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





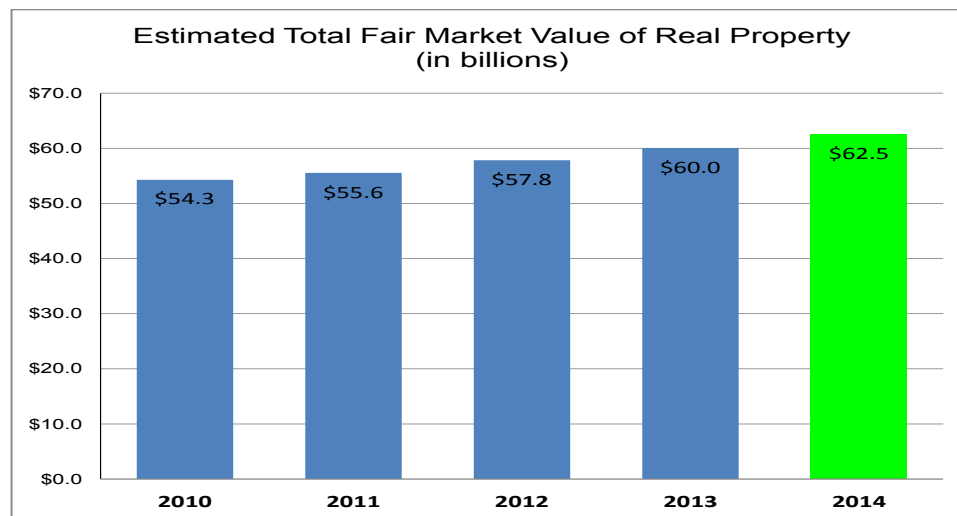
## Economic Environment

In 2004, the Board of Supervisors unanimously adopted a community economic development strategy. This strategy offers a vision of Loudoun with a globally competitive economy, favorable business environment, exceptional quality of place, and a strong sense of community. Loudoun continues to make progress toward being one of the most desirable places to live and work in the United States. In 2013, the Board of Supervisors reinforced and expanded this strategic view. In addition, the George Mason Enterprise Center partnership has exceeded expectations during its first year of operation as a small business incubator.

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

## Real Property Assessments

The estimated fair market value of taxable real property increased from \$57.8 billion on January 1, 2012 to \$60.0 billion on January 1, 2013. The current forecast calls for a further increase to \$62.5 billion by 2014. This represents an increase of 3.8% during calendar year 2012 followed by a 4.1% increase during calendar year 2013. These increases in the real property tax base reflect the ongoing recovery in the housing market from recession.



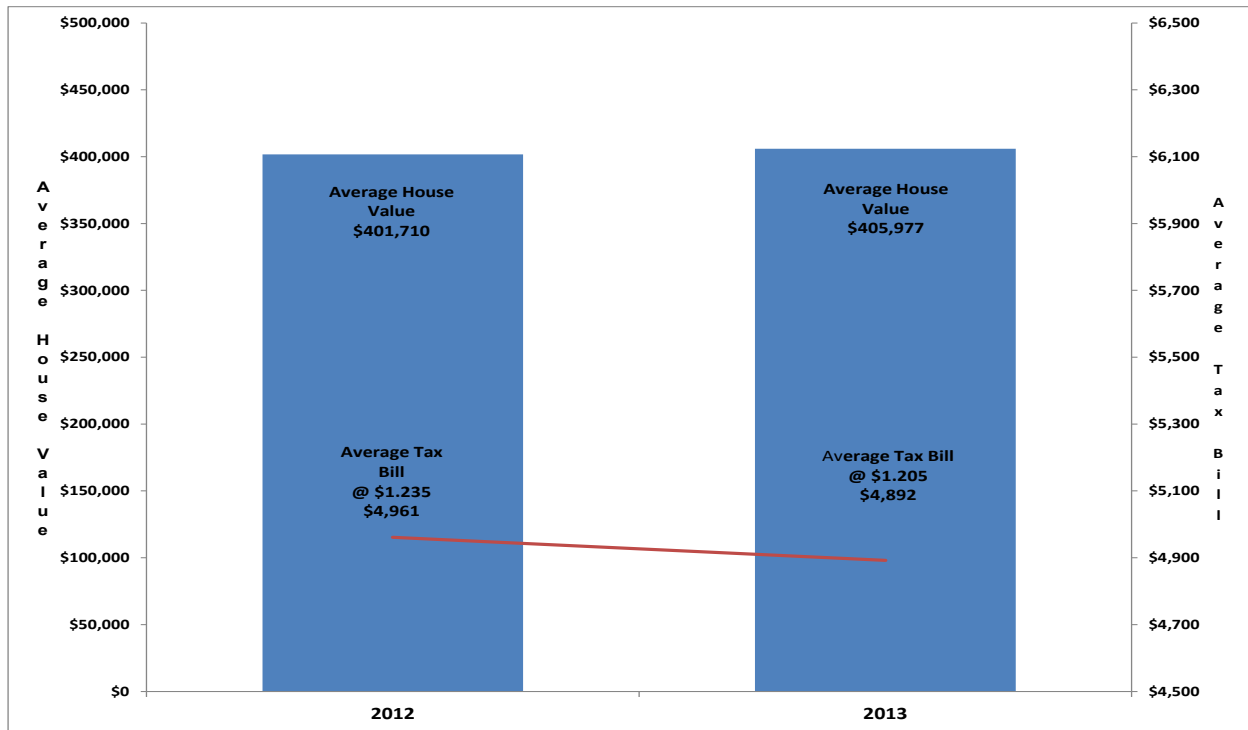
Residential property values for single-family and condo properties increased by \$1.8 billion from January 1, 2012 to January 1, 2013. This increase includes about \$1.3 billion in new construction and growth. The average assessed value of a home in Loudoun increased again this year, from \$401,710 in 2012 to \$405,977 in 2013, and is anticipated to increase again by 2014. The assessed values for rental multi-family units increased by 5.9% to \$1.7 billion from 2012 to 2013.

Commercial and industrial values increased by \$385 million between January 1, 2012 and January 1, 2013. This represents a 3.6% increase to \$11.2 billion. Agricultural property values fell by about \$80 million, or 2.8%, from 2012 to 2013. Public Service Corporation values are expected to increase only slightly.



## Loudoun County Government FY 2014 Adopted Fiscal Plan

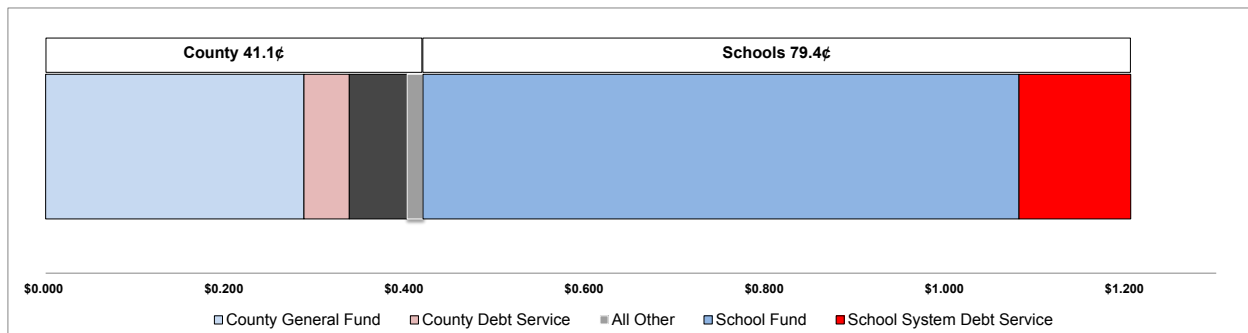
The FY 2014 Adopted Fiscal Plan reflects a real property tax rate of \$1.205 per \$100 of assessed value. This tax rate is in effect for tax year 2013 (January 1 – December 31, 2013). This tax rate is down 3¢ from FY 2013, a 2.4% decrease in the absolute rate. While assessed values increased, the reduced tax rate results in a \$69 decrease in the average tax bill.





## Loudoun County Government FY 2014 Adopted Fiscal Plan

### Real Property Assessments



Of the total rate of \$1.205, 79.4¢ in local tax funding supports the Schools, with its operating budget constituting the largest share at 66.2¢. School debt service and capital projects account for an additional 13.2¢ in FY 2014. County government is supported by 41.1¢, which includes debt service at 5.0¢. Capital Improvement and Capital Asset Preservation Programs total 6.4¢ and 0.5¢ supports the County Comprehensive Services Act. The FY 2014 Fiscal Plan continues to address the County and Schools post-retirement benefits liability, and this is included within the county and school funding this year (0.5¢ for the County and 1.2¢ for the Schools). The chart above demonstrates how \$1.205 is allocated between the General Government and Schools in FY 2014.

### Service Environment

While population and school enrollment growth continues to drive Loudoun county educational and infrastructure service needs, the after effects of the recession have also driven up service needs without a commensurate increase in the tax base. Even with the recent return to growth, the real property tax base is still below its (2007) pre-recession peak. During this same period, the County's population has grown by 21% and its school enrollment by 35%. Even more significant for human service needs, the number of Loudoun's unemployed residents is still 120% above the 2005 level. While the unemployment rate is falling steadily, and is much below national levels, the absolute number of unemployed residents remains more than 4,000 higher than the pre-recession minimum. The combination of increasing population combined with slower tax base growth made the task of developing a FY 2014 Fiscal Plan that balances residents' service requirements and tax burdens a challenge for the Board of Supervisors.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**FY 2014 ADOPTED ENHANCEMENTS**

With the fiscal guidance set by the Board, the County Administrator directed departments to submit budget enhancements only if they relate to opening new facilities, meeting critical core operating needs, and addressing Board priorities. Fiscal Year 2014 enhancements total approximately \$3.9 million in local tax funding and 29.67 FTE. The following table summarizes the adopted enhancements in the FY 2014 Adopted departmental budgets.

**FY 2014 ADOPTED ENHANCEMENTS**

<b>Functional Group/Department</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Funding</b>	<b>FTE</b>
<b>Public Safety and Judicial Administration</b>				
<b><u>Clerk of the Circuit Court</u></b>				
Archival Records Specialist	71,461	71,461	0	1.00

This position will assist with the preservation of court records, research preservation grant opportunities, prepare grant applications, assist the public with research of historical records, digitize/scan court records and provide online/remote access to court records. Currently only one FTE is dedicated to the preservation of court records. The funding for this position will be provided by state grants in for the total cost of the enhancement. Upon approval of this enhancement by the Board of Supervisors in the adopted FY 2014 budget, the Clerk will acquire the grant funding resulting for this position.

<b>Clerk of the Circuit Court Total</b>	<b>71,461</b>	<b>71,461</b>	<b>0</b>	<b>1.00</b>
---	---------------	---------------	----------	-------------

**Fire, Rescue and Emergency Management**

Conversion of Temporary Fire Inspectors to Permanent	67,830	50,055	17,775	1.06
--	--------	--------	--------	------

This enhancement of \$248,286 and 3.36 FTE increases EMS supervision on critical and large-scale emergency medical incidents from 7/12 to 24/7 for all career and volunteer personnel who staff ambulances and deliver emergency medical services. The EMS Supervisors provide emergency incident response, non-emergency incident support, and serve as a liaison with the emergency rooms at the hospital in addition to trauma centers when patients are transported to these facilities outside of the county. When operating on emergency incident scenes, EMS Supervisors are responsible for overseeing all aspects of the medical care provided by responders and essentially serve as an extension of the Medical Director at the scene and assist with incident command responsibilities. This program was identified as a critical need by the combined Fire and Rescue System Medical Director.

Night Shift Hourly Pay Rate Differential at ECC	21,530	0	21,530	0.00
---	--------	---	--------	------

This enhancement of \$21,530 is to provide a \$0.65 per hour shift rate differential for operational personnel within the Emergency Communications Center (ECC) that work night shifts. The Board of Supervisors approved FY 2013 enhancement funds that allowed the Sheriff's Office ECC personnel to receive a similar hourly rate differential.

EMS Evening Supervision	248,286	0	248,286	3.36
-------------------------	---------	---	---------	------

This enhancement of \$248,286 and 3.36 FTE is to provide EMS supervision for personnel who staff ambulances and deliver emergency medical services during the evening and overnights shifts or 6 PM to 6 AM. The EMS Supervisors provide emergency incident response, non-emergency incident support, and serve as a liaison with the emergency rooms at the hospital in addition to trauma centers when patients are transported to these facilities outside of the county. When operating on emergency incident scenes, EMS Supervisors are responsible for overseeing all aspects of the medical care provided by responders and essentially serve as an extension of the Medical Director at the scene and assist with incident command responsibilities. This program was identified as a critical need by the combined Fire and Rescue System Medical Director.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**FY 2014 ADOPTED ENHANCEMENTS**

<b>Functional Group/Department</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Funding</b>	<b>FTE</b>
------------------------------------	---------------------	-----------------	----------------	------------

**Fire, Rescue and Emergency Management (continued)**

GIS Technician for Emergency Communications	87,230	0	87,230	1.00
---	--------	---	--------	------

This enhancement of \$87,230 and 1.00 FTE is for a Technician position needed to provide direct technical support to the Geographic Information System (GIS) database; update and maintain data within the associated applications; administer and manage technical processes; produce and continuously update maps; and be involved with the regional CAD-2-CAD project. Further, this position will serve a critical role with the implementation of a new public safety GIS based Computer Aided Dispatch program within Fire, Rescue and Emergency Management.

The position will result in the current GIS Coordinator being able to focus on major programmatic applications, coordinating and conducting training for other public safety departments' staff, mitigating the deficiencies that are identified during emergency events, and preparing and assisting the public safety departments both strategically and proactively.

Hybrid Staffing Personnel	654,215	0	654,215	8.96
---------------------------	---------	---	---------	------

This enhancement of \$654,215 and 8.96 FTE or eight positions (six Firefighters and two Battalion Chiefs) is to provide a hybrid staffing factor that minimizes the use of overtime to fulfill minimum daily staffing requirements for the current level of fire, rescue and emergency response service being provided. The Board approved 15 positions or 16.8 FTE in FY 2011 for hybrid staffing personnel in conjunction with a Board directed ICMA workforce staffing analysis conducted in 2010. The ICMA analysis concluded that hybrid staffing is an effective way to offset overtime associated with minimum staffing requirements. These eight positions represent an incremental approach towards fully implementing the hybrid staffing model, which totals 40.32 FTE or 36 positions.

The total FY 2014 cost of these eight positions is \$808,993. These positions will allow the Department to reduce its FY 2014 overtime expenditures by an estimated \$154,778 for a net cost of \$654,215. The overtime savings, which represent a 19% recovery of cost for FY 2014 reflects savings yielded for three months as a result of 6-9 month period necessary for recruiting and training requirements prior to these positions becoming operational. The overtime savings recovery associated with these positions will increase in FY 2015 and beyond to an estimated \$637,385, or 82% cost recovery due to these positions being operational for entire fiscal years.

<b>Fire, Rescue and Emergency Management Total</b>	<b>1,079,091</b>	<b>50,055</b>	<b>1,029,036</b>	<b>14.38</b>
--	------------------	---------------	------------------	--------------

**Sheriff's Office**

In lieu of additional enhancements, the Board of Supervisors approved an increase of \$1,200,000 in the Sheriff's Office personnel budget. This increase is intended to offset the department's vacancy savings allocation and allow the Sheriff's Office to fill authorized sworn positions as needed to meet minimum staffing requirements and decrease overtime expenditures.

<b>Sheriff's Office Total</b>	<b>1,200,000</b>	<b>0</b>	<b>1,200,000</b>	<b>0.00</b>
-------------------------------	------------------	----------	------------------	-------------

<b>Public Safety and Judicial Administration Total</b>	<b>2,350,552</b>	<b>121,516</b>	<b>2,229,036</b>	<b>15.38</b>
--	------------------	----------------	------------------	--------------



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## FY 2014 ADOPTED ENHANCEMENTS

Functional Group/Department	Expenditures	Revenues	Funding	FTE
<b>Community Development</b>				
<b><u>Transportation &amp; Capital Infrastructure</u></b>				
Loss of Federal funding	495,903	0	495,903	0.00
This enhancement of \$495,903 is required to maintain the existing level of local fixed route transit services in FY 2014 due to the loss of federal rural operating assistance (5311 and JARC) grant funding as a result of the 2010 census data, revising Loudoun County's rural designation. This funding is provided to Virginia Regional Transit to provide transit services in FY 2014. The County and the Virginia Department of Rail and Public Transportation will be conducting a comprehensive evaluation of the transit system in preparation for the FY 2015 budget development process.				
<b>Transportation &amp; Capital Infrastructure Total</b>	<b>495,903</b>	<b>0</b>	<b>495,903</b>	<b>0.00</b>
<b><u>Economic Development</u></b>				
Rural Strategy	89,677	0	89,677	1.00
This enhancement adds \$62,677 and 1.00 FTE for a Rural Business Development Assistant, and \$27,000 of additional funding to support implementation of the Rural Economic Business Development Strategy (REBDS). The Rural Business Development Assistant will perform administrative functions related to advertising, marketing, brochure development and production, information and data gathering, and distribution for various programs, including Farm Tours and product marketing guides. Funding is also included to develop a branded rural business awareness program and to complete a market analysis and feasibility study with the goal of developing a consolidated, year round farmers market in Loudoun County oriented towards the eastern portion of the County.				
<b>Economic Development Total</b>	<b>89,677</b>	<b>0</b>	<b>89,677</b>	<b>1.00</b>
<b>Community Development Total</b>	<b>585,580</b>	<b>0</b>	<b>585,580</b>	<b>1.00</b>

Functional Group/Department	Expenditures	Revenues	Funding	FTE
<b>Health and Welfare</b>				
<b><u>Family Services</u></b>				
Benefits Specialist	81,331	0	81,331	1.00
The Benefit Program Specialist 2 position will administer up to five federally mandated assistance programs to ensure that the county's most financially needy and vulnerable children and adults will receive assistance to meet their most basic needs (food, financial and medical assistance). The Department is mandated to process and determine eligibility within specified time frames. The position would help the department to comply with the Court Order for expedited Supplemental Nutrition Assistance Program (SNAP) and regular SNAP. It would assist the Department in returning to compliance with the Medicaid mandates.				
Shenandoah Lobby Reconfiguration	186,000	0	186,000	0.00
Space reconfiguration at Shenandoah Building to improve functionality, enhance service delivery in the Benefits programs and reduce staff time spent in administrative tasks. The space reconfiguration will include additional client registration kiosks, related computer hardware, as well as software upgrades to allow for future Web interfaces, enabling clients to apply online and reduce staff time spent manually inputting information.				
<b>Family Services Total</b>	<b>267,331</b>	<b>0</b>	<b>267,331</b>	<b>1.00</b>
<b><u>Mental Health, Substance Abuse and Developmental Services</u></b>				
Part-Time Child Psychiatrist Position	193,034	120,000	73,034	0.80

A 0.80 FTE is requested for a part-time Child Psychiatrist/Medical Director. The position will function as a direct care provider, serving children and adolescents in need of psychiatric medication evaluations and monitoring, and will serve as a Medical Director, overseeing the provision of all of the Department's psychiatric services and the contracted doctors providing those services.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## FY 2014 ADOPTED ENHANCEMENTS

### Mental Health, Substance Abuse and Developmental Services (continued)

Although outpatient services are not mandated to be provided, the Department currently serves over 500 children and adolescents through the outpatient program. All Medicaid eligible individuals receiving such services must receive a psychiatric evaluation in order for the Department to effectively bill Medicaid for the outpatient services provided. This position will serve two important functions: 1) direct service provision, and 2) oversight/ management of efforts to develop and sustain an integrated model of primary and behavioral healthcare.

This position will serve children and adolescents of varying degrees of psychiatric problems, from mild to severe. The demand for child psychiatric services has increased 41% from FY 2010 to FY 2012. Additionally, the Department's ability to serve children and adolescents waiting for a psychiatric evaluation in a timely manner is dramatically outpaced, with only 38% referred for a psychiatric evaluation receiving an appointment within two weeks. Most clients served have to wait six to eight weeks before receiving a psychiatric evaluation appointment. This position will support the development of a responsive, consumer-oriented service delivery model. Projected Medicaid revenue generated by this position's providing direct services to children and adolescents covered by Medicaid will offset approximately 60% of the cost of this position.

<b>Total Mental Health, Substance Abuse and Developmental Services</b>	<b>193,034</b>	<b>120,000</b>	<b>73,034</b>	<b>0.80</b>
<b>Health and Welfare Total</b>	<b>460,365</b>	<b>120,000</b>	<b>340,365</b>	<b>1.80</b>

<b>Functional Group/Department</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Funding</b>	<b>FTE</b>
<b>Parks, Recreation and Culture</b>				

#### Library Services

RFID Construction and Technology	440,000	0	440,000	0.00
----------------------------------	---------	---	---------	------

This enhancement is to construct and install the Radio Frequency Identification System (RFID) at Ashburn and Cascades Libraries. Ashburn and Cascades are the two busiest library branches in the LCPL system accounting for 60% of total system circulation. Circulation at these two locations has increased by over 700,000 (33%) since FY 2007 and has had a significant increase in new library cards (at minimum 6%) and program attendance (at minimum 13%) with no increase in staffing levels. Circulation staff checks in an average of 7,500 items on a daily basis at these two locations. This one-time investment would allow existing staff to be more efficient, mitigate the need for future staffing increases, and help to create a more customer-focused organization. This enhancement will be funded through a one-time use of prior year fund balance.

<b>Library Services Total</b>	<b>440,000</b>	<b>0</b>	<b>440,000</b>	<b>0.00</b>
-------------------------------	----------------	----------	----------------	-------------

#### Parks, Recreation & Community Services

CASA Program for 2 New Elementary Schools	182,133	231,120	(48,987)	2.32
---	---------	---------	----------	------

This revenue neutral enhancement is for a County After School Program (CASA) at the two new elementary schools, Discovery and Moorefield Station, both in Ashburn which are scheduled to open in the Fall of 2013. The programs will serve an expected 54 children each for a total of 108 new participants. The staff needed for these programs is three-20 hours/week CASA Leader positions. Additional funds are needed for office supplies, food, recreation supplies and training. In addition, this enhancement also requests funds for a full time After School Specialist.

Community Center Program	131,230	149,380	(18,150)	0.00
--------------------------	---------	---------	----------	------

This revenue neutral enhancement is for the funding of various camp programs at the Loudoun Valley Community Center, Bluemont Community Center, Douglas Community Center and the Dulles South Multipurpose Center. The request accommodates transportation fee increases by Loudoun County Public Schools from \$21/hr to \$33/hr, increased admissions fees for Trip Camps to various venues, and increased contractual expenditures for various new summer camp programs. This enhancement provides the necessary funding to cover the increased expenses for all bus trips associated with camp programs at the community centers. The total expenditure request is \$131,230 with total projected revenue of \$149,386. This includes a 107% recovery rate of direct operating costs for the Trip Camps and a 120% recovery rate for contractual programs.





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**FY 2014 ADOPTED ENHANCEMENTS**

Facility Supervisors for Lighted Fields	89,075	89,075	0	2.80
---	--------	--------	---	------

This enhancement provides a pool of 2.80 FTE for facility supervisors at lighted ball fields. The ball fields at the Byrnes Ridge Park in the Dulles South area, Brambleton East and West, and Franklin Park are currently in the process of adding athletic field lighting to the existing fields which will require facility supervision. It is estimated that the Byrnes Ridge Park will need 1,600 facility supervisor hours annually, Brambleton East and West Parks will need a total of 3,200 facility supervisor hours annually and Franklin Park will need 650 facility supervisor hours. Franklin Park needs less facility supervisor hours because the park is already considered a priority 1 facility and currently has some facility supervisors. The ball fields at these four parks, with the exception of Brambleton East, are currently open and being utilized by the public. The anticipated opening of the Brambleton East fields will be in late FY 2013 or early FY 2014 with the lights also being installed in FY 2014. Additional staffing is needed for the additional hours of operations associated with lighted ball fields. This enhancement provides the staffing needed to supervise 20 new lighted athletic fields at four parks and increase the amount of field usage especially in the fall season as well as funding for uniforms.

Fee Increases and Late Fees	0	24,746	(24,746)	0.00
-----------------------------	---	--------	----------	------

This enhancement requests a fee increase of 5% in senior center membership fees from \$25.00 to \$26.00 for County residents; and from \$37.50 to \$39.00 for non-County residents. Currently, there are approximately 150 non-County memberships, all at Cascades. In FY 2012, there were 2,825 senior memberships in the County (Cascades Senior Center – 1,514, Leesburg Senior Center - 727, Carver Center - 432, and Dulles South Senior Activity Center – 152). The senior membership is projected to increase to 3,000 in FY 2014.

This enhancement also includes changes to the Adult Day Center (ADC) Fee based scale. The proposed fee scale will help to close the gap in the percentage of income costs to clients. The fee increase is based on current enrollments. The existing fees have been constant since 2009. Currently, the department is serving 74 frail adults 60 years or over with physical and mental disabilities.

<u>Monthly Income Married</u>	<u>Monthly Income Single</u>	<u>Adult Day Center Daily Rate FY 2014</u>
0-1,336	0-993	\$15
1,337-1,618	994-1,203	\$26
1,619-2,023	1,204-1,504	\$38
2,024-2,428	1,505-1,805	\$45
2,429-2,833	1,806-2,106	\$52
2,834-3,440	2,107-2,557	\$55
3,441-4,678	2,558-3,477	\$63
4,679-6,036	3,478-4,485	\$67
6,037-7,786	4,486-5,786	\$71
7,789 and above	5,787 and above	\$75

In addition, this enhancement establishes a late payment fee of \$25 for the Adult Day Centers. The late fee is not projected to raise a significant amount of revenue. The purpose of having this fee is to deter late payments.

Summer Camp Expansion & Additional Transportation Funds	124,328	133,031	(8,703)	2.37
---	---------	---------	---------	------

This enhancement allows for increased service levels and adds 4 summer camp sites for a total of 1,728 new one week slots allowing 216 more children to attend camp each week to fulfill current demand. Additional funds are needed for transportation, recreation supplies, training, and uniforms. Transportation for field trips associated with Summer Programs is provided through Loudoun County Public Schools. In FY 2013, transportation costs rose from \$21/hr to \$33/hr raising the costs of transportation. This enhancement provides the necessary funding to cover the increased expenditures for all bus trips associated with the countywide summer camp program including 8 seasonal Summer Camp supervisor positions (1.12 FTE) and 16 seasonal Summer Camp Leader positions (1.25 FTE). The Summer Camp Program used the school buses a total of 272 times in FY 2013 and this will increase to 288 school bus trips in FY 2014.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**FY 2014 ADOPTED ENHANCEMENTS**

Maintenance of Priority 1 LCPS Fields	427,887	0	427,887	4.00
---------------------------------------	---------	---	---------	------

This enhancement provides for the maintenance of 198 athletic fields at Loudoun County elementary and middle schools. This enhancement is a joint effort with Loudoun County Public Schools (LCPS) and the Department of Parks, Recreation & Community Services (PRCS) in regularly maintaining athletic fields to increase the usage for the games as well as practices. While the regular mowing is performed by LCPS at the recommended standards of 2.5 – 3.5 inches, the PRCS will maintain the fields to balance the soil; fertilize; aerate; drag fields weekly if scheduled by the leagues; and line the fields with paint at the beginning of season.

<b>Parks, Recreation &amp; Community Services Total</b>	<b>954,653</b>	<b>627,352</b>	<b>327,301</b>	<b>11.49</b>
<b>Parks, Recreation and Culture Total</b>	<b>1,394,653</b>	<b>627,352</b>	<b>767,301</b>	<b>11.49</b>

Functional Group/Department	Expenditures	Revenues	Funding	FTE
<b>Non-Departmental</b>				

**Non-Departmental**

DIT Computer Replacement	1,225,000	0	1,225,000	0.00
--------------------------	-----------	---	-----------	------

This funding of \$1,225,000 for the Personal Computer Replacement Fund was recommended for the use of year end fund balance during the FY 2012 closeout/CAFR process presented to the Board of Supervisors Finance/Government Services Operations Committee on November 20, 2012. The Board of Supervisors recommended that this be referred to the FY 2014 budget process. This enhancement will fund the annual replacement of end-user technology equipment replacements for items such as personal computer workstations, laptops, tablets/portable devices, monitors and printers, based on the County's five-year replacement cycle. Specifically, this will fund the purchase of the following: 750 personal computer workstations, 440 laptops, and tablets/portable devices, miscellaneous computer monitors and printers requiring replacement due to hardware failure and going out of warranty.

<b>Non-Departmental Total</b>	<b>1,225,000</b>	<b>0</b>	<b>1,225,000</b>	<b>0.00</b>
-------------------------------	------------------	----------	------------------	-------------

<b>ADOPTED ENHANCEMENTS TOTAL</b>	<b>6,016,150</b>	<b>868,868</b>	<b>5,147,282</b>	<b>29.67</b>
-----------------------------------	------------------	----------------	------------------	--------------



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**FY 2014 ADOPTED LOCAL TAX FUNDING**

The following table details the line items that constitute local tax funding. Real and personal property taxes are the largest components of local tax funding. Real property revenues are demonstrated at the 2012 (Tax Year) rate of \$1.235 and the adopted Tax Year 2013 tax rate of \$1.205. Each cent of the adopted tax rate for Tax Year 2013 approximates \$8.6 million in revenue and carryover.

<b>FY 2013 vs. FY 2014 Adopted Local Tax Funding Revenue Sources</b>
--

<b>Description</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>	<b>Variance (\$)</b>
<b>Revenue</b>			
Real Property Taxes (General)	\$ 671,955,520	\$ 685,151,364	\$ 13,195,844
Public Service Property Taxes	22,112,380	19,277,700	(2,834,680)
Penalties & Interest	5,217,570	4,946,000	(271,570)
Personal Property	169,448,300	188,176,000	18,727,700
Mobile Homes	13,530	13,280	(250)
Aircraft	46,670	37,000	(9,670)
Heavy Equipment	842,400	1,168,000	325,600
Machinery & Tools	1,029,660	1,024,000	(5,660)
Sales Tax	56,619,390	60,296,767	3,677,377
Consumer Utility/Franchise Taxes	8,683,310	8,866,207	182,897
Short-Term Rental Tax	225,000	231,750	6,750
Transient Occupancy Tax	2,086,000	2,186,000	100,000
<b>Revenue Subtotal</b>	<b>\$ 938,279,730</b>	<b>\$ 971,374,068</b>	<b>\$ 33,094,338</b>
<b>Use of General Fund Balance</b>	<b>\$ 27,003,340</b>	<b>\$ 36,507,906</b>	<b>\$ 9,504,566</b>
<b>Use of Self Insurance Fund Balance</b>	<b>10,000,000</b>	<b>0</b>	<b>(10,000,000)</b>
<b>Total</b>	<b>\$ 975,283,070</b>	<b>\$ 1,007,881,974</b>	<b>\$ 32,598,904</b>



## **Loudoun County Government FY 2014 Adopted Fiscal Plan**

---

### **CAPITAL IMPROVEMENT PROGRAM**

The Capital Improvement Program (CIP) is a six-year plan that is developed and updated biennially, with the six-year period moving out two years every other fiscal year. FY 2014 is the second year of the biennium, with the current CIP proposing public facilities to be developed in the FY 2013 – FY 2018 capital planning period. Funding appropriations for FY 2013 occurred during the FY 2013 budget cycle; appropriations for FY 2014 were considered during the FY 2014 budget cycle. All financial figures provided in the FY 2015 – FY 2018 timeframe are planning figures, and may be considered for funding appropriations in future CIPs.

Development of the CIP was undertaken in consideration of the Board of Supervisors' Adopted FY 2017 – FY 2026 Capital Needs Assessment. The Capital Needs Assessment identifies public facilities that could be included for funding consideration in the CIP based on the Board of Supervisors' Adopted Capital Facility Standards and future population projections. The Board of Supervisors' Adopted Capital Facility Standards define the types of public facilities to be developed and the population service thresholds the Board has defined it will utilize to meet public facility needs in Loudoun County.

The Adopted Capital Budget for FY 2014 recommends funding \$275.95 million in capital projects. The funding includes \$264 million for general government projects and \$11.95 million for public schools. Of the \$11.95 million in school projects, the FY 2014 Capital Budget proposes \$9.32 million to construct additions to a middle school and a high school, and \$2.63 million for upgrades to the Loudoun County High School Football Stadium.

The County's \$264 million in general government projects is comprised of \$166 million in transportation projects; \$24.18 million in public safety projects; \$54.40 million in parks, recreation and cultural projects; \$14.28 million in landfill and storm-water projects; and \$5.1 million for general government projects. The largest general government expenditure category is for capital investment in transportation infrastructure at \$166 million, which includes \$40 million for Dulles Corridor Rapid Transit, \$124 million for roads, and \$2 million for transit buses and transit facilities.

The funding of the \$275.95 million in FY 2014 capital projects comes from the following major sources: debt financing, general obligation bonds, local tax funding, fund balance, State capital assistance, local gasoline tax funding, and cash proffers. The key CIP funding sources are \$77.78 million in debt financing and \$96.45 million in general obligation bond financing, which will be included for voter consideration on the November 2013 referendum. The November 2013 referendum would include \$10.76 million for school projects, \$2.68 million for County fire apparatus, \$40 million for the Route 606 widening project, and \$28.34 million to develop a district park, construct the Dulles Multi-Purpose Center and replace the Lovettsville Community Center. The largest projects within the \$77.78 million in debt financing include the Dulles Corridor Rapid Transit Project at \$40 million, the Landfill Mining Project at \$10 million, and the construction of a section of Crosstrail Boulevard from Sycolin Road to Claudia Drive at \$17.5 million. The Adopted FY 2014 CIP includes the use of \$48.39 million "pay as you go" local funding, which meets the Board of Supervisors fiscal policy of utilizing 10% "pay as you go" local funding in its annual capital expenditure plan.

Detailed information regarding the Adopted Capital Improvement Program and the status of ongoing capital projects may be found in Volume 2 of the FY 2014 Adopted Fiscal Plan.

### **Capital Project Funding and Debt Service**

The CIP is financed through a number of cash and debt instruments during the six-year planning period. These include local tax funding from the General Fund, either from budgeted tax revenues or fund balance, currently authorized bond financing, revenue bonds, user fees, and developer contributions or proffers in the form of dedicated land, in-kind services, or cash. The Adopted FY 2013 - 2018 CIP relies on \$405.48 million in debt financing to fund the six-year capital plan. A total of \$844.50 million in general obligation bond financing, requiring voter approval, is included in the six-year financing plan. An additional \$130 million in revenue bond financing is used to finance parking garages for the County's two Metrorail Stations.

The Board of Supervisors' fiscal policy has a goal of 10% "pay-as-you-go" funding in financing the County's capital facility needs. Local tax funding, which is often referred to as "pay-as-you-go" funding, denotes monies from the General Fund, e.g., when the County does not borrow money to finance projects but instead pays for the improvement out of current receipts. The Adopted FY 2013 – FY 2018 CIP includes \$217.44 million in local tax funding. The inclusion of these funds to offset the cost of General Government projects provides the six-year plan



## Loudoun County Government FY 2014 Adopted Fiscal Plan

---

with 10% percent of total CIP expenditures as offset by “pay-as-you-go” funding during the six-year CIP period. Board policy also requires that rollback tax allocations be used in the planning subarea where the taxes are derived. The Adopted FY 2013 - 2018 CIP includes \$21.95 million in intergovernmental funds from the Commonwealth of Virginia while developer contributions, also known as proffers, will offset 4% of estimated capital expenditures over the six-year planning period.

### **Capital Asset Preservation Program**

The County Administrator’s Adopted FY 2014 Fiscal Plan includes funding for the County Capital Asset Preservation Program (CAPP), budgeted at \$4.42 million for the General Government CAPP and \$5.58 million for the Schools CAPP. There is an additional \$100,000 available to the courts derived from court recordation fees. Adopted appropriations in the County Computer System Replacement Fund (CSRF), a subfund of the CAPP, includes \$1.77 million in funding for minor (under \$500,000) systems, computer hardware and software replacement.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

The following series of tables summarizes the FY 2014 Adopted Fiscal Plan for County Government Operations, the County Schools System, the second year of the Adopted FY 2013-2018 Capital Improvement Program, the Debt Service and Capital Asset Preservation Program Funds, and other related funds at the adopted \$1.205 real property tax rate.

### Adopted FY 2014 Appropriations Schedule

<b>Appropriations Category</b>	<b>Expenditures (Adopted)</b>	<b>Revenue/ Carryover</b>	<b>Local Tax Funding</b>	<b>% of Total LTF</b>
<b><i>Operating Appropriations</i></b>				
County General Fund	\$ 412,823,405	\$ 172,944,465	\$ 239,878,940	23.8%
School Fund	841,672,450	290,056,968	553,615,482	54.9%
School Cafeteria Fund	26,482,361	26,482,361	0	0.0%
Comprehensive Services Act Fund	8,993,949	4,822,407	4,171,542	0.4%
Legal Resource Center (Law Library)	84,351	84,351	0	0.0%
Restricted Use Transient Occupancy Tax <sup>1</sup>	3,748,049	3,748,049	0	0.0%
Rental Assistance Fund	9,201,420	9,121,014	80,406	0.0%
Self-Insurance Fund	2,800,000	0	2,800,000	0.3%
State/Federal Grant Fund	1,915,394	1,915,394	0	0.0%
<b><i>Operating Appropriations Subtotal</i></b>	<b>\$ 1,307,721,379</b>	<b>\$ 509,175,009</b>	<b>\$ 800,546,370</b>	<b>79.4%</b>
<b><i>Debt Service Appropriations</i></b>				
County Government/Transportation	\$ 44,505,940	\$ 2,362,322	\$ 42,143,618	4.2%
School System	109,211,885	13,594,389	103,776,933	10.3%
Route 28 Special Tax District	9,413,000	9,413,000	0	0.0%
Aldie Sewer Service District	0	0	0	0.0%
Hamilton Sewer Service District	207,000	119,000	88,000	0.0%
Dulles Industrial Park Tax District	143,752	143,752	0	0.0%
Greenlea Tax District	44,038	44,038	0	0.0%
<b><i>Debt Service Appropriations</i></b>	<b>\$ 163,525,615</b>	<b>\$ 25,676,501</b>	<b>\$ 146,008,551</b>	<b>14.5%</b>
<b><i>Operating &amp; Debt Service Appropriations</i></b>	<b>\$1,471,246,994</b>	<b>\$ 534,851,510</b>	<b>\$ 946,554,921</b>	<b>93.9%</b>
<b><i>Capital Appropriations</i></b>				
County/Transportation Capital Projects	\$ 264,001,109	\$ 216,804,993	\$ 47,196,116	4.7%
County Asset Preservation Program	4,420,000	100,000	4,320,000	0.4%
School System Capital Projects	11,950,000	10,755,000	1,195,000	0.1%
School System Asset Preservation	5,577,000	0	5,577,000	0.6%
Computer System Replacement Fund	1,770,000	0	1,770,000	0.2%
Public Facilities Trust Fund	37,801,000	37,801,000	0	0.0%
Transportation District Fund <sup>2</sup>	18,469,349	24,137,446	495,903	0.0%
<b><i>Capital Appropriations Subtotal</i></b>	<b>\$ 343,988,458</b>	<b>\$ 289,598,439</b>	<b>\$ 60,554,019</b>	<b>6.0%</b>
<b><i>Unallocated General Fund Balance</i></b>			<b>773,034</b>	<b>0.1%</b>
<b><i>Total Appropriations</i></b>	<b>\$1,815,235,452</b>	<b>\$ 824,449,949</b>	<b>\$1,007,881,974</b>	<b>100.0%</b>

<sup>1</sup> No Local Tax Funding is required, but the excess revenue is retained in Restricted Transient Occupancy Tax fund balance.

<sup>2</sup> The Transportation District Fund was created in FY 2013 by combining the previous Local Gas Tax Fund with revenue to be collected by the newly established Metrorail Districts associated with the Metrorail extension project.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

The FY 2014 Adopted Fiscal Plan requires the use of \$1,007.9 million in local tax funding for all funds; a decrease of approximately \$31.8 million or 3.3% over the Adopted FY 2013 Fiscal Plan. Local tax support for the General Government operating fund is increased by \$3.3 million or 1.4%, while the local tax transfer for the School operating fund is increased by \$11.7 million or 2.2%.

**FY 2013 vs. FY 2014  
Use of Local Tax Funding & General Fund Balance**

<b>Local Tax Funding Category</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>	<b>Variance</b>
<b>Appropriations Category</b>			
<b>Operating Appropriations</b>			
County General Fund	\$ 236,622,591	\$ 239,878,940	\$ 3,256,349
School Fund	541,954,435	553,615,482	11,661,047
School Cafeteria Fund	0	0	0
Comprehensive Services Act Fund	4,371,542	4,171,542	(200,000)
Legal Resource Center (Law Library)	0	0	0
Restricted Use Transient Occupancy Tax	0	0	0
Rental Assistance Fund	80,406	80,406	0
Self-Insurance Fund	2,800,000	2,800,000	0
State/Federal Grant Fund	0	0	0
<b>Operating Appropriations Subtotal</b>	<b>\$ 785,828,974</b>	<b>\$ 800,546,370</b>	<b>\$ 14,717,396</b>
<b>Debt Service Appropriations</b>			
County Government/Transportation	\$ 33,600,077	\$ 42,143,618	\$ 8,543,541
School System	114,673,019	103,776,933	(10,896,086)
Route 28 Special Tax District	0	0	0
Aldie Sewer Service District	0	0	0
Hamilton Sewer Service District	88,000	88,000	0
Dulles Industrial Park Tax District	0	0	0
Greenlea Tax District	0	0	0
<b>Debt Service Appropriations Subtotal</b>	<b>\$ 148,361,096</b>	<b>\$ 146,008,551</b>	<b>\$ (2,352,545)</b>
<b>Operating &amp; Debt Service Appropriations</b>	<b>\$ 934,190,070</b>	<b>\$ 946,554,921</b>	<b>\$ 12,364,851</b>
<b>Capital Appropriations</b>			
County/Transportation Capital Projects	\$ 14,298,000	\$ 47,196,116	\$ 32,898,116
County Asset Preservation Program	3,160,000	4,320,000	1,160,000
School System Capital Projects	20,460,000	1,195,000	(19,265,000)
School System Asset Preservation	3,175,000	5,577,000	2,402,000
Computer System Replacement Fund	0	1,770,000	1,770,000
Public Facilities Trust Fund	0	0	0
Transportation District fund	0	495,903	495,903
<b>Capital Appropriations Subtotal</b>	<b>\$ 41,093,000</b>	<b>\$ 60,554,019</b>	<b>\$ 19,461,019</b>
<b>Unallocated General Fund Balance</b>	<b>\$ 0</b>	<b>\$ 773,034</b>	<b>\$ 773,034</b>
<b>Total Appropriations</b>	<b>\$ 975,283,070</b>	<b>\$ 1,007,881,974</b>	<b>\$ 32,598,904</b>
<b>Unallocated Budgetary Authority</b>	<b>\$ 819,329</b>	<b>\$ 0</b>	<b>\$ (819,329)</b>
<b>Total Use of Local Tax Funding &amp; General Fund Balance</b>	<b>\$ 976,102,399</b>	<b>\$ 1,007,881,974</b>	<b>\$ 31,779,575</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

The FY 2014 Adopted Fiscal Plan proposes an overall \$33.8 million increase in total appropriations, an increase of 1.9% over the FY 2013 Adopted Fiscal Plan. For the overall General Government, this represents an increase of 3.3% over the FY 2013 Adopted Fiscal Plan; for the Schools, an overall increase of 1.0% over FY 2013. Debt service appropriations for the Adopted Fiscal Plan decreased by 1.0% compared to FY 2013. Capital appropriations increased by 6.6%.

**Adopted FY 2013 vs. Adopted FY 2014  
Appropriations Schedule**

<b>Appropriations Category</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>	<b>Variance</b>
<b><i>Operating Appropriations</i></b>			
County General Fund	\$ 399,790,354	\$ 412,823,405	\$ 13,033,051
School Fund	832,997,743	841,672,450	8,674,707
School Cafeteria Fund	25,081,623	26,482,361	1,400,738
Comprehensive Services Act Fund	9,393,949	8,993,949	(400,000)
Legal Resource Center (Law Library)	83,498	84,351	853
Restricted Use Transient Occupancy Tax	3,093,789	3,748,049	654,260
Rental Assistance Fund	9,209,130	9,201,420	(7,710)
Self-Insurance Fund	12,800,000	2,800,000	(10,000,000)
State/Federal Grant Fund <sup>1</sup>	1,135,990	1,915,394	779,404
<b><i>Operating Appropriations Subtotal</i></b>	<b>\$ 1,293,586,076</b>	<b>\$ 1,307,721,379</b>	<b>\$14,135,303</b>
<b><i>Debt Service Appropriations</i></b>			
County Government/Transportation	\$ 35,206,698	\$ 44,505,940	\$ 9,299,242
School System	120,156,225	109,211,885	(10,944,340)
Route 28 Special Tax District	9,289,000	9,413,000	124,000
Aldie Sewer Service District <sup>2</sup>	109,906	0	(109,906)
Hamilton Sewer Service District	206,000	207,000	1,000
Dulles Industrial Park Tax District	143,752	143,752	0
Greenlea Tax District	44,038	44,038	0
<b><i>Debt Service Appropriations</i></b>	<b>\$ 165,155,619</b>	<b>\$ 163,525,615</b>	<b>\$ (1,630,004)</b>
<b><i>Operating &amp; Debt Service Appropriations</i></b>	<b>\$ 1,458,741,695</b>	<b>\$ 1,471,246,994</b>	<b>\$ 12,505,299</b>
<b><i>Capital Appropriations</i></b>			
County/Transportation Capital Projects	\$ 93,911,540	\$ 264,001,109	\$ 170,089,569
County Asset Preservation Program	3,260,000	4,420,000	1,160,000
School System Capital Projects	204,750,000	11,950,000	(192,800,000)
School System Asset Preservation	3,175,000	5,577,000	2,402,000
Computer System Replacement Fund	0	1,770,000	1,770,000
Public Facilities Trust Fund	6,950,000	37,801,000	30,851,000
Transportation District Fund	10,671,109	18,469,349	7,798,240
<b><i>Capital Appropriations Subtotal</i></b>	<b>\$ 322,717,649</b>	<b>\$ 343,988,458</b>	<b>\$ 21,270,809</b>
<b><i>Total Appropriations</i></b>	<b>\$ 1,781,459,344</b>	<b>\$ 1,815,235,452</b>	<b>\$ 33,776,108</b>

<sup>1</sup> State/Federal Grant Fund was established during FY 2011. Reference the Other Funds Section pages of this document for further information.

<sup>2</sup> The remaining debt service for the Aldie Sewer Service District has been paid in FY 2013.





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

The following tables provide a historical perspective of all Real and Personal Property Tax Rates since Calendar Year (CY) 2009 as well as the FY 2014 Adopted Fiscal Plan rates that apply for CY 2013.

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

<b>Property Tax Rates</b>	<b>CY 2009</b>	<b>CY 2010</b>	<b>CY 2011</b>	<b>CY 2012</b>	<b>CY 2013</b>
<b><i>Taxable Real Property</i></b>					
Real Property – General	1.245	1.300	1.285	1.235	1.205
Public Utility Property - General	1.245	1.300	1.285	1.235	1.205
Route 28 Highway Transportation Improvement District	0.180	0.180	0.180	0.180	0.180
Aldie Sewer Service District <sup>1</sup>	0.130	0.130	0.130	0.130	0.000
Hamilton Sewer Service District	0.300	0.300	0.300	0.300	0.300
Transportation District Fund <sup>2</sup>	0.000	0.000	0.000	0.000	0.200
<b><i>Taxable Personal Property</i></b>					
Personal Property - General	4.200	4.200	4.200	4.200	4.200
Public Utility Personal Property (Vehicles Only)	4.200	4.200	4.200	4.200	4.200
Public Utility Personal Property (Aircraft Only)	0.010	0.010	0.010	0.010	0.010
Public Utility Personal Property (Excluding Aircraft & Vehicles) – General	1.245	1.300	1.285	1.235	1.205
Personal Property - Special Fuels Vehicles	0.010	4.200	4.200	4.200	4.200
Personal Property - Eligible Vehicles of Fire and Rescue Services and Sheriff's Auxiliary	0.010	0.010	0.010	0.010	0.010
Personal Property - Vehicles of Eligible Elderly and Handicapped	2.100	2.100	2.100	2.100	2.100
Personal Property - Vehicles Specially Equipped for Handicapped Transport	2.100	2.100	2.100	2.100	2.100
Personal Property - Four-Wheeled Electrically-Powered Low Speed Vehicles	1.000	1.000	1.000	1.000	1.000
Personal Property- Vehicles Powered Solely by Electricity	2.000	2.000	2.000	2.000	4.200
Mobile Homes Used as Residences - General	1.245	1.300	1.285	1.235	1.205
Aircraft, Flight Simulators	0.010	0.010	0.010	0.010	0.010
Personal Property Used in a Research and Development Business	2.750	2.750	2.750	2.750	2.750
Machinery and Tools (Va Code §58.1-3507)	2.750	2.750	2.750	2.750	2.750
Satellite Manufacturing Equipment	0.010	0.010	0.010	0.010	0.010
Heavy Construction Machinery	4.000	4.000	4.000	4.000	4.000

<sup>1</sup> The remaining debt service for the Aldie Sewer Service District has been paid in FY 2013.

<sup>2</sup> Special districts within this fund were established in FY 2013 to fund phase II of Dulles Rail.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

The following table provides a historical perspective on the impact of local tax funding requirements on the real property tax rate and the average single family home's tax bill.

### Historical Real Property Tax Rates & Average Tax Bill by Category

Tax Rate/Average Tax Bill Category	Adopted FY 2012		Adopted FY 2013		Adopted FY 2014	
	Tax Rate	Average Tax Bill	Tax Rate	Average Tax Bill	Tax Rate	Average Tax Bill
<b>Operating Tax Rate/Average Tax Bill<sup>1</sup></b>						
County General Fund <sup>2</sup>	\$ 0.322	\$ 1,281	\$ 0.300	\$ 1,204	\$ 0.287	\$ 1,164
School Fund <sup>2</sup>	0.710	2,819	0.686	2,757	0.662	2,687
School Cafeteria Fund	0.000	0	0	0	0.000	0
Comprehensive Services Act Fund	0.007	26	0.006	22	0.005	20
Rental Assistance Fund	0.000	0	0.000	0	0.000	0
Self –Insurance Fund	0.004	16	0.004	14	0.003	14
<b>Operating Tax Rate/Average Tax Bill Subtotal</b>	<b>\$ 1.043</b>	<b>\$ 4,142</b>	<b>\$ 0.995</b>	<b>\$ 3,997</b>	<b>\$ 0.957</b>	<b>\$ 3,886</b>
<b>Debt Service Tax Rate/Average Tax Bill</b>						
County Government/Transportation	\$ 0.051	\$ 204	\$ 0.043	\$ 171	\$ 0.050	\$ 205
School System	0.153	607	0.045	583	0.124	504
Hamilton Sewer Service District	0.000	0	0.000	0	0.000	0
<b>Debt Service Tax Rate/Average Tax Bill Subtotal</b>	<b>\$ 0.204</b>	<b>\$ 812</b>	<b>\$ 0.188</b>	<b>\$ 755</b>	<b>\$ 0.175</b>	<b>\$ 709</b>
<b>Operating &amp; Debt Service Tax Rate/Average Tax Bill Subtotal</b>	<b>\$ 1.247</b>	<b>\$ 4,954</b>	<b>\$ 1.183</b>	<b>\$ 4,752</b>	<b>\$ 1.132</b>	<b>\$ 4,594</b>
<b>Capital Tax Rate/Average Tax Bill</b>						
County/Transportation Capital & Asset Preservation Projects	\$ 0.019	\$ 73	\$ 0.022	\$ 89	\$ 0.064	\$ 261
School System Capital & Asset Preservation Projects	0.018	72	0.030	120	0.008	\$ 33
<b>Capital Tax Rate/Average Tax Bill Subtotal</b>	<b>\$ 0.037</b>	<b>\$ 145</b>	<b>\$ 0.052</b>	<b>\$ 209</b>	<b>\$ 0.072</b>	<b>\$ 294</b>
<b>Total Tax Rate/Average Tax Bill</b>	<b>\$ 1.285</b>	<b>\$ 5,105</b>	<b>\$ 1.235</b>	<b>\$ 4,961</b>	<b>\$ 1.205</b>	<b>\$ 4,892</b>

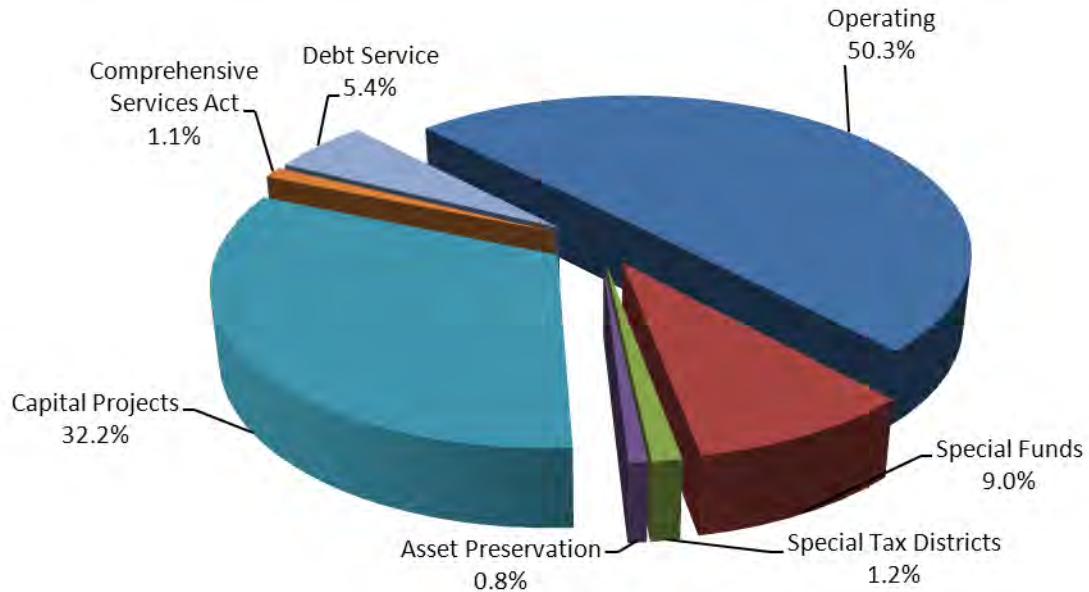
<sup>1</sup> Average tax bills less than \$1.00 are shown as \$0 and are presented as a tax rate of \$0.000 for the category. Adopted, but unallocated funds represent \$.01 of the FY 2014 total tax rate, but are not displayed separately.

<sup>2</sup> OPEB funding expenses are now included in the County General Fund and School Operating Tax rates. OPEB appropriations contributed \$0.012 (Schools), and \$0.005 (County) in the FY 2014 tax rate.



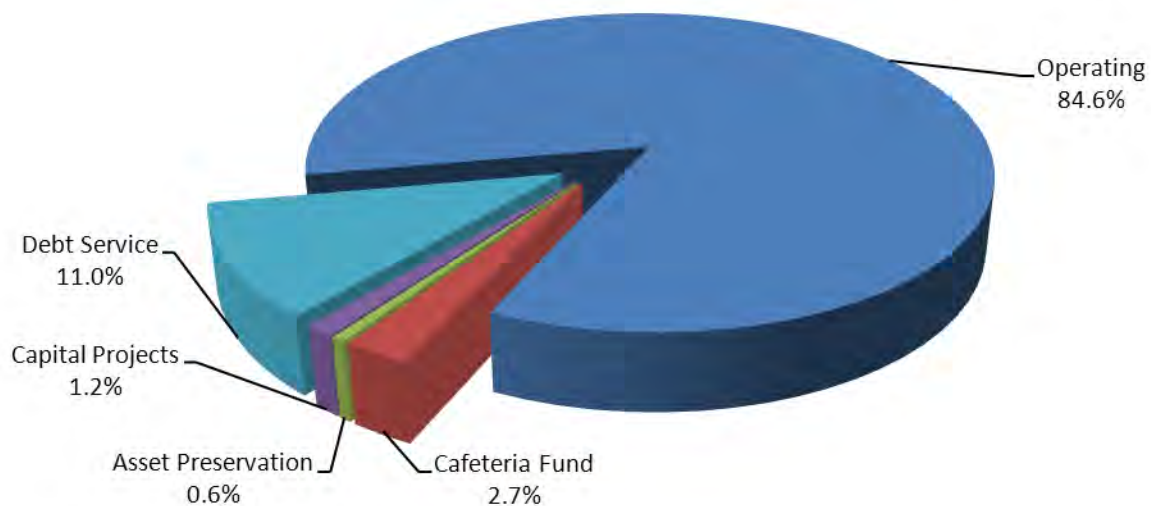
## General Government Appropriations

Total Appropriations: \$820,341,756



## Loudoun County School Appropriations

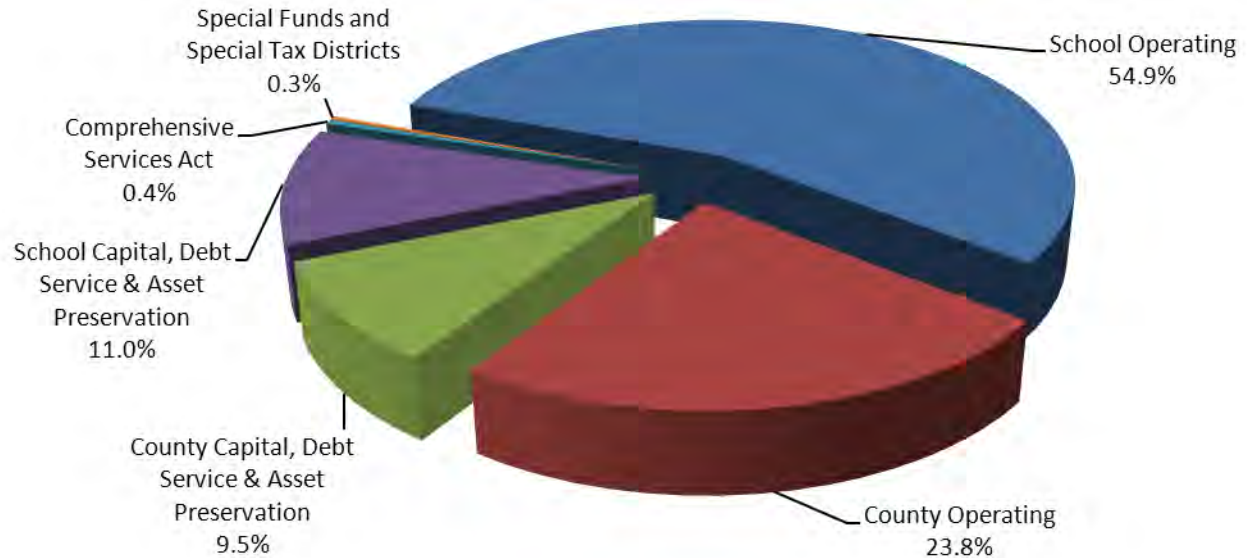
Total Appropriations: \$994,893,696





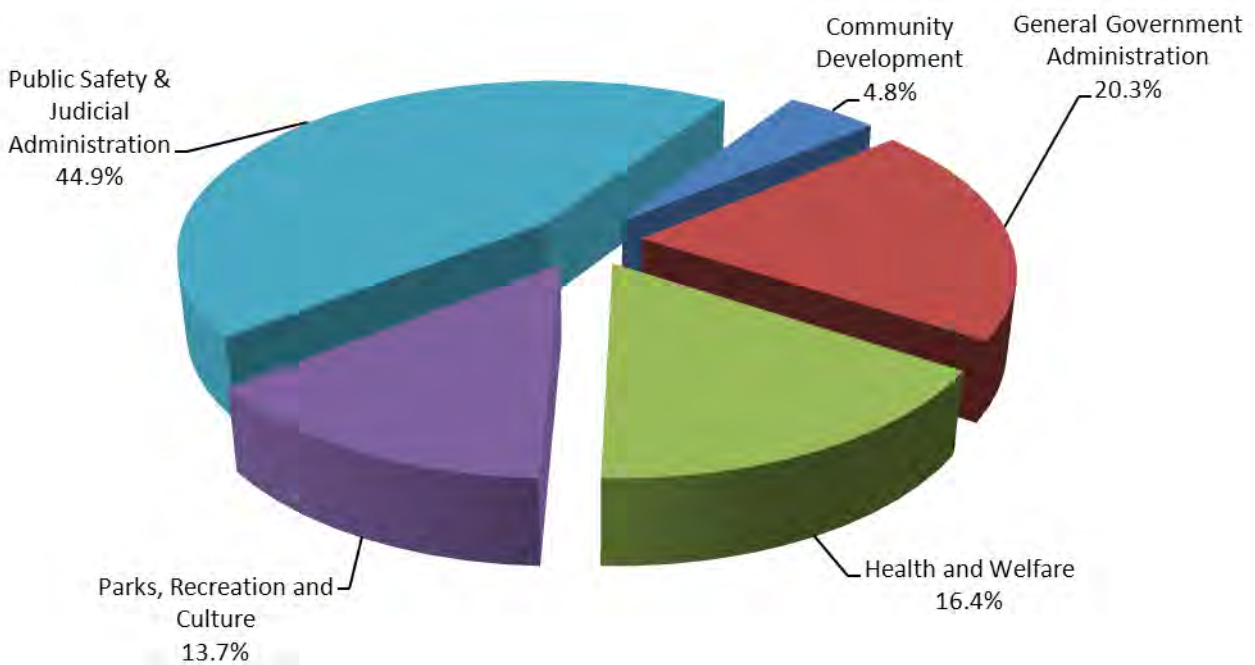
### Allocation of Local Tax Funding

Total Local Tax Funding: \$1,007,881,974



### County Operating Local Tax Funding

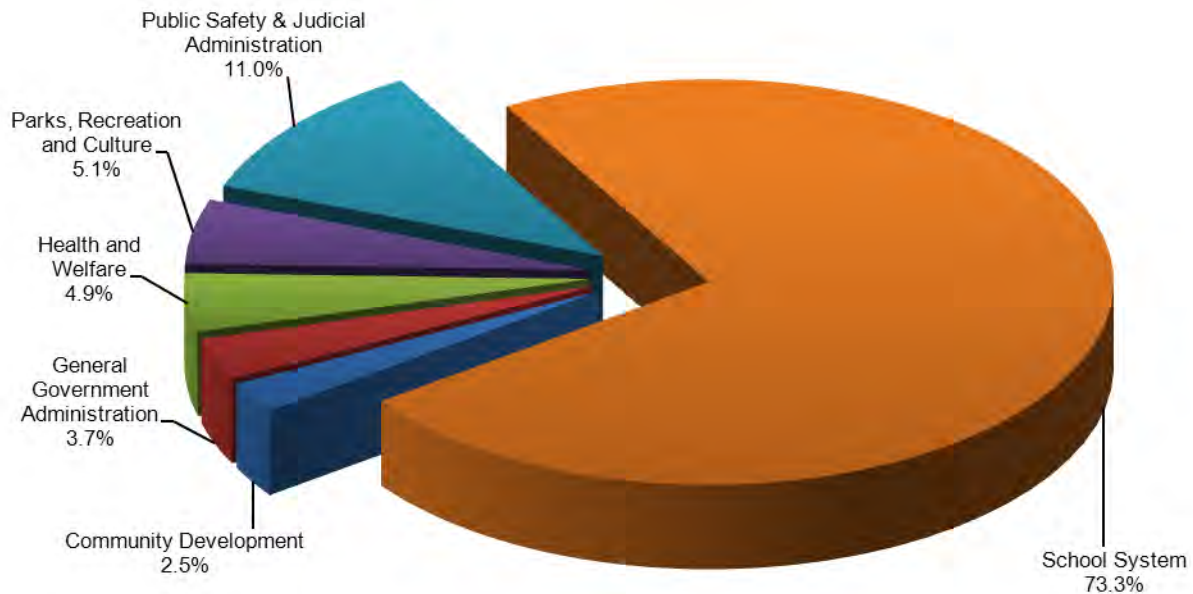
Total Local Tax Funding: \$239,878,940



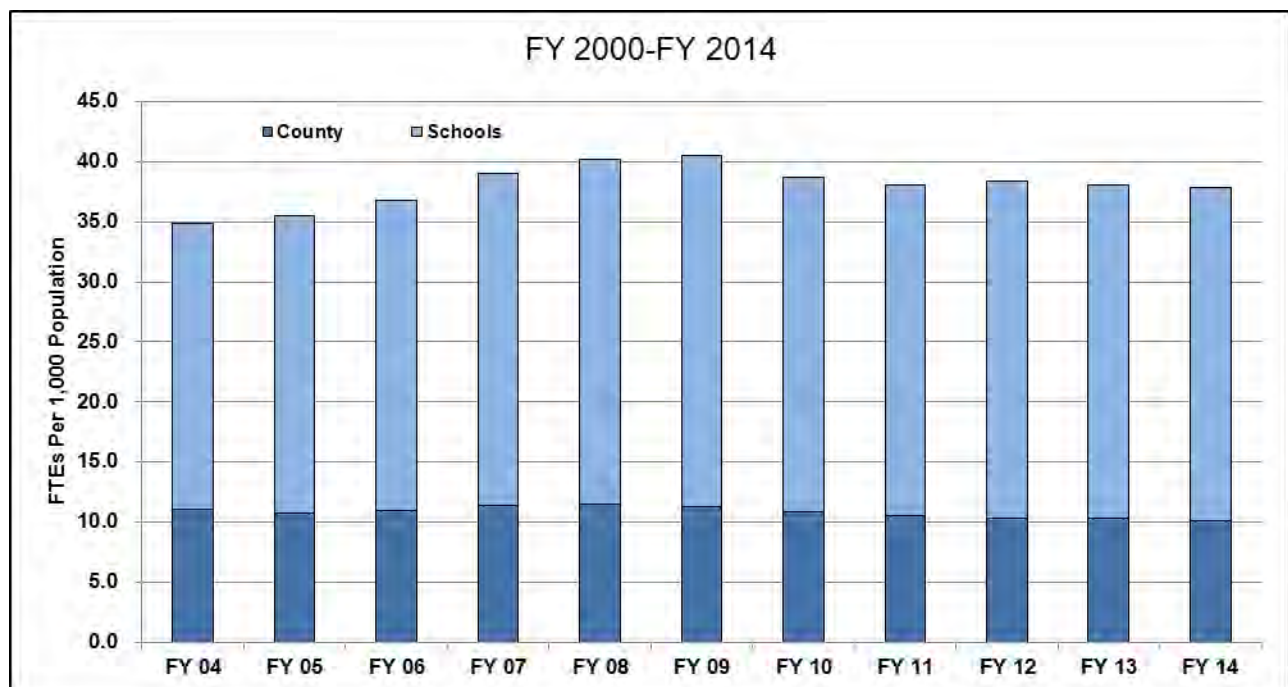


## Allocation of Full-Time Equivalents

Total Full-Time Equivalents: 13,268.00



## Full-Time Equivalents Per 1,000 Population





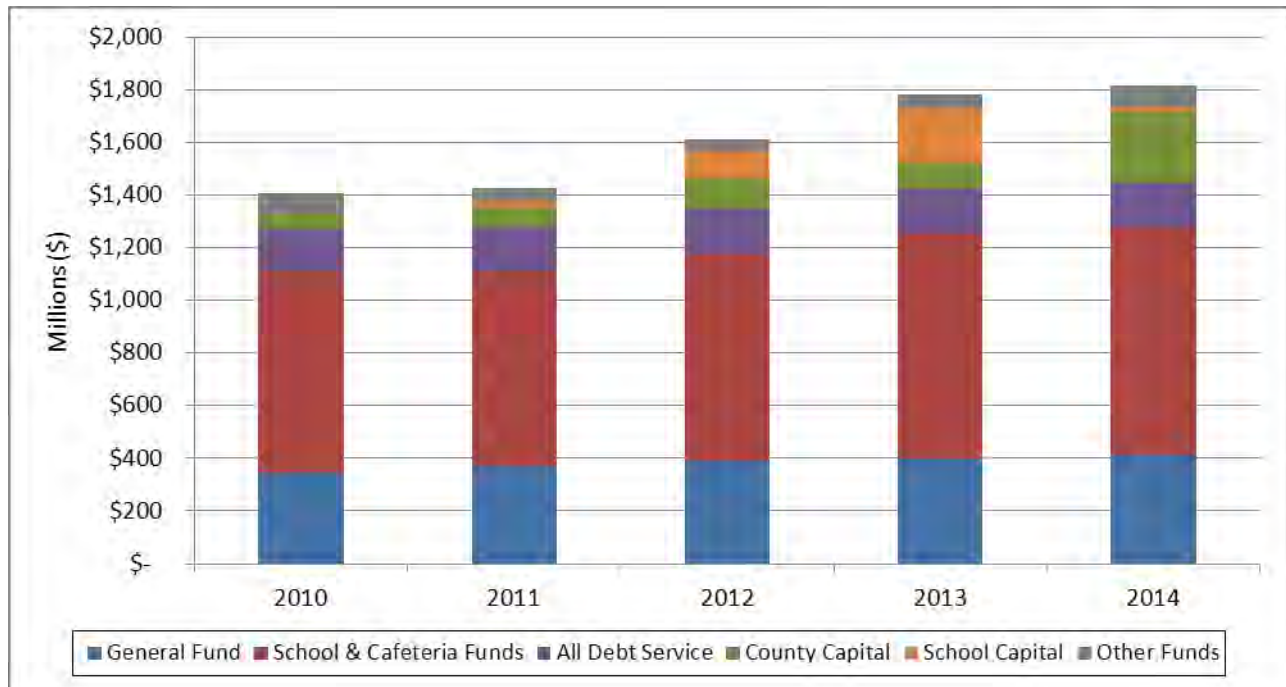
**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## History of Adopted Budgets by Fund

### Adopted Budget Distribution (\$)

FY	General Fund	School & Cafeteria Funds	All Debt Service	County Capital	School Capital	Other Funds	Total Budget
2010	\$ 347,469,536	\$ 762,020,390	\$ 160,201,652	\$ 59,068,165	\$ 1,400,000	\$ 77,858,834	\$ 1,408,018,577
2011	\$ 369,499,716	\$ 742,523,934	\$ 168,909,487	\$ 70,729,982	\$ 27,820,000	\$ 48,592,334	\$ 1,428,075,453
2012	\$ 387,299,465	\$ 791,999,685	\$ 167,377,624	\$ 113,574,245	\$ 105,590,000	\$ 47,758,590	\$ 1,613,599,609
2013	\$ 399,790,354	\$ 858,079,366	\$ 165,155,619	\$ 97,171,540	\$ 207,925,000	\$ 53,337,465	\$ 1,781,459,344
2014	\$ 412,823,405	\$ 868,154,811	\$ 163,525,615	\$ 270,191,109	\$ 17,527,000	\$ 83,013,512	\$ 1,815,235,452

Note: Capital includes Asset Preservation



### Adopted Budget Distribution (%)

FY	General Fund	School Fund	All Debt Service	County Capital	School Capital	Other Funds
FY 10	24.7%	54.1%	11.4%	4.2%	0.1%	5.5%
FY 11	25.9%	52.0%	11.8%	5.0%	1.9%	3.4%
FY 12	24.0%	49.1%	10.4%	7.0%	6.5%	3.0%
FY 13	22.4%	48.2%	9.3%	5.5%	11.7%	3.0%
FY 14	22.7%	47.8%	9.0%	14.9%	1.0%	4.6%



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## FY 2012-2014 Summary of Financial Sources and Uses of Fund Balance

Category	General Fund			School & School Food Service Funds		
	2012 Actual	2013 Estimate	2014 Budget	2012 Actual	2013 Estimate	2014 Budget
<b>Revenue</b>						
General Property Taxes	\$816,069,274	\$834,958,332	\$851,722,344	\$0	\$0	\$0
Other Local Taxes	122,402,576	126,362,341	128,668,318	0	0	0
Licenses and Permits	18,621,150	21,653,980	20,856,000	0	0	0
Fines and Forfeits	2,729,647	2,889,344	3,281,918	0	0	0
Use of money	4,160,930	3,108,931	3,007,829	1,628,008	0	0
Charges for Services	28,649,317	29,225,546	30,947,953	19,599,523	20,145,623	21,516,912
Miscellaneous Revenues	1,209,654	889,244	389,710	3,438,019	6,870,000	7,607,472
Recovered Costs	8,700,502	6,520,525	8,862,747	990,753	0	
Intergovernmental Revenues	88,231,805	90,939,501	87,422,558	247,087,594	269,183,308	277,414,945
Other Financing Sources	<u>10,817,426</u>	<u>52,993,969</u>	<u>9,159,156</u>	<u>515,025,867</u>	<u>537,880,423</u>	<u>551,615,482</u>
<b>Total Revenues:</b>	<b>\$1,101,592,281</b>	<b>\$1,169,541,713</b>	<b>\$1,144,318,533</b>	<b>\$787,769,764</b>	<b>\$834,079,366</b>	<b>\$858,154,811</b>
<b>Expenditures</b>						
Personnel	\$265,293,840	\$278,147,445	\$285,970,237	\$684,450,986	\$733,389,006	\$769,883,448
Operating	114,216,525	121,066,723	122,892,463	96,250,165	97,452,513	86,234,559
Capital	2,147,807	1,764,268	2,510,705	0	3,311,847	2,036,804
Other	0	0	0	24,069,778	9,926,000	10,000,000
Education	520,728,969	527,954,435	553,615,482	0	0	0
Transfers Out	193,243,097	213,202,071	215,064,518	0	0	0
Debt Service	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Expenditures:</b>	<b>\$1,095,630,238</b>	<b>\$1,142,134,942</b>	<b>\$1,180,053,405</b>	<b>\$804,770,929</b>	<b>\$844,079,366</b>	<b>\$868,154,811</b>
<b>Net Increase (Decrease) in Fund Balance:</b>						
	<b>\$5,962,043</b>	<b>\$27,406,771</b>	<b>(\$35,734,872)</b>	<b>(\$17,001,165)</b>	<b>(\$10,000,000)</b>	<b>(\$10,000,000)</b>
<b>Fund Balance, July 1:</b>	<b>\$196,260,757</b>	<b>\$202,222,800</b>	<b>\$229,629,571</b>	<b>\$64,841,360</b>	<b>\$47,840,195</b>	<b>\$37,840,195</b>
<b>Fund Balance, June 30:</b>	<b>\$202,222,800</b>	<b>\$229,629,571</b>	<b>\$193,894,699</b>	<b>\$47,840,195</b>	<b>\$37,840,195</b>	<b>\$27,840,195</b>





Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## FY 2012-2014 Summary of Financial Sources and Uses of Fund Balance

Category	Capital Improvement Program			Debt Service Fund		
	2012 Actual	2013 Estimate	2014 Budget	2012 Actual	2013 Estimate	2014 Budget
<b>Revenue</b>						
General Property Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Other Local Taxes	753,142	747,913	1,384,993	0	0	0
Licenses and Permits	90	0	0	0	0	0
Fines and Forfeits	0	0	0	0	0	0
Use of money	1,701	0	0	446,575	320,000	440,000
Charges for Services	2,037,506	0	0	0	0	0
Miscellaneous						
Revenues	21,500	2,100,000	0	852,203	712,165	966,717
Recovered Costs	683,449	0	0	0	0	0
Intergovernmental						
Revenues	5,137,363	2,000,000	10,945,000	0	0	0
Other Financing						
Sources	<u>70,134,579</u>	<u>300,248,628</u>	<u>275,388,116</u>	<u>187,708,431</u>	<u>165,500,067</u>	<u>146,560,544</u>
<b>Total Revenues:</b>	<b>\$78,769,330</b>	<b>\$305,096,541</b>	<b>\$287,718,109</b>	<b>\$189,007,209</b>	<b>\$166,532,232</b>	<b>\$147,967,261</b>
<b>Expenditures</b>						
Personnel	\$65,254	\$0	\$0	\$0	\$0	\$0
Operating	16,739,394	52,325,000	63,047,000	0	0	0
Capital	131,088,792	247,925,000	219,418,000	0	0	0
Other	2,640,000	0	399,934	26,937	0	0
Education	4,574,550	0	0	8,920,830	8,511,175	8,159,437
Transfers Out	22,901,460	4,846,541	4,853,175	96,050	6,556,202	90,000
Debt Service	<u>0</u>	<u>0</u>	<u>0</u>	<u>170,752,761</u>	<u>148,983,367</u>	<u>153,717,825</u>
<b>Total Expenditures:</b>	<b>\$178,009,450</b>	<b>\$305,096,541</b>	<b>\$287,718,109</b>	<b>\$179,796,578</b>	<b>\$164,050,744</b>	<b>\$161,967,261</b>
<b>Net Increase (Decrease) in Fund Balance:</b>	<b>(\$99,240,120)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,210,631</b>	<b>\$2,481,488</b>	<b>(\$14,000,000)</b>
<b>Fund Balance, July 1:</b>	<b>\$333,904,455</b>	<b>\$234,664,325</b>	<b>\$234,664,325</b>	<b>\$19,883,296</b>	<b>\$29,093,927</b>	<b>\$31,575,415</b>
<b>Fund Balance, June 30:</b>	<b>\$234,664,325</b>	<b>\$234,664,325</b>	<b>\$234,664,325</b>	<b>\$29,093,927</b>	<b>\$31,575,415</b>	<b>\$17,575,415</b>





Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## FY 2012-2014 Summary of Financial Sources and Uses of Fund Balance

Category	Capital Projects Financing Fund			Nonmajor Governmental Funds		
	2012 Actual	2013 Estimate	2014 Budget	2012 Actual	2013 Estimate	2014 Budget
<b>Revenue</b>						
General Property Taxes	\$0	\$0	\$0	\$9,202,821	\$9,602,002	\$9,719,790
Other Local Taxes	0	0	0	13,518,381	13,466,256	21,090,424
Licenses and Permits	0	0	0	0	0	0
Fines and Forfeits	0	0	0	0	0	0
Use of money	0	0	0	0	0	0
Charges for Services	0	0	0	72,865	83,498	76,357
Miscellaneous Revenues	0	0	0	29,680,618	6,965,000	37,824,000
Recovered Costs	0	0	0	2,876,336	1,665,000	1,557,685
Intergovernmental Revenues	0	0	0	15,084,567	13,622,121	14,882,146
Other Financing Sources	<u>5,000,000</u>	<u>251,705,000</u>	<u>167,755,000</u>	<u>37,003,728</u>	<u>26,039,948</u>	<u>22,835,851</u>
<b>Total Revenues:</b>	<b>\$5,000,000</b>	<b>\$251,705,000</b>	<b>\$167,755,000</b>	<b>\$107,439,316</b>	<b>\$71,443,823</b>	<b>\$107,986,253</b>
<b>Expenditures</b>						
Personnel	\$0	\$0	\$0	\$1,778,690	\$931,849	\$915,487
Operating	0	0	0	42,058,564	58,749,484	54,573,775
Capital	0	0	0	133,103	0	0
Other	0	0	0	0	0	0
Education	0	184,290,000	10,755,000	0	0	0
Transfers Out	5,000,000	67,415,000	157,000,000	26,808,595	12,148,828	52,032,040
Debt Service	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Expenditures:</b>	<b>\$5,000,000</b>	<b>\$251,705,000</b>	<b>\$167,755,000</b>	<b>\$70,778,952</b>	<b>\$71,830,161</b>	<b>\$107,521,302</b>
<b>Net Increase (Decrease) in Fund Balance:</b>						
	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$36,660,364</b>	<b>(\$386,338)</b>	<b>\$464,951</b>
<b>Fund Balance, July 1:</b>						
	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$169,181,163</b>	<b>\$205,841,527</b>	<b>\$205,455,189</b>
<b>Fund Balance, June 30:</b>						
	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$205,841,527</b>	<b>\$205,455,189</b>	<b>\$205,920,140</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## FY 2012-2014 Summary of Financial Sources and Uses of Fund Balance

Category	Total Funds		
	2012 Actual	2013 Estimate	2014 Budget
<b>Revenue:</b>			
General Property Taxes	\$825,272,095	\$844,560,332	\$861,442,134
Other Local Taxes	136,674,099	140,576,510	151,143,735
Licenses and Permits	18,621,240	21,653,980	20,586,000
Fines and Forfeits	2,729,647	2,889,344	3,281,918
Use of money	6,237,214	3,428,931	3,447,829
Charges for Services	50,359,211	49,454,667	52,541,222
Miscellaneous Revenues	35,201,994	17,536,409	46,784,620
Recovered Costs	13,251,040	8,185,525	10,366,535
Intergovernmental Revenues	355,541,329	375,744,930	390,721,825
Other Financing Sources	<u>990,387,031</u>	<u>1,334,368,047</u>	<u>1,173,314,149</u>
<b>Total Revenues:</b>	<b>\$2,434,247,900</b>	<b>\$2,798,398,675</b>	<b>\$2,713,899,967</b>
<b>Expenditures:</b>			
Personnel	\$951,588,770	\$1,012,468,300	\$1,056,769,170
Operating	269,264,648	277,268,720	326,747,799
Capital	133,369,702	97,401,115	223,965,509
Other	26,736,715	9,926,000	10,339,934
Education	626,884,349	928,680,610	546,468,657
Transfers Out	320,086,202	304,168,642	446,941,558
Debt Service	<u>170,752,761</u>	<u>148,983,367</u>	<u>161,877,261</u>
<b>Total Expenditures:</b>	<b>\$2,498,683,147</b>	<b>\$2,778,896,754</b>	<b>\$2,773,169,888</b>
<b>Net Increase (Decrease) in Fund Balance:</b>	<b>(\$64,408,247)</b>	<b>\$19,501,921</b>	<b>(\$59,269,921)</b>
<b>Fund Balance, July 1:</b>	<b>\$784,071,021</b>	<b>\$719,662,774</b>	<b>\$739,164,695</b>
<b>Fund Balance, June 30:</b>	<b>\$719,662,774</b>	<b>\$739,164,695</b>	<b>\$679,894,774</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## History of Expenditures by Department

<b>Department</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Adopted</b>	<b>FY 2011 Actual</b>
Board of Supervisors	\$1,846,126	\$1,612,702	\$1,902,822	\$1,741,259
Animal Services	2,524,641	2,439,211	2,497,911	2,359,439
Building and Development	20,624,540	19,952,265	19,417,379	18,723,437
Clerk of the Circuit Court	3,560,350	3,211,272	3,508,358	3,290,453
Commissioner of the Revenue <sup>1</sup>	6,270,512	5,787,203	6,071,008	5,639,299
Commonwealth's Attorney	3,190,776	3,038,993	3,139,430	3,028,760
Community Corrections	1,766,504	1,609,169	1,815,771	1,558,640
County Administrator	3,300,097	3,114,652	3,116,969	2,980,885
County Attorney	2,412,500	2,413,233	2,418,051	2,626,268
Courts	1,071,482	1,172,120	1,030,451	1,007,556
Economic Development	2,204,643	2,102,594	1,971,308	1,779,046
Elections and Voter Registration	1,135,541	915,928	1,514,523	1,080,441
Extension Services	581,544	526,413	529,057	485,182
Family Services	32,978,134	35,900,946	33,401,639	33,618,650
Fire and Rescue Services	48,494,900	52,683,269	49,239,025	52,813,672
General Services	30,525,966	32,469,922	31,367,275	33,864,276
Health Services	4,322,135	4,285,938	4,292,582	4,006,464
Information Technology	16,084,390	16,264,598	16,146,005	17,293,533
Juvenile Court Services Unit	1,988,924	1,762,824	1,843,913	1,681,150
Library Services	11,359,842	10,928,281	11,416,744	10,768,986
Management & Financial Services	10,688,816	10,550,947	10,539,238	10,310,635
Mapping & Geographic Information	2,108,009	2,147,232	2,092,639	2,114,989
MH, SA & Developmental Services	31,162,565	29,742,076	30,609,136	28,992,089
Miscellaneous	-4,513,000	11,347,130	4,936,602	10,817,346
Parks, Recreation & Community Svcs.	33,045,497	31,218,339	34,179,611	31,811,323
Planning Services	3,364,986	3,134,873	3,396,400	3,103,930
Reg. Orgs./Intergov Aid/Non-Profit	4,180,357	4,322,785	4,598,796	4,888,815
Sheriff	68,284,596	66,689,888	71,732,819	68,222,635
Transportation & Capital Infrastructure <sup>2</sup>	13,680,903	18,178,320	15,999,465	16,896,107
Treasurer	3,841,381	3,557,375	3,869,013	3,657,574
<b>County Government Subtotal</b>	<b>\$362,087,657</b>	<b>\$383,080,498</b>	<b>\$378,593,940</b>	<b>\$381,162,839</b>
<b>Schools<sup>3</sup></b>	<b>\$738,998,960</b>	<b>\$716,059,404</b>	<b>\$718,489,662</b>	<b>\$718,962,695</b>
<b>Total</b>	<b>\$1,101,086,617</b>	<b>\$1,099,139,902</b>	<b>\$1,097,083,602</b>	<b>\$1,100,125,534</b>

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

<sup>1</sup>The Office of the County Assessor merged with the Office of the Commissioner of the Revenue in FY 2012. The expenditure history of the two departments has been combined in the above table.

<sup>2</sup>In FY 2013, the Department of Transportation & Capital Infrastructure (DTCI) was established by merging the majority of the Capital Construction Division, formerly part of the Department of Construction and Waste Management (DCWM), with the Office of Transportation Services. The expenditure history of the departments has been combined in the above table.

<sup>3</sup>Expenditures for Schools include School Operating and Bus Lease Expenditure. FY 2012, FY 2013 and FY 2014 also include the OPEB (Other post-employment benefits) Trust, which recognizes the total cost of promised other post-employment benefits.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## History of Expenditures by Department

<b>Department</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Board of Supervisors	\$2,073,187	\$1,968,126	\$2,093,402	\$2,038,970
Animal Services	2,625,527	2,543,741	2,740,758	2,875,072
Building and Development	20,398,127	19,250,962	21,058,235	21,224,095
Clerk of the Circuit Court	3,672,016	3,370,448	3,761,289	3,799,647
Commissioner of the Revenue <sup>1</sup>	6,220,262	6,037,085	6,479,627	6,509,671
Commonwealth's Attorney	3,286,645	3,021,498	3,224,578	3,147,148
Community Corrections	1,853,447	1,655,517	1,856,953	1,797,612
County Administrator	3,251,603	3,104,065	3,449,127	3,398,936
County Attorney	2,492,455	3,041,672	2,516,295	2,610,976
Courts	1,134,049	1,077,093	1,052,556	1,080,343
Economic Development	2,101,458	2,245,507	2,838,929	3,042,556
Elections and Voter Registration	1,546,177	1,655,274	1,649,162	1,513,943
Extension Services	569,801	512,717	417,288	395,641
Family Services	34,840,555	32,504,248	32,496,427	33,193,877
Fire and Rescue Services	52,581,656	53,752,001	56,725,069	59,810,116
General Services	32,593,404	34,196,069	33,197,607	32,709,470
Health Services	4,244,348	3,987,355	4,386,074	4,369,916
Information Technology	18,293,978	20,811,355	19,970,582	21,330,024
Juvenile Court Services Unit	2,019,704	1,762,863	2,037,939	2,018,092
Library Services	11,513,325	11,109,156	13,686,494	14,529,914
Management & Financial Services	10,780,012	10,484,477	11,178,051	11,748,690
Mapping & Geographic Information	2,151,794	2,163,006	2,262,521	2,289,365
MH, SA & Developmental Services	31,144,029	30,233,608	32,111,911	33,532,184
Miscellaneous	5,565,286	9,257,615	7,604,356	6,838,606
Parks, Recreation & Community Svcs.	35,373,137	33,207,533	36,139,176	37,652,847
Planning Services	3,200,862	3,289,646	3,387,881	3,547,273
Reg. Orgs./Intergov Aid/Non-Profit	5,769,311	5,832,311	6,044,669	6,392,906
Sheriff	73,763,098	72,252,448	73,020,921	76,390,474
Transportation & Capital Infrastructure <sup>2</sup>	18,206,799	17,788,028	19,302,996	20,119,645
Treasurer	4,025,555	3,898,837	4,191,992	4,470,325
<b>County Government Subtotal</b>	<b>\$397,291,607</b>	<b>\$396,014,261</b>	<b>\$410,882,865</b>	<b>\$424,378,334</b>
<b>Schools<sup>3</sup></b>	<b>\$766,946,877</b>	<b>\$769,713,770</b>	<b>\$832,997,743</b>	<b>\$851,672,450</b>
<b>Total</b>	<b>\$1,164,238,484</b>	<b>\$1,165,728,031</b>	<b>\$1,243,880,608</b>	<b>\$1,276,050,784</b>

<sup>1</sup>The Office of the County Assessor merged with the Office of the Commissioner of the Revenue in FY 2012. The expenditure history of the two departments has been combined in the above table.

<sup>2</sup>In FY 2013, the Department of Transportation & Capital Infrastructure (DTCI) was established by merging the majority of the Capital Construction Division, formerly part of the Department of Construction and Waste Management (DCWM), with the Office of Transportation Services. The expenditure history of the departments has been combined in the above table.

<sup>3</sup>Expenditures for Schools include School Operating and Bus Lease Expenditure. FY 2012, FY 2013 and FY 2014 also include the OPEB (Other post-employment benefits) Trust, which recognizes the total cost of promised other post-employment benefits.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## History of Full-Time Equivalents (FTEs) by Department

Department	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Board of Supervisors	0.00	0.00	0.00	0.00	0.00
Animal Services	32.35	32.35	32.35	33.35	33.35
Building and Development	225.80	205.80	205.80	208.27	208.27
Clerk of the Circuit Court	43.53	43.00	43.00	43.00	44.00
Commissioner of the Revenue	68.55	66.55	66.55	66.55	65.55
Commonwealth's Attorney	34.00	33.00	33.00	33.00	33.00
Community Corrections	20.86	20.86	21.86	20.86	19.86
County Administrator	26.80	24.80	24.60	24.80	24.80
County Attorney	20.00	20.00	20.00	20.00	20.00
Courts	6.00	6.00	7.00	6.00	6.00
Economic Development	17.77	16.77	17.77	20.77	21.77
Elections and Voter Registration	9.52	9.52	9.77	10.00	10.00
Extension Services	11.47	11.62	11.37	9.37	9.37
Family Services	193.33	192.27	192.27	193.64	194.64
Fire and Rescue Services	484.96	486.85	523.81	532.77	547.15
General Services	106.10	105.10	105.63	105.63	104.63
Health Services	80.00	79.00	78.00	78.00	79.00
Information Technology	84.39	84.19	84.19	85.19	86.19
Juvenile Court Service Unit	35.84	32.19	33.26	33.26	33.26
Library Services	145.71	140.80	144.80	170.94	168.94
Management & Financial Services	77.84	77.84	76.84	77.84	75.84
Mapping & Geographic Information	22.80	23.00	23.00	23.00	23.00
MH, SA & Developmental Services	345.15	326.23	327.43	326.30	333.10
Miscellaneous	0.00	0.00	0.00	0.00	0.00
Parks, Recreation & Community Services	488.44	490.66	501.58	505.00	515.49
Planning Services	30.00	30.00	30.00	28.00	29.00
Reg. Org. & Intergov. Aid/Non-Profit	0.00	0.00	0.00	0.00	0.00
Sheriff	663.39	713.49	745.48	746.55	746.55
Transportation & Capital Infrastructure	45.77	44.77	46.54	46.54	47.77
Treasurer	42.00	43.00	43.00	43.00	44.00
<b>County Government Subtotal<sup>1</sup></b>	<b>3,374.64</b>	<b>3,371.93</b>	<b>3,461.17</b>	<b>3,504.90</b>	<b>3,537.80</b>
<b>Schools</b>	<b>8,700.10</b>	<b>8,833.50</b>	<b>9,177.40</b>	<b>9,392.20</b>	<b>9,730.20</b>
<b>Total</b>	<b>12,074.74</b>	<b>12,205.43</b>	<b>12,638.57</b>	<b>12,897.10</b>	<b>13,268.00</b>

<sup>1</sup> County Government Subtotal includes 11.27 Central Services Fund FTE and 1.00 Law Library Fund FTE.



## County Funds, Fund Structure and Basis of Budgeting

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

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

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

### GOVERNMENTAL FUND TYPES

---

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

The following funds are categorized as Governmental Funds:

#### GENERAL FUND

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

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

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

#### HOUSING CHOICE VOUCHER FUND

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



---

## County Funds, Fund Structure and Basis of Budgeting

### SCHOOL FUND

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

### SPECIAL REVENUE FUNDS

---

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

### GREENLEA TAX DISTRICT

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

### LEGAL RESOURCE CENTER FUND

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

### RESTRICTED USE TRANSIENT OCCUPANCY TAX FUND

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

### ROUTE 28 SPECIAL TAX DISTRICT FUND

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

### ALDIE WASTEWATER DISTRICT FUND

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

### HAMILTON SEWER SERVICE DISTRICT FUND

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

### SCHOOL CAFETERIA FUND

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



---

## County Funds, Fund Structure and Basis of Budgeting

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

### **DULLES INDUSTRIAL PARK WATER & SEWER DISTRICT FUND**

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

### **DEBT SERVICE FUNDS**

---

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

#### **COUNTY DEBT SERVICE FUND**

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

#### **SCHOOL DEBT SERVICE FUND**

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

### **CAPITAL PROJECTS FUNDS**

---

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

#### **COUNTY CAPITAL PROJECTS FUND**

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

#### **SCHOOL CAPITAL PROJECTS FUND**

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





## County Funds, Fund Structure and Basis of Budgeting

### COUNTY CAPITAL ASSET PRESERVATION FUND (CAPP)

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

### SCHOOL CAPITAL ASSET PRESERVATION FUND (CAPP)

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

### TRANSPORTATION DISTRICT FUND

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

## PROPRIETARY FUND TYPES

---

### INTERNAL SERVICE FUNDS

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

## FIDUCIARY FUND TYPES

---

### TRUST AND AGENCY FUNDS

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

### FIXED ASSETS, CAPITALIZATION AND DEPRECIATION

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



---

## County Funds, Fund Structure and Basis of Budgeting

### BASIS OF BUDGETING

---

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

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

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

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

### BUDGET AMENDMENT PROCESS

---

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



## Long-Range Planning

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

### FISCAL PLANNING AND BUDGETING

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

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

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

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

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

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



## Long-Range Planning

### FISCAL PLANNING AND BUDGETING POLICIES

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

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

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



---

---

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

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

---

**STATEMENT OF POLICY PURPOSE**

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

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

**POLICY GOALS**

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

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

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

**1. Operating Budget Policies**

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

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



## **Loudoun County Government FY 2014 Adopted Fiscal Plan**

---

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

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

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

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

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

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

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

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

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

### **Staff Economy**

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

### **Capital Construction**

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

### **Program Expansions**

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



### **New Programs**

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

### **Existing Service Costs**

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

### **Administrative Priorities**

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

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



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

elements of the County's fiscal policy.

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

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

**2. Debt Policies**

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

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

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

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

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

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

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





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

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

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

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

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

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

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

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



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

---

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

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

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

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

### **3. Revenue Policies**

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

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

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

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

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

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



## Loudoun County Government FY 2014 Adopted Fiscal Plan

---

beyond the control of the County.

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

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

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

#### **4. Non-Tax Accounts Receivable Policies**

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

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

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

#### **5. Investment Policies**

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

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

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

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

The County will regularly review contractual, consolidated banking services.

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



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

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

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

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

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

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

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

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

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

**7. Capital Budget Policies**

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

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

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

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

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

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



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

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

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

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

The operating budget will provide for minor and preventive maintenance.

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

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

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

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

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

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

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

#### **9. Risk Management Policies**

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

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



---

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

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

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

**1) Nonspendable Fund Balance:**

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

**2) Restricted Fund Balance:**

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

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

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

- The committed portion of Unrestricted Fund Balance at the close of each fiscal year shall be equal to no less than 10% of operating revenues of the General Fund. This portion of Unrestricted Fund Balance is not maintained for funding recurring expenditures during the normal business cycle.
  - A withdrawal of the Unrestricted Fund Balance resulting in the remaining balance at less than the targeted 10% level of revenue may be considered if the total projected general fund revenues reflect a decrease from the total current year estimated general fund revenues of at least 3% or in the event of a federally declared natural or national disaster/emergency. Any withdrawal of this type shall be approved by the Board.
  - If circumstances require the use of the Unrestricted Fund Balance to a point below the targeted level, the County will develop a plan during the annual appropriations process to replenish the Unrestricted Fund Balance to the 10% targeted level over a period of not more than three (3) years.
- 3) Committed Fund Balance:**
- Committed Fund Balance includes amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the Board. Board adoption of the Fiscal Policy commits the 10% targeted level of Unrestricted Fund Balance. Formal Board action includes the annual adoption of the appropriations resolution and subsequent budget amendments. As stated in the appropriations resolution, encumbrances remaining at year-end will be carried over to the next fiscal year. Formal action to commit fund balance must be taken prior to the end of the fiscal year.
- 4) Assigned Fund Balance:**
- Assigned Fund Balance includes amounts that reflect an intended or planned use of fund balance for specific purposes but are neither restricted nor committed. Assigned Fund Balance does not require formal action of the Board and may be assigned by



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

---

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

**5) Unassigned Fund Balance:**

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

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

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

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

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

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

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

**11. Criteria for Establishment of Special Assessment Districts**

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

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

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



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

---

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

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

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

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

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

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

The petition must address:

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





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

---

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

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

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

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

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

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

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

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

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



## Loudoun County Government FY 2014 Adopted Fiscal Plan

---

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

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

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

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

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



## General Fund Revenue

### GENERAL FUND REVENUE SUMMARY

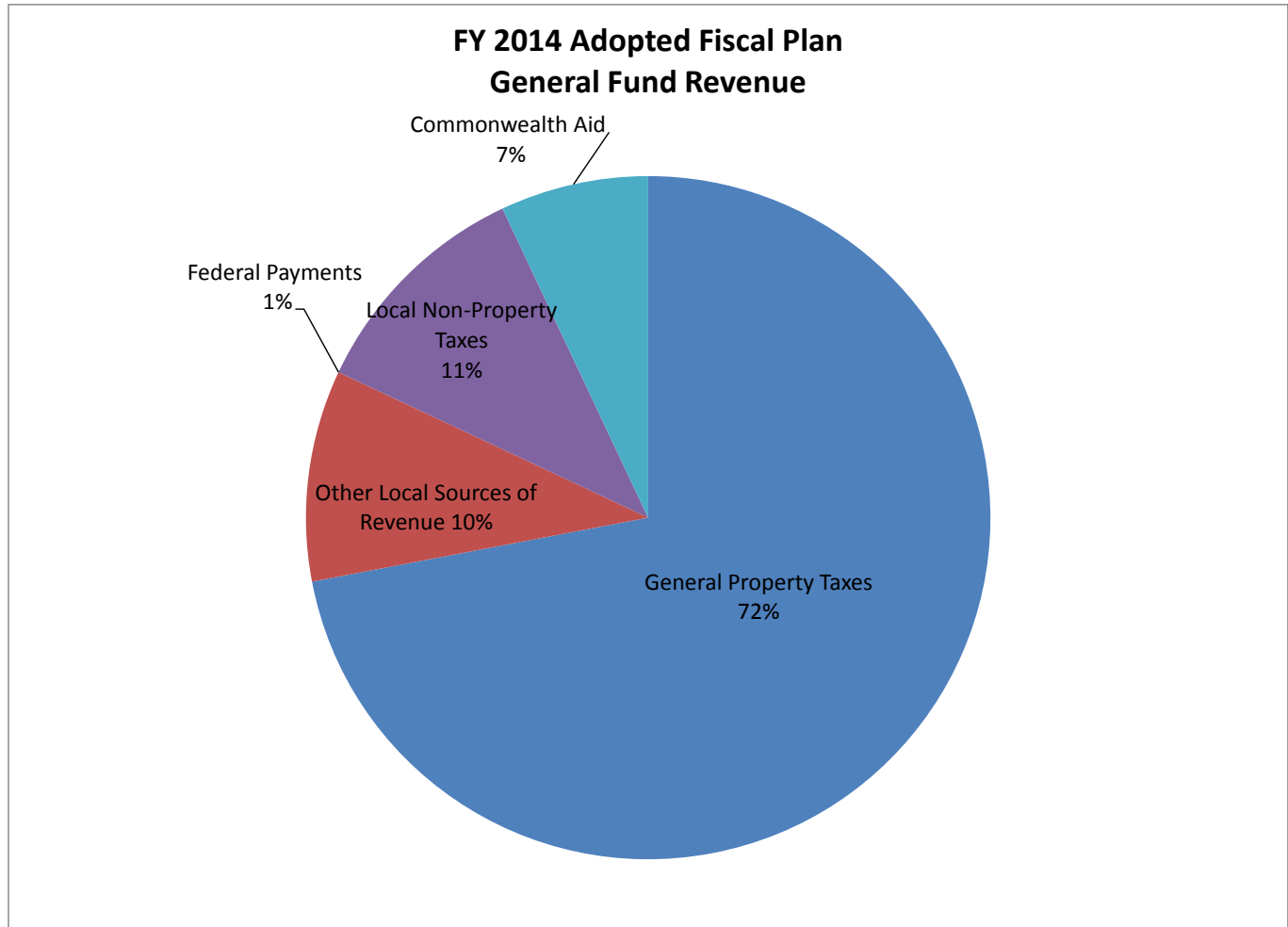
.....  
General Fund Revenue ..... Page R – 2  
.....



## General Fund Revenue

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

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





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**General Fund Revenue Profile**

<b>Local Revenue<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Local Tax Revenue</b>					
General Property Taxes	\$768,030,491	\$799,217,537	\$816,067,139	\$822,796,100	\$851,722,340
Local Non-Property Taxes	<u>108,698,845</u>	<u>116,954,802</u>	<u>122,402,574</u>	<u>121,308,300</u>	<u>128,668,320</u>
<b>Total Local Tax Revenue</b>	<b>\$876,729,336</b>	<b>\$916,172,339</b>	<b>\$938,469,713</b>	<b>\$944,104,400</b>	<b>\$980,390,660</b>
<b>Other Local Sources of Revenue</b>					
Permits & Privilege Fees	\$10,791,657	\$14,444,627	\$18,621,151	\$18,052,170	\$20,856,000
Fines & Forfeitures	2,539,918	2,705,769	2,729,647	2,691,890	3,281,920
Use of Money & Property	3,566,339	4,030,924	4,160,931	3,549,390	3,007,830
Charges for Services	24,739,243	27,441,575	28,996,400	29,757,600	30,947,950
Miscellaneous Revenue	601,040	397,597	570,553	381,430	386,430
Recovered Costs	8,528,732	8,637,505	8,651,894	7,346,150	8,808,850
Other Financing Sources	<u>23,153,973</u>	<u>7,760,502</u>	<u>28,724,936</u>	<u>45,990,790</u>	<u>45,667,060</u>
<b>Total Other Local Sources of Revenue</b>	<b>\$73,920,902</b>	<b>\$65,418,499</b>	<b>\$92,455,512</b>	<b>\$107,769,420</b>	<b>\$112,956,040</b>
<b>Total Local Revenue</b>	<b>\$950,650,238</b>	<b>\$981,590,838</b>	<b>\$1,030,925,225</b>	<b>\$1,051,873,820</b>	<b>\$1,093,346,700</b>
<b>Commonwealth Aid:</b>					
State Non-Categorical Aid	\$54,729,338	\$55,380,301	\$54,187,713	\$56,773,910	\$56,244,000
State Shared Expenses	3,935,483	12,869,676	12,798,300	14,742,180	15,308,540
State Categorical Aid	<u>13,779,545</u>	<u>11,396,891</u>	<u>11,779,438</u>	<u>10,548,360</u>	<u>11,240,540</u>
<b>Total Commonwealth Aid</b>	<b>\$72,444,366</b>	<b>\$79,646,868</b>	<b>\$78,765,451</b>	<b>\$82,064,450</b>	<b>\$82,793,080</b>
<b>Federal Payments:</b>					
Payments in Lieu of Taxes	\$2,909	\$2,975	\$3,000	\$1,800	\$1,800
Federal Categorical Aid	<u>26,234,037</u>	<u>11,376,605</u>	<u>9,458,989</u>	<u>5,330,090</u>	<u>4,684,860</u>
<b>Total Federal Payments</b>	<b>\$26,236,946</b>	<b>\$11,379,580</b>	<b>\$9,461,989</b>	<b>\$5,331,890</b>	<b>\$4,686,660</b>
<b>Total General Fund Revenue</b>	<b>\$1,049,331,550</b>	<b>\$1,072,617,286</b>	<b>\$1,119,152,665</b>	<b>\$1,139,270,160</b>	<b>\$1,180,826,440</b>

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

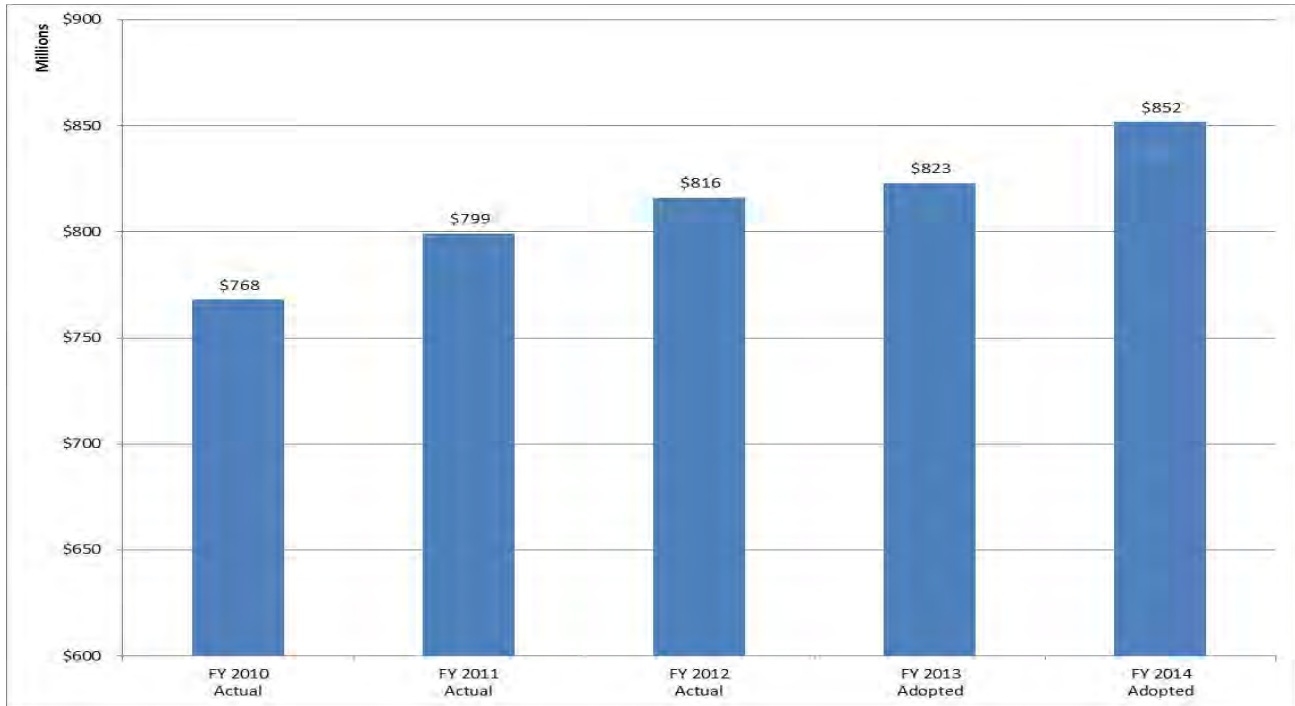
Current tax rates for General Fund revenues are included in the discussion on the following pages. For the recent history of property tax rates for both the General Fund and other funds, see the Executive Summary section of this document. Revenue details for non-general funds are found in the Other Funds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

<sup>1</sup> Components for the above and following statistical tables for FY 2013 and FY 2014 may not equal sums because of rounding.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**General Property Taxes**



This category refers to real and personal property taxes, and is expected to constitute about 72% of all General Fund revenue in FY 2014. Real property taxes are levied on the assessed value of real estate owned by businesses, individuals and public service corporations (PSC). Personal property taxes are levied on the assessed value of tangible property such as vehicles, mobile homes, heavy equipment, and machinery and tools. Real and personal property tax assessments are conducted by the Commissioner of the Revenue. Both real and personal property taxes are levied on 100% of assessed market value. Rates are established per \$100 of assessed value.

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

<b>General Property Taxes</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Current real property taxes <sup>1</sup>	\$651,574,800	\$663,031,988	\$666,399,338	\$671,955,520	\$684,444,260
Current real property taxes-rollback	1,194	4,441	-2,712	0	500,000
Payments in lieu of taxes	184,600	190,200	196,400	201,070	207,100
PSC real property tax	14,664,727	17,502,538	18,433,158	17,325,100	14,611,790
PSC personal property - vehicles	71,458	67,617	29,916	71,000	50,000
PSC personal property taxes	4,161,927	4,699,195	4,853,581	4,716,280	4,615,910
Current personal property taxes	59,829,157	68,815,492	75,965,155	75,177,300	84,500,000
Mobile home taxes	13,519	14,062	13,449	13,530	13,280
Aircraft taxes	57,853	46,666	35,246	46,670	37,000
Heavy equipment taxes	1,475,032	1,188,213	1,076,311	842,400	1,168,000
Satellite manufacturing equipment	2,899	2,803	3,119	2,800	4,000
Computer equipment	30,004,439	37,042,432	43,062,387	46,200,000	55,605,000
Current machinery & tools taxes	1,095,497	1,099,851	1,036,651	1,026,860	1,020,000
Penalties (all property taxes)	2,974,978	2,648,268	1,914,537	2,000,000	1,959,000
Interest (all property taxes)	1,641,833	2,159,865	2,423,607	2,593,960	2,329,000
Additional Personal Prop. Penalties	276,578	703,906	626,996	623,610	658,000
<b>Total - General Property Taxes</b>	<b>\$768,030,491</b>	<b>\$799,217,537</b>	<b>\$816,067,139</b>	<b>\$822,796,100</b>	<b>\$851,722,340</b>

<sup>1</sup> For FY 2010 through 2014 both delinquent real and delinquent personal taxes have been combined with current taxes.



## General Property Taxes

### ***Real Property***

Real property taxes are paid by owners of residential, commercial/industrial, and agricultural property. County policy continues to emphasize the accelerated development of commercial and industrial property needed to provide the revenue required to maintain service standards for the County's communities. The FY 2014 Adopted Fiscal Plan includes a countywide real property tax rate of \$1.205 per \$100 assessed value.

Loudoun County adopted the Land Use Assessment Program in 1973. This program provides for the deferral of real estate taxes on real estate that qualifies for agricultural, horticultural, forestry and/or open space uses. For Tax Year (TY) 2013, approximately 3.4% of taxable Loudoun County real property assessments are in the tax deferred category, a decrease since (TY) 2012.

Changes in use, rezoning to a more intense use, or the split off or subdivision of lots may trigger rollback taxes. When rollback is issued, the taxes owed are based on the difference between land use value and fair market value for the current year, as well as the previous five tax years. Rollback taxes will equal the deferred tax, plus simple interest; currently at 10% per year. In prior years, most Rollback taxes were included in current real property taxes, and not in the separate Rollback line. For FY 2014, the forecast has been increased as the accounting system will permit these funds to be reported separately.

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

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

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

<b><u>Real Property Tax Relief</u></b>	<b><u>FY 2009 Actual</u></b>	<b><u>FY 2010 Actual</u></b>	<b><u>FY 2012 Estimate</u></b>	<b><u>FY 2013 Forecast</u></b>	<b><u>FY 2014 Forecast</u></b>
Foregone Revenue, Elderly & Disabled	\$6,412,741	\$6,600,000	\$7,120,000	\$7,000,000	\$7,200,000
Foregone Revenue, Disabled Veterans	N/A	N/A	\$280,000	\$300,000	\$300,000

In addition to tax deferrals and tax relief, a portion of the County's assessment portfolio is classified as exempt, either by the General Assembly or by Board of Supervisor designation. In TY 2012, 8.2% of real property was classified as exempt. This proportion is also forecasted to be about 8.2% in TY 2013.



## General Property Taxes

### Personal Property

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

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

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

<b>Personal Property Taxes (per \$100)</b>	<b>Tax (Calendar) Year 2013 Rate</b>
Personal Property (general)	\$ 4.200
Mobile Homes	\$ 1.205
Aircraft & Flight Simulators	\$ 0.010
Heavy Equipment	\$ 4.000
Satellite Manufacturing Equipment	\$ 0.010
Computer Equipment	\$ 4.200
Machinery & Tools	\$ 2.750

Beginning in FY 1999, the State began a phased reduction of personal property taxes on the first \$20,000 in value of private vehicles. During the 2004 State General Assembly session, the reduction was held to 70%, with the foregone revenue reimbursed to localities. Beginning in 2006, the State's reimbursement to localities was capped, and the percentage reduction on each citizen's tax bill is expected to decline over time. For Tax (calendar) Year 2013, the percentage is 49%.

There are five additional categories of personal property tax rates for vehicles: volunteer fire & rescue, elderly & disabled, clean special fuels, four wheeled electrically-powered low speed vehicles, and motor vehicles powered solely by electricity. Personal property belonging to members of volunteer fire and rescue companies and/or auxiliary companies is taxed at \$0.01 per \$100 assessed value, while such property belonging to elderly and disabled residents is taxed at \$2.10 per \$100 assessed value. The 2004 General Assembly allowed localities to establish a separate category and tax rate for "clean special fuels" vehicles, such as hybrid and alternative fuel vehicles. Beginning in 2005, the Board of Supervisors established a clean special fuels tax rate of \$0.01. For (TY) 2009, this rate was set at \$1.00 per \$100 assessed value and for TY 2010 a rate of \$4.20 per \$100 assessed value was adopted. The category four-wheeled, electrically-powered low speed vehicles was established for TY 2009, with a rate set at \$1.00 per \$100 assessed value. The \$1.00 rate continues for TY 2012. The category of motor vehicles powered solely by electricity was established for TY 2010, with a rate of \$2.00 per \$100 assessed value. The TY 2013 rate for this vehicle class is now the general rate of \$4.20 per \$100 assessed value.

<b>Other Vehicle Taxes (per \$100)</b>	<b>Tax (Calendar) Year 2013 Rate</b>
Volunteer Fire & Rescue	\$ 0.010
Elderly & Disabled	\$ 2.100
Motor vehicles powered solely by electricity	\$ 4.200
Clean Special Fuels	\$ 4.200
Four wheeled Electrically-Powered Low Speed Vehicles	\$ 1.000





---

## General Property Taxes

---

### ***Public Service Corporation Real and Personal Property Taxes***

---

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

<b>Public Service Corporation Taxes</b>	<b>Tax (Calendar) Year 2013 Rate</b>
Real Property	\$ 1.205
Personal Property – non-vehicle	\$ 1.205
Vehicles	\$ 4.200
Aircraft	\$ 0.010

### ***General Property Taxes – Methodology***

---

Forecasts for both real and personal property tax revenues are developed in consultation with the Commissioner of the Revenue, the Clerk of the Circuit Court, and the County Treasurer. Forecasts are based on current estimates of respective tax bases, coupled with forecasts of growth or decline. Forecasts incorporate historical analysis, expected growth and business activity, and information regarding broader trends in market values.

For real property, the County's automated assessment system serves as a crucial tool in the analysis of ongoing reassessment trends and the current status of the County's total valuation. Assessment data is consolidated in the County's automated Land Management Information System. Taxable assessments are adjusted for deferrals, new construction forecasts, tax relief programs, and the tax collection rate; prior to developing revenue forecasts for the Fiscal Year. The Fiscal Year 2014 (July 1, 2012 to June 30, 2013) forecast combines the forecasts for Tax (Calendar) Year 2013 and Tax (Calendar) Year 2014.

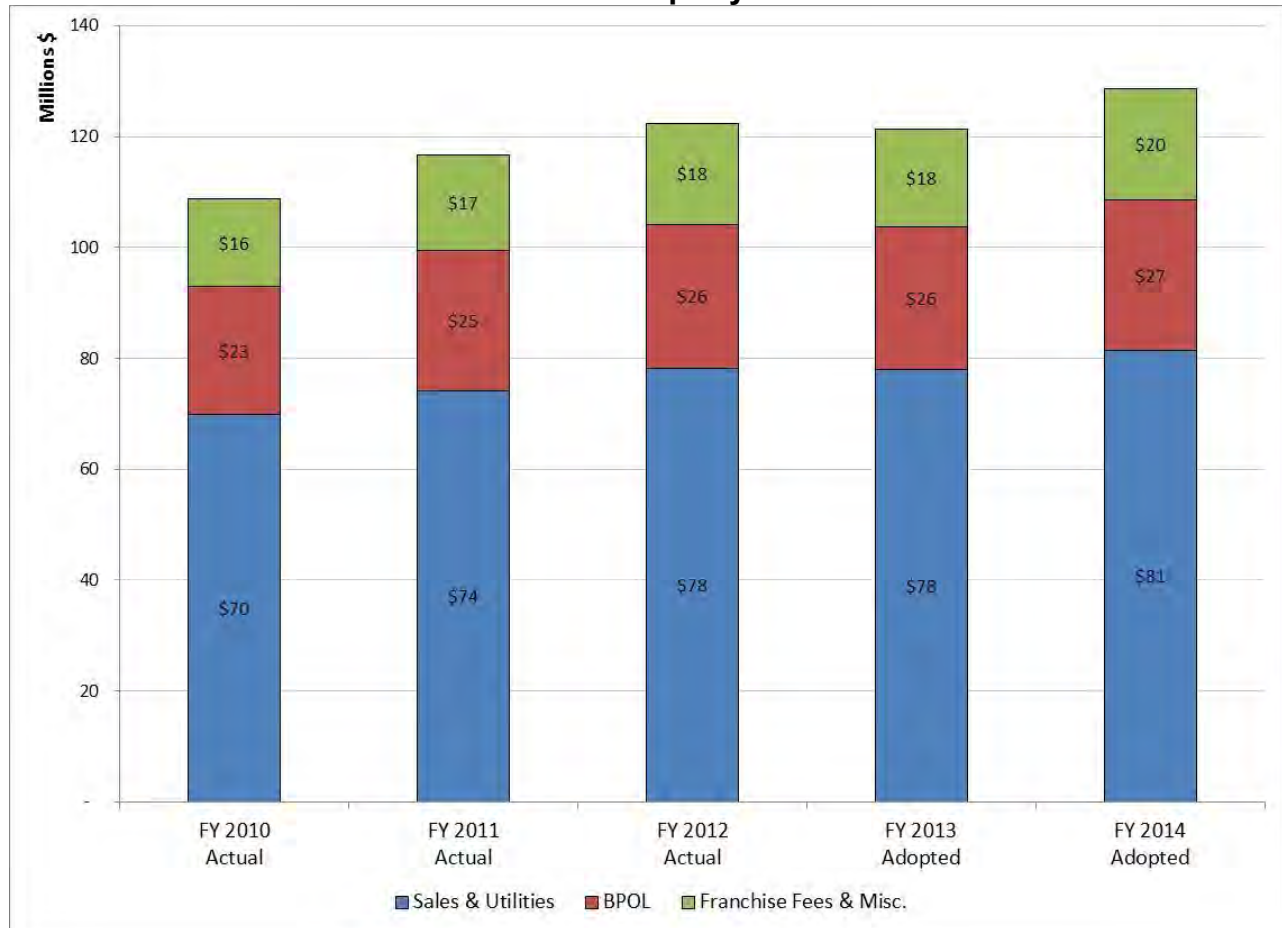
For vehicles, valuation trend data from the National Automobile Dealers' Association, fuel prices, and new vehicle registration trends are evaluated to provide a basis for the forecast for Tax Year 2013 and 2014.

Separate forecasts are developed for each of the classes of business tangible personal property taxes with special emphasis on Heavy Equipment, Machinery & Tools, and Computer Equipment (which includes the rapidly growing data center category)



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

### Local Non-Property Taxes



Local non-property tax revenue includes a variety of local tax revenues not included in general property taxes. Local non-property taxes can be divided into three groups: Sales and Utilities; Business, Professional and Occupational License Taxes (BPOL); and Franchise Fees & Miscellaneous.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
<b>Local Non-Property Taxes - Total</b>					
Sales & Utilities	\$69,817,121	\$74,069,842	\$78,230,214	\$77,953,000	\$81,362,960
BPOL	23,076,921	25,355,442	25,995,887	25,780,830	27,207,050
Franchise Fees & Miscellaneous	15,804,803	17,529,518	18,176,473	17,574,470	20,098,310
<b>Total – Local Non-Prop. Taxes</b>	<b>\$108,698,845</b>	<b>\$116,954,802</b>	<b>\$122,402,574</b>	<b>\$121,308,300</b>	<b>\$128,668,320</b>

#### Sales and Utilities Taxes

The largest single type of local non-property tax is the local sales and use tax, which is derived from one-fifth of the 5% State sales tax on retail sales in the County. Local sales tax revenue is budgeted at approximately \$61.0 million in FY 2014. Sales tax revenue has been increasing as the economy emerges from the recession and revenue is expected to continue to grow in FY 2014.

For utilities taxes, the Commonwealth's communications tax structure has an impact on the FY 2014 budget. Effective January 1, 2007, a set of statewide communications taxes replaced a number of state and local communications taxes and fees. Local revenues from these taxes are shown by the communications tax line on page R-9. These taxes include a communications sales and use tax (5% of sales), an E-911 tax on landline telephone services (\$0.75 per access line), and a public rights-of-way use fee for cable television providers (\$0.75 per access line). These taxes are administered by the State, which returns revenues to localities.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

---

Each year, the County receives a fixed percentage, 2.78% of Commonwealth collections for state-wide communications taxes less an administrative fee.

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

<b><u>User Category</u></b>	<b><u>Monthly Tax Rate</u></b>
<b>Natural Gas</b>	
Residential	\$0.63 per month plus \$0.06485 per CCF delivered to a maximum of \$2.70
Commercial	\$0.676 per month plus \$0.0304 per CCF delivered to a maximum of \$72.00
Group Metered Apts.	\$0.63 per month plus \$0.00032 per CCF delivered to a maximum of \$2.70
Interruptible	\$8.00 per month plus \$0.00094 per CCF delivered to a maximum of \$2.70
<b>Electricity</b>	
Residential	\$0.63 per month plus \$0.006804 per Kwh to a maximum of \$2.70
Commercial	\$0.92 per month plus \$0.005393 per Kwh to a maximum of \$72.00



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Local Non-Property Taxes

In addition to local consumer utility taxes, there are also consumption taxes on natural gas and electricity levied by the Commonwealth, with a share going to the county. These taxes, which replaced an earlier tax, were instituted in response to utility industry deregulation. FY 2010 receipts for cellular tax were the result of collections for a prior year when the tax was still collected by the county. In FY 2012, Sales & Use tax collections were inflated by a one-time \$3,000,000+ audit finding in Loudoun's favor.

<b>Local Non-Property Taxes - Sales &amp; Utilities</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Local Sales & Use Taxes	\$49,729,614	\$53,832,926	\$58,365,310	\$56,619,390	\$60,296,770
Electric Utility Consumption Tax	992,213	1,077,912	1,022,638	1,086,360	1,165,320
Natural Gas Utility Consumption Tax	200,475	208,054	182,174	219,380	224,930
Cellular Tax-Mobile Communications Tax	1,909	0	0	0	0
Consumers Utility Tax-Electric	4,847,918	5,049,464	4,732,892	5,350,260	5,400,000
Consumers Utility Tax-Natural Gas	1,867,807	1,784,571	2,056,530	2,027,310	2,075,940
Communications Tax	12,177,185	12,116,915	11,870,670	12,650,300	12,200,000
<b>Subtotal - Sales &amp; Utilities</b>	<b>\$69,817,121</b>	<b>\$74,069,842</b>	<b>\$78,230,214</b>	<b>\$77,953,000</b>	<b>\$81,362,960</b>

### ***Business, Professional and Occupational License Tax***

Loudoun County levies a Business, Professional and Occupational License (BPOL) tax on businesses located within the County. This revenue category is projected to yield \$26.7 million in FY 2014. BPOL tax rates vary according to the category of business. An individual business' obligations are calculated by applying the appropriate rate to its gross receipts from the preceding calendar year. Beginning in FY 2000, those businesses with annual gross receipts less than \$200,000 became exempt from the gross receipts component of the BPOL tax; however, these businesses still pay an annual fee of \$30. BPOL rates are listed with the categories' budgeted revenues. Beginning in FY 2014, delinquent taxes are distributed to each BPOL business category.

<b>Local Non-Property Taxes - BPOL</b>	<b>BPOL Tax Rate</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Amusements	\$0.21/\$100	\$66,122	\$68,043	\$80,893	\$60,000	\$61,800
Business service occupations	0.17/100	6,101,590	7,070,771	7,492,854	7,865,430	7,982,500
Personal service occupations	0.23/100	1,089,594	1,034,866	1,215,065	1,010,000	1,079,350
Contractors & contracting	0.13/100	3,730,029	3,979,125	4,286,344	3,500,000	4,105,000
Hotels & motels	0.23/100	273,645	319,498	308,340	335,000	345,050
Professional & specialized	0.33/100	1,880,654	1,914,559	2,026,965	2,000,000	2,060,000
Renting by owner	0.16/100	990,752	1,048,149	998,731	1,150,000	1,184,500
Repair service occupations	0.16/100	317,519	422,995	694,937	473,000	720,420
Retail merchants	0.17/100	5,560,257	6,066,646	6,671,512	6,500,000	5,665,000
Wholesale merchants	0.05/100	734,706	829,511	805,280	950,000	978,500
Money lenders	0.16/100	15,504	20,608	313,275	311,400	322,670
Coin operated machines <sup>1</sup>	150	500	315	150	500	520
Fortune tellers and related	500/year	500	0	500	500	520
Itinerant merchants	500/year	11,250	13,900	21,700	11,000	11,330
Short-term rentals	0.20/100	201,386	214,424	210,277	225,000	231,750
Retail merchants/cert str	0.20/100	66,580	67,522	79,445	65,000	66,950
Business svcs./aircraft leases	0.05/100	58,282	33,917	14,659	55,000	56,650
Consumer utility licenses	0.50/100	815,683	1,005,296	1,014,572	1,075,000	1,107,250
Computer services	0.15/100	818,451	846,086	770,704	850,000	875,500
Research & development	0.03/100	33,544	41,807	45,736	30,000	30,900
Satellite imaging services	0.15/100	82,130	108,503	78,398	80,000	79,870
Delinquent BPOL & Appeals	N/A	N/A	N/A	(1,370,638)	(1,000,000)	0
Penalties, interest & cost	N/A	228,243	248,961	236,188	234,000	241,020
<b>Subtotal - BPOL</b>		<b>\$23,076,921</b>	<b>\$25,355,442</b>	<b>\$25,995,887</b>	<b>\$25,780,830</b>	<b>\$27,207,050</b>

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



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Local Non-Property Taxes

### ***Franchise Fees & Miscellaneous Taxes***

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

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

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

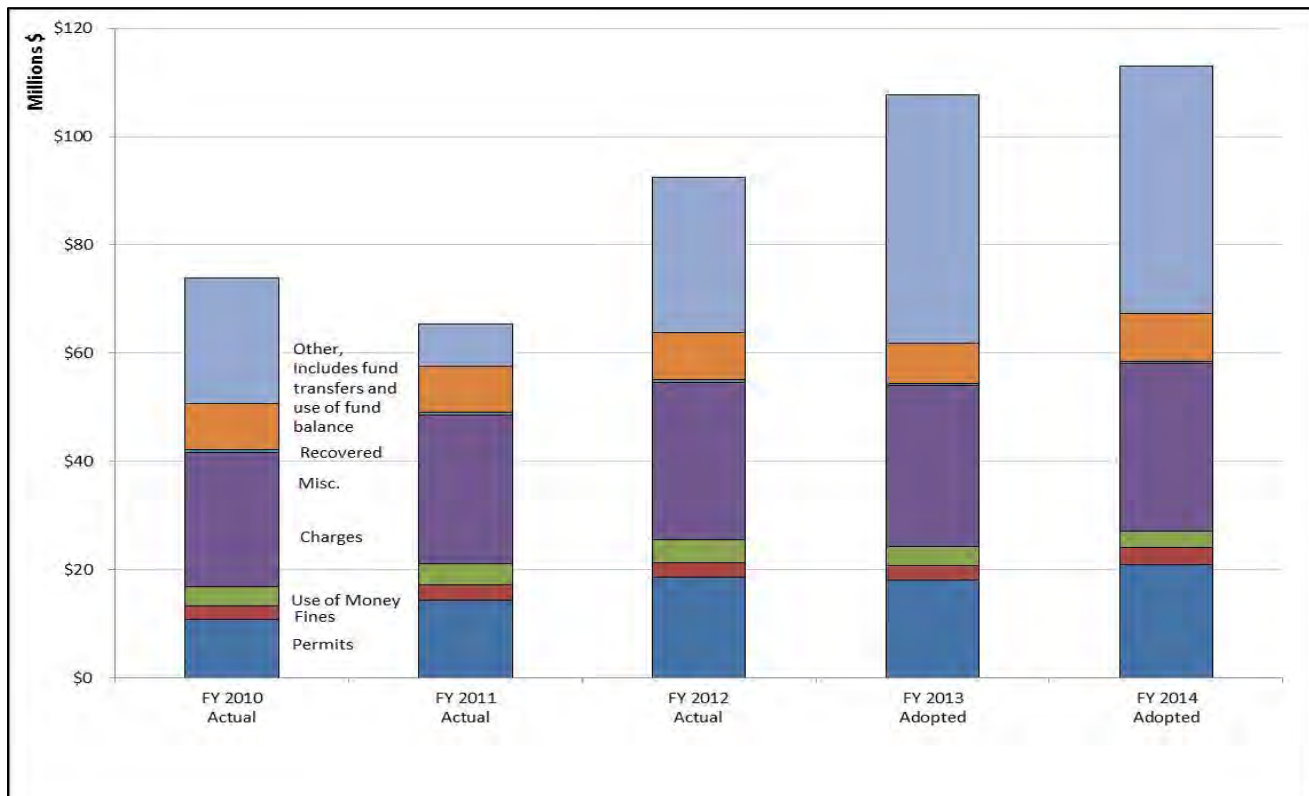
Hotel and motel taxes include a portion of the Transient Occupancy Tax levied on limited-stay facilities. Of the 5% tax, 2% is allocated to the General Fund. The remaining 3% is deposited in the Restricted Use Transient Occupancy Tax Fund. A discussion of this fund may be found in the Other Funds section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

<b>Local Non-Property Taxes - Franchise Fees &amp; Miscellaneous</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Motor vehicle licenses	\$5,486,330	\$5,663,926	\$5,861,761	\$5,800,000	\$6,167,000
Temporary motor vehicle licenses	13	0	0	0	0
Bank franchise taxes	1,098,270	2,015,493	1,457,652	1,100,000	1,100,000
Recordation taxes	7,287,296	7,798,769	8,840,406	8,543,470	10,609,000
Taxes on wills	33,341	33,489	40,268	45,000	36,310
Hotel & motel room taxes	1,899,553	2,017,841	1,976,386	2,086,000	2,186,000
<b>Subtotal - Franchise Fees &amp; Misc.</b>	<b>\$15,804,803</b>	<b>\$17,529,518</b>	<b>\$18,176,473</b>	<b>\$17,574,470</b>	<b>\$20,098,310</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

### Other Local Sources of Revenue



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

<b>Other Local Sources of Revenue - Total<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Permits & Privilege Fees	\$10,791,657	\$14,444,627	\$18,621,151	\$18,052,170	\$20,856,000
Fines & Forfeitures	2,539,918	2,705,769	2,729,647	2,691,890	3,281,920
Use of Money & Property	3,566,339	4,030,924	4,160,931	3,549,390	3,007,830
Charges for Services	24,739,243	27,441,575	28,996,400	29,757,600	30,947,950
Miscellaneous Revenue	601,040	397,597	570,553	381,430	386,430
Recovered Costs	8,528,732	8,637,505	8,651,894	7,346,150	8,808,850
Other Financing Sources	23,153,973	7,760,502	28,724,936	45,990,790	45,667,060
<b>Total – Other Local Revenue</b>	<b>\$73,920,902</b>	<b>\$65,418,499</b>	<b>\$92,455,512</b>	<b>\$107,769,420</b>	<b>\$112,956,040</b>

### **Permits and Privilege Fees**

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

During FY 2011, the Board of Supervisors approved several changes in the ministerial land development application fees administered by the Department of Building and Development. Several new fees were adopted and a number were revised effective in the second half of FY 2011. These changes were based on a study of the activities required to process each specific application. Greatly increased permit activity, and not the prior fee increase, has led to another increase in the FY 2014 budget.

<sup>1</sup> Permits and Charges details are found on pages 19-21.



## Other Local Sources of Revenue

### ***Fines and Forfeitures***

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

<b><u>Fines &amp; Forfeitures</u></b>	<b><u>FY 2010 Actual</u></b>	<b><u>FY 2011 Actual</u></b>	<b><u>FY 2012 Actual</u></b>	<b><u>FY 2013 Adopted</u></b>	<b><u>FY 2014 Adopted</u></b>
Court fines & forfeitures	\$2,138,855	\$2,085,104	\$1,979,078	\$2,000,000	\$2,523,330
Fire lane violation fines	120,363	114,720	193,190	121,650	196,650
Dulles airport pkg. & traffic fines	117,008	120,391	116,791	140,000	140,000
Parking fines	122,664	118,285	117,367	100,000	100,000
Animal law violation fines	8,133	4,776	3,901	3,000	3,000
Zoning violations	20,824	30,032	38,707	45,000	30,200
Environmental health violation fines	3,000	326	7,200	0	0
Overdue book fines	0	221,160	260,850	271,740	271,740
Interest (late payments on tickets)	9,071	10,975	12,563	10,500	17,000
<b>Total - Fines &amp; Forfeitures</b>	<b>\$2,539,918</b>	<b>\$2,705,769</b>	<b>\$2,729,647</b>	<b>\$2,691,890</b>	<b>\$3,281,920</b>

### ***Use of Money and Property***

This category includes revenue received from the investment of General Fund balances. In addition, revenue is received from the rental of County facilities for public use and from the sale of concessions at various events. Interest income in FY 2014 will again be less than in years prior to FY 2011 because of low interest rates.

<b><u>Use of Money &amp; Property</u></b>	<b><u>FY 2010 Actual</u></b>	<b><u>FY 2011 Actual</u></b>	<b><u>FY 2012 Actual</u></b>	<b><u>FY 2013 Adopted</u></b>	<b><u>FY 2014 Adopted</u></b>
Interest on investments	\$2,353,675	\$1,831,144	\$1,768,560	\$1,100,000	\$1,100,000
Interest on loans	2,334	2,722	4,293	2,540	2,550
Rental of general & school prop.	98,383	1,091,008	1,020,388	823,410	306,860
Rental of recreational property	989,087	972,535	1,253,819	1,354,310	1,329,300
Concession rentals/commissions	3,707	7,382	9,633	14,030	14,030
Sale of materials and supplies	34,426	35,815	35,921	35,790	35,780
Sales of meals to non-prisoners	121	43	212	150	150
Sale of artwork	1,228	901	1,093	0	0
Sale of Concessions	83,378	89,374	67,012	219,160	219,160
<b>Total - Use of Money &amp; Property</b>	<b>\$3,566,339</b>	<b>\$4,030,924</b>	<b>\$4,160,931</b>	<b>\$3,549,390</b>	<b>\$3,007,830</b>

### ***Charges for Services***

The County collects fees for a wide range of services provided to various customers. Fees are collected for court activities, day care and health services, emergency activities, parks and recreation programs, sales of County maps, animal control programs, and disposal of waste at the County landfill. See pages 20-21 for additional details.

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



## Other Local Sources of Revenue

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

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

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

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

### ***Miscellaneous Revenue***

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

	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
<b><u>Miscellaneous Revenue</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Miscellaneous revenues	\$172,822	\$153,363	\$195,465	\$126,130	\$126,120
Primary Fees	0	3,902	(1,426)	0	0
Gifts & donations from private sources	237,777	149,586	243,315	28,860	28,860
Sale of property & non fixed assets	0		71,479	65,000	70,000
Returned check fees	127,405	45,109	12,385	12,500	12,500
Payments for damage to books	14,170	16,092	46,335	48,450	48,450
DMV collection fees	48,866	27,345	0	500	500
Rebate-Build America Bonds	0	0	0	100,000	100,000
Solar Renewable Credits	0	0	3,000	0	0
<b>Total - Miscellaneous Revenue</b>	<b>\$601,040</b>	<b>\$397,597</b>	<b>\$570,553</b>	<b>\$381,430</b>	<b>\$386,430</b>





## Other Local Sources of Revenue

### ***Recovered Costs***

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

<b><u>Recovered Costs</u></b>	<b><u>FY 2010 Actual</u></b>	<b><u>FY 2011 Actual</u></b>	<b><u>FY 2012 Actual</u></b>	<b><u>FY 2013 Adopted</u></b>	<b><u>FY 2014 Adopted</u></b>
Housing prisoners – Federal	\$70,705	\$88,170	\$125,685	\$89,000	\$95,000
Housing prisoners – State	375,468	365,556	395,941	575,000	636,500
Housing Prisoners – other	84,436	192,437	94,142	95,000	95,000
Costs for town elections	21,708	0	0	0	0
Facility Supervisors – PRCS	150,014	124,197	145,944	10,000	89,570
Prisoners Keep	0	0	0	35,000	108,000
Extraditions - Supreme Court	34,715	36,186	47,238	35,000	45,000
Charges by insurance	289,610	335,674	384,697	356,500	376,500
Soil Water Conservation District	381,396	302,229	368,907	306,900	315,420
Juvenile detention contracts	100,375	100,375	100,375	88,330	88,330
Juvenile detention per diem	91,768	101,112	85,669	35,000	75,000
Central MHSADS services	33,680	34,170	28,500	35,000	35,000
Costs for protective services	358,117	493,699	397,589	300,000	300,000
Comprehensive Services Act	71,920	44,516	10,290	78,240	78,240
Medicaid cost recoveries	4,286,429	4,998,094	5,092,488	4,906,310	5,177,720
Loudoun Hospital	13,005	9,094	9,075	13,000	13,000
Friendship House Food Unit	0	0	10,572	14,000	14,000
Recovered HIDTA	0	0	0	0	15,000
Central capital vehicle replacement	1,351	1,129	128	0	0
Miscellaneous recoveries	<u>2,164,035</u>	<u>1,748,000</u>	<u>1,365,316</u>	<u>422,870</u>	<u>1,251,570</u>
<b>Total - Recovered Costs</b>	<b>\$8,528,732</b>	<b>\$8,637,505</b>	<b>\$8,651,894</b>	<b>\$7,346,150</b>	<b>\$8,808,850</b>



## Other Local Sources of Revenue

### Other Financing Sources

The County receives revenue from the sale of assets and issuance of bonds and leases for capital and facilities improvements. This category also includes transfers from various other funds. For FY 2014, transfers will be made from the Comprehensive Services for At-Risk Youth and Families (CSA) Fund, Transient Occupancy Tax (TOT) Fund, the Capital Projects Fund, the Debt Service Fund, the Transportation District Fund, and the Self Insurance Fund. Funding for the County's capital project management activities are shown as a transfer from the Capital Projects Fund to the General Fund. Expenses associated with these funds are found in the Capital Improvement Program, Debt Service and Other Funds sections of the FY 2014 Adopted Fiscal Plan – Volume 2.

The use of prior year carryover (fund balance) from FY 2012 for FY 2014 is for one-time funding requirements in this year's budget.

<b>Other Financing Sources/Non-Revenue Receipts</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Sale Of Machinery & Equipment	\$4,014	\$300	\$639,062	\$0	\$0
Repayment Of Loans/Principal Only	5,368	205,233	0	0	0
Transfers from General Fund	409,601	0	0	0	0
Transfers from School Fund	10,440,778	0	17,267,996	0	0
Transfers from CSA Fund	183,000	183,000	3,462,705	183,000	183,000
Transfers from TOT Fund	725,441	581,560	845,504	788,290	699,050
Transfers from Community Dev. Fund	0	12,153	0	0	0
Transfers from Capital Projects Fund	4,099,957	4,029,982	4,395,260	4,198,630	4,613,120
Transfers from Capital Asset Fund	0	3,411	0	0	0
Transfers from Open Space Fund	0	81,250	0	0	0
Transfers from Debt Service Fund	5,710,801	585,000	96,050	90,000	90,000
Transfers from School Self Insure. Fund	0	0	0	0	0
Transfers from Public Facilities Trust	0	214,314	0	0	0
Transfers from Animal Trust Fund	21,237	6,020	17,000	0	0
Transfers from Transport. District Fund <sup>1</sup>	1,553,776	1,858,279	1,948,359	3,727,540	3,573,990
Transfers from Self Insurance Fund	0	0	53,000	10,000,000	0
Prior year carryover <sup>2</sup>	0	0	0	27,003,340	36,507,900
<b>Total - Other Financing Sources</b>	<b>\$23,153,973</b>	<b>\$7,760,502</b>	<b>\$28,724,936</b>	<b>\$45,990,790</b>	<b>\$45,667,060</b>

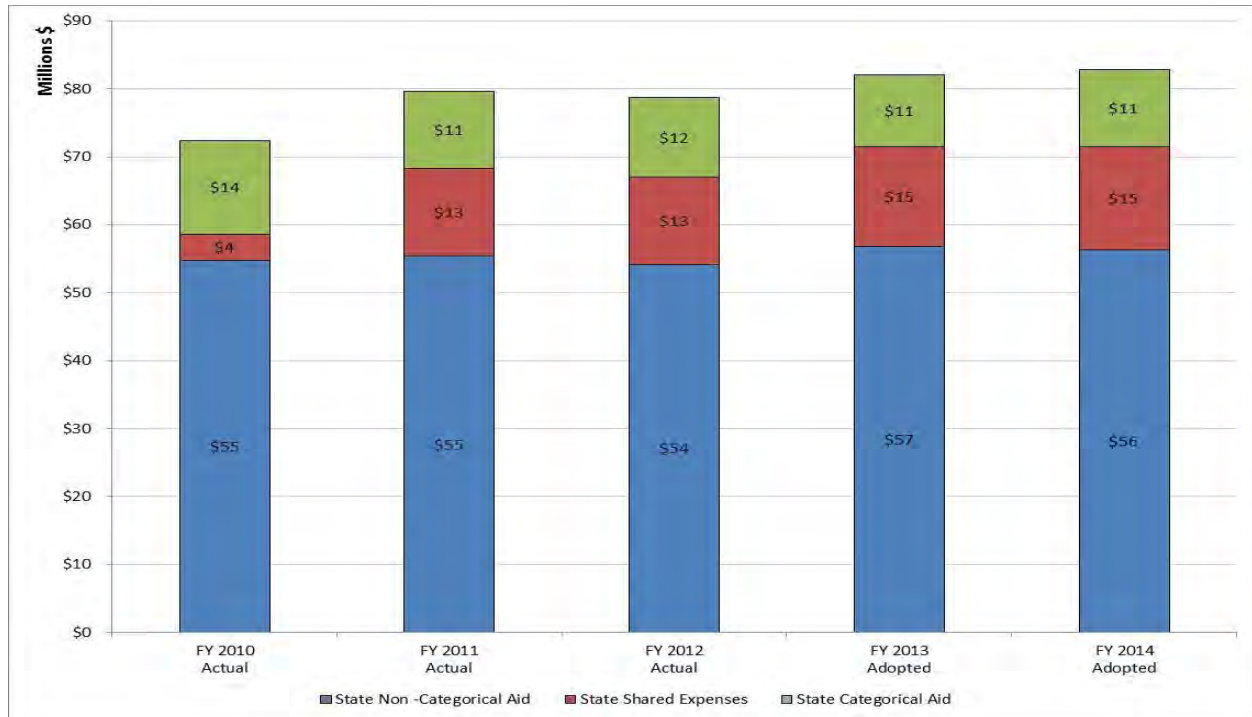
<sup>1</sup> The Transportation District Fund was created in FY 2013. It includes local gasoline tax revenue as well as real property tax revenue to be collected from the newly established Metrorail Service, the Route 606-Airport Station and the Route 772 Station Service Tax Districts associated with Phase II of the Metrorail Silver Line Extension Project.

<sup>2</sup> Prior year carryover represents fund balance from FY 2012 that was allocated based on Board of Supervisors' direction.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**Commonwealth Aid**



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

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
<b>Commonwealth Aid Total</b>					
State Non-Categorical Aid	\$54,729,338	\$55,380,301	\$54,187,713	\$56,773,910	\$56,244,000
State Shared Expenses	3,935,483	12,869,676	12,798,300	14,742,180	15,308,540
State Categorical Aid	13,779,545	11,396,891	11,779,438	10,548,360	11,240,540
<b>Total Commonwealth Aid</b>	<b>\$72,444,366</b>	<b>\$79,646,868</b>	<b>\$78,765,451</b>	<b>\$82,064,450</b>	<b>\$82,793,080</b>

**State Non-Categorical Aid**

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

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

As in FY 2013, the State also continues to require localities to fund the Line of Duty insurance program in FY 2014.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
<b>State Non-Categorical Aid</b>					
Motor vehicle carriers taxes	\$2,785	\$5,865	\$7,261	\$4,000	\$4,000
Mobil home titling taxes	4,938	2,555	10,129	0	0
Taxes on deeds	1,969,328	1,962,607	1,977,392	2,327,900	2,121,000
Daily vehicle rental tax	5,670,326	6,473,006	4,122,230	6,473,010	6,150,000
State property tax reimbursement	48,071,000	48,071,000	48,070,701	48,071,000	48,071,000
State Revenue Reductions	(988,740)	(1,134,433)	0	(102,000)	(102,000)
<b>Total - State Non-Categorical</b>	<b>\$54,729,338</b>	<b>\$55,380,301</b>	<b>\$54,187,713</b>	<b>\$56,773,910</b>	<b>\$56,244,000</b>



## COMMONWEALTH AID

### State Shared Expenses

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

<b>State Shared Expenses</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Commonwealth's Attorney	\$771,848	\$786,470	\$747,817	\$753,330	\$833,230
Sheriff's Office	1,386,296	10,188,191	10,364,353	12,432,390	12,713,690
Commissioner of the Revenue	339,831	320,314	304,652	320,000	330,930
Treasurer's Office	344,805	313,568	294,660	295,170	325,170
Registrar's Office	82,186	73,297	64,157	79,110	79,110
Electoral Board	15,221	13,229	96,482	15,130	15,130
Clerk of the Circuit Court	995,296	984,107	926,179	847,060	1,011,280
Technology Fund	0	190,500	747,817	0	0
<b>Total - State Shared Expenses</b>	<b>\$3,935,483</b>	<b>\$12,869,676</b>	<b>\$12,798,300</b>	<b>\$14,742,180</b>	<b>\$15,308,540</b>

### 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. These revenues are shown for each county department in the State Categorical Aid Table on page 22 in the *Additional Revenues Detail* section at the end of the General Fund Revenue chapter.



## Federal Payments

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

<b>Federal Payments – Total</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Payments in lieu of taxes	\$2,909	\$2,975	\$3,000	\$1,800	\$1,800
Federal categorical aid	<u>26,234,037</u>	<u>11,376,605</u>	<u>9,458,989</u>	<u>5,330,090</u>	<u>4,684,860</u>
<b>Total – Federal Payments</b>	<b>\$26,236,946</b>	<b>\$11,379,580</b>	<b>\$9,461,989</b>	<b>\$5,331,890</b>	<b>\$4,686,660</b>

### ***Payments in Lieu of Taxes***

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

<b>Payments in Lieu of Taxes</b>	<b>FY 10 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Fed owned entitlement land	2,909	\$2,975	\$3,000	\$1,800	\$1,800
<b>Total - In Lieu of Taxes</b>	<b>\$2,909</b>	<b>\$2,975</b>	<b>\$3,000</b>	<b>\$1,800</b>	<b>\$1,800</b>

### ***Federal Categorical Aid***

Federal aid received by the County is principally of the categorical type. The majority of these grants are administered by the Department of Family Services. Other departments administering substantial grants in FY 2014 include: Mental Health, Substance Abuse & Developmental Services; and Parks, Recreation and Community Services. Additional federal funding flowed into the County during FY 2009 and FY 2010 as a result of the American Recovery and Reinvestment Act (ARRA) stimulus funding. These revenues are shown for each County department in the *Additional Revenues Detail* section on page 22 at the end of the General Revenue Fund chapter.

### ***Additional Revenue Details***

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



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

<b>Permits &amp; Privilege Fees</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Dog licenses	\$296,702	\$378,985	\$370,352	\$368,420	\$368,420
Kennel application fees	350	400	400	800	800
Vicious and dangerous dog license	3,700	3,000	3,325	2,500	2,500
Pet shops and dealer fees	0	0	200	200	200
Hydro-geologic reviews	0	0		0	0
Site plan revision fees	123,008	49,500	900	2,750	2,800
Rural site plan fees	4,600	0	13,801	21,110	8,100
As-built submission fees	37,500	32,400	35,700	23,870	30,900
Soils map reviews/mapping fees	21,866	19,994	17,981	37,580	31,100
LDA-base density division	19,620	4,360	16,411	16,780	7,500
Remote Access fees	25,093	33,580	12,492	145,000	145,000
Pawn broker license fees	0	0	0	100	100
Final development plan fees	21,542	21,382	22,734	19,120	18,800
Alcohol Permit Fee	500	500	300	0	0
Land use tax application fees	47,030	115,385	116,649	75,000	100,000
Transfer fees	99,915	9,473	10,119	10,000	10,000
Easements	0	35,720	1,222,175	131,750	69,000
Zoning permits	271,665	760,760	3,584	1,024,840	1,280,000
Special exception sign development plan	0	5,120	104,087	22,330	10,240
Commission permits	34,950	20,970	20,970	55,850	34,950
Building permits	5,708,088	7,196,322	8,958,831	8,264,030	10,442,040
Platt of Correction	0	0	0	0	5,500
Electrical permits	405,350	432,345	486,540	481,410	490,000
Plumbing permits	318,800	427,415	554,505	645,050	546,500
Zoning Correspondence	0	12,105	39,655	41,530	40,100
Mechanical fees	192,755	231,800	297,050	302,540	297,300
Septic Tank permits	38,150	35,050	35,450	40,000	40,000
Sign zoning permits	0	42,375	71,280	69,230	74,600
Occupancy permits	71,880	189,490	302,240	364,230	338,900
Erosion & sediment control permits	598,997	559,956	663,012	565,020	704,800
Solicitor permits	5,565	4,125	4,650	4,400	4,400
Weapons permits	2,731	0	44,531	33,000	50,000
Fire permits	313,987	332,245	390,092	336,030	452,060
Refuse vehicle hauling licenses	11,620	11,770	11,260	12,000	12,000
Sanitation & water permits & fees	35,450	28,574	28,566	36,000	36,000
Swimming pool permits	49,940	50,600	48,620	48,950	48,950
Mixed beverage licenses	59,880	49,335	44,442	60,000	60,000
Sanitation licenses	11,360	11,360	10,082	14,200	14,200
Water Supply licenses	3,989	4,754	3,875	4,000	4,000
Going out of business sale permits	0	129	0	100	100
Bond reduction processing fees	33,805	56,010	62,715	50,960	84,400
Construction plan review fees	237,804	503,057	614,561	620,250	785,000
Healthland sites evaluation	1,036	3,948	2,285	2,000	2,000
Road dedication plats	47,845	49,002	56,235	52,730	26,000
CAAM certification of approp. amd.	0	181	61	30	60
Rezoning in Rt 28 district	2,380	11,900	28,559	24,920	19,040
Special exception error in bldg. loc.	0	920	0	1,400	1,400
Minor special exception	8,580	1,497	17,564	25,160	12,700
CAPA Cert. of approp. admin.	0	0	0	0	170
Solid waste facility permits	14,500	16,500	14,500	17,500	17,500
Precious metal and gem license	1,400	1,200	1,200	1,200	1,200
Massage parlor fees	27,600	18,130	23,700	19,000	25,000
Rezoning	82,679	132,577	444,517	178,220	340,280
Rezoning modification	(4,326)	13,310	25,220	9,840	51,140
Zoning concept plan amendments	96,926	64,883	121,169	95,540	177,950
Special exceptions	156,431	179,894	163,352	165,310	214,050
Floodplain alterations	21,738	31,973	10,550	1,560	11,200
Variances	1,400	805	805	2,650	2,200
Appeals	3,150	5,249	2,801	1,070	900
Preliminary subdivisions	48,170	262,488	280,288	151,040	248,600
Preliminary record subdivisions	35,894	15,106	15,100	14,720	14,300
Record subdivisions	163,667	324,091	422,309	317,900	467,100
Family subdivisions	2,330	1,880	0	6,650	5,400
Subdivision wavier	21,800	18,145	31,825	30,930	30,100
Subdivision exceptions	0	12,010	0	33,250	33,000



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

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

	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Boundary line adjustments	\$24,795	\$47,755	\$96,124	\$125,980	\$82,200
Final site plans	146,932	225,103	420,603	422,430	487,900
Site plan amendments	65,500	193,830	442,678	506,060	394,500
Certificate of appropriateness	1,380	1,021	840	980	900
False alarm fees	162,462	211,612	162,270	159,000	130,000
Floodplain study fees	7,600	12,650	7,250	5,600	5,600
Replacement well fees	800	1,506	1,400	500	500
Well & septic re-inspection fees	1,275	2,350	2,225	1,500	1,500
Boca clearance fees	9,175	9,575	9,750	11,000	11,000
Technical sewage plan review fees	8,100	7,050	7,800	5,250	5,250
Percolation test monitoring fees	0	200	200	1,000	1,000
Sewage treatment plant insp. Fees	75	0	0	0	0
Bond final release fees	133,401	130,255	140,654	130,560	116,000
Bond final release re-inspection fees	1,930	2,490	0	7,800	7,800
Bond extension fees	204,800	214,585	158,100	185,440	148,900
Agricultural district withdrawal fees	500	0	0	0	0
FSM waiver fees	18,750	47,260	91,630	80,090	90,400
Overlot grading fees	252,880	501,350	773,450	705,425	1,020,000
Additional revenue – not yet classified	0	0	0	600,000	0
<b>Total - Permits &amp; Privilege Fees</b>	<b>\$10,791,657</b>	<b>\$14,444,627</b>	<b>\$18,621,151</b>	<b>\$18,052,170</b>	<b>\$20,856,000</b>

**Charges for Services**

	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Freedom of information fees	\$3,257	\$3,531	\$4,746	\$2,600	\$2,600
Loss of summons copy	25	15	35	50	50
ATF form	1,550	2,185	2,125	2,050	2,050
Good conduct letter	380	520	595	400	460
Incident reports	2,195	1,880	1,920	1,800	1,900
Excess of court officers	855,155	778,995	849,775	875,000	1,022,000
Sheriff's fees	7,907	7,907	7,907	7,910	7,910
Costs collected in court cases	137,612	208,351	224,149	145,000	145,000
Commonwealth's attorney fees	3,511	6,026	11,221	0	0
Street light charges	3,533	(534)	0	0	0
Waste & refuse/collection & discharge	104	40	5	0	0
Courthouse security fees	578,160	584,016	506,576	570,000	600,000
DMV license agent commissions	66,423	68,668	80,271	60,000	80,000
Well & septic evaluation charges	3,740	3,190	1,430	5,300	5,300
Residential service fees	294,135	314,341	295,546	268,800	318,000
Outpatient clinic fees	134,323	143,424	135,686	139,000	135,000
Day treatment clinic fees	8,234	5,907	10,457	8,500	8,500
Parent-infant development fees	30,299	36,641	53,525	40,000	45,000
Sale of medication, drugs, etc.	5,698	4,684	4,201	13,500	10,000
Aftercare service fees	12,788	14,798	9,939	12,000	12,000
Court evaluation charges	65,601	57,014	63,671	67,000	67,000
Substance abuse counselor fees	91,272	94,768	96,607	110,000	110,000
Emergency service fees	9,700	9,299	9,594	10,000	10,000
Cafeteria sales	16,962	11,050	8,760	22,540	22,540
Recreation fees	606,404	646,869	821,967	500,970	510,020
Community center fees	1,781,049	1,819,050	1,892,166	1,536,770	1,647,680
Swimming pool fees	271,166	261,059	269,502	312,780	312,780
League sports fees	254,662	233,810	250,992	319,580	319,580
Group events fees	511,034	543,931	605,710	302,900	314,900
Transportation fees for group events	42,123	65,537	71,009	78,160	88,160
After school activity fees	4,852,952	5,123,223	5,339,953	5,771,530	6,025,150
Summer camp fees	1,680,625	1,793,422	1,662,956	2,085,733	2,298,850
Admission charges	855,682	847,666	797,773	1,072,730	1,097,480
Inter library loans fees	5,615	5,508	4,431	5,550	5,550
Sales of maps, surveys, plats, etc.	2,444	2,164	1,824	1,600	2,000
Sales of publications	65,545	83,762	42,525	59,900	36,900
Sales of cartographic maps	2,575	3,163	2,086	1,930	2,600
Sales of digital data	5,304	7,090	11,846	13,480	9,800
Sales of special cartographic maps	2,034	1,035	621	680	0
Animal protection charges	12,319	16,552	16,140	25,200	25,200
Board of animals	17,020	8,835	1,430	11,000	11,000



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

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

	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Animal adoption fees	\$17,175	\$24,506	\$23,401	\$37,700	\$55,000
Animal neuter & spaying fees	18,098	17,681	16,695	25,000	0
Tournament fees	8,132	772	31,500	55,020	55,020
Record check charges	5,219	5,215	5,081	5,800	7,300
Accident report charges	24,538	23,449	25,534	23,000	20,000
Fingerprinting charges	4,392	5,014	5,693	5,600	5,600
Clerk of court copy fees	40,327	35,081	36,433	45,000	45,000
Sheriff processing fees	51,977	43,592	22,364	45,000	23,000
Youth Sports User Fee	0	482,208	500,508	747,450	759,950
DNA sample of felons fees	1,605	1,761	1,679	1,800	1,800
Respite care fees	218,863	244,020	245,963	237,230	237,230
Hydrogeologic fees	0	871	0	2,000	2,000
House arrest fees	3,720	2,055	9,020	2,100	10,000
Daycare fees	921,057	876,617	907,157	1,267,540	1,246,740
Information services fees	561	484	2,883	530	530
Preschool fees	1,708,861	1,919,068	2,029,495	1,961,350	2,025,260
Court fine collection charge	111,504	241,200	250,816	200,000	200,000
Training Services	0	0	5,000	0	30,000
Commuter bus	5,643,932	6,893,452	7,687,759	7,580,520	8,207,560
Sale-recyclable/scrap metal	97,822	127,466	102,044	55,000	55,000
Sale-recyclable/waste oil/batt/antifreeze	0	0	25,118	15,000	15,000
Landfill-construction	0	17,517	0	0	0
Landfill fees - municipal waste	235,402	254,067	0	45,000	45,000
Rebate - recycled paper	10,154	67,492	53,260	30,000	30,000
Joblink fees	0	0	0	500	500
Case management fees	33	19,458	7,876	32,500	32,500
Landfill - contract muni. solid waste	<u>2,314,754</u>	<u>2,319,047</u>	<u>2,813,531</u>	<u>2,525,000</u>	<u>2,525,000</u>
<b>Total - Charges for Services</b>	<b>\$24,739,243</b>	<b>\$27,441,575</b>	<b>\$28,996,400</b>	<b>\$29,757,600</b>	<b>\$30,947,950</b>





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>State Categorical Aid<sup>1</sup></b>					
County Administrator	\$0	\$0	\$6,203	\$0	\$0
Boards, Commissions & Committees	\$21,920	\$0	\$0	\$0	0
Regional Organizations & Contributions	5,000	5,000	5,000	0	0
Clerk of the Circuit Court	11,712	10,983	0	0	0
Commonwealth's Attorney	40,000	37,134	39,254	40,000	40,000
Sheriff's Office	5,422	0	0	0	0
General Services	0	0	52,963	33,000	33,000
Fire, Rescue and Emergency Management	740,646	384,924	899,952	256,000	256,000
Construction & Waste Management	48,807	46,962	0	0	0
Department of Transportation & Capital Infrastructure*	2,069,903	2,613,907	2,981,456	2,814,580	3,026,070
Library Services	213,123	189,710	177,736	188,300	188,300
Community Corrections	626,345	622,437	596,603	631,770	631,770
Mental Health, Substance Abuse and Developmental Services	3,818,102	3,933,665	3,665,614	3,721,440	3,943,500
Parks, Recreation & Community Services	137,470	130,310	136,232	136,880	161,120
Family Services	3,809,624	3,421,859	3,218,425	2,726,390	2,960,780
Non Departmental	<u>2,231,471</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total - State Categorical Aid</b>	<b>\$13,779,545</b>	<b>\$11,396,891</b>	<b>\$11,779,438</b>	<b>\$10,548,360</b>	<b>\$11,240,540</b>

	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Federal Categorical Aid<sup>1</sup></b>					
General Registrar	\$0	\$0	\$94,315	\$0	\$0
Commonwealth's Attorney	58,885	57,850	28,854	0	0
Sheriff's Office	10,363,449	627,738	315,351	7,500	15,000
Information Technology	921,969	0	0	0	0
Courts	155,996	61,017	11,117	0	0
Building & Development	155,026	4,834	16,713	0	0
Fire, Rescue and Emergency Management	2,647,254	1,357,657	430,226	29,760	29,760
Construction & Waste Management	314,035	711,410	0	0	0
Department of Transportation & Capital Infrastructure*	0	0	1,204,528	0	0
Animal Care and Control	51,396	0	0	0	0
Health Services	15,958	1,374	0	0	0
Transportation Services	34,586	35,254	0	0	0
Library Services	0	94	0	0	0
Community Corrections	77,788	51,696	0	0	0
Mental Health, Substance Abuse and Developmental Services	1,095,382	642,383	482,902	437,520	492,590
Parks, Recreation & Com. Svcs.	398,972	391,282	308,073	303,260	373,020
Juvenile Court Service Unit	31,697	25,600	0	0	0
Family Services	<u>9,911,644</u>	<u>7,408,416</u>	<u>6,566,910</u>	<u>4,552,050</u>	<u>3,774,490</u>
<b>Total - Federal Categorical Aid</b>	<b>\$26,234,037</b>	<b>\$11,376,605</b>	<b>\$9,458,989</b>	<b>\$5,330,090</b>	<b>\$4,684,860</b>

<sup>1</sup>In FY 2013, the Department of Transportation & Capital Infrastructure (DTCI) was established by incorporating most of the Capital Construction Division of the Department of Construction and Waste Management (DCWM) and realigning the remaining DCMW Divisions with the Department of General Services. As a result, DCWM has been eliminated beginning in FY 2014.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

### **Tax Exemptions by Board Action**

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

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

<b>Legal Entity Name</b>	<b>Real Property</b>		<b>Personal Property</b>		<b>Total</b>
	<b>Calendar Year (CY) 2013 Assessment</b>	<b>Revenue Exempted</b>	<b>Calendar Year (CY) 2013 Assessment</b>	<b>Revenue Exempted</b>	<b>Annual (CY) Revenue Exempted</b>
Air Force Retired Officers Community	\$82,632,630	\$995,723	\$1,271,739	\$53,413	\$1,049,136
American Water Resources Association	N/A	N/A	10,982	461	461
Evelyn Alexander Home for Animals Foundation, Inc.	N/A	N/A	41,985	1,763	1,763
Friends of Homeless Animals, Inc	889,510	10,719	14,588	613	11,331
Howard Hughes Medical Research Institute	146,706,000	1,767,807	25,184,100	1,057,732	2,825,539
Jack Kent Cooke Foundation	8,649,150	104,222	318,416	13,373	117,596
Life Line, Inc. <sup>1</sup>	25,790	311	N/A	N/A	311
Loudoun County Transportation Association	3,636,410	43,819	N/A	N/A	43,819
Prison Fellowship Ministries Foundation	21,274,710	256,360	N/A	N/A	256,360
Prison Fellowship Ministries International	N/A	N/A	497,773	20,906	20,906
Virginia Regional Transportation Association	474,940	5,723	2,404,207	100,977	106,700
<b>Total</b>	<b>\$264,289,140</b>	<b>\$3,184,684</b>	<b>\$29,743,790</b>	<b>\$1,249,239</b>	<b>\$4,433,923</b>

N/A: Not applicable.  
Totals may not equal sums because of rounding.

<sup>1</sup> Prorated assessment. Effective January 15, 2013, property was transferred to a non-qualifying entity.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## School Revenue Fund

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

	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Local Funding</b>					
General Fund Transfer	\$513,117,547	\$465,621,17	\$508,025,867	\$517,954,435	\$553,615,482
County VRS Reserve <sup>1</sup>	0	0	0	10,000,000	0
Rebates & refunds	223,706	271,841	499,524	115,859	200,000
Sales of textbooks	39,207	28,063	64,985	30,000	40,000
E-Rate reimbursement	793,735	409,339	720,890	500,000	700,000
Tuition	1,171,180	1,056,797	1,296,907	1,165,000	1,200,000
Use of buildings	1,135,457	1,205,273	1,057,984	1,250,000	1,250,000
Athletic, parking and AP test fees	2,087,110	2,235,710	2,370,595	2,245,000	2,380,000
Hughes Foundation	680,305	818,460	1,084,944	1,000,000	1,000,000
PAVAN <sup>2</sup>	42,920	79,291	30,022	54,900	50,000
Local grants and contributions	282,654	231,084	0	0	0
Sales of equipment & supplies	250,466	174,149	312,818	70,000	190,000
Miscellaneous	1,105,255	793,863	1,020,623	439,241	591,472
<b>Total Local Funding</b>	<b>\$520,929,542</b>	<b>\$472,925,04</b>	<b>\$516,485,159</b>	<b>\$534,824,435</b>	<b>\$561,216,954</b>
<b>Commonwealth Funding</b>					
Sales tax	\$51,107,240	\$53,096,747	\$55,897,637	\$59,384,220	\$61,313,257
Basic aid	88,404,403	113,358,130	122,274,143	136,249,386	136,890,591
Fringe benefits	10,050,799	10,977,816	13,589,997	21,495,073	22,165,214
Textbooks	0	1,344,463	1,078,689	2,598,328	2,694,966
Special education	9,110,522	13,556,303	14,084,217	16,299,102	17,054,827
Vocation education	1,385,112	1,655,732	2,047,344	1,284,891	1,578,389
Additional Assistance VRS, Inflation, Pre-Salary supplement	160,000	0	0	2,059,168	0
SOL <sup>3</sup> materials/training	92,904	116,202	123,326	0	3,115,764
Technology plan	2,000,000	2,026,000	269,916	190,168	202,270
Other	5,872,583	6,887,570	10,024,261	2,104,000	2,150,000
<b>Total Commonwealth Funding</b>	<b>\$168,183,563</b>	<b>203,018,963</b>	<b>\$219,389,530</b>	<b>\$250,127,308</b>	<b>\$258,126,932</b>
<b>Federal Funding</b>					
Title I	1,316,041	\$1,317,316	\$1,312,185	\$1,455,966	\$1,330,153
Head Start	1,006,849	830,445	857,838	831,317	850,000
Handicapped Education	9,428,578	8,854,325	9,781,000	8,887,445	9,312,526
Federal Stabilization	17,438,287	12,417,569	6,140,405	0	0
Other	7,333,037	6,885,323	2,653,705	2,945,272	2,835,885
<b>Total Federal Funding</b>	<b>\$36,522,792</b>	<b>\$30,304,978</b>	<b>\$20,745,133</b>	<b>\$14,120,000</b>	<b>\$14,328,564</b>
Other Financing Sources <sup>4, 5, 6</sup>	<b>\$26,363,000</b>	<b>\$8,144,000</b>	<b>\$7,000,000</b>	<b>\$19,926,000</b>	<b>\$20,000,000</b>
<b>Total School Fund<sup>7</sup></b>	<b>\$751,998,897</b>	<b>\$714,392,98</b>	<b>\$763,619,822</b>	<b>\$818,997,743</b>	<b>\$853,672,450</b>
<b>General Fund Transfer as a % of School</b>	<b>68.20%</b>	<b>65.20%</b>	<b>66.50%</b>	<b>62.20%</b>	<b>64.90%</b>

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

<sup>2</sup> PAVAN (Performing and Visual Arts Northeast) is a consortium for which LCPS functions as a fiscal agent.

<sup>3</sup> SOL = Standards of Learning.

<sup>4</sup> FY 2012: \$7.0 million technology and vehicle lease, \$10.0 million use of fund balance.

<sup>5</sup> FY 2013: \$9.9 million technology and vehicle lease, \$10.0 million use of fund balance.

<sup>6</sup> FY 2014: \$10.0 million technology and vehicle lease, \$10.0 million use of fund balance.

<sup>7</sup> The sum of the school fund components may not equal the Total School Fund because of rounding.





**General Government Administration**

**GENERAL GOVERNMENT / ADMINISTRATION  
SUMMARY ..... Page 1 – 2**

.....

**Boards of Supervisors ..... Page 1 – 3**

.....

**Commissioner of the Revenue ..... Page 1 – 7**

.....

**County Administrator..... Page 1 – 15**

.....

**County Attorney ..... Page 1 – 29**

.....

**Elections and Voter Registration ..... Page 1 – 33**

.....

**General Services ..... Page 1 – 41**

.....

**Information Technology..... Page 1 – 57**

.....

**Management & Financial Services..... Page 1 – 73**

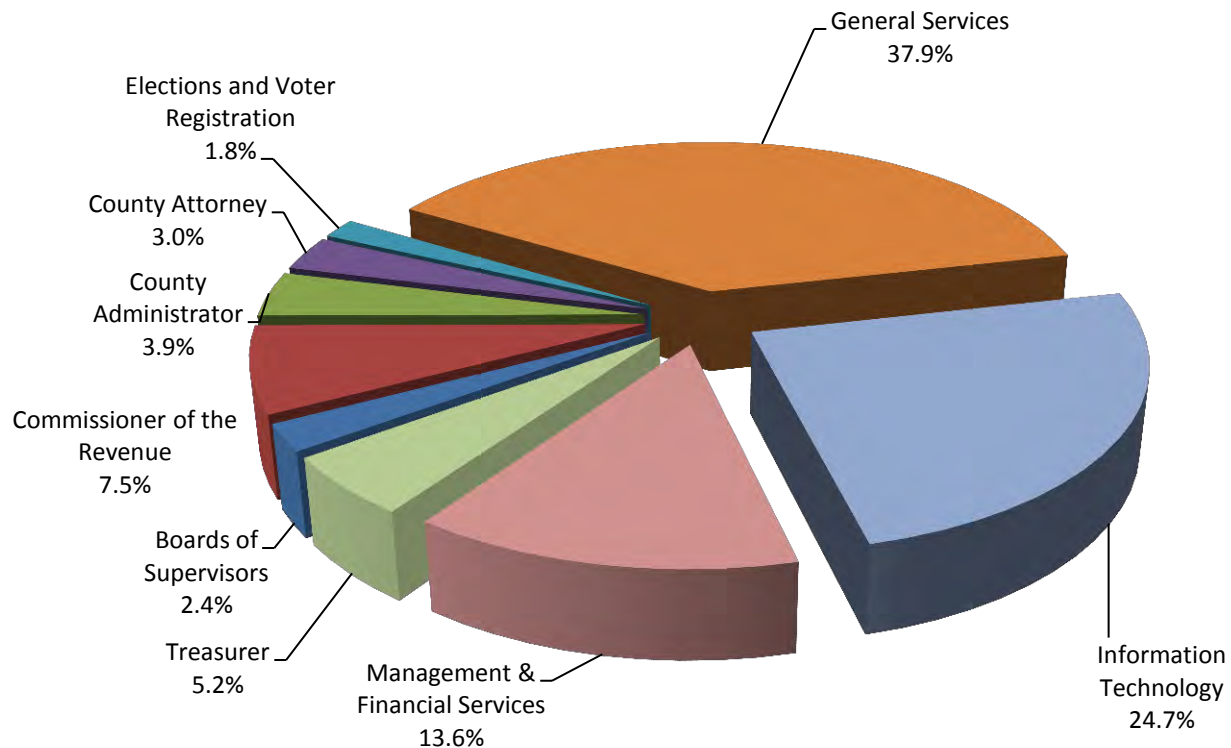
.....

**Treasurer..... Page 1 – 89**

.....



## GENERAL GOVERNMENT ADMINISTRATION FY 2014 ADOPTED EXPENDITURES



### General Government Administration Historical Expenditures

General Government Administration	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
Board of Supervisors	\$1,612,702	\$1,741,259	\$1,968,126	\$2,093,402	\$2,038,970
Commissioner of the Revenue <sup>1</sup>	5,787,203	5,639,299	6,037,085	6,479,627	6,509,671
County Administrator <sup>2</sup>	3,114,652	2,980,885	3,104,065	3,449,127	3,398,936
County Attorney	2,413,233	2,626,268	3,041,672	2,516,295	2,610,976
Elections and Voter Registration	915,928	1,080,441	1,655,274	1,649,162	1,513,943
General Services	32,469,922	33,864,276	34,196,069	33,197,607	32,709,470
Information Technology	16,264,598	17,293,533	20,811,355	19,970,582	21,330,024
Management & Financial Services	10,550,947	10,310,635	10,484,477	11,178,051	11,748,690
Treasurer	3,557,375	3,657,574	3,898,837	4,191,992	4,470,325
<b>Total General Government Administration</b>	<b>\$76,686,560</b>	<b>\$79,194,170</b>	<b>\$85,196,960</b>	<b>\$84,725,845</b>	<b>\$86,331,005</b>

<sup>1</sup> The Office of the County Assessor merged with the Office of the Commissioner of the Revenue in FY 2012. The expenditure history of the two departments has been combined in the above table.

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



---

---

## Board of Supervisors

Board of Supervisors

Board of Supervisors



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

---

## **Board of Supervisors**

### **Mission Statement**

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

The strategies that have enabled Loudoun County to achieve this success include: 1) accelerating economic development so that the tax burden to residents is lowered, job opportunities are increased, the commercial potential of the Dulles corridor is realized, and continued levels of business growth and affluence result; 2) adopting fiscal responsibility as a core principle; 3) developing an effective transportation network; 4) maintaining high quality educational opportunities; 5) preserving the best of Loudoun County's unique historical significance and heritage while positioning the County to be in the forefront of progressive enterprise; 6) supporting the geographical and cultural diversity of small towns and rural economies (agriculture, vineyards, horse farms) in the west with planned urban neighborhoods and suburban housing, retail, and commercial infrastructure in the east; 7) achieving a balance of the old and the new, of residential and commercial, of traditional values (family, community, environmental stewardship) and dynamic growth; 8) streamlining County government to reduce waste, increase efficiency, and promote a positive climate for constituent interactions.

### **Description**

Loudoun County is governed by a nine-member Board of Supervisors. The chairman of the Board of Supervisors is elected by the voters at large. The other supervisors are elected from each of eight election districts in the county. All nine members serve concurrent terms of four years.

The Board of Supervisors sets county policies, adopts ordinances, appropriates funds, approves land rezonings and special exceptions to the zoning ordinance, and carries out other responsibilities set forth by the State Code. The Board holds regularly scheduled meetings throughout the year to formulate policy for the county. Public hearings held by the Board afford citizens the opportunity to participate in the policy making process. Additionally, the Board has public comment sessions at their bimonthly board meetings to receive input from citizens. Meeting schedules, agendas, minutes and other information for the Board of Supervisors are available online at [www.loudoun.gov](http://www.loudoun.gov).

The Board appoints a county administrator, who manages county operations; a county attorney, who oversees their legal affairs; the Planning Commission, which serves in advisory capacity on land use issues; and various other boards and commissions.

The Board established its key areas of focus for its term at a Strategic Planning Retreat in September 2012. The eight strategies incorporate the general goal of fiscal responsibility with the major areas of focus being: Transportation, Economic Development, Land Use & Zoning, and Government Operations & Reform. These goals will be reviewed annually and updated as needed.





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

---

**Board of Supervisors**

<b>Departmental Financial Summary<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,179,321	\$1,231,998	\$1,363,762	\$1,589,288	\$1,528,666
Operations & Maintenance	433,381	509,261	604,364	504,114	510,304
<b>Total Expenditures</b>	<b>\$1,612,702</b>	<b>\$1,741,259</b>	<b>\$1,968,126</b>	<b>\$2,093,402</b>	<b>\$2,038,970</b>
<b>Revenues</b>					
Charges for Services	\$1,033	\$818	\$1,083	\$0	\$0
Miscellaneous Revenue	200	0	0	0	0
<b>Total Revenues</b>	<b>\$1,233</b>	<b>\$818</b>	<b>\$1,083</b>	<b>\$0</b>	<b>\$0</b>
<b>Local Tax Funding</b>	<b>\$1,611,469</b>	<b>\$1,740,441</b>	<b>\$1,967,043</b>	<b>\$2,093,402</b>	<b>\$2,038,970</b>

**FY 2014 Board Action**

The FY 2014 Adopted Fiscal Plan for the Board of Supervisors includes a decrease in local tax funding of \$54,432. Personnel expenditures decreased by \$60,622 in fringe benefit costs. Operations & Maintenance expenditures decreased by \$4,800 in contractual services, \$94 in internal services, \$300 in communications, and \$68 in material, supplies, and minor equipment. These decreases were offset by increases of \$800 in travel and \$10,652 in professional membership fees. FY 2014 professional membership fees are estimated as follows: VACo - \$73,851, VML - \$27,189, NACo - \$6,246 and the High Growth Coalition - \$5,250.

---

<sup>1</sup> To prepare for the configuration requirements of the new ERP system, the historical and FY 2013 and FY 2014 budget amounts for the Boards and Commissions have been included in the departments who manage them. The remaining historical and FY 2013 and FY 2014 budget amounts on these pages are only for the Board of Supervisors





---

---

## Office of the Commissioner of the Revenue

Office of the Commissioner of the Revenue

Office of the Commissioner of the Revenue



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

---

**Office of the Commissioner of the Revenue**

**Mission Statement**

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

**Description**

The Commissioner of the Revenue is a locally elected constitutional officer whose tax assessment duties are mandated by the Code of Virginia and local ordinance. The Commissioner is elected at-large, serves a four-year term and provides direct service to most all Loudoun residents and business owners on an annual basis. On December 5, 2012, the Board of Supervisors voted to return the real estate assessment function, previously a separate department of County government, to the Office of the Commissioner of the Revenue effective December 20, 2012. In conjunction with the transition, the Commissioner of the Revenue's office will evaluate the status of the ongoing real estate computer assisted mass appraisal (CAMA) system implementation which is currently underway and address any outstanding problems. An analysis of utilization of office space, refinement of organizational structure, and assignment of staff duties will also occur.

The Commonwealth, through the State Compensation Board (SCB), reimburses almost all of the principal officer's salary as well as a portion of staff salaries and expenses as mandated by VA. Code §15.2. For FY 2013, the Commonwealth provided over \$296,000 for office expenses, salaries and benefits. Since the real estate assessment function was not previously performed in the Office of the Commissioner of the Revenue, no funding has been previously provided by the Commonwealth for the personnel engaged in that activity. Beginning with the FY 2014 budget, the personnel and operating expenses and SCB performance measures relative to the real estate assessment function will be included in the office's state budget request. While the Commissioner of the Revenue cooperates with and receives funding and office space from the County, as an elected official, he is directly accountable to the voters of Loudoun County.

As the chief tax assessing officer in Loudoun County, the Commissioner of the Revenue and his staff identify, classify and value real property, individual (primarily vehicles) and business personal property located in Loudoun County and assess local business license tax and other local taxes. These tax programs comprise the three largest locally administered revenue resources for the County. After completing the assessment process, the Commissioner's Office forwards all assessment information to the Treasurer's Office and the County's seven incorporated towns for their use in preparing tax bills.

In addition to the real estate assessment function, the office administers land use, rehabilitation tax credit, and the local tax relief program for persons 65 years of age or older or with disabilities. Staff participates in Board of Equalization hearings as needed. The Commissioner of the Revenue's office staff also review and audit business records and tax returns and visit commercial centers and construction sites to ensure compliance with local and State tax laws and to identify new construction. Additionally, the office provides assistance in the completion and filing of State income tax returns and serves as a DMV Select Agent providing Virginia residents with State vehicle registration and license plate services.

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

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

Often viewed as the repository of information about businesses and taxpayers in the County, the office receives increasing numbers of requests for statistical and other information from elected officials, other departments, other localities, taxpayers and the media. While much of the data maintained by the office is protected as confidential tax information, delays in compiling timely, actionable public data result from continued reliance on and use of the County's obsolete tax assessment systems. In 2010 and 2011, the County entered into contracts to replace these outdated tax assessment systems. The real estate computer assisted mass appraisal (CAMA) system became operational in tax year 2012 and it is anticipated that the tax system for individual and business personal property, local business license tax, and other local taxes will be fully operational in tax year 2014.



## Office of the Commissioner of the Revenue

### Budget Overview

#### **FY 2014 Issues**

- The efficient consolidation of two separate County departments will consume substantial resources in the coming year.
- The Virginia Constitution and Code of Virginia mandate the taxation of property without regard to staffing and funding levels.
- Staffing levels for the real estate assessment function are below recommended industry standards based upon the number of parcels and the complexity of Loudoun's real property tax base.
- The Office must meet increased legal demands resulting from classification, valuation and exemption appeals and litigation.
- The growing number and complexity of businesses increases assessment challenges.
- The Office must continue efficient and uniform management of multiple office locations.
- The Office must continue to efficiently provide Loudoun's seven incorporated towns with the necessary real, personal and business property assessment and tax relief applicant data for use in administering their tax programs.
- Loudoun's growing ESL and non-English speaking population increases the number of walk-in customers.
- The complexity and sophistication of investments owned by applicants for tax relief for persons 65 years of age or older or with disabilities requires more time per application.
- The increasing number of new homes and commercial centers requires substantial discovery work to ensure compliance with local tax regulations.
- The Office is continuously challenged by ever-increasing requests for statistical and other tax data from the public, other localities, other departments citizens committees, businesses, organizations, and elected officials.
- The Office staff will be required to devote considerable time in the design, testing and implementation of new tax systems for the next couple of years. These extra duties will weigh on staff who must also perform their regularly assigned duties and comply with mandated deadlines.
- Replacement of the legacy mass appraisal (CAMA) system is a major project which is 85% complete. This project will require significant hours of training of staff in order to fully utilize software capabilities.

#### **FY 2014 Major Work Plan Initiatives**

- Meet legislatively mandated duty to ascertain and assess, at fair market value as of January 1, all subjects of taxation in the county each year.
- Produce land and personal property books by prescribed deadlines.
- Utilize all available means to discover untaxed property and receipts.
- Expand use of online services by steering taxpayers to Internet self-service by clearly communicating filing requirements through the use of mailings, the County's Citizen Alert System, the Internet, newspapers and cable TV.
- Continue implementation of new tax assessment system for individual and business personal property, local business license tax, and other local taxes.
- Implementation of new iasWorld CAMA system to be fully completed.
- Collect and process data associated with new construction and miscellaneous permits.
- Administer the Land Use and Revitalization programs in accordance with office policy, the Code of Virginia and the Codified Ordinances of Loudoun County.
- Reconcile data deliverables for the new CAMA System and close out project with Tyler Technologies, Inc.

#### **FY 2013 Major Achievements**

- Began detailed design, data conversion, and configuration and development phases for the County's business license and personal property tax assessment system replacement project.
- Provided more than 17,000 DMV Select transactions allowing citizens one stop vehicle registration in Leesburg and Sterling.
- Held seminars throughout the County to provide citizens the opportunity to learn about the County's tax relief program for persons 65 years of age or older or with disabilities.
- Completed the imaging of over 2 million pages of prior year business and personal property tax records.
- Implemented new Metro Tax District to fulfill Loudoun's funding obligation for rail costs.
- Implemented a new building permit tracking system to track new construction and miscellaneous permits at the parcel level, which provides the ability to track appraiser production levels, value added due to new construction, as well as generate a variety of reports associated with building permits.
- Developed BOE (Board of Equalization) Online Application program making the process completely automated from initialization to completion.
- Implementation of new CAMA system.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**Office of the Commissioner of the Revenue**

<b>Departmental Financial Summary<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$5,299,688	\$5,089,759	\$5,451,025	\$5,887,301	\$5,912,508
Operations & Maintenance	487,515	549,540	586,060	592,326	597,163
<b>Total Expenditures</b>	<b>\$5,787,203</b>	<b>\$5,639,299</b>	<b>\$6,037,085</b>	<b>\$6,479,627</b>	<b>\$6,509,671</b>
<b>Revenues</b>					
Other Local Taxes	\$23,973,805	\$27,156,511	\$27,134,963	\$26,655,830	\$28,075,287
Permits Privilege Fees & Reg Licenses	106,910	164,849	161,091	135,100	160,100
Charges For Services	69,894	72,932	85,014	63,000	83,000
State Shared Expenses	339,831	320,314	304,652	320,000	330,936
<b>Total Revenues</b>	<b>\$24,490,440</b>	<b>\$27,714,606</b>	<b>\$27,685,720</b>	<b>\$27,173,930</b>	<b>\$28,649,323</b>
<b>Local Tax Funding</b>	<b>\$(18,703,237)</b>	<b>\$(22,075,307)</b>	<b>\$(21,648,635)</b>	<b>\$(20,694,303)</b>	<b>\$(22,139,652)</b>
<b>FTE Summary</b>	<b>68.55</b>	<b>66.55</b>	<b>66.55</b>	<b>66.55</b>	<b>66.55</b>

**FY 2014 Board Action**

The FY 2014 Adopted Fiscal Plan for the Office of the Commissioner of the Revenue includes a decrease of \$1,445,349 in local tax funding. For FY 2014, personnel expenditures reflect a merit based increase of 2% for employees, which contributed to an increase in salaries of \$49,772. Fringe benefits decreased by \$24,565 primarily due to new hires at lower compensation and changes to health care elections. Operations & Maintenance expenditures increased \$31,087 in contractual services, \$500 in travel, and \$900 in miscellaneous. Operations & Maintenance also includes decreases of \$22,720 in internal services, \$930 in communications, and \$4,000 in material, supplies, and minor equipment. For FY 2014, revenue increased \$1,419,457 in business license taxes, \$25,000 in permit and other licenses, \$20,000 in charges for services, and \$10,936 in shared expenses, for a total revenue increase of \$1,475,393.

**Budget History**

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

FY 2013 Mid-Year: The Board initiated action to combine the Office of the Assessor with the Office of the Commissioner of the Revenue. This action moved 33.00 FTE and \$3,214,141 in local tax funding to the Office of the Commissioner of the Revenue.

<sup>1</sup> In FY 2013 the Board of Supervisors took action to combine the Office of the Assessor with the Office of the Commissioner of the Revenue. For previous years shown, all FTE, Revenue, Expenditure, and Local Tax Funding numbers were combined to provide historical comparability.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

Office of the Commissioner of the Revenue

---

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Accurately collect all data relative to new construction in order to add supplemental value by number of months to the County Land Book.</b>				
• Number of New Structures	1,390	1,158	1,550	1,500
• Percent of New Structures Assessed	100%	100%	100%	100%
<b>Objective: Annually reassess all real property parcels and verify real property sales.</b>				
• Number of commercial parcels	6,918	7,100	7,018	7,500
• Number of commercial appraisers	3	3	4	4
• Number of record transfers	16,173	16,191	22,000	16,500
• Number of residential appraisers	15	15	15	15
• Number of residential parcels	110,507	114,935	116,065	118,500
• Percentage of sales verified	70%	96%	70%	70%
<b>Objective: Annually assess all real property at 100% of Fair Market Value per State Code and County Ordinances.</b>				
• Countywide assessments to sale price ratio	97%	98%	99%	97%
• Number of parcels	118,709	122,035	123,000	126,000
• Parcels assessed	100%	100%	100%	100%
<b>Objective: Effectively administer the County's tax relief program for the elderly and disabled. Complete tax relief application review process by established deadlines.</b>				
• Tax Relief Applications Received	2,353	2,470	2,400	2,450
<b>Objective: Respond to all FOIA requests as required by the Code of VA</b>				
• Average staff time spent on each request for real estate information (hours)	7	7	7	7
• Number of real estate related FOIA requests	750	443	700	700



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Office of the Commissioner of the Revenue

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Ensure timely, uniform, and thorough application of local business taxes. Assess business, professional and occupational license tax and prepare business tangible personal property book by prescribed deadlines.</b>				
• Business License Desk Audits <sup>1</sup>	1,863	2,035	2,000	600
• Business License Field Audits	120	134	200	150
• Business Licenses Issued	13,485	13,776	13,500	13,500
• Business Personal Property Desk Audits	3,270	3,668	3,000	3,500
• Business Personal Property Field Audits	412	345	400	400
<b>Objective: Prepare personal property assessment books by prescribed deadlines. Ensure timely, uniform, and thorough application of local personal property tax.</b>				
• Personal Property Assessments	349,611	360,272	370,000	390,000
<b>Objective: Process new deeds, subdivisions and related records to ensure accurate records as they pertain to the production of the County Land Book</b>				
• Percentage of completed changes to Land Book	100%	100%	100%	100%
• Required changes to the Land Book	27,962	30,265	32,000	27,016
<b>Objective: Provide Virginia state titling and vehicle registration services.</b>				
• Number of Titles Processed for DMV	4,155	4,565	4,200	5,000
• Transactions Where Fees Collected <sup>2</sup>	n/a	n/a	n/a	14,000
<b>Objective: Provide support for the implementation of the new CAMA system while maintaining the workload of the office.</b>				
• Percentage of implementation completed	50%	65%	90%	100%
• Staff hours for implementation, includes testing	9,750	12,000	5,000	200
<b>Objective: Process all requests for real estate tax exemptions.</b>				
• Average hours spent processing each application	40	40	40	40
• Number of applications received	16	10	30	25

<sup>1</sup> In FY 2013 the Commonwealth of Virginia redefined how this measure is calculated, which is to take effect in 2014. This necessitated a recalculation by the Office.

<sup>2</sup> This is a new measure for FY 2014 and prior year data is unavailable.





Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Office of the Commissioner of the Revenue**

---

<b>Program Objectives and Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014 Projected</b>
<b>Objective: Respond to all requests for assessment reviews, BOE appeals and court cases.</b>				
• Average hours of staff time spent on each BOE appeal	4	4	4	4
• Average hours spent on each court case	120	120	120	120
• Net value change from BOE decisions (millions)	\$118	\$117	\$100	\$122
• Net value change from office reviews (millions)	\$52	\$48	\$50	\$55
• Number of BOE residential appeals	267	264	250	280
• Number of commercial BOE appeals	184	141	150	160
• Number of commercial office reviews	254	164	200	200
• Number of court cases	12	12	5	10
• Number of residential office reviews	540	501	500	550
• Number of tax sale cases worked	29	6	20	20
<b>Objective: Meet State requirements for revalidations of all Land Use parcels every 6 years.</b>				
• Number of annual revalidations and inspections	836	1,965	950	950
• Number of parcels enrolled in Land Use	4,986	4,979	4,950	4,980
<b>Objective: Validate improvements whether permitted or unpermitted through site visits.</b>				
• Number of permits issued	8,018	8,785	12,000	9,050
• Percentage of permits worked	65%	43%	60%	43%
• Total assessed value added to Land Book from new construction (millions)	\$1.40	\$0.98	\$2.30	\$0.98

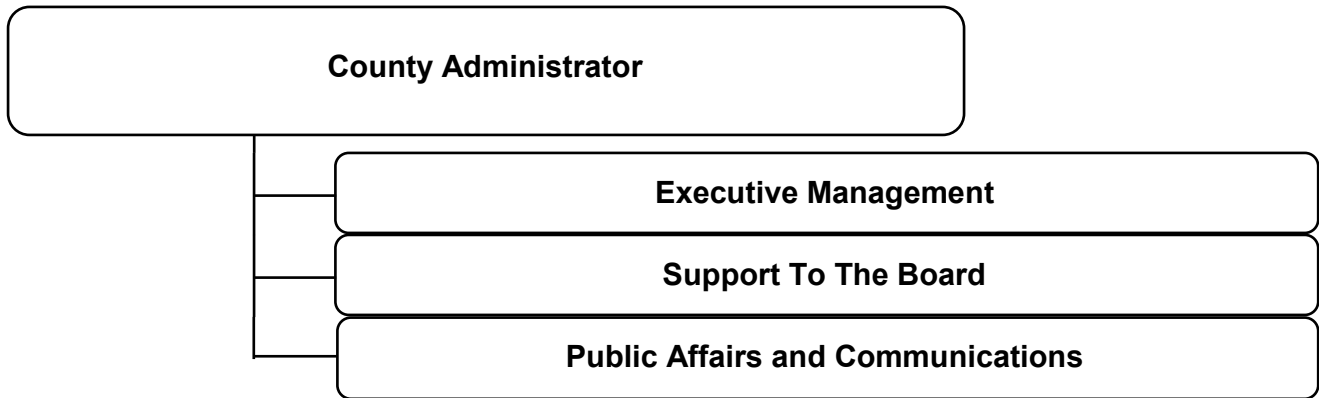




---

---

## County Administrator





## County Administrator

### Mission Statement

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

### Description

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

### Budget Overview

#### **FY 2014 Issues**

- The County Administrator's Office will continue to assist the governing body in establishing and achieving its strategic and policy framework, including a Land Use & Zoning Work Program for its term.
- Loudoun County's population is estimated to reach 349,864 on April 1, 2014, an annual increase of 3.2% over 2013. Given an increasing population, the County will continue to face challenges due to increased service demands, with potentially fewer resources.
- Regional partnerships, in the areas of transportation planning and public safety, continue to require concentrated focus and participation by County staff, especially in the County Administrator's Office.

#### **FY 2014 Major Work Plan Initiatives**

- Maintain the County's Triple A bond rating by continued monitoring of the County's financial condition, maintaining a 10% fiscal reserve and providing quarterly updates to the Board through Financial and Housing reports, capital projects reports, and periodic budget outlook reports.
- Provide executive oversight of key strategic land planning and transportation initiatives, including continued efforts related to Phase 2 of the Dulles Metrorail project.
- Prepare update of Fire Rescue Service Plan for Board adoption to address several areas requiring attention to include staffing, emergency communications technology, and maintenance of equipment.
- Enhance employee communications and morale through surveys, news blasts, employee lunches, and workforce events.
- Implement the Performance Assessment system and evaluation process as directed by the Board of Supervisors.
- Expand utilization of the Active Citizen Response (ACR) system to additional departments in order to achieve a more centrally based constituent response database.
- Participate on ERP Steering Committee and help coordinate successful implementation of financial and ERP systems.
- Continue roll-out of initiatives related to security of County personnel, buildings and assets while balancing public nature of government operations.

#### **FY 2013 Major Achievements**

- Supported the Board's Strategic Planning Retreat, helping the Board align its vision, goals, and work program priorities for its term, and provided direct support to the efforts of the Government Reform Commission.
- Loudoun's Triple A status was reaffirmed by all three major bond rating agencies in June 2012 and reaffirmed in October with a record setting interest rate.
- Various capital facilities were completed, such as Gum Spring Library, Brambleton Public Safety Center, Kincora Public Safety Center, and the Sycolin Road buildings reconfiguration.
- Assisted the Board of Supervisors in its decision making process, ultimately resulting in the Board approving its participation in the Funding Agreement for Dulles Metrorail Phase 2 and establishing Service Districts to pay for the capital and operational costs of Metro.
- Successfully guided the Board in establishing a priority list for its Legislative Program for the 2013 session of the General Assembly.
- Provided oversight to major process improvements, including: Fleet Management, MHSADS Reorganization, Transportation and Capital Infrastructure Reorganization.
- Conducted Citizen Survey for first time in five years, gauging citizen opinions and satisfaction with county government services.
- Continued expansion and enhancement of the emergency notification system, including use through multiple major incidents (such as the derecho, Superstorm Sandy, etc.).
- Developed and enforced a countywide communication standards policy, media relations policy, social media policy, and emergency communications policy and procedures.
- Conducted proactive community outreach and engagement programs to enable resident participation and enhance their understanding of critical county initiatives such as Dulles Rail and Phase II WIP.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

---

**County Administrator**

- Developed and executed an integrated social media strategy to engage citizen journalists.
- Developed a multicultural media outreach program to be able to better target hard to reach audiences when critical information about services or during an emergency needs to be disseminated.
- Acknowledged for playing a key role in supporting the activities of the Board-appointed Government Reform Commission and its work program.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## County Administrator

<b>Departmental Financial Summary<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$2,627,871	\$2,557,165	\$2,679,896	\$3,070,193	\$3,017,699
Operations & Maintenance	486,781	423,720	424,169	378,934	381,237
	<b>\$3,114,652</b>	<b>\$2,980,885</b>	<b>\$3,104,065</b>	<b>\$3,449,127</b>	<b>\$3,398,936</b>
<b>Total Expenditures</b>					
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$111,000	\$111,000	\$0	\$0	\$0
Use Of Money & Property	0	16	0	0	0
Charges For Services	52	138	243	0	0
State Categorical Aid	0	0	6,203	0	0
<b>Total Revenues</b>	<b>\$111,052</b>	<b>\$111,154</b>	<b>\$6,446</b>	<b>\$0</b>	<b>\$0</b>
<b>Local Tax Funding</b>	<b>\$3,003,600</b>	<b>\$2,869,731</b>	<b>\$3,097,619</b>	<b>\$3,449,127</b>	<b>\$3,398,936</b>
<b>FTE Summary</b>	<b>26.80</b>	<b>24.80</b>	<b>24.60</b>	<b>24.80</b>	<b>24.80</b>

### FY 2014 Board Action

The FY 2014 Adopted Fiscal Plan for the Office of the County Administrator includes a decrease of \$50,191 in local tax funding. Personnel expenditures increased \$8,671 for salaries and are offset by a decrease of \$61,165 for fringe benefits due to employee health plan elections. For FY 2014, personnel expenditures reflect a merit based increase of 2% for employees. Operations & maintenance expenditures increased \$6,950 in travel and materials, supplies and minor equipment. This increase is offset by a decrease of \$4,619 in contractual services and communications.

### Budget History

FY 2011: The Board eliminated 2.00 FTE in Executive Management and Support to the Board which included 1.00 FTE for a Senior Management Analyst focused on project management and 1.00 FTE for an Administrative Assistant supporting the Board of Supervisors and County Administration.

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

FY 2013: The Board added 0.20 FTE in the Public Affairs & Communications Division to convert a part-time position to a full-time position.

<sup>1</sup> In FY 2013, the Government Reform Commission was merged into the Support to the Board Division of the Office of the County Administrator. The expenditure budget for the GRC is \$5,000 and is included in the financial summary on this page and the Support to the Board page.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**County Administrator**

<b>Expenditures by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Executive Management	\$1,690,111	\$1,662,067	\$1,683,735	\$1,676,145	\$1,690,950
Support To The Board	624,099	622,765	670,187	788,685	758,046
Public Affairs and Communications	800,442	696,053	750,143	984,297	949,940
<b>Total Expenditures</b>	<b>\$3,114,652</b>	<b>\$2,980,885</b>	<b>\$3,104,065</b>	<b>\$3,449,127</b>	<b>\$3,398,936</b>

<b>Revenues by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Executive Management	\$111,000	\$111,028	\$197	\$0	\$0
Support To The Board	52	126	243	0	0
Public Affairs and Communications	0	0	6,006	0	0
<b>Total Revenues</b>	<b>\$111,052</b>	<b>\$111,154</b>	<b>\$6,446</b>	<b>\$0</b>	<b>\$0</b>

<b>Local Tax Funding by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Executive Management	\$11,579,111	\$1,551,039	\$1,683,538	\$1,676,145	\$1,690,950
Support To The Board	624,047	602,639	669,944	788,685	758,046
Public Affairs and Communications	800,442	696,053	744,137	984,297	949,940
<b>Total Local Tax Funding</b>	<b>\$3,003,600</b>	<b>\$2,869,731</b>	<b>\$3,097,619</b>	<b>\$3,449,127</b>	<b>\$3,398,936</b>

<b>Staffing Summary by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Executive Management	11.00	10.00	11.50	11.00	11.40
Support To The Board	9.00	8.00	6.50	7.00	6.60
Public Affairs and Communications	6.80	6.80	6.60	6.80	6.80
<b>Total FTE</b>	<b>26.80</b>	<b>24.80</b>	<b>24.60</b>	<b>24.80</b>	<b>24.80</b>



## County Administrator Executive Management

### Program Goal and Service Description

The Executive Management function exercises daily management and supervision of all County operations, which are organized in the functional areas of Community Development, Community Services, Public Safety and Finance/Internal Operations. This includes executive oversight on the implementation of County policies and regulations. The County Administrator serves as the Chief Administrative Officer of County Government and is directly accountable to the Board of Supervisors. This program provides leadership and strategic direction of county operations of overall service initiatives to strategic positioning of departments and hiring of key leadership positions within the organization. This program also leads the countywide emergency preparedness function in coordination with regional planning and response activities. This office works proactively to manage the County's finances and expenditures which has resulted in maintaining a Triple A credit rating with all three rating agencies. The County Administrator and his staff work closely in partnership with other Loudoun County entities to ensure collaboration and shared knowledge and resources, including with the business community, Chamber of Commerce, Economic Development Commission, health and human service providers, and similar groups.

### Budget Overview

#### **FY 2014 Issues**

- To maintain core service levels and customer expectations with existing staff, managing workloads of staff will require careful balance to meet established deadlines.
- It is estimated that the County will have grown by 37,500 residents between April 1, 2010 and April 1, 2014, putting additional pressure on the organization's ability to provide services with current staffing levels. The Office of the County Administrator will have to work closely with the Board and staff regarding resource constraints.
- Loss of institutional knowledge due to increasing numbers of retirements in the organization will require development of staff and continued succession planning.
- Efforts to retain a high quality workforce will need to continue by providing professional development and educational opportunities, competitive salaries and benefits.
- The prospect or uncertainty surrounding sequestration is leading to additional pressures on residents, staff, and the budget. Any significant cut in defense or federal government spending could result in negative impacts to Loudoun County, its businesses, and residents.

#### **FY 2014 Major Work Plan Initiatives**

- Maintain current Triple-A credit rating with Moody's Investors, Fitch Ratings, and Standard & Poor's and achieve excellent interest rates from the market to ensure fiscal efficiency for Loudoun's residents.
- Provide strategic direction on a range of initiatives and priorities identified by the Board of Supervisors.
- With improvements directed by the Board to the County's Performance Management System, staff will continue implementation efforts to include incorporating 3-5 specific objectives in each employee's performance expectations.
- Implement and continue to improve the administrative policies to enhance processes and procedures for the organization.
- Proactively address employee morale to strengthen and revitalize the County workforce with outreach through the Leadership Team, the Employee Advisory Committee and recognition of employees' exceptional performance.
- Proceed with planned capital facilities to ensure openings remain on schedule.





Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**County Administrator  
Executive Management**

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,571,365	\$1,551,641	\$1,542,397	\$1,567,119	\$1,579,442
Operations & Maintenance	118,746	110,426	141,338	109,026	111,508
<b>Total Expenditures</b>	<b>\$1,690,111</b>	<b>\$1,662,067</b>	<b>\$1,683,735</b>	<b>\$1,676,145</b>	<b>\$1,690,950</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses <sup>1</sup>	\$111,000	\$111,000	\$0	\$0	\$0
Charges For Services	0	28	0	0	0
State Categorical Aid	0	0	197	0	0
<b>Total Revenues</b>	<b>\$111,000</b>	<b>\$111,028</b>	<b>\$197</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$1,579,111</b>	<b>\$1,551,039</b>	<b>\$1,683,538</b>	<b>\$1,676,145</b>	<b>\$1,690,950</b>
<b>FTE Summary<sup>2</sup></b>	<b>11.00</b>	<b>10.00</b>	<b>11.50</b>	<b>11.00</b>	<b>11.40</b>

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

<sup>2</sup> For FY 2014, 0.40 FTE was reallocated to the Executive Management Division from the Support to the Board Division.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**County Administrator  
Executive Management**

<b>Program Objectives and Performance Measures<sup>1</sup></b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014 Projected</b>
<b>Objective: Achieve competitive interest rates on General Obligation bond sales.</b>				
• Interest rate achieved at bond sale(s) for Fiscal Year	n/a	n/a	5%	5%
<b>Objective: Provide County services that meet the needs of citizens and demonstrate value for their tax dollars.</b>				
• Percentage of Residents satisfied with County services	n/a	n/a	75%	75%
• Residents satisfied with overall value for their tax dollars	n/a	n/a	75%	75%
<b>Objective: Increase efficiency and reduce ongoing costs related to fleet management.</b>				
• Annual savings in replacement costs for non-public safety vehicles <sup>2</sup>	n/a	n/a	\$260,000	\$260,000
<b>Objective: Ensure that at least 95% of residents feel either Very Safe or Safe in their neighborhoods.</b>				
• Percent of residents that indicate they feel Very Safe or Safe	n/a	n/a	95%	95%
<b>Objective: Attract and retain high quality workforce with a turnover rate at 10% or lower.</b>				
• Average tenure of County Workforce (in years for full-time, permanent FTE)	n/a	n/a	9.6	9.3
• County workforce turnover rate	8%	9%	10%	10%
<b>Objective: Provide all review comments within established timelines.</b>				
• Percent of comment letters sent within timelines by Community Development agencies	n/a	88%	94%	95%

<sup>1</sup> Measures with n/a were new for the fiscal year in which numerical data begins.

<sup>2</sup> The County fleet is on a five year replacement schedule. Total projected savings of \$1,300,000 over five years is approximately \$260,000 per year.



## County Administrator Support To The Board

### Program Goal and Service Description

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

### Budget Overview

#### **FY 2014 Issues**

- Staffing to meet the Board's meeting schedule, committee meetings, and added citizen committees will continue to be a challenge and will be difficult to maintain should the Board increase its number of meetings.
- Staff will be constrained in its ability to turn around Board meeting minutes, action summaries, and Board documents in a timely fashion due to the number of meetings and additional duties expected from each staff member.
- As Board items and packets become more complex, utilization of enhanced and changing technology will be critical to the Board's success during its Board meetings.
- County Administration staff, along with the County's legislative team, will work with the Board on legislation that may have resulted from the 2013 General Assembly session and its impact on Loudoun County. In addition, pending the outcome of the session, issues related to unfunded mandates, local aid to the state, and possible revisions to funding formulae will need to be addressed for future fiscal planning.

#### **FY 2014 Major Work Plan Initiatives**

- Keep the Board informed of activities within the organization that support the Board's Strategic Vision, Goals, and Work Program, including meeting semi-annually on updates to the various aspects of the Strategic Plan.
- Review and update templates, processes, and timelines regarding Action Reports, Copy Tests, and Minutes in order to remain compliant with State requirements and to streamline existing efforts.
- Continually review and revise packet review and compilation process in order to deliver documents to the Board and the public in a timely manner. It is estimated that 120 meeting packets for Board business meetings, standing committees, ad hoc committees and public hearings may be prepared during FY 2014.
- Stay abreast of changing technology in order to utilize the iPad and electronic packets most effectively.
- Investigate the use of LaserFiche and electronic documents in order to reduce the office's reliance upon paper printing and copies for FOIA requests, packet preparation, and other work products.
- In preparation of the Board's Legislative Package for the 2014 General Assembly, staff will seek to have the Board continue providing a priority list of legislative initiatives. Further, staff will assist the Board in meeting bill introduction and position deadlines in late 2013 and during the session which will begin in January 2014.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**County Administrator  
Support To The Board**

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$505,021	\$505,206	\$526,090	\$732,056	\$699,878
Operations & Maintenance	119,078	117,559	144,097	56,629	58,168
<b>Total Expenditures</b>	<b>\$624,099</b>	<b>\$622,765</b>	<b>\$670,187</b>	<b>\$788,685</b>	<b>\$758,046</b>
<b>Revenues</b>					
Use Of Money & Property	\$0	\$16	\$0	\$0	\$0
Charges For Services	4	110	243	0	0
<b>Total Revenues</b>	<b>\$4</b>	<b>\$126</b>	<b>\$243</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding<sup>1</sup></b>	<b>\$624,095</b>	<b>\$622,639</b>	<b>\$669,944</b>	<b>\$788,685</b>	<b>\$758,046</b>
<b>FTE Summary<sup>1</sup></b>	<b>9.00</b>	<b>8.00</b>	<b>6.50</b>	<b>7.00</b>	<b>6.60</b>

---

<sup>1</sup> The FY 2014 Adopted Fiscal Plan for the Support to the Board Division includes a decrease in local tax funding of \$30,639 and 0.40 FTE as a result of the reallocation of 0.40 FTE to the Executive Management Division and a decrease in fringe benefits.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**County Administrator  
Support To The Board**

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Develop and support the Board of Supervisors' legislative package for General Assembly to meet deadlines for adopted positions.</b>				
• Legislative Bills screened for impact on Loudoun <sup>2</sup>	2,692	3,016	2,600	3,000
• Legislative Bills with Impact analyzed <sup>2</sup>	206	216	200	250
<b>Objective: Oversee FOIA policy and process, and provide response to FOIA requests within mandated deadlines.</b>				
• Percent of FOIA requests responded to within State Code time requirements	n/a	n/a	100%	100%
• Number of FOIA requests coordinated by County Administration	n/a	n/a	120	100
<b>Objective: Provide meeting materials and action summaries to Board, staff and the public reflecting actions and background information in a timely manner.</b>				
• Action summaries of Board business meetings and public hearings completed within two days of meeting	95%	63%	90%	95%
• Board meeting minutes completed for meetings held	68	52	55	55
• Number of packets prepared for business meetings, public hearings, and special meetings	53	72	55	55
• Number of standing committee and ad hoc committee meeting packets prepared	34	57	77	77
<b>Objective: Assist the Board in developing their strategic priorities and provide guidance to achieve the implementation of those priorities.</b>				
• Number of strategic work sessions held	n/a	n/a	4	4
• Priority projects identified	23	25	20	20
• Projects on schedule	10	11	8	8

---

<sup>1</sup> Measures with n/a were new for the fiscal year in which numerical data begins.

<sup>2</sup> FY 2012 actual and FY 2014 projected are higher due to the long General Assembly session occurring in these years.



## County Administrator Public Affairs and Communications

### Program Goal and Service Description

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

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

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

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

### Budget Overview

#### **FY 2014 Issues**

- Due to the continuing and rapid changes in the media landscape, Public Affairs and Communications is faced with the challenge of being able to respond to the demands for timely and accurate information in a 24/7 news cycle.
- Constantly evolving technologies are widening the array of communications platforms available, which in turn increases public expectations for timely information dissemination across all platforms. The rapidly expanding use of social media has also created an expectation of instantaneous customer service delivery.
- As the multilingual populations continue to grow, there is a rising need for bilingual messaging and outreach material development.
- The rise of citizen journalism makes it increasingly difficult to provide accurate information to the public during emergencies. Due to vast amounts of misinformation, it is important for the government to effectively communicate with the public and disseminate accurate information.

#### **FY 2014 Major Work Plan Initiatives**

- Execute a comprehensive external communications strategy to support the Board's strategic plan and Board directed initiatives.
- Establish an integrated customer service initiative in order to provide seamless access to information through all platforms including, but not limited to online, mobile, phone and in person.
- Develop proactive community outreach and engagement programs to enable resident participation and enhance their understanding of critical county initiatives.
- Evaluate and revise emergency communications policies and procedures, and work with regional partners to further strengthen collaboration.
- Continue to provide strategic communications and community engagement counsel to committees, commissions and advisory boards (such as the Lyme Commission, the Business Development Advisory Group, Watershed Implementation Plan Steering Committee, the Enterprise Resource Planning Implementation Group.)
- Conduct a bi-annual Web content review process and work with all county departments to ensure Web content accuracy, quality and style countywide.
- Execute a communications training curriculum to include communication standards, media, Web content, crisis communications, social media, employee communications, facilitation, etc. in collaboration with Human Resources.
- Conduct an annual community communications survey to better understand how the public wants to be communicated with and how to best engage in a two way dialogue.
- Conduct an annual employee communications survey to better understand internal communication needs.
- Maintain and update the county's Limited English Proficiency plan to reflect changes in demographics and the changing needs of residents.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**County Administrator**  
**Public Affairs and Communications**

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$551,485	\$500,318	\$611,409	\$771,018	\$738,379
Operations & Maintenance	248,957	195,735	138,734	213,279	211,561
<b>Total Expenditures</b>	<b>\$800,442</b>	<b>\$696,053</b>	<b>\$750,143</b>	<b>\$984,297</b>	<b>\$949,940</b>
<b>Revenues</b>					
State Categorical Aid	\$0	\$0	\$6,006	\$0	\$0
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,006</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$800,442</b>	<b>\$696,053</b>	<b>\$744,137</b>	<b>\$984,297</b>	<b>\$949,940</b>
<b>FTE Summary</b>	<b>6.80</b>	<b>6.80</b>	<b>6.60</b>	<b>6.80</b>	<b>6.80</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**County Administrator**  
**Public Affairs and Communications**

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Strengthen cooperation with inter-agency, community and regional partners to assure seamless communication and information dissemination during crisis.</b>				
• Attendance rate in Emergency Support Function (ESF) 15 meetings	n/a	n/a	80%	90%
<b>Objective: Continue to increase the usage of the County website and social media platforms as the primary source of information for residents by increasing the number of website page views by 5% annually.</b>				
• Website visits (millions)	30	29	33	33
• Respondents reporting using the County's online tools in the last 3 months	n/a	n/a	65%	65%
• Visits on social media (millions)	7	11	8	9
<b>Objective: Increase employees' knowledge of county issues and operations, and their role in it.</b>				
• Employee respondents' satisfaction with internal communications	n/a	n/a	60%	70%
• Respondents reporting knowledge of specific county issues	n/a	n/a	85%	85%
<b>Objective: Increase use of government access channel to inform residents through video programming and bulletin board announcements.</b>				
• Announcements on government cable channel bulletin board	112	267	123	123
• Hours of government cable channel programming aired	n/a	454	600	600
<b>Objective: Maintain media interaction and placement value through proactive media outreach and rapid response.</b>				
• Media inquiries responded to within 24 hours	n/a	100%	100%	100%
• Pitched stories that received media placement	n/a	100%	75%	80%
<b>Objective: Increase public awareness on emergency preparedness before, during and after crisis.</b>				
• Residents subscribing to Alert Loudoun	n/a	n/a	78,000	85,000
• Visits on emergency related web pages	n/a	n/a	435,000	480,000
<b>Objective: Keep residents and communities informed, and provide prompt response within 24 hours.</b>				
• Citizen satisfaction with information about County services	n/a	n/a	65%	65%
• Program areas participating in Active Citizen Request system	13	14	16	18
• Translation requests completed for multilingual residents	n/a	n/a	100%	100%

<sup>1</sup> Measures with n/a were new for the fiscal year in which numerical data begins.





---

---

## County Attorney

County Attorney

County Attorney



## County Attorney

### Mission Statement

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

### Description

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

### Budget Overview

#### **FY 2014 Issues**

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

- **Taxation:** With the current economic situation, tax assessment and collection efforts are requiring a substantial level of support from the office. In recent years there has been an upward trend in bankruptcy filings, tax foreclosure sales, and tax assessment challenges. The office has undertaken a proactive collection effort for the largest delinquent accounts, prior to those cases being referred for initiation of tax foreclosure sales. In addition, the office anticipates a continuing level of demand for general legal assistance to the local tax officials, including legal opinions and tax ordinance changes.
- **Transactional matters:** The County Attorney's Office is involved in a range of transactional matters. The office is required to review contract documents and advises on disputes about contract performance. In addition, legal counsel plays an essential role in financing and capital projects, which have become more numerous and complex. Finally, legal counsel usually plays a central role in the establishment of innovative vehicles to build infrastructure such as public private partnerships, special taxing districts and community development authorities. Such projects are being pursued more aggressively and require legal support.
- **Department of Family Services:** The office has dedicated substantial additional time and effort in the support of the housing programs. This includes aggressive efforts to enforce ADU covenants, assistance with transactions under the neighborhood stabilization program, and a variety of other support, enforcement and advising activities. In addition, the office devotes substantial effort in support of Child Protective Services and Adult Protective Services.
- **Land Development and Regulatory Enforcement:** Legal support for current land development applications is expected to increase. In addition, the office anticipates increased legal support to administer and enforce existing development conditions and approvals. The County currently holds \$635,236,453 in performance bonds for public improvements associated with approved projects, which will need to be extended, replaced or called if construction is not completed by the performance date. Increasing demands have been placed on the office for civil enforcement of zoning, building code, erosion and sediment control, and solid waste regulations. Finally, assistance of legal counsel is required for Board initiated changes to land use policies and regulations.
- **General Government:** Increasing demands for legal services come from a wide range of other County departments and agencies. Areas requiring substantial legal support include: personnel law, legal services to public safety agencies, preparation of ordinances, FOIA requests, and conflict of interest issues.
- **Litigation:** Denial of land use applications, adoption of new regulations and tax assessments are some of the actions that can generate legal challenges, among other matters. The County Attorney recommends continuing close consultation to identify and manage legal risks, and maintaining an appropriate litigation contingency.

#### **FY 2014 Major Work Plan Initiatives**

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

#### **FY 2013 Major Achievements**

- Managed increasing demands for legal services with constrained resources.
- Provide increased support of tax collection efforts, including monitoring bankruptcy filing for tax officials (multi-year).
- Successful defense or resolution of tax assessment challenges.
- Maintained staff response rates at high levels for review of contracts, leases and land development documents.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**County Attorney**

<b>Departmental Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$2,142,683	\$2,167,627	\$2,152,686	\$2,382,434	\$2,460,409
Operations & Maintenance	270,550	458,641	888,986	133,861	150,567
<b>Total Expenditures</b>	<b>\$2,413,233</b>	<b>\$2,626,268</b>	<b>\$3,041,672</b>	<b>\$2,516,295</b>	<b>\$2,610,976</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$102,075	\$142,337	\$176,534	\$212,499	\$230,127
Fines & Forfeitures	0	1,775	1,419	1,500	1,500
Charges For Services	600	875	676	500	500
Miscellaneous Revenue	0	56,321	46,343	10,000	10,000
Other Financing Sources	0	113,372	144,940	167,574	150,840
<b>Total Revenues</b>	<b>\$102,675</b>	<b>\$314,680</b>	<b>\$369,912</b>	<b>\$392,073</b>	<b>\$392,967</b>
<b>Local Tax Funding</b>	<b>\$2,310,558</b>	<b>\$2,311,588</b>	<b>\$2,671,760</b>	<b>\$2,124,222</b>	<b>\$2,218,009</b>
<b>FTE Summary</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>

**FY 2014 Board Action**

The FY 2014 Adopted Fiscal Plan for the County Attorney's Office includes an increase of \$93,787 in local tax funding. For FY 2014, personnel expenditures reflect a merit based increase of 2% for employees. This contributed to increases of \$69,231 in salaries and \$8,744 in fringe benefits. Operations & Maintenance expenditures increased by \$8,560 in contractual services, \$1,816 in internal services, \$6,215 in communications, and \$1,115 in miscellaneous. Decreases in Operations & Maintenance include \$1,000 in materials, supplies, and minor equipment. Revenue increased by \$894 due to an expected increase of \$17,628 in collection of permit and other licenses being offset by an expected decrease of \$16,734 in transfers from the Capital Projects Fund.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

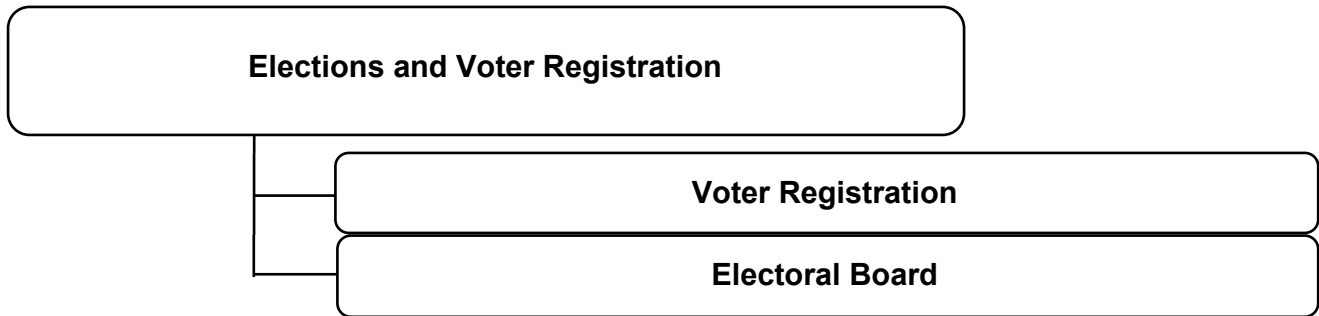
**County Attorney**

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Provide legal services in support of the general county government by delivering effective and timely advice or representation based on established priorities.</b>				
• Land Development (Submissions Received)	815	1,244	1,330	1,330
• Land Development (Submissions Reviewed)	817	1,233	1,270	1,270
• Land Development (Turnaround within 10 days)	33%	27%	30%	30%
• Land Development (Turnaround within 20 days)	67%	78%	75%	75%
• Land Development (Turnaround within 30 days)	85%	97%	88%	88%
• Litigation (DFS cases)	48	57	76	76
• Litigation (general)	30	29	25	25
• New files opened, written request for opinions/advice	670	638	632	632
• Regulatory Enforcement	47	56	68	68
• Tax Collection Cases	822	503	720	720
• Transactional Matters (Leases and Contracts)	2,220	1,729	1,868	1,868
• Transactional Matters (Property Acquisition)	19	3	6	6



---

## Elections and Voter Registration





## **Elections and Voter Registration**

### **Mission Statement**

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

### **Description**

The Office of Elections and Voter Registration is comprised of the Electoral Board and the General Registrar. The Electoral Board appoints and supervises the Officers of Election and the General Registrar and supervises all elections in Loudoun County. 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 2014 Issues**

- An election for the statewide offices of Governor, Lieutenant Governor and Attorney General, as well as House of Delegates, will be held on November 4, 2013. While turnout is not traditionally as high as that of the Presidential Election, the Gubernatorial race typically generates strong voter interest. Ballots will be provided by mail to eligible voters as well as in person Absentee Voting at the main office for the 45 days prior to the election.
- Town Elections are scheduled for May 6, 2014 in the towns of Lovettsville, Middleburg, Purcellville and Hamilton.
- A primary election is scheduled for June 10, 2014. Offices that could appear on the ballot include U.S. Senator and U.S. Representative for the 10th District.
- There are still several precincts split between two House and/or two Senate districts. This will once again become an issue during the November 4, 2013 election due to the House of Delegates being on the ballot. The office is currently working with County Administration and the Loudoun delegation to correct the split precincts if possible.

#### **FY 2014 Major Work Plan Initiatives**

- Open absentee voting, both in person and by mail a minimum of 45 days prior to all elections scheduled.
- Review performance of the Satellite Absentee Voting locations at the Cascades Senior Center and Dulles South Multipurpose Center and work with the Board of Supervisors to develop the plan for Satellite Absentee Voting going forward.
- Staff and operate Satellite Absentee Voting locations two weeks prior to the General Election in November 2013 and/or make changes as needed
- Continue efforts to update the registration roll to account for voters who have left the county and correct the addresses of those who have moved to Loudoun.
- Continue the process of replacing the aging laptops for the Electronic Pollbook Program to ensure that the equipment used on Election Day is reliable.

#### **FY 2013 Major Achievements**

- Successfully held a November General Election that included the Federal Offices of President and Vice President, Senator and Representatives; two state constitutional questions; two Loudoun County bond questions; town elections in the towns of Leesburg and Hillsboro; and a special election to fill two Council seats in the town of Lovettsville. Voter turnout was in excess of 70%.
- Successfully managed in person and by mail absentee voting for the November 6, 2012 General Election. This was a major undertaking as there were six different ballots in use due to the addition of two towns (Leesburg & Hillsboro) to the even year November election schedule and the special election in Lovettsville.
- Conducted over 50 Officer of Election training sessions in the six weeks leading up to the November 2012 General Election. These sessions included 'specialist' training sessions on the Electronic Pollbooks, Help Desk (voter issues), Voting Equipment and Chief/Assistant Chief training.
- Successfully operated Satellite Voting locations in the two weeks prior to the November 6, 2012 General Election at the Cascades Senior Center and for the first time at the Dulles South Multipurpose Center. These locations give residents the ability to exercise their right to vote absentee closer to their homes and without the wait time typically associated with voting absentee at the main office.
- Conducted a large voter awareness campaign in cooperation with the Public Affairs Office to ensure that voters were fully prepared for the November 6, 2012 General Election. The campaign included mailing voter registration cards to all active voters, direct mail information postcards to all county residence addresses, numerous newspaper ads, a complete redesign of the website and numerous press releases.
- Conducted Voter Registration drives at the Ashburn, Cascades, Purcellville and Rust Libraries for the four days leading to the deadline to register to vote in the General Election. These additional registration locations gave residents the ability to register to vote or make changes without having to appear in person at the main office. This program was enthusiastically received by the public and very successful.



## **Elections and Voter Registration**

- Implemented a new voter lookup device program to help workers at polling places ensure voters are in the correct precinct and direct them elsewhere if needed. This program greatly helps reduce voter frustration by getting them the information they need quickly and before they stand in line.
- Began the process of planning and implementing a rotating replacement program for the Electronic Pollbook laptops as the equipment is beginning to show signs of age. By replacing the laptops on a rotating basis the cost will be spread out over several years.
- Applied for and received designation with the United States Postal Service as a nonprofit entity for the purposes of Voter Registration related mailings. This has already resulted in and will continue to result in significant cost savings when doing large scale or county wide mail outs of voting related materials.
- General Registrar achieved designation as a 'Certified Elections and Registration Administrator' after several years of intensive study. This designation has only been achieved by approximately 700 of the over 21,000 election officials in the United States.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Elections and Voter Registration

<b>Departmental Financial Summary<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$681,050	\$667,840	\$978,849	\$1,120,767	\$985,024
Operations & Maintenance	234,878	412,601	676,425	528,395	528,919
<b>Total Expenditures</b>	<b>\$915,928</b>	<b>\$1,080,441</b>	<b>\$1,655,274</b>	<b>\$1,649,162</b>	<b>\$1,513,943</b>
<b>Revenues</b>					
Miscellaneous Revenue	\$0	\$3,902	\$(1,426)	\$0	\$0
Recovered Costs	21,708	390	1,650	0	0
State Shared Expenses <sup>2</sup>	97,407	86,526	158,397	94,234	94,234
Federal Categorical Aid <sup>2</sup>	0	0	94,315	0	0
<b>Total Revenues</b>	<b>\$119,115</b>	<b>\$90,818</b>	<b>\$252,936</b>	<b>\$94,234</b>	<b>\$94,234</b>
<b>Local Tax Funding</b>	<b>\$796,813</b>	<b>\$989,623</b>	<b>\$1,402,338</b>	<b>\$1,554,928</b>	<b>\$1,419,709</b>
<b>FTE Summary<sup>1</sup></b>	<b>9.52</b>	<b>9.52</b>	<b>9.77</b>	<b>10.00</b>	<b>10.00</b>

### FY 2014 Board Action

The FY 2014 Adopted Fiscal Plan for the Office of Elections and Voter Registration includes a decrease of \$135,219 in local tax funding. Expenditures decreased \$135,743 in personnel due to a decrease in funding for poll workers that was budgeted in FY 2013 for the November 2012 Presidential election. Personnel expenditures also reflect a merit based increase of 2% for employees. Operations & maintenance expenditures increased \$524 for central services.

### Budget History

FY 2012: The Board added 0.25 FTE for the Electoral Board.

FY 2013: The Board added 0.23 FTE to convert a part-time Assistant Registrar to a full-time position.

<sup>1</sup> During FY 2013, General Registrar and the Electoral Board were merged into one department with two divisions; Electoral Board and Voter Registration. The financial and FTE summaries on this page show the merged totals for all years shown.

<sup>2</sup> FY 2012 actuals for State Shared Expenses and Federal Categorical Aid represents additional funding received for the Electoral Board for voting equipment as a result of redistricting.





Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

## Elections and Voter Registration

Expenditures by Program	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
Electoral Board	\$293,104	\$443,594	\$780,165	\$812,331	\$660,346
Voter Registration	622,824	636,847	875,109	836,831	853,597
<b>Total Expenditures</b>	<b>\$915,928</b>	<b>\$1,080,441</b>	<b>\$1,655,274</b>	<b>\$1,649,162</b>	<b>\$1,513,943</b>

Revenues by Program	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
Electoral Board	\$36,108	\$17,521	\$186,723	\$15,127	\$15,127
Voter Registration	83,007	73,297	66,213	79,107	79,107
<b>Total Revenues</b>	<b>\$119,115</b>	<b>\$90,818</b>	<b>\$252,936</b>	<b>\$94,234</b>	<b>\$94,234</b>

Local Tax Funding by Program	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
Electoral Board	\$256,996	\$426,073	\$593,442	\$797,204	\$645,219
Voter Registration	539,817	563,550	808,896	757,724	774,490
<b>Total Local Tax Funding</b>	<b>\$796,813</b>	<b>\$989,623</b>	<b>\$1,402,338</b>	<b>\$1,554,928</b>	<b>\$1,419,709</b>

Staffing Summary by Program	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
Electoral Board	0.75	0.75	1.00	1.00	1.00
Voter Registration	8.77	8.77	8.77	9.00	9.00
<b>Total FTE</b>	<b>9.52</b>	<b>9.52</b>	<b>9.77</b>	<b>10.00</b>	<b>10.00</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Elections and Voter Registration Electoral Board

### Program Goal and Service Description

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

### Budget Overview

#### FY 2014 Issues

- Recruiting enough Election Officers to serve at the precincts has become increasingly difficult and time consuming as the county has grown and the office will need to continue to find new ways to encourage citizens to serve.
- As the number of Election Officers needed increases, the time necessary to schedule and train them becomes more of a challenge.
- The voting equipment in use is aging and will need to be replaced within the next five to 10 years. State code prohibits localities from replacing the ADA compliant voting machine, so a new system will have to be chosen and procured.
- State Board of Elections funding is constantly in flux and over the past several years they have been slowly reducing reimbursements and services provided to localities.

#### FY 2014 Major Work Plan Initiatives

- Continue the annual replacement program to ensure that the equipment used on Election Day is in excellent condition.
- Work with the State Board of Elections on a pilot program for online training for Election Officers.
- Increase outreach efforts to increase public interest in serving as Officers of Election.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$223,287	\$209,427	\$435,573	\$488,193	\$336,168
Operations & Maintenance	69,817	234,167	344,592	324,138	324,178
<b>Total Expenditures</b>	<b>\$293,104</b>	<b>\$443,594</b>	<b>\$780,165</b>	<b>\$812,331</b>	<b>\$660,346</b>
<b>Revenues</b>					
Miscellaneous Revenue	\$0	\$3,902	\$(1,426)	\$0	\$0
Recovered Costs	20,887	390	1,650	0	0
State Shared Expenses	15,221	13,229	92,184	15,127	15,127
Federal Categorical Aid	0	0	94,315	0	0
<b>Total Revenues</b>	<b>\$36,108</b>	<b>\$17,521</b>	<b>\$186,723</b>	<b>\$15,127</b>	<b>\$15,127</b>
<b>Total Local Tax Funding<sup>1</sup></b>	<b>\$256,996</b>	<b>\$426,073</b>	<b>\$593,442</b>	<b>\$797,204</b>	<b>\$645,219</b>
<b>FTE Summary</b>	<b>0.75</b>	<b>0.75</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

<sup>1</sup> The FY 2014 Adopted Fiscal Plan for the Electoral Board includes a decrease in local tax funding of \$151,985 primarily due to decreased funding for poll workers that was budgeted in FY 2013 for the November Presidential Election.



## Elections and Voter Registration

### Voter Registration

#### Program Goal and Service Description

The Voter Registration Office provides a comprehensive year round program of voter registration and voter outreach. Using the statewide Virginia Elections and Registration Information System (VERIS) database, the staff of the office determines eligibility and processes the registration of new voters, maintains the voter registration records and street file database, processes both in person and by mail absentee ballot applications, certifies candidate petitions and provides public information and access to electronic lists of registered voters and absentee applicants. Staff also assists candidates and elected officials with information and the completion of reports as required by state code.

#### Budget Overview

##### FY 2014 Issues

- Three elections are scheduled during Fiscal Year 2014; a November 2013 General Election, May 2014 Town Elections and June 2014 Primary Election.
- There are still several precincts split between two House and/or two Senate districts. This will cause voter confusion until addressed by the General Assembly.

##### FY 2014 Major Work Plan Initiatives

- Continue implementing a replacement program for the aging Electronic Pollbooks to ensure that the equipment used on Election Day is reliable.
- Work with County Administration and the House and Senate Delegation to correct the precinct splits caused by state redistricting.
- Continue addressing the large number of inactive voters on the rolls.

Program Financial Summary	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
<b>Expenditures</b>					
Personnel	\$457,763	\$458,413	\$543,276	\$632,574	\$648,856
Operations & Maintenance	165,061	178,434	331,833	204,257	204,741
<b>Total Expenditures</b>	<b>\$622,824</b>	<b>\$636,847</b>	<b>\$875,109</b>	<b>\$836,831</b>	<b>\$853,597</b>
<b>Revenues</b>					
Recovered Costs	\$821	\$0	\$0	\$0	\$0
State Shared Expenses	82,186	73,297	66,213	79,107	79,107
<b>Total Revenues</b>	<b>\$83,007</b>	<b>\$73,297</b>	<b>\$66,213</b>	<b>\$79,107</b>	<b>\$79,107</b>
<b>Total Local Tax Funding</b>	<b>\$539,817</b>	<b>\$563,550</b>	<b>\$808,896</b>	<b>\$757,724</b>	<b>\$774,490</b>
<b>FTE Summary</b>	<b>8.77</b>	<b>8.77</b>	<b>8.77</b>	<b>9.00</b>	<b>9.00</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Elections and Voter Registration

### Voter Registration

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Provide each citizen of Loudoun County with the opportunity to exercise his or her right to vote in an efficient and equitable manner by processing voter registration applications in a timely manner, maintaining accurate voter registration records, and providing absentee ballots for eligible voters.</b>				
• Absentee Voters - By Email	0	185	1,000	300
• Absentee Voters - By Mail <sup>2</sup>	3,872	1,626	13,000	2,000
• Absentee Voters - In Person at Office	0	3,267	11,000	2,000
• Absentee Voters - In Person at Satellite locations	n/a	n/a	4,500	1,500
• Cost of Voter Registration Office per registered voter	\$2.92	\$3.54	\$3.60	\$3.60
• Elections held	1	6	2	3
• Number of Electronic Pollbooks and Lookup Devices maintained	320	426	395	426
• Number of Registered Voters per Registrar	21,973	22,932	23,333	23,889
• Number of transactions per Registrar <sup>3</sup>	3,190	28,192	5,416	3,888
• Registered Voters	192,697	201,117	210,000	215,000
• Transactions processed	27,976	247,240	47,500	35,000

<sup>1</sup> Measures with n/a were new for the year in which numerical data begins.

<sup>2</sup> FY 2013 estimates for absentee voters are significantly higher than other year's actual data due to the Presidential Election which occurred during FY 2013.

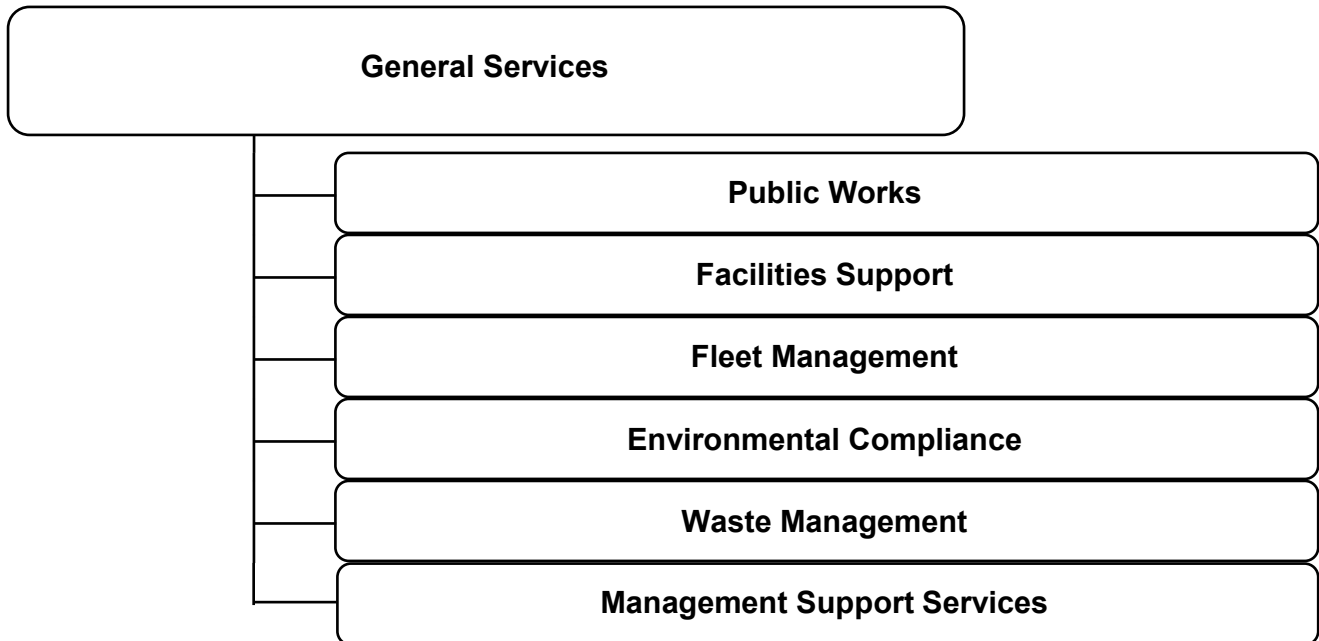
<sup>3</sup> FY 2012 actuals are significantly higher than other years due to six elections being held during that fiscal year.



---

---

## General Services





## **General Services**

### **Mission Statement**

The mission of General Services is to directly support County residents and County government by providing responsive and effective emergency and essential Public Works support, facility maintenance, facility safety and security, solid waste management, environmental compliance, internal services, and vehicle support.

### **Description**

General Services is an integral part of the County's emergency response and recovery operations, and is designated as one of the "first responders" to major County emergencies resulting from natural or man made disasters. Additionally, on a daily basis, it provides direct support to citizens through its Stormwater Management Program, Solid Waste Management Program, and its Environmental Compliance Program. In FY 2013 the function of Solid Waste Management and Environmental/Energy Program were transferred to General Services as part of a larger reorganization focused primarily on the Department of Transportation and Capital Infrastructure. Concurrent with citizen support, General Services operates and maintains the County's physical plant, acquires and manages leased facilities, provides internal support, and acquires and manages the public safety and general vehicle fleet.

### **Budget Overview**

#### **FY 2014 Issues**

- New requirements in the next five (5) year cycle of the mandated MS4 Stormwater Discharge Permit will increase engineering and management effort and may impact staffing levels and program costs.
- The impacts of forthcoming Phase II, Chesapeake Total Maximum Daily Load (TMDL) Watershed Implementation Plan stormwater discharge requirements, may result in significant increases in stormwater management costs and program management staffing.
- The increased size of the County's physical plant from the addition of new facilities without additional maintenance staff may impact service levels. This program is already heavily contracted out and internal staff levels are significantly below the levels suggested by national standards.
- Reduced Capital Asset Preservation Program (CAPP) funding levels over several budget cycles has resulted in stop gap and costly repairs to aging facility mechanical systems that have reached the end of their useful life.

#### **FY 2014 Major Work Plan Initiatives**

- Continue to satisfy the Virginia Stormwater Management Program (VSMP) stormwater discharge permit requirements and initiate planning for the next five year permit cycle.
- Respond to the mandated requirements of the Phase II Watershed Implementation Plan and assist in developing detailed plans to meet program requirements.
- Develop an off site mail distribution facility to enhance security and reduce the possibility of disruption of service at major County facilities from real or simulated mail distribution of lethal or unknown substances.
- Aggressively pursue reductions in leased space cost by negotiating and resetting lease rates to or below market rate when leases are extended or renewed.
- Incorporate recommendations of the recently completed "Fleet Management and Utilization Study" into fleet management where practicable.
- Develop policies and procedures to increase vehicle utilization and reduce fleet operations and maintenance costs.
- Complete the renovation of the Sheriff's Headquarters and Support Services facility at 803 Sycolin Road for September 2013 occupancy. Project is on schedule and within budget.
- Continue development of the Emergency Communications Center to be relocated to 801 Sycolin Road in 2014.
- Review recycling policies and procedures.

#### **FY 2013 Major Achievements**

- Satisfied all VSMP, MS4 Stormwater Discharge Permit requirements and initiated planning for the next MS4 discharge permit and the Phase II, Chesapeake Bay TMDL Watershed Implementation Plan.
- Re-negotiated facility leases that will save the County approximately \$3,000,000 over the next five years.
- Relocated the Fire, Rescue, and Emergency Management and the General Services Department from 803 Sycolin Road to 801 Sycolin Road to make way for the renovation of 803 Sycolin Road for the Sheriff's Headquarters.
- Reduced the size of the County's vehicle fleet by 35 vehicles thereby reducing operating, maintenance, and replacement costs over the next five years by approximately \$1,300,000.
- Outsourced activities, constituting approximately 80% of the department's budget, including HVAC major repair and maintenance, stormwater maintenance and repair, security maintenance and repair, engineering services, emergency generator maintenance and repair and construction services.
- Met landfill revenue goals to cover operational expenditures, provided \$350,000 for funding Solid Waste Diversion & Recycling programs, and reserved funds for capital construction expenses while providing \$1,199,000 in services to governmental agencies and non-profit organizations that hold landfill fee waivers.
- Completed all Energy and Environmental Program projects funded by the U.S. Department of Energy's Energy Efficiency and conservation Block Grant.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## General Services

<b>Departmental Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$8,167,636	\$8,216,271	\$8,158,280	\$8,845,925	\$8,875,359
Operations & Maintenance	23,661,249	25,117,284	24,809,162	24,149,889	23,337,601
Capital Outlay & Capital Acquisitions	617,322	474,475	352,822	10,000	260,000
Transfer to General Debt Service Fund	0	0	853,367	191,793	236,510
Transfer to Central Services Fund	23,715	56,246	22,438	0	0
<b>Total Expenditures</b>	<b>\$32,469,922</b>	<b>\$33,864,276</b>	<b>\$34,196,069</b>	<b>\$33,197,607</b>	<b>\$32,709,470</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$26,120	\$28,270	\$25,760	\$29,500	\$29,500
Use Of Money & Property	95,446	1,087,425	1,016,262	815,133	298,575
Charges For Services	2,662,082	2,784,880	2,993,993	2,670,000	2,670,000
Miscellaneous Revenue	125,177	43,990	70,308	60,000	65,000
Recovered Costs	145,476	156,678	86,151	380,500	380,500
State Categorical Aid	48,807	46,962	55,205	33,000	33,000
Federal Categorical Aid <sup>1</sup>	341,204	749,706	1,166,900	0	0
Other Financing Sources	56,739	113,533	199,612	149,725	154,217
<b>Total Revenues</b>	<b>\$3,501,051</b>	<b>\$5,011,444</b>	<b>\$5,614,191</b>	<b>\$4,137,858</b>	<b>\$3,630,792</b>
<b>Local Tax Funding</b>	<b>\$28,968,871</b>	<b>\$28,852,832</b>	<b>\$28,581,878</b>	<b>\$29,059,749</b>	<b>\$29,078,678</b>
<b>FTE Summary</b>	<b>106.10</b>	<b>105.10</b>	<b>105.63</b>	<b>105.63</b>	<b>104.63</b>

### FY 2014 Board Action

The FY 2014 Adopted Fiscal Plan for the Department of General Services includes an increase of \$18,929 in local tax funding. The overall expenditures decreased by \$488,137. Personnel expenditures increased \$25,251 in salaries and \$4,183 in fringe benefits. Personnel expenditures increased due to the Board's addition of a merit based increase of 2% for employees. Operations and maintenance expenditures increased \$452,795 in contractual services, \$10,502 in internal services, \$65,010 in utilities and communications, \$250,000 in capital outlay due to the purchase of equipment at off-site mail distribution, \$44,717 for transfers to government debt; and decreased \$51,000 in materials and supplies, \$20,000 in contributions, and \$1,269,595 in leases. Included are expenditures for the opening of two new facilities (Dulles/Rt. 28 Kincora Fire - Rescue Station & Sheriff's Headquarters), fully funding the opening of three FY 2013 of public safety centers (Brambleton Public Safety Center, Western Loudoun Fire & Rescue Station #16, and Western Loudoun Sheriff's Substation), and fully funding the FY 2013 mid-year opening of Gum Spring Library. Revenues decreased by \$507,066 due to the Sheriff's Headquarters occupancy at 803 Sycolin Road and reduction of tenants at 801 Sycolin Road.

### Budget History

FY 2011: The Board reduced General Services by 1.00 FTE during the FY 2010 budget process.

FY 2012: 1.00 FTE was transferred to the Department of Information Technology and 1.00 FTE transferred from Planning Services. The Board also added 0.53 FTE for a program assistant position.

FY 2013 Mid-Year: 29.63 FTE were transferred from the Department of Construction & Waste Management. Effective December 20, 2012, the Solid Waste Diversion & Recycling, Environmental Assurance & Strategic Planning, and Disposal Operations Divisions merged with the Department of General Services and became the Environmental Compliance and Waste Management Divisions. Budget and FTE history for prior years have been combined. 1.00 FTE was transferred to the Department of Transportation and Capital Infrastructure as a result of the reorganization.

<sup>1</sup> The Department received Federal ARRA/EEBCG grant funding which was used for capital purchases in the Energy Program.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## General Services

<b>Expenditures by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Public Works	\$3,187,497	\$3,098,067	\$3,055,344	\$2,850,805	\$2,838,004
Facilities Support	21,842,015	22,874,318	23,045,591	22,802,069	22,325,895
Fleet Management	809,525	849,201	870,582	884,126	940,076
Environmental Compliance	684,929	1,146,794	1,243,267	534,605	577,558
Waste Management	5,011,391	4,996,983	5,022,057	5,126,978	4,997,927
Management Support Services	934,565	898,913	959,228	999,024	1,030,010
<b>Total Expenditures</b>	<b>\$32,469,922</b>	<b>\$33,864,276</b>	<b>\$34,196,069</b>	<b>\$33,197,607</b>	<b>\$32,709,470</b>

<b>Revenues by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Public Works	\$55,444	\$113,215	\$149,464	\$150,225	\$154,717
Facilities Support <sup>1</sup>	199,133	1,214,647	1,129,697	815,133	298,575
Fleet Management	46,603	28,040	27,973	30,000	30,000
Environmental Compliance	341,204	749,706	1,166,900	0	29,500
Waste Management	2,734,495	2,864,501	3,073,001	3,082,500	3,053,000
Management Support Services	124,172	41,335	67,156	60,000	65,000
<b>Total Revenues</b>	<b>\$3,501,051</b>	<b>\$5,011,444</b>	<b>\$5,614,191</b>	<b>\$4,137,858</b>	<b>\$3,630,792</b>

<b>Local Tax Funding by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Public Works	\$3,132,053	\$2,984,852	\$2,905,880	\$2,700,580	\$2,683,287
Facilities Support	21,642,882	21,659,671	21,915,894	21,986,936	22,027,320
Fleet Management	762,922	821,161	842,609	854,126	910,076
Environmental Compliance	343,725	397,088	76,367	534,605	548,058
Waste Management	2,276,896	2,132,482	1,949,056	2,044,478	1,944,927
Management Support Services	810,393	857,578	892,072	939,024	965,010
<b>Total Local Tax Funding</b>	<b>\$28,968,871</b>	<b>\$28,852,832</b>	<b>\$28,581,878</b>	<b>\$29,059,749</b>	<b>\$29,078,678</b>

<b>Staffing Summary by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Public Works	18.00	18.00	18.00	19.00	18.00
Facilities Support	41.00	40.00	39.00	37.00	38.00
Fleet Management	10.00	9.00	10.00	10.00	10.00
Environmental Compliance	3.00	4.00	4.00	5.00	5.00
Waste Management <sup>2</sup>	25.10	25.10	25.63	25.63	24.63
Management Support Services	9.00	9.00	9.00	9.00	9.00
<b>Total FTE</b>	<b>106.10</b>	<b>105.10</b>	<b>105.63</b>	<b>105.63</b>	<b>104.63</b>

<sup>1</sup> The revenue decrease in Facilities Support is due to the termination of leases at 801 & 803 Sycolin Rd.

<sup>2</sup> 1.00 FTE was transferred to the Department of Transportation and Capital Infrastructure as a result of the reorganization.





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**General Services  
Public Works**

**Program Goal and Service Description**

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

**Budget Overview**

**FY 2014 Issues**

- New requirements in the next five (5) year cycle of the mandated MS4 Stormwater Discharge Permit, as part of the Virginia Stormwater Management Program (VSMP), will increase engineering and management effort and may impact staffing levels and program costs.
- The impacts of forthcoming Phase II, Chesapeake TMDL Watershed Implementation Plan stormwater discharge requirements, may result in significant increases in stormwater management costs and program management staffing.
- Continuing need for refocus and refresher training for Public Works personnel to respond to major County emergencies since last major incident occurred in 2010 (severe snowstorm).

**FY 2014 Major Work Plan Initiatives**

- Provide refresher training for all Public Works personnel to ensure timely and effective response to major County emergencies.
- Continue to satisfy the Virginia Stormwater Management Program (VSMP) stormwater discharge permit requirements and initiate planning for the next five year permit cycle.
- Respond to the mandated requirements of the Phase II Watershed Implementation Plan and develop detailed plans to meet program requirements.
- Continue ten-year program for restoration of aging stormwater infrastructure.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,465,001	\$1,450,006	\$1,382,567	\$1,584,925	\$1,571,906
Operations & Maintenance	1,601,776	1,610,211	1,618,720	1,265,880	1,266,098
Capital Outlay & Capital Acquisitions	120,720	37,850	31,619	0	0
Transfer to Central Services Fund	0	0	22,438	0	0
<b>Total Expenditures</b>	<b>\$3,187,497</b>	<b>\$3,098,067</b>	<b>\$3,055,344</b>	<b>\$2,850,805</b>	<b>\$2,838,004</b>
<b>Revenues</b>					
Charges For Services	\$0	\$(298)	\$0	\$0	\$0
Recovered Costs	(1,281)	588	297	500	500
State Shared Expenses	0	0	2,242	0	0
Other Financing Sources	56,725	112,925	146,925	149,725	154,217
<b>Total Revenues</b>	<b>\$55,444</b>	<b>\$113,215</b>	<b>\$149,464</b>	<b>\$150,225</b>	<b>\$154,717</b>
<b>Total Local Tax Funding</b>	<b>\$3,132,053</b>	<b>\$2,984,852</b>	<b>\$2,905,880</b>	<b>\$2,700,580</b>	<b>\$2,683,287</b>
<b>FTE Summary<sup>1</sup></b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>19.00</b>	<b>18.00</b>

<sup>1</sup> For FY 2014 1.00 FTE transferred to the Facilities Support Division.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**General Services**  
**Public Works**

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Execute the comprehensive stormwater infrastructure, repair, maintenance and restoration program.</b>				
• Backlog of maintenance and repair work orders in months	13	12	12	10
• Capital stormwater repair and restoration funds obligated	\$2,088,382	\$2,740,000	\$2,750,000	\$3,000,000
• Total value of stormwater infrastructure	\$435,757,407	\$450,603,160	\$467,000,000	\$483,000,000
• Miles of pipe maintained	505	515	525	535
• Number of BMP's (ponds, filters, etc.) maintained <sup>1</sup>	710	730	750	770
• Number of stormwater structures maintained	30,250	31,000	31,775	32,500
• Outfall inspections for illicit discharge completed (avg 600/yr)	100%	100%	100%	100%
• Pond or filter system inspections completed (avg 750/yr)	100%	100%	100%	100%
• Stormwater projects completed by contract annually	488	490	550	600
<b>Objective: Maintain street name signs for use by emergency responders.</b>				
• Number of street name signs currently installed	16,000	17,150	17,300	18,000
• Number of street name signs maintained/replaced	263	260	275	280
• Signs missing replaced within two business days	100%	100%	100%	100%
<b>Objective: Train and equip personnel for response to County emergencies.</b>				
• Emergency response equipment serviceable and available	100%	100%	100%	100%
• Personal protective gear serviceable and available	100%	100%	100%	100%
• Public Works personnel receiving training within 12 months	100%	100%	100%	100%

<sup>1</sup> Storm water best management practices (BMP) are methods designed to control storm water runoff incorporating sediment control, and soil stabilization.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## General Services Facilities Support

### Program Goal and Service Description

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

### Budget Overview

#### **FY 2014 Issues**

- The increased size of the County's physical plant from addition of new facilities without additional maintenance staff may impact service levels. This program is already heavily contracted out and internal staff levels are significantly below the levels suggested by national standards.
- Reduced Capital Asset Preservation Program (CAPP) funding levels over several budget cycles has resulted in stop-gap and costly repairs to aging facility mechanical systems that have reached the end of their useful life.

#### **FY 2014 Major Work Plan Initiatives**

- Ensure that facilities' infrastructure is adequate to support County programs.
- Continue timely maintenance and repair of County facilities to ensure a safe and healthy workspace.
- Prioritize and execute the most critical major repair projects with limited CAPP funds.
- Develop an off-site mail distribution facility for security purposes.
- Aggressively pursue reductions in leased space cost.
- Complete the renovation of the Sheriff's Headquarters and centralized Support Services facility at 803 Sycolin Road for September 2014 occupancy.
- Continue development of the Emergency Communications Center to be relocated to 801 Sycolin Road in the summer of 2014.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$2,930,233	\$2,953,118	\$2,896,889	\$3,086,075	\$3,134,949
Operations & Maintenance	18,443,229	19,612,204	19,491,411	19,524,201	18,704,436
Capital Outlay & Capital Acquisitions	444,838	252,750	154,759	0	250,000
Transfer to General Debt Service Fund	0	0	502,532	191,793	236,510
Transfer to Central Services Fund	23,715	56,246	0	0	0
<b>Total Expenditures</b>	<b>\$21,842,015</b>	<b>\$22,874,318</b>	<b>\$23,045,591</b>	<b>\$22,802,069</b>	<b>\$22,325,895</b>
<b>Revenues</b>					
Use Of Money & Property	\$95,446	\$1,087,425	\$1,016,262	\$815,133	\$298,575
Charges For Services	3,533	(534)	0	0	0
Miscellaneous Revenue <sup>1</sup>	0	2,200	3,000	0	0
Recovered Costs <sup>2</sup>	100,154	125,556	57,748	0	0
Other Financing Sources <sup>3</sup>	0	0	52,687	0	0
<b>Total Revenues</b>	<b>\$199,133</b>	<b>\$1,214,647</b>	<b>\$1,129,697</b>	<b>\$815,133</b>	<b>\$298,575</b>
<b>Total Local Tax Funding</b>	<b>\$21,642,882</b>	<b>\$21,659,671</b>	<b>\$21,915,894</b>	<b>\$21,986,936</b>	<b>\$22,027,320</b>

<b>FTE Summary<sup>4</sup></b>	<b>41.00</b>	<b>40.00</b>	<b>39.00</b>	<b>37.00</b>	<b>38.00</b>
--------------------------------	--------------	--------------	--------------	--------------	--------------

<sup>1</sup> Solar renewable energy credit refunded for the usage at the Homeless and Youth Shelters.

<sup>2</sup> All non-county facilities now receive power directly from NOVEC effective December 2011, thus no reimbursement for FY 2013 & FY 2014.

<sup>3</sup> Transfer from Capital Projects Fund for the additional rent for Library Services due to the delay in the completion of the North Street project.

<sup>4</sup> For FY 2014, 1.00 FTE transferred from the Public Works Division.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**General Services  
Facilities Support**

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Acquire and manage adequate leased space to support essential County programs and activities.</b>				
• Notify landlords of facility emergencies within one hour	100%	100%	100%	100%
• Notify landlords of routine/essential facility issues within one day of occupant notification	100%	100%	100%	100%
• Square feet of space leased by the County	383,813	371,888	340,000	340,000
• Square foot cost of leased space	\$21.00	\$20.13	\$20.14	\$20.15
<b>Objective: Develop and execute major maintenance &amp; repair programs for County-owned facilities.</b>				
• CAPP funds budgeted	\$989,000	\$1,840,000	\$2,530,000	\$3,450,000
• CAPP funds expended	96%	100%	100%	100%
• Number of facilities maintained	73	76	79	81
• Number of facility assessments completed	22	16	16	16
<b>Objective: Repair and maintain County facilities to provide a safe, healthy and functional work environment.</b>				
• Maintenance funds budgeted	\$3,677,588	\$4,480,421	\$4,762,421	\$4,850,000
• Maintenance funds expended	98%	99%	100%	100%
• Respond to emergency requests within 1 hour (avg. 150/yr)	100%	100%	100%	100%
• Respond to work requests within 48 hours (avg. 10,000/yr)	100%	100%	100%	100%
• Square feet of space maintained	1,390,160	1,643,847	1,735,544	1,714,454
• Square foot cost for janitorial services per year	\$1.41	\$1.40	\$1.30	\$1.25
• Square foot cost of space maintained	\$2.65	\$2.67	\$2.66	\$2.66



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**General Services  
Fleet Management**

**Program Goal and Service Description**

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

**Budget Overview**

**FY 2014 Issues**

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

**FY 2014 Major Work Plan Initiatives**

- Review recommendations of the recently completed "Fleet Management and Utilization Study" and incorporate them into fleet management and operations where practicable.
- Develop policies and procedures to increase vehicle utilization and reduce fleet operations and maintenance costs.
- Increase the County's inventory of fuel efficient vehicles.
- Assist Fire-Rescue in reducing maintenance and repair costs on fire apparatus.
- Provide inspection and maintenance oversight of the commuter bus fleet.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$591,957	\$643,020	\$644,728	\$680,127	\$729,155
Operations & Maintenance	217,568	206,181	190,025	203,999	210,921
Capital Outlay & Capital Acquisitions	0	0	35,829	0	0
<b>Total Expenditures</b>	<b>\$809,525</b>	<b>\$849,201</b>	<b>\$870,582</b>	<b>\$884,126</b>	<b>\$940,076</b>
<b>Revenues</b>					
Recovered Costs	\$46,603	\$28,040	\$27,973	\$30,000	\$30,000
<b>Total Revenues</b>	<b>\$46,603</b>	<b>\$28,040</b>	<b>\$27,973</b>	<b>\$30,000</b>	<b>\$30,000</b>
<b>Total Local Tax Funding</b>	<b>\$762,922</b>	<b>\$821,161</b>	<b>\$842,609</b>	<b>\$854,126</b>	<b>\$910,076</b>
<b>FTE Summary</b>	<b>10.00</b>	<b>9.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**General Services**  
**Fleet Management**

<b>Program Objectives and Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014 Projected</b>
<b>Objective: Operate and maintain County fleet vehicles to provide safe transportation.</b>				
• Number of County vehicles in service at yearend	1,238	1,204	1,174	1,174
• Required State vehicle inspections completed	99.65%	100.00%	100.00%	100.00%
• Required vehicle emissions inspections completed	100.00%	99.30%	100.00%	100.00%
<b>Objective: Operate and maintain County non-public safety vehicles to provide cost effective transportation.</b>				
• Nonpublic safety vehicle maintenance cost per mile	\$0.21	\$0.20	\$0.20	\$0.20
• Nonpublic safety vehicle maintenance downtime	2.10%	2.49%	2.75%	2.75%
• Number of nonpublic safety vehicles in service at yearend	594	587	557	557
<b>Objective: Operate and maintain County public safety vehicles to provide cost effective transportation.</b>				
• Number of public safety vehicles in service at yearend	630	617	617	621
• Public safety vehicle maintenance cost per mile	\$0.21	\$0.29	\$0.28	\$0.25
• Public safety vehicle maintenance downtime	2.50%	2.24%	2.75%	2.75%



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## General Services Environmental Compliance

### Program Goal and Service Description

The Environmental Compliance Program, which includes Energy and Environmental Divisions, coordinates and leads environmental initiatives that span multiple departments and outside agencies. The Energy Division provides leadership, guidance, and technical expertise to reduce energy consumption, improve energy efficiency, reduce energy costs, and facilitate energy conservation in County facilities. The Environmental Division provides technical advice and assistance concerning state legislation and regulatory actions related to water, stormwater, air quality and other environmental programs. The Division manages water and wastewater projects initiated by the Board of Supervisors, serves as the subject matter experts for the County's Water and Wastewater Needs Assessment, provides impact analysis, planning, implementation strategies, and resource assessment for local compliance with the Phase II Watershed Implementation Plan and other state and federal mandates. The Division is also responsible for administration of the County's solid waste regulations, as well as meeting the regulatory requirements of Virginia's Solid Waste Management Regulations (9VAC20-81) and Virginia's Solid Waste Planning and Recycling Regulations (9VAC20-130). The Program is also responsible for the development and maintenance of a State-mandated Solid Waste Management Plan that presents a cohesive strategy for the management of non-hazardous solid waste generated within the County.

### Budget Overview

#### **FY 2014 Issues**

- Meeting the Phase II Watershed Implementation Plan nutrient and sediment reduction goals will likely be costly to the County and its residents.
- There are communities with water and wastewater needs in the County. Prioritizing and identifying funding to solve these problems in a systematic manner is necessary.
- There is a lack of awareness that recycling is required under Chapter 1086.

#### **FY 2014 Major Work Plan Initiatives**

- Develop scenarios and strategies to meet the Phase II Watershed Implementation Plan nutrient and sediment reduction goals in a cost effective manner.
- Develop a plan for implementation of the recommendations of the Loudoun County Water and Wastewater Needs Assessment.
- Identify businesses that are noncompliant with Chapter 1086 requirements and provide technical assistance.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$303,725	\$395,384	\$462,443	\$494,605	\$537,558
Operations and Maintenance	381,204	751,410	316,535	40,000	40,000
Capital outlays & Capital Acquisitions	0	0	113,454	0	0
Transfer to General Capital Improvement	0	0	350,835	0	0
<b>Total Expenditures</b>	<b>\$684,929</b>	<b>\$1,146,794</b>	<b>\$1,243,267</b>	<b>\$534,605</b>	<b>\$577,558</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses <sup>1</sup>	\$0	\$0	\$0	\$0	\$29,500
Federal Categorical Aid <sup>2</sup>	341,204	749,706	1,166,900	0	0
<b>Total Revenues</b>	<b>\$341,204</b>	<b>\$749,706</b>	<b>\$1,166,900</b>	<b>\$0</b>	<b>\$29,500</b>
<b>Total Local Tax Funding</b>	<b>\$343,725</b>	<b>\$397,088</b>	<b>\$76,367</b>	<b>\$534,605</b>	<b>\$548,058</b>
<b>FTE Summary</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>

<sup>1</sup> Revenue for the refuse vehicle hauling licenses and solid waste facility permits previously budgeted in the Waste Management Program is now budgeted in the Environmental Compliance Program.

<sup>2</sup> The Department received Federal ARRA/EEBCG grant funding which was used for one time operational and capital purchases in the Energy Program.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## General Services Environmental Compliance

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Administer and obtain compliance with the County's local solid waste ordinance Chapter 1084 related to private solid waste collection (SWC) companies.</b>				
• Number of complaints related to SWC companies	10	6	5	6
• Number of private SWC vehicles permitted	461	461	433	450
• Percentage of complaints responded to regarding SWC companies within 48 hours	100%	100%	100%	100%
<b>Objective: Administer and obtain compliance with the County's local solid waste ordinance Chapter 1086 related to recycling by businesses and residents.</b>				
• Number of complaints related to recycling by business/residents	10	8	5	6
• Percentage of recycling complaints responded within 48 hours	100%	100%	100%	100%
<b>Objective: Administer and obtain compliance with the County's local solid waste ordinance Chapters 1080 and 1088 related litter, unsanitary storage of trash, open dumping, and unpermitted solid waste management facilities.</b>				
• Number of complaints about litter, trash, and SWMF	113	115	120	120
• Percentage of complaints responded to about Chapter 1080/1088	100%	100%	100%	100%
<b>Objective: Administer and obtain compliance with the County's local solid waste ordinance Chapter 1080 related to solid waste management facilities (SWMF).</b>				
• Number of permitted SWMF's within the County	6	6	6	6
• Number of SWMF inspections performed	24	24	24	24
• Percentage of solid waste management facilities in compliance	100%	100%	100%	100%
<b>Objective: Evaluate and assign the most cost effective electric rate schedules for 90% of the eligible County facilities.</b>				
• Percentage of eligible County facilities evaluated for the most cost effective rate schedule	n/a	n/a	90%	90%
• Number of County facilities evaluated for the most cost effective rate schedule	n/a	n/a	54	54
<b>Objective: Evaluate and benchmark energy performance of County facilities.</b>				
• Number of County owned or leased facilities where the energy performance can be benchmarked	n/a	n/a	118	121
• Number of County facilities benchmarked using the Environmental Protection Agency's Portfolio Manager data system	n/a	n/a	33	50

<sup>1</sup> Measures with an n/a are new for the year which numerical data begins.





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## General Services Waste Management

### Program Goal and Service Description

The goal of the Waste Management Program is to operate and maintain the County Landfill and provide recycling and diversion opportunities for the citizens and businesses of Loudoun County. Landfill operations are fee supported and provide free disposal for County government, public schools and selected town and non-profit agency activities. The Program performs compliance monitoring and reporting, closed acreage maintenance and landfill infrastructure planning according to Federal, State and County regulations. The Program manages the recycling drop-off centers, household hazardous waste and electronics collection events; collection of seven materials for recycling or diversion at the landfill; administration of the state funded Litter Prevention and Recycling Grant; and educational programs. This program is implemented by staff and contract resources.

### Budget Overview

#### FY 2014 Issues

- The replacement of aging operational systems, increasing number of compliance structures and maintenance acreage, and escalating material and fuel costs may impact operational costs.
- Increased participation and higher contract costs of the household hazardous waste and electronics collection events without additional resources and/or programmatic changes may result in reduced service levels.
- Increased contract costs due to the rising price of fuel without programmatic changes may result in increased operational cost of the County Recycling Drop-off centers.

#### FY 2014 Major Work Plan Initiatives

- Negotiate solid waste contracts with private collectors to fund landfill operations and fee waiver grant costs.
- Implement the most economical approach for flare system maintenance.
- Explore landfill gas to energy project through a public/private partnership.
- Investigate locating the collection of household hazardous waste and electronics at the County Landfill to provide increased service while reducing overall program cost.
- Initiate a single stream recycling pilot program to increase efficiencies while reducing overall program cost.
- Rebid the drop-off center contract to take advantage of a more competitive pricing environment.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$2,020,277	\$1,971,082	\$1,913,141	\$2,102,416	\$1,973,365
Operations & Maintenance	2,939,350	2,842,026	3,091,755	3,014,562	3,014,562
Capital Outlay & Capital Acquisitions	51,764	183,875	17,161	10,000	10,000
<b>Total Expenditures</b>	<b>\$5,011,391</b>	<b>\$4,996,983</b>	<b>\$5,022,057</b>	<b>\$5,126,978</b>	<b>\$4,997,927</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses <sup>1</sup>	\$26,120	\$28,270	\$25,760	\$29,500	\$0
Charges For Services	2,658,549	2,785,712	2,993,993	2,670,000	2,670,000
Miscellaneous Revenue	1,019	455	285	0	0
Recovered Costs <sup>2</sup>	0	2,494	0	350,000	350,000
State Categorical Aid	48,807	46,962	52,963	33,000	33,000
Other Financing Sources	0	608	0	0	0
<b>Total Revenues</b>	<b>\$2,734,495</b>	<b>\$2,864,501</b>	<b>\$3,073,001</b>	<b>\$3,082,500</b>	<b>\$3,053,000</b>
<b>Total Local Tax Funding</b>	<b>\$2,276,896</b>	<b>\$2,132,482</b>	<b>\$1,949,056</b>	<b>\$2,044,478</b>	<b>\$1,944,927</b>
<b>FTE Summary<sup>3</sup></b>	<b>25.10</b>	<b>25.10</b>	<b>25.63</b>	<b>25.63</b>	<b>24.63</b>

<sup>1</sup> The revenue for the refuse vehicle hauling licenses and solid waste facility permits is now budgeted in the Environmental Compliance Program.

<sup>2</sup> FY 2013 & FY 2014 include \$350,000 in fee revenue as the recycling and landfill functions move towards revenue neutrality.

<sup>3</sup> 1.00 FTE was transferred in FY 2013 as a part of the reorganization to the Department of Transportation and Capital Infrastructure.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**General Services**  
**Waste Management**

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Administer the Litter Prevention and Recycling Grant Program and provide recycling education programs.</b>				
• Number of educational program participants	1,831	3,641	3,600	3,600
• Number of educational programs held	97	56	60	60
• Number of litter bags removed by volunteers (35 gallon bag)	1,310	1,316	1,342	1,369
<b>Objective: Monitor and maintain the landfill to meet permit requirements.</b>				
• Environmental compliance reports completed as required	47	49	47	48
• Ground and surface water samples collected and analyzed	58	58	58	58
• Landfill and Greenhouse gas samples collected and analyzed	1	1	1	1
• Leachate samples collected and analyzed	15	18	20	20
• Number of acres of closed landfill maintained by staff	50	50	58	58
<b>Objective: Provide a stable disposal option for County residents and businesses while achieving maximum capacity.</b>				
• Compactive landfilling efficiency (2.5 CY/ton maximum)	1.90	1.85	2.50	2.50
• Number of business transactions	23,161	23,656	23,000	23,000
• Number of County resident transactions	52,635	52,033	52,000	52,000
• Tons of waste buried	91,328	85,679	93,000	93,000
<b>Objective: Provide recycling and reuse opportunities at the County Landfill and County Recycling Drop-off Centers.</b>				
• Tons of antifreeze, waste oil, batteries, and metal recycled	1,021	829	832	832
• Tons of material collected at County Recycling Drop-off Centers	3,523	2,716	2,778	3,056
• Tons of waste diverted from on-site burial	16,488	18,175	19,000	19,000
• Tons of yard waste converted into compost or free mulch	3,183	2,979	3,000	3,000
<b>Objective: Provide recycling and reuse opportunities for County residents</b>				
• Number of participants at Electronics Collection events	1,265	993	1,280	1,200
• Number of participants at Household Hazardous Waste (HHW) events	3,305	3,083	3,250	3,250
• Tons of Electronics collected	72	56	55	60
• Tons of HHW collected	103	99	100	100



## General Services Management Support Services

### Program Goal and Service Description

The goal of the Management Support Services Program is to provide management of the Countywide mail distribution, central records, and surplus property programs in an effective and cost efficient manner. The Program also provides selected fiscal activities to support the County's energy program including installation support for new facilities; utility budgeting and accounting for all County occupied facilities; analysis processing, and reconciliation of energy usage and charges; and development and execution of energy contracts. Internal department services include budgeting and financial control; manage fleet central fund budgeting<sup>1</sup>, cost tracking, and oversight; office automation support; and real property records management.

### Budget Overview

#### FY 2014 Issues

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

#### FY 2014 Major Work Plan Initiatives

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

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$856,443	\$803,661	\$858,512	\$897,777	\$928,426
Operations & Maintenance	78,122	95,252	100,716	101,247	101,584
<b>Total Expenditures</b>	<b>\$934,565</b>	<b>\$898,913</b>	<b>\$959,228</b>	<b>\$999,024</b>	<b>\$1,030,010</b>
<b>Revenues</b>					
Miscellaneous Revenue <sup>2</sup>	\$124,158	\$41,335	\$67,023	\$60,000	\$65,000
Recovered Costs	0	0	133	0	0
Other Financing Sources	14	0	0	0	0
<b>Total Revenues</b>	<b>\$124,172</b>	<b>\$41,335</b>	<b>\$67,156</b>	<b>\$60,000</b>	<b>\$65,000</b>
<b>Total Local Tax Funding</b>	<b>\$810,393</b>	<b>\$857,578</b>	<b>\$892,072</b>	<b>\$939,024</b>	<b>\$965,010</b>
<b>FTE Summary</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

<sup>1</sup> Additional information on the Central Services Fund is provided in the Other Funds section in volume 2 of this document.

<sup>2</sup> The decline in revenue is associated with the variability of on-line and store sales from the surplus store.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**General Services**  
**Management Support Services**

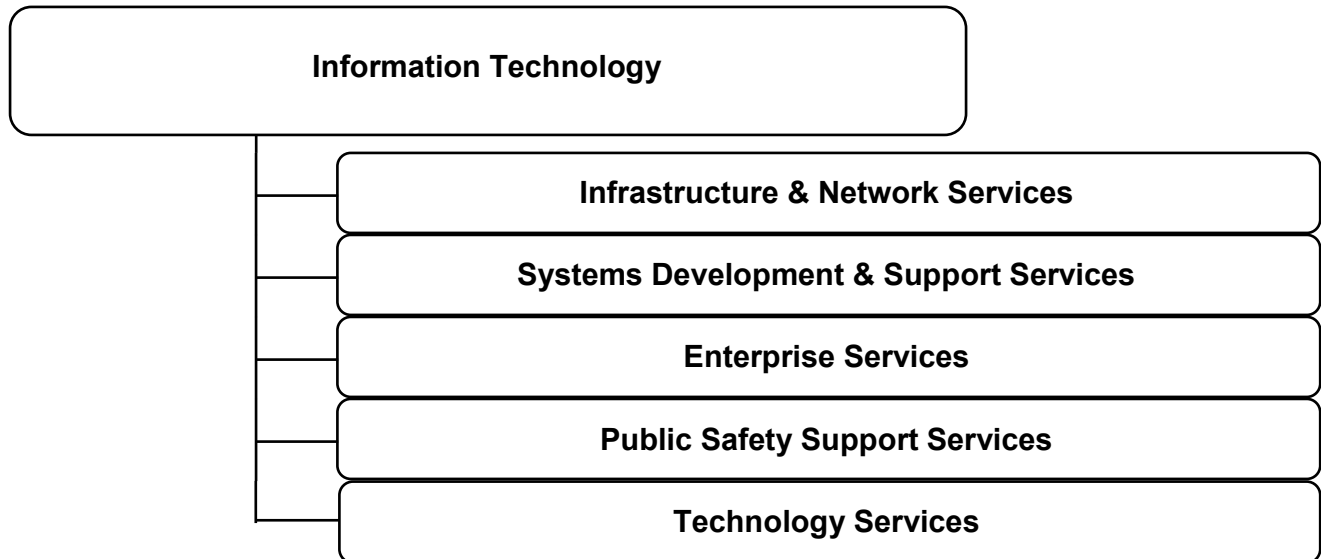
Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Increase the number of centrally archived records stored at County Records Center to minimize County records stored in agencies' office space.</b>				
• Annual net number of record boxes added to the record inventory	1,002	1,412	1,329	1,500
• Number of record boxes stored at Centralized Record Center	12,759	14,171	15,500	17,000
<b>Objective: Increase the number of surplus property items internally reallocated (repurposed) to other County Agencies and maximize revenue from the public resale of County surplus property.</b>				
• Number of items auctioned online	596	1,244	1,350	1,500
• Number of surplus store items sold	6,075	5,621	5,000	5,000
• Repurposed/reallocated items within government agencies	896	904	950	975
• Revenue from online auctions	\$331,820	\$382,626	\$385,000	\$400,000
• Revenue from store sales	\$58,509	\$23,438	\$23,500	\$23,000
<b>Objective: Operate and maintain County facilities to minimize annual energy cost increases.</b>				
• Energy use in kWh per square foot of space	23.10	23.45	23.40	23.30
• Total cost of energy for all County facilities	\$4,185,612	\$4,670,171	\$4,800,000	\$5,000,000



---

---

## Information Technology





## Information Technology

### Mission Statement

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

### Description

DIT provides information, office automation, and communications systems and services to the departments of the County government and LCPS and radio services to the County's public safety agencies, volunteer firefighters and emergency medical staff. Assistance and services are also provided to the county's incorporated towns and County staff that use State provided equipment and networks. The Department provides services on a 24 hours per day, seven days per week basis. County information systems manage data and provide management information for county and school functions including tax administration, public safety, dispatching, administration, land development, student information, and fiscal management. Services for County and School staff cover a range of activities including training; problem solving; hardware and software maintenance; systems development; network management; audio/video services; teleworking services; radio communications; voice and data communications; copying, printing and imaging systems; and Help Desk services. Project Management oversight is provided by DIT for all Enterprise Technology projects. DIT also manages the County's cable franchise agreements and facilitates internet broadband discussions as well as advocates for internet broadband services in Loudoun County. The department's services are provided through five programs which were established in FY 2013 during a reorganization of the department; Infrastructure and Network Services, Systems Development and Support Services, Enterprise Services, Public Safety Support Services, and Technology Services. Voice communications, copying services, and imaging services are funded through the Central Services fund.

### Budget Overview

#### **FY 2014 Issues**

- The new Computer Aided Dispatch (CAD) System and E-911 System for the public safety emergency communications operations is to be implemented in conjunction with the relocation of the Emergency Communications Center.
- The implementation of the Enterprise Resource Management (ERP) and new Tax System will be done while simultaneously maintaining the operational status of existing systems.
- The increasing technology based service delivery needs of County and LCPS departments will need to be addressed with limited resources.
- Mobile consumer devices are being integrated into the County's operations due to mobile and virtual workforce requirements (Bring Your Own Device (BYOD)), and the requirement that DIT search out and implement new technologies, will increase service demands.
- The community and County require the Department to improve the availability of broadband services to ensure the continued vitality and growth of the community.
- Institutional knowledge and legacy information technology skills will continue to be temporarily depleted as staff continues to retire.
- The Department will have to maintain the security of County networks, systems, and data in an era of increasing worldwide cyber threats with minimal staffing.

#### **FY 2014 Major Work Plan Initiatives**

- Continue the implementation of new core Enterprise Resource Planning (ERP) financial, administrative and revenue systems while supporting existing legacy systems.
- Effectively manage the provision of required technology based services with increasingly scarce resources.
- Continue the implementation of County wide document imaging to 80% of County departments.
- Continue facilitating the expansion and enhancement of broadband services to citizens and businesses with an emphasis on western Loudoun.
- Initiate a new Computer Aided Dispatch System and E-911 System.
- Procure and initiate the implementation of the new Library Management System and implementation of the new Student Information System for LCPS.
- Expand the wide area communications network to seven new LCPS facilities and to County government facilities.

#### **FY 2013 Major Achievements**

- Maintained 205 existing systems while providing System Development staff resources to ensure information technology expertise and availability for County Core Financial System (CFS) implementations.
- Implemented Phase II of the new Public Safety Radio System and rebanded frequencies as required by the Federal Communications Commission (FCC).
- Coordinated and completed the assessment and development of a Request for Proposal (RFP) for the new Public Safety Technology Systems including Computer Aided Dispatch and Fire, Law and Jail Management Systems.
- Implemented new Tax System.



## **Information Technology**

- Expanded Broadband initiatives through the successful modification of the scope of services provided by the County's Communications Commission (the former Cable Commission).
- Updated the Countywide Disaster Recovery plan for all systems.
- Completed the necessary network infrastructure changes to move General Services and Fire and Rescue Administration to the 801 Sycolin Road site.
- Completed network bandwidth upgrades to all 54 County facilities.
- Completed the network assessment and design to move the Emergency Communications Center from Courage Court to 801 Sycolin Rd.
- Completed Laserfiche implementation for Family Services resulting in records management cost savings of \$51,000 per year and labor savings of 40 hours per week for Family Services.
- Completed the reorganization of the Department, working with the Department of Management and Financial Services, using new programs which better reflect the functional and organizational structure of the Department.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Information Technology

<b>Departmental Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$9,319,847	\$9,224,795	\$9,487,020	\$10,560,663	\$10,492,022
Operations & Maintenance	6,265,968	7,217,929	10,879,551	9,370,919	10,734,002
Capital Outlay & Capital Acquisitions	678,783	850,809	444,784	39,000	104,000
<b>Total Expenditures</b>	<b>\$16,264,598</b>	<b>\$17,293,533</b>	<b>\$20,811,355</b>	<b>\$19,970,582</b>	<b>\$21,330,024</b>
<b>Revenues</b>					
Other Local Taxes	\$2,435,437	\$2,423,383	\$2,374,134	\$2,530,060	\$2,440,000
Federal Categorical Aid <sup>1</sup>	921,969	0	0	0	0
Other Financing Sources	0	3,417	0	0	0
<b>Total Revenues</b>	<b>\$3,357,406</b>	<b>\$2,426,800</b>	<b>\$2,374,134</b>	<b>\$2,530,060</b>	<b>\$2,440,000</b>
<b>Local Tax Funding</b>	<b>\$12,907,192</b>	<b>\$14,866,733</b>	<b>\$18,437,221</b>	<b>\$17,440,522</b>	<b>\$18,890,024</b>
<b>FTE Summary</b>	<b>84.39</b>	<b>84.19</b>	<b>84.19</b>	<b>85.19</b>	<b>86.19</b>

### FY 2014 Board Action

The FY 2014 Adopted Fiscal Plan for the Department of Information Technology includes an increase of \$1,449,502 in local tax funding. Overall Department expenditures increased \$1,359,442. Expenditures for salaries decreased by \$3,975 and fringe benefits expenditures decreased by \$64,666 due primarily to the retirement of several long-term employees in the Department. For FY 2014, personnel expenditures reflect a merit based increase of 2% for employees.

Operations and maintenance expenditures increased by \$1,363,083 due to the increase of \$1,490,328 for contractual services related to software maintenance, Enterprise Resource Planning (ERP) systems hosting services, maintenance and support for the operational ERP systems, and mainframe disaster recovery; an increase of \$13,835 for internal services; and a decrease of \$141,080 for communications, materials and supplies, travel and miscellaneous expenditures. Capital outlay expenditures increased by \$65,000 for data processing equipment. The Department's FY 2014 revenue decreased by \$90,060 for the State Consumers Utility Tax, which is trending lower.

### Budget History

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

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

FY 2013 Mid-year: 1.00 FTE Program Manager transferred from the Department of Management and Financial Services to the Department of Information Technology Services as a temporary loan to assist with the ERP systems implementation. This transfer was not reflected in the FTE count until FY 2013, after the FY 2013 budget was adopted.

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

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





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Information Technology

<b>Expenditures by Program<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Infrastructure & Network Services	\$6,086,348	\$6,471,384	\$7,787,782	\$7,473,157	\$7,964,975
Systems Development & Support Services	4,700,224	4,997,571	6,014,168	5,771,197	6,203,962
Enterprise Services	688,775	732,349	881,322	845,716	922,052
Public Safety Support Services	3,669,409	3,901,543	4,695,189	4,505,505	4,830,732
Technology Services	1,119,842	1,190,686	1,432,894	1,375,007	1,408,303
<b>Total Expenditures</b>	<b>\$16,264,598</b>	<b>\$17,293,533</b>	<b>\$20,811,355</b>	<b>\$19,970,582</b>	<b>\$21,330,024</b>

<b>Revenues by Program<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Infrastructure & Network Services	\$921,969	\$3,417	\$0	\$0	\$0
Public Safety Support Services	2,435,437	2,423,383	2,374,134	2,530,060	2,440,000
<b>Total Revenues</b>	<b>\$3,357,406</b>	<b>\$2,426,800</b>	<b>\$2,374,134</b>	<b>\$2,530,060</b>	<b>\$2,440,000</b>

<b>Local Tax Funding by Program<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Infrastructure & Network Services	\$5,164,379	\$6,467,967	\$7,787,782	\$7,473,157	\$7,964,975
Systems Development & Support Services	4,700,224	4,997,571	6,014,168	5,771,197	6,203,962
Enterprise Services	688,775	732,349	881,322	845,716	922,052
Public Safety Support Services	1,233,972	1,478,160	2,321,055	1,975,445	2,390,732
Technology Services	1,119,843	1,190,686	1,432,894	1,375,007	1,408,303
<b>Total Local Tax Funding</b>	<b>\$12,907,193</b>	<b>\$14,866,733</b>	<b>\$18,437,221</b>	<b>\$17,440,522</b>	<b>\$18,890,024</b>

<b>Staffing Summary by Program<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Infrastructure & Network Services	29.91	29.91	29.91	29.91	29.91
Systems Development & Support Services <sup>2</sup>	31.80	31.80	31.80	31.80	32.80
Enterprise Services	4.26	4.26	4.26	5.26	5.26
Public Safety Support Services	11.00	10.80	10.80	10.80	10.80
Technology Services	7.42	7.42	7.42	7.42	7.42
<b>Total FTE</b>	<b>84.39</b>	<b>84.19</b>	<b>84.19</b>	<b>85.19</b>	<b>86.19</b>

<sup>1</sup> During FY 2013, the Department reorganized its programs. The Department's new program structure is represented for all years.

<sup>2</sup> During FY 2013, 1.00 FTE was transferred from the Department of Management and Financial Services to the Department of Information Technology for the ERP systems implementation.



## Information Technology Infrastructure & Network Services

### Program Goal and Service Description

The Infrastructure & Network Services Program's goal is to provide infrastructure technical support services as well as disaster resilient data center operational support to County government offices that in turn provide highly available services to citizens and businesses. Included are the community centers, libraries, school administrative offices, school buildings, and other facilities. The County's network extends to 118 County facilities and supports over 260 network file servers. Services are provided on a 24 hours per day, seven days per week basis and include operations and data center, County networks, personal computer equipment and software installation; troubleshooting and repair; equipment upgrades; asset control; telephone services; copiers; scanners; and help desk services. The Town of Leesburg's administrative offices and all Loudoun County Public School (LCPS) facilities are connected to the County's wide area network and are provided internet access, firewall services, virus scanning, intrusion prevention and other services. Support and problem solving assistance are also provided to departments and agencies equipped with State owned and operated hardware, software, and networks.

### Budget Overview

#### **FY 2014 Issues**

- Through the implementation of new systems and technologies that are scalable and at a lower cost, the Department will have to continue to improve the capacity, service quality, and efficiency of County data and telephone networks.
- The Department will have to continue to ensure the 24 hours per day operation of the ever growing County voice, data, and mobile networks with limited resources.
- Using either internal hosting or other outsourced solutions, the Department will manage and support the cloud based hosted applications and will ensure that the most cost effective architecture is implemented.
- There will be increasing demand for mobile devices and the resources required to configure and manage these devices for County access.
- While implementing new server systems for replacing information systems, the Department will have to continue to support the mainframe computer operations.

#### **FY 2014 Major Work Plan Initiatives**

- Expand the network to seven new County government and LCPS facilities.
- Upgrade voice and data telephone systems to improve redundancy and support of mobile devices.
- Replace aging equipment to improve overall performance and capacity.
- Continue to deploy virtual desktop technology to improve overall support as well as reduce desktop deployment costs and improve energy efficiency.
- Continue expansion of County government in building wireless networks to support growing demands for wireless access.
- Increase number of systems with disaster recovery plans and decrease possible downtime of tier one priority systems.
- Upgrade County's storage infrastructure to meet growing demand.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$2,571,667	\$2,734,357	\$3,290,575	\$3,157,637	\$3,427,832
Operations & Maintenance	3,468,608	3,688,040	4,438,255	4,258,950	4,507,143
Capital Outlay & Capital Acquisitions	46,073	48,987	58,952	56,570	30,000
<b>Total Expenditures</b>	<b>\$6,086,348</b>	<b>\$6,471,384</b>	<b>\$7,787,782</b>	<b>\$7,473,157</b>	<b>\$7,964,975</b>
<b>Revenues</b>					
Federal Categorical Aid/Other Financing Sources <sup>1</sup>	\$921,969	\$3,417	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$921,969</b>	<b>\$3,417</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$5,164,379</b>	<b>\$6,467,967</b>	<b>\$7,787,782</b>	<b>\$7,473,157</b>	<b>\$7,964,975</b>

<b>FTE Summary</b>	<b>29.91</b>	<b>29.91</b>	<b>29.91</b>	<b>29.91</b>	<b>29.91</b>
--------------------	--------------	--------------	--------------	--------------	--------------

<sup>1</sup> The Department has not received federal grant funding since FY 2010 when \$921,969 was received for the INets PSIC Grant – Fairfax County, the federal grant for the connection of Loudoun County to the National Capital Region's public safety network. The FY 2011 actual amount of \$3,417 is for Other Financing Sources.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Information Technology**  
**Infrastructure & Network Services**

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Add new County government and public school facilities to County network.</b>				
• Customer satisfaction rating for network services	94.00%	96.50%	95.00%	95.00%
• Number of planned new networked facilities	6	7	4	7
<b>Objective: Close 50% of Help Desk calls on initial contact.</b>				
• Calls closed on initial contact	12,141	12,447	14,000	16,000
• Calls closed per help desk staff	2,587	2,537	3,000	4,000
• Customer satisfaction rating for help desk services	96.00%	97.00%	95.00%	96.00%
• Help desk calls received	20,653	21,914	25,000	27,000
• Percentage of help desk calls closed on initial contact	59.00%	49.00%	56.00%	59.00%
<b>Objective: Close 90% of service call requests within 48 hours.</b>				
• Calls opened	20,653	21,914	25,000	27,000
• Customer satisfaction rating for PC/printer support services	93.50%	91.00%	95.00%	95.00%
• Number of calls closed within 48 hours	14,721	16,017	16,000	17,000
• Number of personal computers maintained	3,445	3,544	3,570	3,640
• Number of personal computers maintained per system engineer	492	506	510	520
• Percentage of calls closed within 48 hours	71.00%	73.00%	64.00%	63.00%
<b>Objective: Maintain operational availability of all major computer systems.</b>				
• Major computer availability	99.99%	99.57%	98.00%	99.00%
• Percentage of windows servers virtualized	40.00%	49.00%	51.00%	66.00%
• Windows servers virtualized	105	145	155	195
<b>Objective: Upgrade networks.</b>				
• Planned upgrades accomplished	n/a	n/a	1	2

---

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



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Information Technology Systems Development & Support Services

### Program Goal and Service Description

The Systems Development & Support Services Program supports over 205 major information systems and subsystems utilized by the County government and Loudoun County Public Schools (LCPS) to aid in the provisioning of services to students, teachers, staff, citizens and businesses. The Systems Development and Support Program provides services for support of existing information systems, the development of new systems and the management of vendor supplied software systems, both remotely hosted at private sector data centers and locally hosted at the County data center. Systems analysis and design, computer programming, and database administration services are provided to all County government departments through six staff teams. DIT operates and provides systems support for information systems that are utilized by every department within the County and many departments in LCPS. Currently, this program is fully engaged in initiatives to replace the core financial systems used by County and LCPS. These include finance, payroll, human resources, budgeting, procurement, tax billings and collections, real property assessments, and other functions. The modification and enhancement of the County's Land Management Information System to allow it to be removed from the mainframe computer is also an important undertaking. As a result of the buyout of the LCPS Student Information System (SIS) vendor, an initiative to replace that system was also initiated in FY 2013.

### Budget Overview

#### FY 2014 Issues

- Existing staff must be trained on the contemporary technologies required to support the new financial systems.
- Staff must implement the new Core Financial Systems (CFS) and SIS, and develop upgrades for land development system while supporting 205 existing information systems.
- The Department will have to manage staffing levels and ensure the availability of staff with proper skills to support the implementation of multiple new systems while maintaining 205 existing systems at a time when there is increased turnover due to retirements.
- Audit compliance must be maintained and best practices utilized with both old legacy systems/programs that are being replaced and the many new systems that are being implemented.
- Satisfying the increasing demands for mobile application development, while staff is engaged in implementing the enterprise CFS and the new systems, is becoming increasingly difficult to manage.

#### FY 2014 Major Work Plan Initiatives

- Complete 90% of systems development projects on time (estimated at more than three days to complete).
- Provide enhanced support for the new Real Property Assessment System.
- Continue implementation of CFS (Tax and Phase 2 of ERP) which includes all Human Resources and Payroll modules.
- Maintain the operational and productive status of 205 existing information systems.
- Work with LCPS to complete the new SIS implementation.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$3,172,333	\$3,373,022	\$4,059,156	\$3,895,167	\$4,214,200
Operations & Maintenance	1,515,819	1,624,549	1,946,017	1,876,030	1,989,762
Capital Outlay & Capital Acquisitions	12,072	0	8,995	0	0
<b>Total Expenditures</b>	<b>\$4,700,224</b>	<b>\$4,997,571</b>	<b>\$6,014,168</b>	<b>\$5,771,197</b>	<b>\$6,203,962</b>
<b>Revenues</b>					
Federal Categorical Aid	\$0	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$4,700,224</b>	<b>\$4,997,571</b>	<b>\$6,014,168</b>	<b>\$5,771,197</b>	<b>\$6,203,962</b>
<b>FTE Summary<sup>1</sup></b>	<b>31.80</b>	<b>31.80</b>	<b>31.80</b>	<b>31.80</b>	<b>32.80</b>

<sup>1</sup> During FY 2013, 1.00 FTE was transferred from the Department of Management and Financial Services to the Department of Information Technology for the ERP systems implementation.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Information Technology Systems Development & Support Services

<b>Program Objectives and Performance Measures<sup>1</sup></b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014 Projected</b>
<b>Objective: Maintain the operational status of the existing County Government and Public Schools' information systems and provide support to staff.</b>				
• Number of existing systems	189	205	205	207
• Percent of total systems development resources required for systems maintenance and County staff support	43.00%	44.00%	45.00%	45.00%
<b>Objective: Manage Database Administration.</b>				
• Number of production DB2 tables	n/a	n/a	6,349	6,349
• Number of production Oracle tables <sup>2</sup>	n/a	n/a	11,339	40,597
• Number of production SQL server tables	n/a	n/a	21,794	21,794
• Production DB2 space managed (megabytes)	n/a	n/a	1,203.36	1,251.49
• Production Oracle space managed (megabytes)	n/a	n/a	182.14	224.43
• Production SQL server space managed (megabytes) <sup>3</sup>	n/a	n/a	1,048.00	1,227.92
<b>Objective: Provide timely systems development and enhancement services to County Government.<sup>4</sup></b>				
• Number of project requests received for County Government	550	414	450	425
• Number of projects completed for County Government	245	219	170	175
• Number of projects completed on time for County Government	213	157	145	149
• Percent of projects completed on time for County Government	87.00%	90.00%	85.00%	85.00%
<b>Objective: Provide timely systems development and enhancement services to LCPS.</b>				
• Number of project requests received for LCPS	255	313	220	200
• Number of projects completed for LCPS	204	149	150	140
• Number of projects completed on time for LCPS	185	140	135	126
• Percent of projects completed on time for LCPS	90.50%	94.00%	90.00%	85.00%

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

<sup>2</sup> The FY 2014 increase is due to the Enterprise Resource Management System (ERP) going into production.

<sup>3</sup> The FY 2014 increase is due to the conversion of data from DB2 to SQL.

<sup>4</sup> The data for this objective reflect the decline in the number of requests from FY 2011 to FY 2012 due to the planning for and implementation of the ERP System.



## Information Technology Enterprise Services

### Program Goal and Service Description

The Enterprise Services Program manages the technology that facilitates access to information in the County's major information systems as well as applications that improve business processing throughout County government operations. The Program is responsible for design, installation, and maintenance of systems including the County government's Email, Imaging, Webcasting, Citizen Relationship Management (CRM) and the Web and is also responsible for the enterprise imaging/document management system and scanning services, and develops processes that facilitate the management of County records. Enterprise Services also manages and supports web conference and teleconferencing systems, webcasting of Board and Board committee meetings, the audio/visual equipment in the County to include the Board of Supervisors Meeting Room and training for personal communications systems (i.e., newsletter system, email, archiving, etc.).

### Budget Overview

#### FY 2014 Issues

- Office technology will need to be efficiently utilized in internal County government processes.
- The Department will have to manage and maintain County website content, website redevelopment and existing web systems 24 hours per day/seven days per week with static or declining resources and demands for new systems and services.
- To ensure compliance with the Americans with Disabilities Act (ADA), County websites will be monitored.
- The redevelopment/reconfiguration effort for the imaging system integration for both the County and Loudoun County Public Schools (LCPS) resulting from the new core financial system implementation will be necessary.
- To expand the CRM system to all County departments, Information Technology will work with departments.
- The SharePoint systems will need to be utilized to improve communication and collaboration of all County departments.
- The operations of the County Board Room will need to be maintained with aging facility and technology design.

#### FY 2014 Major Work Plan Initiatives

- Expand CRM from 65% to 80% of County departments.
- Expand the document imaging and management system with integration to existing information systems as well as to the new core financial systems for the County and LCPS.
- Maintain 24 hours per day/seven days per week operation of County web based systems, County email systems, and services.
- Utilize the SharePoint system to replace the intranet and establish team collaboration sites.
- Support the initiative of the Office of the County Administrator's Public Affairs and Communication Office to update the technology of the Board Room.
- Continue to expand the use of "included" modules from the County's hosted website to replace costly stand-alone systems and increase the level of service provided by the County.
- Develop processes to better inventory and service the County's audio/visual equipment.

Program Financial Summary	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
<b>Expenditures</b>					
Personnel	\$485,775	\$516,506	\$621,573	\$596,461	\$657,686
Operations & Maintenance	203,000	215,843	259,749	249,255	264,366
<b>Total Expenditures</b>	<b>\$688,775</b>	<b>\$732,349</b>	<b>\$881,322</b>	<b>\$845,716</b>	<b>\$922,052</b>
 <b>Total Local Tax Funding</b>	 <b>\$688,775</b>	 <b>\$732,349</b>	 <b>\$881,322</b>	 <b>\$845,716</b>	 <b>\$922,052</b>
 <b>FTE Summary</b>	 <b>4.26</b>	 <b>4.26</b>	 <b>4.26</b>	 <b>5.26</b>	 <b>5.26</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Information Technology Enterprise Services

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Implement enterprise document management/imaging.<sup>2</sup></b>				
• Number of document management processes	8	16	25	40
• Number of hours per week saved by imaging	40	52	100	150
• Number of pages managed by imaging system	4,964,083	5,603,339	6,800,000	7,900,000
• Percentage of departments with at least one imaging process	25.00%	50.00%	65.00%	80.00%
<b>Objective: Implement the Citizen Relationship System (CRM) across all departments.</b>				
• Average monthly CRM cases	422	474	500	550
• Number of complaints, issues and inquiries submitted	n/a	114	120	150
<b>Objective: Implement the SharePoint system across all departments.</b>				
• Number of site collections	n/a	1	6	10
• Number of users supported	n/a	10	130	230
<b>Objective: Implement webcasting of public meetings and programs.</b>				
• Average number of monthly webcast views	864	1,083	1,380	1,770
• Hours of video in webcast system	392	418	558	723
<b>Objective: Manage enterprise email system.</b>				
• Email system availability percentage	n/a	n/a	99.90%	99.90%
<b>Objective: Manage outsourced Work Release scanning service.</b>				
• Number of large format pages scanned by Work Release inmates	n/a	188,055	200,000	250,000
• Number of small format pages scanned by Work Release inmates	n/a	874,802	900,000	1,000,000
• Total contractual services savings	n/a	\$509,531	\$534,000	\$635,000

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

<sup>2</sup> Data for this objective increased as the system implementation expanded.



## Information Technology Public Safety Support Services

### Program Goal and Service Description

The Public Safety Support Services Program maintains communications and information systems used by all Public Safety agencies in the County, by providing specialized technical services in support of the safety and protection of all Loudoun County citizens. The purpose of the program is to ensure 24 hours per day, seven days per week operation of technology services used by both mobile and stationary employees of the Office of the Sheriff, the Department of Fire, Rescue and Emergency Management, the Office of the Commonwealth's Attorney, the Department of Animal Services, and the Courts. This program is responsible for application development, systems analysis and design, computer programming, and database management for new and existing systems, and the management of vendor provided software packages and systems. Over 50 information systems and subsystems are utilized by the multiple Public Safety agencies within the County and are maintained and supported by this program. This program is also responsible for ensuring the working order and performance of the County government's radio communications systems that include the radio transmitters, radio console systems, nine 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. Support and maintenance for high speed microwave data communications equipment is also provided. The program ensures that all Public Safety systems are operational and up to date through the monitoring of system performance, installation of new software releases, fixing "bugs," and problem solving.

### Budget Overview

#### **FY 2014 Issues**

- While supporting and maintaining over 50 existing Public Safety information systems, this program will provide support for the implementation of the new Public Safety Technology systems (i.e. Computer Aided Dispatch (CAD)).
- Effective monitoring of the Public Safety radio system and other mission critical communications applications, systems, and servers (such as CAD, Jail Records Management, and others) will need to be done to ensure the 24 hours per day operation and adequate responsiveness and capacity in a growing community.
- Ensure the 24 hours per day, seven days per week operation of critical power, HVAC, security, and other technological systems required for uninterrupted services for nine telecommunications tower sites that provide the backbone of the Public Safety trunked radio system infrastructure regardless of environmental conditions.
- The Department will have to provide adequate assistance in the relocation of the E-911 Emergency Communications Center (ECC) by overseeing all technology and technology management matters related to the Public Safety Answering Point (PSAP) staffed by Loudoun County Fire Rescue and Emergency Management and Loudoun County Sheriff's Office.

#### **FY 2014 Major Work Plan Initiatives**

- Provide vision and leadership to align information technologies, architectures, and standards with the Public Safety agencies' goals and requirements while new and emerging technologies are changing expectations for the delivery of services.
- Train existing staff on the new technologies required to support contemporary Public Safety systems and infrastructure.
- Implement a new CAD and E-911 Phone Switch by the summer of 2015 while maintaining or migrating the operational status of more than 50 existing Public Safety systems.
- Manage activities to support the relocation of the E-911 Emergency Communications Center.





Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Information Technology  
Public Safety Support Services**

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$984,461	\$1,046,740	\$1,259,666	\$1,208,776	\$1,334,144
Operations & Maintenance	2,678,037	2,847,455	3,426,680	3,288,243	3,487,588
Capital Outlay & Capital Acquisitions	6,911	7,348	8,843	8,486	9,000
<b>Total Expenditures</b>	<b>\$3,669,409</b>	<b>\$3,901,543</b>	<b>\$4,695,189</b>	<b>\$4,505,505</b>	<b>\$4,830,732</b>
<b>Revenues</b>					
Other Local Taxes	\$2,435,437	\$2,423,383	\$2,374,134	\$2,530,060	\$2,440,000
<b>Total Revenues</b>	<b>\$2,435,437</b>	<b>\$2,423,383</b>	<b>\$2,374,134</b>	<b>\$2,530,060</b>	<b>\$2,440,000</b>
<b>Total Local Tax Funding</b>	<b>\$1,233,972</b>	<b>\$1,478,160</b>	<b>\$2,321,055</b>	<b>\$1,975,445</b>	<b>\$2,390,732</b>
<b>FTE Summary</b>	<b>11.00</b>	<b>10.80</b>	<b>10.80</b>	<b>10.80</b>	<b>10.80</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Information Technology**  
**Public Safety Support Services**

<b>Program Objectives and Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014 Projected</b>
<b>Objective: Maintain the public safety radio system at 99.99% availability.</b>				
• 800 MHz system availability	100.00%	100.00%	99.99%	99.99%
• Number of voice radio transmissions	6,720,000	6,602,395	7,050,000	7,205,000
<b>Objective: Provide timely applications development and enhancement support to Public Safety agencies.</b>				
• Number of project requests	67	71	78	60
• Number of projects completed <sup>1</sup>	17	24	20	10
• Percent of projects completed on time <sup>1</sup>	87.00%	83.00%	85.00%	85.00%

---

<sup>1</sup> The Public Safety Support Services Program was reorganized in FY 2013. As a result of the reorganization, the criteria used to assess what is considered to be a "project" was refined thus resulting in a combination of smaller tasks that were formerly considered projects, producing an overall reduced number of projects.



## Information Technology Technology Services

### Program Goal and Service Description

The Technology Services Program provides administrative, policy, project management, security and disaster recovery services in support of the Department of Information Technology as well as all other County Departments. This program provides leadership, guidance, and purchasing support to all divisions within the Department of Information Technology and assesses and creates all policies related to the use of technology resources and services within the County government. In addition, the Technology Services Program provides executive project management oversight for all technology related projects and ensures that all disaster recovery and continuity of operation plans are up to date and in place for all technology systems utilized by the County. This program manages and monitors all aspects of security including email and internet, PC and network infrastructure security and ongoing review and risk mitigation for all data that traverses the County network. Lastly, this program is responsible for the facilitation of discussions with businesses, citizens and providers to expand broadband throughout Loudoun County as well as oversight for all County Cable Franchise agreements.

### Budget Overview

#### FY 2014 Issues

- While providing an effective security program to ensure the safety of the County's technology infrastructure with increasing threats, the Department will face the challenges resulting from the ever increasing enterprise use of consumer technology.
- The program will continue to address the challenge of continuing to update disaster recovery and resiliency plans as newer, cloud based technology services change the model for disaster recovery.
- Aligning information technology architectures and standards with the County departmental goals and requirements will continue to be required as new and emerging technologies change expectations for the delivery of services.
- Facilitating the expansion of broadband services to underserved communities in the County will continue to be a requirement, with limited Departmental resources, topographical challenges, and limited support of current franchisees.
- Providing contractual oversight and executive project management for over \$30 million in existing Core Financial System (CFS) projects, as well as new enterprise projects such as Computer Aided Dispatch (CAD), Student Information System (SIS), and Library Management System, will need to continue to be done with limited staffing resources.

#### FY 2014 Major Work Plan Initiatives

- Provide vision and leadership for all current and upcoming enterprise projects including CFS, CAD, SIS and Library Management.
- Minimize the County's risk to SPAM, computer viruses and other network/system threats.
- Enhance the disaster recovery status of County information systems to include all new enterprise systems.
- Continue to improve and prudently invest in technologies that improve staff productivity, enhance service delivery to the public and ensure efficient County business operations.
- Continue to work with area providers, businesses and franchisees to improve Broadband capability in underserved areas of the County.

Program Financial Summary	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
<b>Expenditures</b>					
Personnel	\$697,401	\$741,519	\$892,359	\$856,309	\$858,160
Operations & Maintenance	372,530	396,097	476,670	457,413	485,143
Capital Outlay & Capital Acquisitions	49,912	53,070	63,865	61,285	65,000
<b>Total Expenditures</b>	<b>\$1,119,843</b>	<b>\$1,190,686</b>	<b>\$1,432,894</b>	<b>\$1,375,007</b>	<b>\$1,408,303</b>
<b>Total Local Tax Funding</b>	<b>\$1,119,843</b>	<b>\$1,190,686</b>	<b>\$1,432,894</b>	<b>\$1,375,007</b>	<b>\$1,408,303</b>
<b>FTE Summary</b>	<b>7.42</b>	<b>7.42</b>	<b>7.42</b>	<b>7.42</b>	<b>7.42</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Information Technology Technology Services

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Ensure cable television connectivity is provided to new neighborhoods in Loudoun County that meet density requirements within Franchise agreements.</b>				
• New neighborhoods currently in development	n/a	n/a	149	167
• New neighborhoods meeting density requirements	n/a	n/a	63	71
• New neighborhoods with cable television service	n/a	n/a	n/a	30
<b>Objective: Maintain the security of County systems and data.</b>				
• Blocked internet based network attacks <sup>2</sup>	n/a	4,977,105	6,527,166	13,763,985
• Workstation malware removed	n/a	82,028	24,157	32,209
<b>Objective: Manage email related threats.</b>				
• Email delivered	22,452,717	23,301,305	26,188,849	27,498,292
• Email received	26,549,432	27,658,467	30,967,257	32,515,620
• Productivity gain in FTE from minimized spam/malicious email	2.94	3.13	3.43	3.60
• Threats removed	4,096,715	4,357,162	4,778,408	5,017,329
<b>Objective: Update critical disaster recovery plans, procedures and acquire equipment.</b>				
• Percentage of critical systems with Disaster Recovery (DR)	34.00%	42.00%	53.00%	58.00%
• Number of critical systems with DR	11	14	24	27
• Number of critical systems	32	33	45	46

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

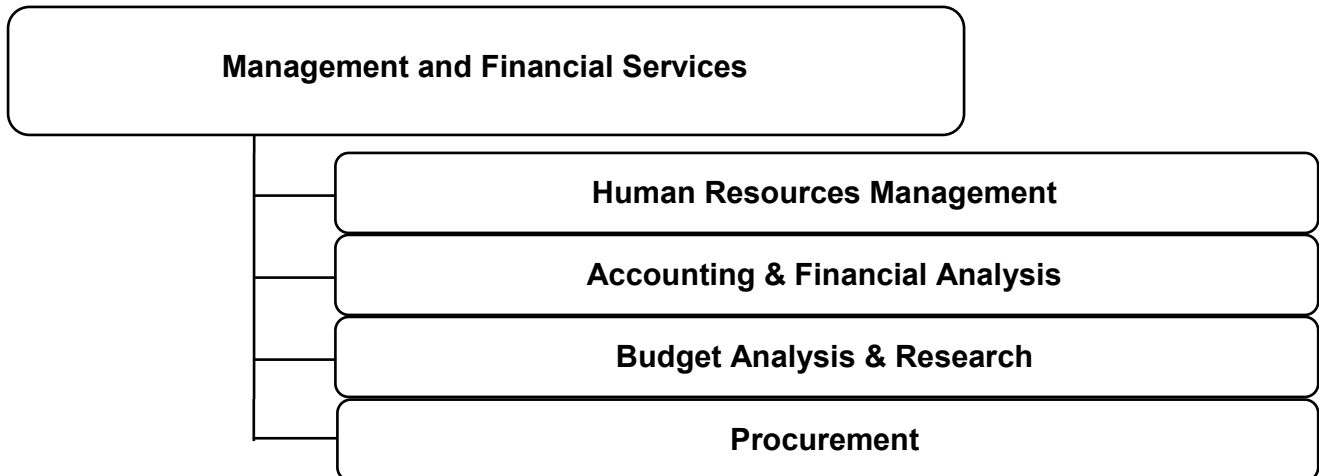
<sup>2</sup> The number of network attacks is increasing significantly. The number of blocked internet based network attacks is correspondingly increasing also.



---

---

## Management and Financial Services





## Management and Financial Services

### Mission Statement

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

### Description

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

### Budget Overview

#### **FY 2014 Issues**

- The County's Employee Turnover Rate for FY 2012 was 9%, which represented a 0.8% increase from FY 2011. Based on the current trend, the Employee Turnover Rate for FY 2014 is projected to reach 10%, potentially resulting in more than 300 vacancies. Efforts to recruit and retain top talent will be impacted by the County's ability to deliver market competitive pay and a comprehensive and affordable benefits package.
- The rising costs of benefits, health insurance, and the self-insurance programs, have required and will continue to require innovative solutions to minimize increased costs to the County as well as to employees.
- The County is in the middle of a 36-month implementation of a new Oracle-based, financial/human resources operating system (Enterprise Resource Planning - ERP). Staff resources must continue to be dedicated to this implementation which is negatively affecting current service levels and the development and implementation of future initiatives in all programs of the Department. The ongoing implementation of a new ERP system will require staff retraining and a review of all accounting, personnel and business processes.
- The Governmental Accounting Standards Board (GASB) has issued new pronouncements which will affect the presentation of financial information and will require analysis to determine the future impact on the Comprehensive Annual Financial Report (CAFR).
- The Federal debt limit and budget issues may impact the County's credit rating.
- The County government has responded to continuing population growth and changing demographics by enhancing services and programs. Proliferation in the number of programs places a growing demand on staff.
- Changes experienced in the County government in recent years brought a heightened need for more meaningful measurement of program effectiveness. Staff will continue working to implement management direction and bring more transparency to agencies' activities.

#### **FY 2014 Major Work Plan Initiatives**

- Conduct a comprehensive review of the County's Compensation Plan, which was originally implemented in 2002, and recommend changes to ensure internal equity, market competitiveness, and efficiency of administration.
- Implement a Countywide comprehensive safety program.
- Increase employee participation in the County's award winning wellness program.
- Analyze business processes in conjunction with the ERP consultants and reengineer on an ongoing basis until final implementation of all phases. Complete implementation of ERP (Oracle) as the County's financial system and human resources information system (HRIS).
- Implement new GASB Pronouncements including an analysis of necessary policy or process change.
- Continue to review the requirements, financial impacts, and implementation steps associated with the Virginia General Assembly's Transportation Funding Bill (HB 2313), including projections for regional and local revenues and applicable transportation projects. A significant required effort will be to support the Working Groups of the Northern Virginia Transportation Authority (NVTA).
- Work with County Departments and the Loudoun County Public Schools (LCPS) system to successfully manage the FY 2014 budget and develop an FY 2015 budget that incorporates management direction regarding service delivery and the implementation of new facilities within the fiscal guidelines established by the Board of Supervisors.



## Management and Financial Services

- Provide professional, technical advice on a variety of financial and research topics and projects, including the review of Emergency Medical Services (EMS) transport billing program options.
- Manage the debt issuance process and maintain the debt limits set by the Board of Supervisors.
- Continue the expansion and participation in the Public/Private Partnership of Education Facilities and Infrastructure Act (PPEA) for the County.
- Continue to support the Board of Supervisors' initiatives.

### FY 2013 Major Achievements

- Successfully recruited in FY 2012 a total of 910 new employees (271 regular employees and 639 temporary employees which include poll workers and instructors) and expect higher numbers for FY 2013 in order to provide high quality service delivery to residents.
- Received Distinguished Budget Presentation Award and Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers' Association for the FY 2013 Adopted Budget document and the FY 2011 Comprehensive Annual Financial Report.
- Received recognition as a Start! Fit-Friendly organization by the American Heart Association for the fifth consecutive year, being awarded the distinguished Platinum Award for 2012, the highest level of recognition. The County's Wellness Program has improved employee use of preventive care options as well as decreased health care costs and disease trends.
- Successfully processed 405 residential and commercial appeals that were submitted to the Board of Equalization (BOE) with 451 appeals being heard in 2012.
- Earned Achievement of Excellence in Procurement Award for 2012 from National Procurement Institute and the Outstanding Agency Accreditation Achievement Award from the National Institute of Governmental Purchasing (NIGP). This is a three-year accreditation for local, State and Federal agencies which formally recognizes excellence in procurement.
- Received the International City/County Management Association (ICMA) Center for Performance Measurement's Certificate of Achievement in performance measurement.
- Continued the expansion of the Push4PCard Campaign. This increases efficiencies by reducing number of purchase orders issued thus streamlining the purchasing process. In addition, this campaign expedites vendor payments to ensure program effectiveness. The following steps were implemented:
  - Cardholder spending limits were increased based on need to allow more PCard purchases.
  - Increase in the thresholds for mandatory PCard use from \$1,000 to \$2,500 for non-contract purchases.
  - Broaden PCard use to include some specific contract purchases such as routine printing orders.
  - Expand PCard use for payments of larger contract purchases.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Management and Financial Services

<b>Departmental Financial Summary<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$6,616,895	\$6,527,299	\$6,656,778	\$7,253,741	\$7,620,705
Operations & Maintenance	3,140,129	2,853,656	2,357,695	3,924,310	4,127,985
Capital Outlay & Capital Acquisitions <sup>2</sup>	0	0	540,324	0	0
Transfer to Self-Insurance Fund <sup>3</sup>	793,923	929,680	929,680	0	0
<b>Total Expenditures</b>	<b>\$10,550,947</b>	<b>\$10,310,635</b>	<b>\$10,484,477</b>	<b>\$11,178,051</b>	<b>\$11,748,690</b>
<b>Revenues</b>					
Use Of Money & Property	\$70,848	\$53,417	\$41,509	\$0	\$0
Charges For Services	321	67	72	0	0
Miscellaneous Revenue	147,345	32,526	109,776	138,700	138,700
Recovered Costs	8,979	32,498	35,000	30,000	30,000
Other Financing Sources	550,895	1,042,699	826,195	285,249	288,001
<b>Total Revenues</b>	<b>\$778,388</b>	<b>\$1,161,207</b>	<b>\$1,012,552</b>	<b>\$453,949</b>	<b>\$456,701</b>
<b>Local Tax Funding</b>	<b>\$9,772,559</b>	<b>\$9,149,428</b>	<b>\$9,471,925</b>	<b>\$10,724,102</b>	<b>\$11,291,989</b>
<b>FTE Summary<sup>4</sup></b>	<b>77.84</b>	<b>77.84</b>	<b>76.84</b>	<b>77.84</b>	<b>75.84</b>

### FY 2014 Board Action

The FY 2014 Adopted Fiscal Plan for the Department of Management and Financial Services includes an increase of \$567,887 in local tax funding. Salary expenditures increased by \$316,148 and fringe benefits expenditures increased by \$50,816 due to the addition of two long-term temporary positions for the implementation of the Enterprise Resource Planning (ERP) System. For FY 2014, personnel expenditures reflect a merit based increase of 2% for employees. Operations and maintenance expenditures increased by \$203,675 due to increased central services expenditures of \$103,675, increased public officials' liability insurance coverage of \$68,000, and increased real and personal property insurance expenditures of \$32,000 to cover the increased value of real and personal property. Revenue remains approximately the same as the FY 2013 budget.

### Budget History

FY 2011 Mid-Year: 1.00 FTE from Human Resources Management Operations transferred to the Parks, Recreation and Community Services Department.

FY 2013: The Board of Supervisors added 1.00 FTE Pension Analyst in the Human Resources Management Program.

FY 2013 Mid-Year: 1.00 FTE from Budget Analysis and Research transferred to Planning Services Department. 1.00 FTE from Human Resources Management Operations transferred to the Department of Information Technology as a temporary loan to assist with the ERP Systems implementation.

<sup>1</sup> Expenditures for the Board of Equalization are included in the Accounting & Financial Analysis Program and expenditures for the Fiscal Impact Committee are included in the Budget Analysis & Research Program for all years.

<sup>2</sup> The FY 2012 capital outlay expenditures were for the replacement and upgrade of the Laserfiche Imaging System in the Accounting & Financial Analysis Program.

<sup>3</sup> The Transfer to Self-Insurance Fund amount is not budgeted for the adopted budget, but it is budgeted during the year, amending the budget.

<sup>4</sup> The FY 2014 FTE count in the FY 2014 Proposed Fiscal Plan document is higher by 1.00 FTE because a position was moved into the Department temporarily and was then moved back to the Office of the Commissioner of the Revenue once a reorganization issue was resolved.





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Management and Financial Services

<b>Expenditures by Program<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Human Resources Management	\$5,121,394	\$5,026,816	\$4,816,675	\$5,481,505	\$5,728,856
Accounting & Financial Analysis	2,651,336	2,553,799	2,903,052	2,602,886	2,827,207
Budget Analysis & Research	1,729,595	1,668,727	1,634,269	1,878,272	1,865,148
Procurement	1,048,622	1,061,293	1,130,481	1,215,388	1,327,479
<b>Total Expenditures</b>	<b>\$10,550,947</b>	<b>\$10,310,635</b>	<b>\$10,484,477</b>	<b>\$11,178,051</b>	<b>\$11,748,690</b>

<b>Revenues by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Human Resources Management	\$100,740	\$32,890	\$0	\$30,000	\$30,000
Accounting & Financial Analysis	650,837	847,897	681,667	120,000	120,000
Budget Analysis & Research	0	71,438	35,072	0	0
Procurement	26,811	208,982	295,813	303,949	306,701
<b>Total Revenues</b>	<b>\$778,388</b>	<b>\$1,161,207</b>	<b>\$1,012,552</b>	<b>\$453,949</b>	<b>\$456,701</b>

<b>Local Tax Funding by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Human Resources Management	\$5,020,654	\$4,993,926	\$4,816,675	\$5,451,505	\$5,698,856
Accounting & Financial Analysis	2,000,499	1,705,902	2,221,385	2,482,886	2,707,207
Budget Analysis & Research	1,729,595	1,597,289	1,599,197	1,878,272	1,865,148
Procurement	1,021,811	852,311	834,668	911,439	1,020,778
<b>Total Local Tax Funding</b>	<b>\$9,772,559</b>	<b>\$9,149,428</b>	<b>\$9,471,925</b>	<b>\$10,724,102</b>	<b>\$11,291,989</b>

<b>Staffing Summary by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Human Resources Management <sup>2</sup>	32.56	32.14	30.81	32.14	30.14
Accounting & Financial Analysis <sup>2</sup>	20.55	20.13	19.80	20.13	21.13
Budget Analysis & Research	12.45	13.54	14.20	13.54	12.54
Procurement	12.28	12.03	12.03	12.03	12.03
<b>Total FTE<sup>3,4</sup></b>	<b>77.84</b>	<b>77.84</b>	<b>76.84</b>	<b>77.84</b>	<b>75.84</b>

<sup>1</sup> Expenditures for the Board of Equalization are included in the Accounting & Financial Analysis Program and expenditures for the Fiscal Impact Committee are included in the Budget Analysis & Research Program for all years.

<sup>2</sup> 1.00 FTE transferred from Human Resources Management to Accounting & Financial Analysis during FY 2013.

<sup>3</sup> During FY 2013, 1.00 FTE from Budget Analysis and Research transferred to Planning Services. 1.00 FTE from Human Resources Management Operations transferred to the Department of Information Technology as a temporary loan to assist with the ERP Systems implementation. The impact of these FY 2013 position changes was a reduction of 2.00 FTE for the Department.

<sup>4</sup> The FY 2014 FTE count in the FY 2014 Proposed Fiscal Plan document is higher by 1.00 FTE because a position was moved into the Department temporarily and was then moved back to the Office of the Commissioner of the Revenue once a reorganization issue was resolved.



## **Management and Financial Services**

### **Human Resources Management**

#### **Program Goal and Service Description**

The goal of the Human Resources (HR) Management Program is to strategically recruit, develop and retain a highly qualified and diverse workforce in service of the County's mission and to maintain a professional and safe work environment. To achieve this goal, the HR Operations Section and HR Benefits & Risk Section collaborate to provide the following services to the County: Workforce Planning, Recruitment and Selection, Classification and Compensation, Benefits and Wellness, Employee Relations, Human Resources Information Management, Employment Regulatory Compliance, and Safety and Risk Management.

#### **Budget Overview**

##### **FY 2014 Issues**

- The rising costs of benefits, health insurance, and the self-insurance programs, have required and will continue to require innovative solutions to minimize increased costs to the County as well as to employees.
- The County's Employee Turnover Rate for FY 2012 was 9%, which represented a 0.8% increase from FY 2011. Based on the current trend, the Employee Turnover Rate for FY 2014 is projected to reach 10%, potentially resulting in more than 300 vacancies. Efforts to recruit and retain top talent will be impacted by the County's ability to deliver market competitive pay and a comprehensive and affordable benefits package.
- The County is in the middle of a 36-month implementation of a new Oracle-based, financial/human resources operating system (Enterprise Resource Planning - ERP). Staff resources must continue to be dedicated to this implementation which is negatively affecting current service levels and the development and implementation of future initiatives in all programs of the Department. The ongoing implementation of a new ERP system will require staff retraining and a review of all accounting, personnel and business processes.

##### **FY 2014 Major Work Plan Initiatives**

- Conduct a comprehensive review of the Human Resources Handbook and recommend changes to increase clarity, consistency and regulatory compliance.
- Conduct a comprehensive review of the County's Compensation Plan, which was originally implemented in 2002, and recommend changes to ensure internal equity, market competitiveness, and efficiency of administration.
- Revamp the County's training program to include a stronger emphasis on leadership development and organizational development.
- Implement a Countywide comprehensive safety program.
- Maintain and update Loudoun County's Equal Employment Opportunity Plan (EEO).
- Develop innovative solutions to assist the County with continuing to provide a comprehensive and affordable employee health benefits program.
- Increase employee participation in the County's award winning wellness program.
- Increase outreach efforts with the workforce to encourage employees to take advantage of the offerings available through the Employee Assistance Program (EAP) provider.
- Analyze business processes in conjunction with the ERP consultants and reengineer on an ongoing basis until final implementation of all phases. Complete implementation of ERP (Oracle) as the County's financial system and human resources information system (HRIS).



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Management and Financial Services**  
**Human Resources Management**

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$2,556,420	\$2,431,822	\$2,270,542	\$2,540,226	\$2,669,122
Operations & Maintenance	1,771,051	1,665,314	1,616,453	2,941,279	3,059,734
Transfer to Self-Insurance Fund <sup>1</sup>	793,923	929,680	929,680	0	0
<b>Total Expenditures</b>	<b>\$5,121,394</b>	<b>\$5,026,816</b>	<b>\$4,816,675</b>	<b>\$5,481,505</b>	<b>\$5,728,856</b>
<b>Revenues</b>					
Miscellaneous Revenue	\$91,761	\$392	\$0	\$0	\$0
Recovered Costs	8,979	32,498	0	30,000	30,000
<b>Total Revenues</b>	<b>\$100,740</b>	<b>\$32,890</b>	<b>\$0</b>	<b>\$30,000</b>	<b>\$30,000</b>
<b>Total Local Tax Funding</b>	<b>\$5,020,654</b>	<b>\$4,993,926</b>	<b>\$4,816,675</b>	<b>\$5,451,505</b>	<b>\$5,698,856</b>
<b>FTE Summary<sup>2</sup></b>	<b>32.56</b>	<b>32.14</b>	<b>30.81</b>	<b>32.14</b>	<b>30.14</b>

<sup>1</sup> The Transfer to Self-Insurance Fund amount is not budgeted for the adopted budget, but it is budgeted during the year, amending the budget.

<sup>2</sup> Human Resources' FY 2014 FTE amount decreased by 2.00 FTE due to the transfer of 1.00 FTE to the Department of Information Technology and the transfer of 1.00 FTE to the Accounting and Financial Analysis Program during FY 2013.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Management and Financial Services**  
**Human Resources Management**

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Deliver competitive pay increases for County staff.</b>				
• Actual total pay increase <sup>1</sup>	0.00%	3.00%	0.00%	2.00%
• Average pay increase for the competitive market	0.84%	1.63%	2.00%	3.00%
<b>Objective: Deliver comprehensive benefit programs to eligible County employees.</b>				
• Eligible employees enrolled in deferred compensation plan	75.80%	73.90%	79.10%	75.00%
• Eligible employees enrolled in flexible spending account	32.90%	30.80%	34.40%	32.00%
• Percentage of eligible employees enrolled in group health plan	80.40%	82.60%	82.40%	82.00%
<b>Objective: Deliver a comprehensive risk management program designed to positively impact employee health and workplace safety.</b>				
• Incidence rate for OSHA cases per 100 FTE <sup>2</sup>	3.68	3.95	4.00	4.00
• Participants in Risk Mgt./Workplace Safety training & activities	136	1,084	1,100	1,000
• Risk Mgmt./Workplace Safety training, activities & events	10	15	15	20
<b>Objective: Deliver a comprehensive wellness program designed to positively impact employee health, mitigate absenteeism, and reduce health care costs to the organization.</b>				
• Average health plan cost per employee per year	\$12,011	\$11,541	\$14,405	\$15,316
• Eligible employees completing annual wellness challenge	137	166	187	200
• Employee wellness activities and events	33	16	18	18
• Employees participating in health coaching programs	86	52	85	95
• Participants in wellness activities and events	2,217	2,592	2,350	2,600
<b>Objective: Deliver Countywide Human Resources (HR) services in a cost effective manner which meets the needs of the organization.</b>				
• Number of regular employees supported per Benefits position	683	668	660	660
• Number of regular employees supported per HR Ops. position	241	205	241	241
• Number of regular employees supported per Risk Mgmt. position	1,442	1,411	1,392	1,392

<sup>1</sup> To offset the new 5% employee contribution to the Virginia Retirement System effective July 1, 2012, the Board of Supervisors approved a 5% pay raise for employees. The net result of the new contribution and the pay increase was an average of a 1% reduction in pay to employees. However, the Board approved a one-time 2% merit-based bonus for all eligible employees for distribution in May 2013.

<sup>2</sup> The national incidence rate as of 2011 is 5.7, which is the latest data available.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Management and Financial Services**  
**Human Resources Management**

<b>Program Objectives and Performance Measures<sup>1</sup></b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014 Projected</b>
<b>Objective: Deliver learning offerings to support employee development and to meet organizational needs.</b>				
• Average employee learning evaluation score on a 5 point scale	4.50	4.49	4.40	4.40
• Employees participating in e-learning	n/a	2,940	3,000	3,000
• Number of classroom learning sessions offered annually	61	50	55	55
• Number of employees participating in classroom learning	1,083	930	1,000	1,000
• Percentage of employees completing required e-learning	n/a	97%	100%	100%
<b>Objective: Deliver outstanding customer service which consistently meets or exceeds the customer's expectations.</b>				
• Customer service satisfaction survey rating – Benefits	3.60	3.80	3.50	3.60
• Customer service satisfaction survey rating – HR Operations	4.15	3.89	4.00	4.00
• Customer service satisfaction survey rating - Risk Management	3.30	3.60	3.50	3.60
• Employees who rate Benefits service as satisfactory or better	96%	96%	96%	96%
• Employees who rate Risk Mgmt. service as satisfactory or better	95%	91%	95%	95%
• Mgrs. who rate experience for HR Ops. as satisfactory or better	97%	90%	95%	95%
<b>Objective: Provide efficient recruitment services.</b>				
• Applicant referrals to departments within 3 business days	95%	95%	95%	95%
• Number of job vacancies posted annually	n/a	311	250	300

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



## **Management and Financial Services**

### **Accounting & Financial Analysis**

#### **Program Goal and Service Description**

The Accounting and Financial Analysis Program serves the citizens of Loudoun County, its vendors, agencies and County employees through the timely and accurate processing and reporting of financial transactions and the ongoing management of the County's debt. The program processes the County's accounts payables and payroll; ensures all Federal and State grant requirements are met; develops financing strategies to fund the capital improvement program for both the General Government and the Loudoun County Public Schools (LCPS); reconciles and processes payment of countywide obligations; and ensures timely reporting of financial data to the governing body, rating agencies, and the public. This program also provides administrative and documentary support to the Board of Equalization (BOE) when in session and is the main contact for all citizens appealing the current assessments; answers all phone calls and emails, and provides administrative support to Department staff as needed.

#### **Budget Overview**

##### **FY 2014 Issues**

- The County is in the middle of a 36-month implementation of a new Oracle-based, financial/human resources operating system (Enterprise Resource Planning - ERP). Staff resources must continue to be dedicated to this implementation which is negatively affecting current service levels and the development and implementation of future initiatives in all programs of the Department. The ongoing implementation of a new ERP system will require staff retraining and a review of all accounting, personnel and business processes.
- The Governmental Accounting Standards Board (GASB) has issued new pronouncements which will affect the presentation of financial information and will require analysis to determine the future impact on the Comprehensive Annual Financial Report (CAFR).
- The Dulles Rail project will require on-going analysis for future debt issuance.
- The Federal debt limit and budget issues may impact the County's credit rating.
- Staff will continue to monitor outstanding debt and any debt refunding opportunities. Staff will develop and recommend project financing and debt strategies to minimize the impact on the Board's debt ratios.

##### **FY 2014 Major Work Plan Initiatives**

- Analyze business processes in conjunction with the ERP consultants and reengineer on an ongoing basis until final implementation of all phases. Complete implementation of ERP (Oracle) as the County's financial system and human resources information system (HRIS).
- Implement new GASB Pronouncements including an analysis of necessary policy or process change.
- Continue to review financing needs for the Dulles Rail project and work with financial advisors to implement the most advantageous financing plan for the County.
- Manage the debt issuance process and maintain debt limits set by the Board of Supervisors.
- Continue to hold discussions with the credit rating analysts and revise credit presentations to strengthen the County's position. Begin planning to develop an investor outreach program and investor webpage.
- Earn achievement of the Government Finance Officers' Association annual award for the FY 2013 Comprehensive Annual Financial Report.
- Continue updates and improvements to the Board of Equalization's online system to improve efficiency of the appeals process and reduce redundancy.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Management and Financial Services**  
**Accounting & Financial Analysis**

<b>Program Financial Summary<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,858,839	\$1,878,355	\$1,988,627	\$2,043,444	\$2,230,374
Operations & Maintenance	792,497	675,444	374,101	559,442	596,833
Capital Outlay & Capital Acquisitions	0	0	540,324	0	0
<b>Total Expenditures</b>	<b>\$2,651,336</b>	<b>\$2,553,799</b>	<b>\$2,903,052</b>	<b>\$2,602,886</b>	<b>\$2,827,207</b>
<b>Revenues</b>					
Use Of Money & Property	\$70,848	\$53,417	\$41,509	\$0	\$0
Charges For Services	317	67	0	0	0
Miscellaneous Revenue	28,777	4,180	3,784	30,000	30,000
Other Financing Sources	550,895	790,233	636,374	90,000	90,000
<b>Total Revenues</b>	<b>\$650,837</b>	<b>\$847,897</b>	<b>\$681,667</b>	<b>\$120,000</b>	<b>\$120,000</b>
<b>Total Local Tax Funding</b>	<b>\$2,000,499</b>	<b>\$1,705,902</b>	<b>\$2,221,385</b>	<b>\$2,482,886</b>	<b>\$2,707,207</b>
<b>FTE Summary<sup>2</sup></b>	<b>20.55</b>	<b>20.13</b>	<b>19.80</b>	<b>20.13</b>	<b>21.13</b>

<sup>1</sup> All years of expenditures presented include the Board of Equalization.

<sup>2</sup> 1.00 FTE was transferred from Human Resources to this program during FY 2013.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Management and Financial Services

### Accounting & Financial Analysis

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Develop and support the Board of Equalization for public hearings to meeting deadlines and State mandates.<sup>1</sup></b>				
• Decision documentation (907) processed for appellants and BOE	100%	100%	100%	100%
• Number of appeals submitted	451	405	518	518
• Number of FOIA requested	10	2	5	5
• Number of packets prepared for hearing	389	219	518	518
• Number of public hearings scheduled and advertised	41	21	50	50
<b>Objective: Maintain AAA bond rating with Moody's, Standard and Poor's and Fitch rating agencies.</b>				
• County's Bond Rating - Fitch	AAA	AAA	AAA	AAA
• County's Bond Rating - Moody's	Aaa	Aaa	Aaa	Aaa
• County's Bond Rating - Standard & Poor's	AAA	AAA	AAA	AAA
<b>Objective: Manage and plan for current and future debt obligations to fit within affordability index.</b>				
• Annual debt issuance (limited to \$200 million annually) <sup>2</sup>	\$97,894,000	\$12,000,000	\$134,213,000	\$165,269,700
• Debt service to expenditures-less than 10%	9.10%	9.00%	8.98%	9.33%
• Debt to estimated market value of taxable property-less than 3%	1.91%	1.45%	1.95%	2.02%
• Refunding/defeasance - net present value savings	\$8,675,218	\$24,360,000	\$12,842,270	\$10,000,000
<b>Objective: Measure the volume of transactions processed and the average length of time it takes to process a vendor check from the date of request from department, with a goal of: 4 days.</b>				
• Average number of days to pay	3.94	3.32	4.00	4.00
• Number of employee payments made	93,997	100,813	95,000	95,000
• Number of operating checks	92,949	94,790	94,000	85,000

<sup>1</sup> Data for this objective are reported on a calendar year basis.

<sup>2</sup> Annual debt issuance includes \$7 million of Loudoun County Public Schools (LCPS) capital vehicle leases.





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## **Management and Financial Services**

### **Budget Analysis & Research**

#### **Program Goal and Service Description**

The Budget Analysis and Research Program provides primary support to the County Administrator in development, analysis, review and implementation of the County's operating budget and directs the Countywide grants management and development program. This program also conducts management analysis, performance measurement, fiscal impact analysis and special projects for County officials and staff.

#### **Budget Overview**

##### **FY 2014 Issues**

- This program serves as the County government's primary resource for management analysis and research, and provides support to the County for a variety of special projects. Two major projects that the Program will support include: the Finance Working Group of the Northern Virginia Transportation Authority (NVTA) associated with the Virginia General Assembly's Transportation Funding Bill (HB 2313), and, the policy review and potential implementation of an Emergency Medical Services (EMS) medical transport billing program.
- The development and implementation of the County budget is an increasingly challenging task given the continuous changes to the size and complexity of the County government.
- The County government has responded to continuing population growth and changing demographics by enhancing services and programs. Proliferation in the number of programs places a growing demand on staff.
- Changes experienced in the County government in recent years brought a heightened need for more meaningful measurement of program effectiveness. Staff will continue working to implement management direction and bring more transparency to agencies' activities.
- The County is in the middle of a 36-month implementation of a new Oracle-based, financial/human resources operating system (Enterprise Resource Planning - ERP). Staff resources must continue to be dedicated to this implementation which is negatively affecting current service levels and the development and implementation of future initiatives in all programs of the Department. The ongoing implementation of a new ERP system will require staff retraining and a review of all accounting, personnel and business processes.
- Revenues are more challenging to predict in the current economic environment.

##### **FY 2014 Major Work Plan Initiatives**

- Work with County Departments and the Loudoun County Public Schools (LCPS) system to successfully manage the FY 2014 budget and develop an FY 2015 budget that incorporates management direction regarding service delivery and the implementation of new facilities within the fiscal guidelines established by the Board of Supervisors.
- Earn recognition from the Government Finance Officers Association for the annual budget document.
- Provide professional, technical advice on a variety of financial and research topics and projects.
- Analyze business processes in conjunction with the ERP consultants and reengineer on an ongoing basis until final implementation of all phases. Complete implementation of ERP (Oracle) as the County's financial system and human resources information system (HRIS).

<b>Program Financial Summary<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,206,339	\$1,192,285	\$1,314,488	\$1,533,747	\$1,490,357
Operations & Maintenance	523,256	476,442	319,781	344,525	374,791
<b>Total Expenditures</b>	<b>\$1,729,595</b>	<b>\$1,668,727</b>	<b>\$1,634,269</b>	<b>\$1,878,272</b>	<b>\$1,865,148</b>
<b>Revenues</b>					
Charges For Services	\$0	\$0	\$72	\$0	\$0
Recovered Costs	0	0	35,000	0	0
Other Financing Sources	0	71,438	0	0	0
<b>Total Revenues</b>	<b>\$0</b>	<b>\$71,438</b>	<b>\$35,072</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$1,729,595</b>	<b>\$1,597,289</b>	<b>\$1,599,197</b>	<b>\$1,878,272</b>	<b>\$1,865,148</b>
<b>FTE Summary<sup>2</sup></b>	<b>12.45</b>	<b>13.54</b>	<b>14.20</b>	<b>13.54</b>	<b>12.54</b>

<sup>1</sup> Expenditures for the Fiscal Impact Committee are included for all years presented.

<sup>2</sup> During FY 2013, 1.00 FTE was transferred to the Department of Planning Services.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Management and Financial Services Budget Analysis & Research

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Develop timely and effective services for division clients from the Budget Office based on management direction and established priorities.</b>				
• Overall Client Survey Satisfaction Rating (out of 5.00)	4.01	3.99	4.00	4.00
<b>Objective: Process the Grant Application Summary Form documents received from departments within three business days of receipt. Identify new outside grant and matching opportunities to help defray and augment County services by at least \$10,000,000.</b>				
• Amount of continuation grants identified	n/a	n/a	\$2,000,000	\$2,000,000
• Amount of new grants identified from all sources	n/a	n/a	\$10,000,000	\$10,000,000
• New grant opportunities	\$26,811,223	\$13,005,213	\$16,000,000	\$16,000,000
• Number of continuation grants identified	n/a	n/a	15	15
• Number of employees participating in grant training programs <sup>2</sup>	0	0	25	25
• Percent of Grant Application Summary Forms submitted to Co. Admin.	n/a	n/a	90%	90%
<b>Objective: Improve organizational and programmatic performance by continually monitoring and reporting on organizational performance throughout the fiscal year.</b>				
• Number of new or improved measures developed	n/a	n/a	50	50
• Percent of departments with an overall performance improvement	n/a	n/a	25%	25%
• Percent of performance measures targets met or exceeded	n/a	n/a	75%	80%
<b>Objective: Provide quarterly revenue, expenditure analysis to County departments and management from the Budget Office and maintain a positive fiscal environment.</b>				
• Budget adjustments processed	4,767	4,839	4,898	4,950
• Finance/Government Services Committee updates	8	12	15	15
• Percent of depts. with actual expenditures within 10% of budget	n/a	n/a	90%	90%
• Percent variance between actual revenues collected vs. budget	n/a	n/a	85%	85%

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

<sup>2</sup> The grants analyst position was vacant in FY 2011 and FY 2012, resulting in no grants training.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Management and Financial Services

### Procurement

#### Program Goal and Service Description

The Procurement Program 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 program conducts all procurements in accordance with the Virginia Public Procurement Act of the Code of Virginia and other applicable law. Procurement makes contract awards in a fair and impartial manner with avoidance of even the appearance of impropriety, while giving all qualified vendors access to the County's business.

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

#### Budget Overview

##### **FY 2014 Issues**

- Procurement is affected by vacancies within County departments as it relates to delegated purchasing authority. With a training period for delegated authority staff of about one year, turnover affects average staff workload dramatically and limits available time for process improvements and training.
- A number of legislative initiatives which require that jurisdictions establish small, women-owned, and minority (SWAM) programs, including set-asides, have been proposed in the recent Virginia General Assembly sessions. It is anticipated they will again be proposed in the 2014 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.
- Procurement is responsible for ensuring compliance of the County's PCard and Delegated Purchasing programs.
- The County is in the middle of a 36-month implementation of a new Oracle-based, financial/human resources operating system (Enterprise Resource Planning - ERP). Staff resources must continue to be dedicated to this implementation which is negatively affecting current service levels and the development and implementation of future initiatives in all programs of the Department. The ongoing implementation of a new ERP system will require staff retraining and a review of all accounting, personnel and business processes.

##### **FY 2014 Major Work Plan Initiatives**

- Continue Vendor Outreach Programs.
  - Continue monthly Buyer/Seller Information Exchange.
  - Continue participation in local and regional small and minority vendor trade shows.
- Earn Achievement of Excellence in Procurement Award from the National Purchasing Institute.
- Analyze business processes in conjunction with the ERP consultants and reengineer on an ongoing basis until final implementation of all phases. Complete implementation of ERP (Oracle) as the County's financial system and human resources information system (HRIS).

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$995,297	\$1,024,837	\$1,083,121	\$1,136,324	\$1,230,852
Operations & Maintenance	53,325	36,456	47,360	79,064	96,627
<b>Total Expenditures</b>	<b>\$1,048,622</b>	<b>\$1,061,293</b>	<b>\$1,130,481</b>	<b>\$1,215,388</b>	<b>\$1,327,479</b>
<b>Revenues</b>					
Charges For Services	\$4	\$0	\$0	\$0	\$0
Miscellaneous Revenue	26,807	27,954	105,992	108,700	108,700
Other Financing Sources	0	181,028	189,821	195,249	198,001
<b>Total Revenues</b>	<b>\$26,811</b>	<b>\$208,982</b>	<b>\$295,813</b>	<b>\$303,949</b>	<b>\$306,701</b>
<b>Total Local Tax Funding</b>	<b>\$1,021,811</b>	<b>\$852,311</b>	<b>\$834,668</b>	<b>\$911,439</b>	<b>\$1,020,778</b>
<b>FTE Summary</b>	<b>12.28</b>	<b>12.03</b>	<b>12.03</b>	<b>12.03</b>	<b>12.03</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Management and Financial Services

### Procurement

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Provide continuous innovation and improvements in efficiency and effectiveness. Achieve and maintain benchmark standards for purchases by departments under delegated authority.</b>				
• Average monthly active contracts	437	465	540	540
• Average monthly value PCard spent	\$305,968	\$534,572	\$658,697	\$691,632
• Average number of active contracts per staff member/month	n/a	n/a	n/a	86
• Average number of weeks to process IFBs/RFPs	13	19	16	16
• External Customer Satisfaction Rating (out of 5.00)	4.70	4.50	4.70	4.70
• New Term Contracts	8	19	10	16
• Number of IFBs/RFPs Issued	83	60	60	65
• Percent of dollars spent using term contracts	83.00%	74.00%	80.00%	80.00%
• Percent of PCard spent vs. total spent <sup>2</sup>	0.03%	0.04%	0.05%	0.05%
• Percent of PO spent on active contracts	87.40%	94.00%	90.00%	90.00%
• Percent of Purchases by Departments via Delegated Authority	75.00%	72.00%	73.00%	73.00%
• Percentage of the value of Delegated Authority purchases compared to the total value of all purchases	10.00%	9.12%	15.00%	15.00%
• Total PO spent on active contracts	\$93,255,644	\$70,138,684	\$115,800,000	\$111,042,556

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

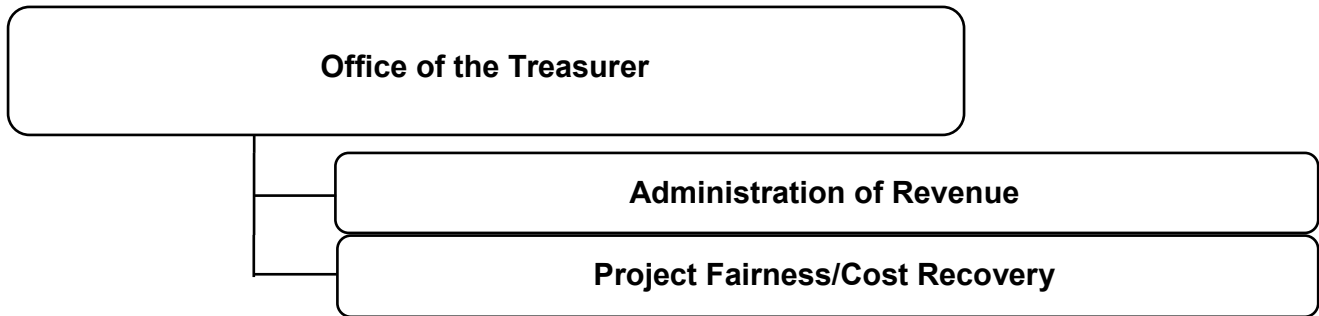
<sup>2</sup> Percent of PCard spent is low because the majority of purchase dollars spent is done via contracts that do not allow PCard payments at this time.



---

---

## Office of the Treasurer





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

---

## **Office of the Treasurer**

### **Mission Statement**

The Treasurer is a Constitutional Officer under the State's Constitution and the Code of Virginia. The Treasurer's Office is dedicated to serving the citizens of Loudoun County, both commercial and private, as well as the Board of Supervisors, and other government agencies. The services provided by the Treasurer's Office affect virtually every citizen in Loudoun County.

### **Description**

The main functions of the Treasurers' Office are collecting all real and personal property, business license and other taxes as specified by the State Code and the Codified Ordinances of Loudoun County; acting as primary depository for all County agencies; investing and safeguarding County funds; reconciliation of County funds; providing outstanding customer services to taxpayers and County and School staff; and ensuring vehicle registration compliance.

### **Budget Overview**

#### **FY 2014 Issues**

- As the population continues to increase, the Treasurer's Office faces the challenge of responding to taxpayer inquiries, either by phone, email, or in person, as well as handling more than 1.2 million transactions without increasing staff.
- The Treasurer's Office staff will be essential to the ongoing design, testing, and implementation of the new tax system. Considerable staff resources will be required to ensure design, testing and implementation of the system prior to its completion in FY 2014. This is in addition to the new countywide ERP system that is also putting demands on staff time.
- Real and personal property delinquency rates in Loudoun County are currently among the lowest in Northern Virginia. The Treasurer's Office continues to actively collect delinquent accounts in order to maintain these low rates throughout this challenging economic climate.
- With interest rates at their lowest in recent history, the Treasurer must continue to wisely invest County funds to obtain the highest yield with minimal risk while ensuring cash flow needs are met during the year.
- The Office will strive to continue to provide outstanding customer service to County citizens, as well as to County and School staff, with the increased workload caused by implementation of the new systems and increased County population.

#### **FY 2014 Major Work Plan Initiatives**

- Continue phased implementation of new tax system software in conjunction with the Commissioner of the Revenue and DIT. Phase One of the tax system is scheduled to be implemented July 2013. In conjunction with ERP this will place significant demands on staff.
- Continue to work with ERP designers to build efficient system interfaces between tax system software and ERP system.
- Design, test and implement new online payment portal for tax payments.
- Bill semi-annual real estate, semi-annual prorated personal property and annual business license taxes at least 30 days prior to the due date, although code mandates 14 business days.

#### **FY 2013 Major Achievements**

- Continue integration of new assessment system updates into tax system.
- Implement Court Fines Collection system.
- Implement billing of Metrorail Tax Districts.
- Implement Check21 processing through lockbox provider.
- Transition to upgraded transmission platform for ACH payment for County and Schools.
- Continue implementation of Laser Fiche Scanning for Treasurer's Office documentation.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**Office of the Treasurer**

<b>Departmental Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$2,822,047	\$2,942,825	\$3,119,556	\$3,287,878	\$3,423,427
Operations & Maintenance	727,549	714,749	779,281	875,837	1,026,302
Capital Outlay & Capital Acquisitions	7,779	0	0	28,277	20,596
<b>Total Expenditures</b>	<b>\$3,557,375</b>	<b>\$3,657,574</b>	<b>\$3,898,837</b>	<b>\$4,191,992</b>	<b>\$4,470,325</b>
<b>Revenues</b>					
General Property Taxes	\$532,938	\$521,405	\$716,817	\$500,000	\$250,827
Other Local Taxes	5,486,343	5,663,926	5,861,761	5,800,000	6,167,000
Fines & Forfeitures	122,664	118,285	117,367	100,000	100,000
Use Of Money & Property	2,282,877	1,777,766	1,727,051	1,100,000	1,100,000
Charges For Services	249,166	449,601	475,065	345,000	345,000
Miscellaneous Revenue	15,839	46,250	12,586	15,500	15,000
Recovered Costs	5,000	4,975	5,000	500	1,000
State Shared Expenses	344,805	313,568	294,660	295,166	325,171
<b>Total Revenues</b>	<b>\$9,039,632</b>	<b>\$8,895,776</b>	<b>\$9,210,307</b>	<b>\$8,156,166</b>	<b>\$8,303,998</b>
<b>Local Tax Funding</b>	<b>\$(5,482,257)</b>	<b>\$(5,238,202)</b>	<b>\$(5,311,470)</b>	<b>\$(3,964,174)</b>	<b>\$(3,833,673)</b>
<b>FTE Summary</b>	<b>42.00</b>	<b>43.00</b>	<b>43.00</b>	<b>43.00</b>	<b>44.00</b>

**FY 2014 Board Action**

The FY 2014 Adopted Fiscal Plan for the Treasurer's Office includes an increase of \$130,501 in local tax funding. Personnel expenditures increased \$75,919 in salaries and \$59,630 in fringe benefits primarily due to costs associated with 1.00 FTE transferred from Parks, Recreation, and Community Services for a Cash Audit position during FY 2013. Additionally for FY 2014, personnel expenditures reflect a merit based increase of 2% for employees. Operations & Maintenance expenditures increased \$133,622 for contractual services, \$1,746 for internal services, \$15,500 for communications, and \$2,672 for materials, supplies, and minor equipment. Decreases in Operations & Maintenance include \$3,075 in travel, while Capital Outlay had a \$7,681 decrease. Revenues increased by \$147,832 due to an expected increase of \$367,000 in motor vehicle licenses, \$30,005 in state shared expenses, and \$500 in recovered costs being offset by expected decreases in revenue of \$249,173 in personal property taxes resulting from a transfer to the Sheriff's Office for Project Fairness, as well as a decrease of \$500 in miscellaneous revenue.

**Budget History**

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

FY 2013 Mid-Year: The department received 1.00 FTE from Parks, Recreation, and Community Services for the Cash Auditor function.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Office of the Treasurer**

<b>Expenditures by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Administration of Revenue	\$3,493,844	\$3,593,847	\$3,836,634	\$4,114,666	\$4,392,641
Project Fairness/Cost Recovery	63,531	63,727	62,203	77,326	77,684
<b>Total Expenditures</b>	<b>\$3,557,375</b>	<b>\$3,657,574</b>	<b>\$3,898,837</b>	<b>\$4,191,992</b>	<b>\$4,470,325</b>

<b>Revenues by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Administration of Revenue	\$8,235,975	\$8,108,110	\$8,188,745	\$7,456,166	\$7,853,171
Project Fairness/Cost Recovery	803,657	787,666	1,021,562	700,000	450,827
<b>Total Revenues</b>	<b>\$9,039,632</b>	<b>\$8,895,776</b>	<b>\$9,210,307</b>	<b>\$8,156,166</b>	<b>\$8,303,998</b>

<b>Local Tax Funding by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Administration of Revenue	\$(4,742,131)	\$(4,514,263)	\$(4,352,111)	\$(3,341,500)	\$(3,460,530)
Project Fairness/Cost Recovery	(740,126)	(723,939)	(959,359)	(622,674)	(373,143)
<b>Total Local Tax Funding</b>	<b>\$(5,482,257)</b>	<b>\$(5,238,202)</b>	<b>\$(5,311,470)</b>	<b>\$(3,964,174)</b>	<b>\$(3,833,673)</b>

<b>Staffing Summary by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Administration of Revenue	41.10	42.10	42.10	42.10	43.10
Project Fairness/Cost Recovery	0.90	0.90	0.90	0.90	0.90
<b>Total FTE</b>	<b>42.00</b>	<b>43.00</b>	<b>43.00</b>	<b>43.00</b>	<b>44.00</b>





## Office of the Treasurer Administration of Revenue

### **Program Goal and Service 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 cash receipts for all County and School agencies. Critical services provided include preparation and mailing of tax bills; collection and processing of revenue; process payments received in person, online and via mail; issuance of County decals; accounting for all revenue from the various County agencies, departments, and programs; managing disbursement of all County and School funds; reconciling the County's bank accounts; researching and resolving outstanding checks before submission to the Commonwealth's Unclaimed Property; investing and safeguarding County funds; maintaining the County's primary banking relationship and associated services for both the County and the Schools.

### **Budget Overview**

#### **FY 2014 Issues**

- The Treasurer is tasked with finding new ways to continue to automate to meet the increase in taxpayer accounts. The Treasurer's Office continues to research new avenues of accepting payments from taxpayers, in addition to in person, online and over the phone.
- When changes in the State Tax Code and County Ordinances occur, the office educates the public and implements new processes and procedures to accommodate such changes.
- As the number of County residents increase, this division strives to continue to research and approve all tax refunds in a timely manner pursuant to the Code of Virginia.
- As the County and Schools continue to grow, the need for automated and electronic payment processing through credit cards will increase, thus increasing the number of bank and credit card reconciliations needed on a monthly basis.
- Manage cash flows to expenditures in a limited cash-flow environment, which must be accomplished with one designated staff member while many jurisdictions utilize far more personnel.

#### **FY 2014 Major Work Plan Initiatives**

- Provide outstanding customer service to County citizens, as well as County departments and staff, while managing an increased workload on office staff due to new system implementations and growth of the County.
- Implement a new tax/treasury system replacing the legacy system.
- Continue to maintain or decrease delinquency rate for personal and real property through all means allowable by State Code, such as DMV stops, liens and court judgments.
- Select a vendor and implement new bill printing process.
- Continue to reduce amount of checks submitted for Unclaimed Property by routine review of uncleared checks.
- Reconcile the County's 47+ bank statements and 37 merchant accounts within 60 days of month-end.
- Continue working with external brokers and banking community to achieve highest and safest investment returns in limited cash-flow environment.
- Implement Image Cash Letter to increase availability of funds and decrease costs associated with physical deposits.
- Maintain the County's primary investment objective of preserving capital and liquidity.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Office of the Treasurer**  
**Administration of Revenue**

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$2,764,504	\$2,885,140	\$3,059,861	\$3,224,265	\$3,359,456
Operations & Maintenance	721,561	708,707	776,773	862,124	1,012,589
Capital Outlay & Capital Acquisitions	7,779	0	0	28,277	20,596
<b>Total Expenditures</b>	<b>\$3,493,844</b>	<b>\$3,593,847</b>	<b>\$3,836,634</b>	<b>\$4,114,666</b>	<b>\$4,392,641</b>
<b>Revenues</b>					
Other Local Taxes	\$5,338,288	\$5,515,950	\$5,674,383	\$5,700,000	\$6,067,000
Use of Money & Property	2,282,877	1,777,766	1,727,051	1,100,000	1,100,000
Charges for Services	249,166	449,601	475,065	345,000	345,000
Miscellaneous Revenue	15,839	46,250	12,586	15,500	15,500
Recovered Costs	5,000	4,975	5,000	500	500
State Shared Expenses	344,805	313,568	294,660	295,166	325,171
<b>Total Revenues</b>	<b>\$8,235,975</b>	<b>\$8,108,110</b>	<b>\$8,188,745</b>	<b>\$7,456,166</b>	<b>\$7,853,171</b>
<b>Total Local Tax Funding</b>	<b>\$(4,742,131)</b>	<b>\$(4,514,263)</b>	<b>\$(4,352,111)</b>	<b>\$(3,341,500)</b>	<b>\$(3,460,530)</b>
<b>FTE Summary<sup>1</sup></b>	<b>41.10</b>	<b>42.10</b>	<b>42.10</b>	<b>42.10</b>	<b>43.10</b>

<sup>1</sup> FY 2013 Mid-Year: The department received 1.00 FTE from Parks, Recreation, and Community Services for the Cash Auditor function.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Office of the Treasurer**  
**Administration of Revenue**

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Research and process payment re-application or authorize refunds for real property, personal property and business.</b>				
• Number of accounting entries	31,627	29,460	32,300	29,000
• Number of tax refunds authorized	32,650	33,917	33,430	34,000
<b>Objective: Bill and collect semi-annual real estate, semi-annual prorated personal property, and annual business license taxes.</b>				
• Number of Accounts Levied (in thousands)	860.70	885.59	880.00	911.00
• Number of Tax Accounts Paid Online (in thousands)	345	378	380	380
• Number of Taxpayer Inquiries	80,554	89,246	90,000	92,700
• Number of Transactions Processed for the County (in thousands)	1,191	1,216	1,250	1,290
• Tax Value Collected Online in Dollars (in millions)	\$77.80	\$90.98	\$70.00	\$90.00
<b>Objective: Analyze and determine cash flows to ensure adequate funding is available to meet County's daily needs.</b>				
• Average percent of available funds maintained for liquidity	29.37%	27.03%	30.00%	30.00%
<b>Objective: Maintain 100% compliance with the County's Investment Policy. Meet and exceed established monthly benchmark in relation to the County's portfolio rate of return.</b>				
• Average dollar value of investment portfolio (in millions)	\$256.61	\$429.00	\$360.00	\$400.00
• Average rate of return	0.49%	0.41%	0.30%	0.25%
• Benchmark rate of return	0.13%	0.04%	0.10%	0.08%
<b>Objective: Monitor and verify all County disbursements and receipts. Reconcile the County's 47+ bank statements within 60 days of month end.</b>				
• Average number of quarterly bank transactions (in thousands)	n/a	280	350	300
• Percentage of bank reconciliations completed in 60 days	100%	100%	100%	100%



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Office of the Treasurer**  
**Project Fairness/Cost Recovery**

**Program Goal and Service Description**

The Project Fairness program is a joint effort between the Treasurer's Office and the Sheriff's Office with input from County residents. The Sheriff's Office issues citations on vehicles with expired, improper, or missing County decals. The Treasurer's Office administers the collection of issued citations and associated personal property taxes and collection fees. The Project Fairness program has collected over \$14.5 million in new revenue since its inception. Additional recurring annual revenue is received on these vehicles which continue to be taxed in future years.

**Budget Overview**

**FY 2014 Issues**

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

**FY 2014 Major Work Plan Initiatives**

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

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$57,543	\$57,685	\$59,695	\$63,613	\$63,971
Operations & Maintenance	5,988	6,042	2,508	13,713	13,713
<b>Total Expenditures</b>	<b>\$63,531</b>	<b>\$63,727</b>	<b>\$62,203</b>	<b>\$77,326</b>	<b>\$77,684</b>
<b>Revenues</b>					
General Property Taxes <sup>1</sup>	\$532,938	\$521,405	\$716,817	\$500,000	\$250,827
Other Local Taxes	148,055	147,976	187,378	100,000	100,000
Fines & Forfeitures	122,664	118,285	117,367	100,000	100,000
<b>Total Revenues</b>	<b>\$803,657</b>	<b>\$787,666</b>	<b>\$1,021,562</b>	<b>\$700,000</b>	<b>\$450,827</b>
<b>Total Local Tax Funding</b>	<b>\$(740,126)</b>	<b>\$(723,939)</b>	<b>\$(959,359)</b>	<b>\$(622,674)</b>	<b>\$(373,143)</b>
<b>FTE Summary</b>	<b>0.90</b>	<b>0.90</b>	<b>0.90</b>	<b>0.90</b>	<b>0.90</b>

<sup>1</sup> Revenue adjusted in FY 2013 and forward to reflect transfer of revenue to Sheriff for deputy expense associated with Project Fairness.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Office of the Treasurer**  
**Project Fairness/Cost Recovery**

<b>Program Objectives and Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014 Projected</b>
<b>Objective: Issue warning notices and notices of violations to vehicles with expired, improper or missing County decals.</b>				
• Number of new accounts established on discovered vehicles	10,270	13,110	11,000	11,730
• Number of violation notices issued	3,501	3,556	3,000	3,360
• Number of warning notices issued	11,682	15,665	14,500	14,310





## Public Safety and Judicial Administration

### **PUBLIC SAFETY AND JUDICIAL ADMINISTRATION SUMMARY.....Page 2 – 2**

.....  
**Animal Services..... Page 2 – 3**

.....  
**Clerk of the Circuit Court..... Page 2 – 13**

.....  
**Commonwealth's Attorney..... Page 2 – 19**

.....  
**Community Corrections..... Page 2 – 23**

.....  
**Courts..... Page 2 – 29**

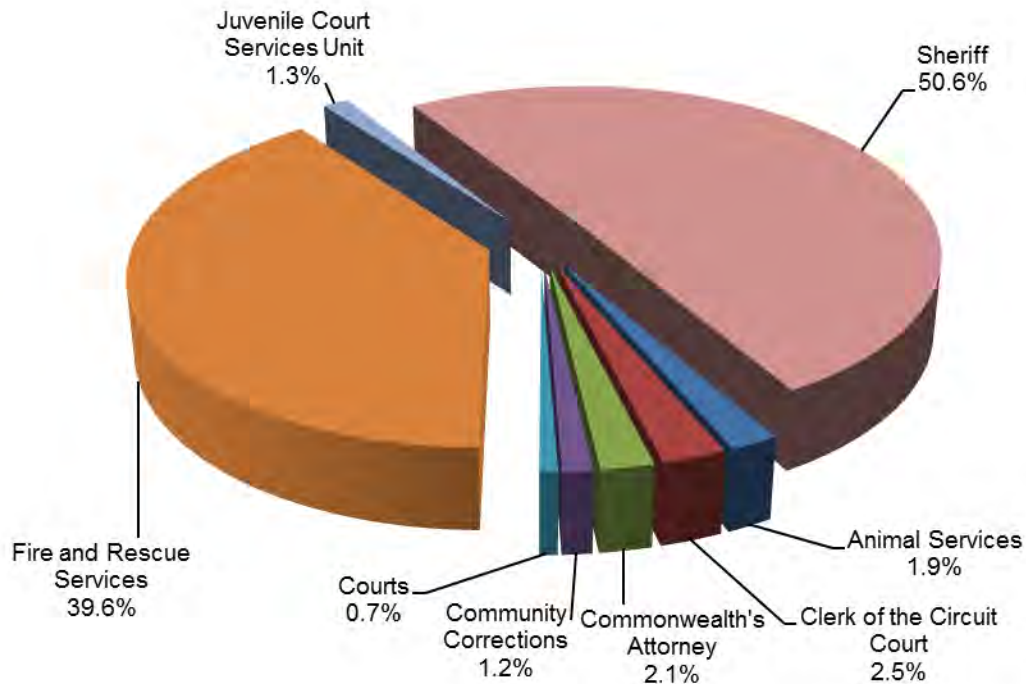
.....  
**Fire, Rescue and Emergency Services..... Page 2 – 41**

.....  
**Juvenile Court Service Unit..... Page 2 – 73**

.....  
**Sheriff's Office..... Page 2 – 79**



## PUBLIC SAFETY & JUDICIAL ADMINISTRATION FY 2014 ADOPTED EXPENDITURES



### Public Safety & Judicial Administration Historical Expenditures

<i>Public Safety &amp; Judicial Administration</i>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Animal Services	\$2,439,211	\$2,359,439	\$2,543,741	\$2,740,758	\$2,875,072
Clerk of the Circuit Court	3,211,272	3,290,453	3,370,448	3,761,289	3,799,647
Commonwealth's Attorney	3,038,993	3,028,760	3,021,498	3,224,578	3,147,148
Community Corrections	1,609,169	1,558,640	1,655,517	1,856,953	1,797,612
Courts	1,172,120	1,007,556	1,077,093	1,052,556	1,080,343
Fire and Rescue Services	52,683,269	52,813,672	53,752,001	56,725,069	59,810,116
Juvenile Court Services Unit	1,762,824	1,681,150	1,762,863	2,037,939	2,018,092
Sheriff's Office	66,689,888	68,222,635	72,252,448	73,020,921	76,390,474
<b>Total Public Safety &amp; Judicial Administration</b>	<b>\$132,606,746</b>	<b>\$133,962,305</b>	<b>\$139,435,609</b>	<b>\$144,420,063</b>	<b>\$150,918,504</b>

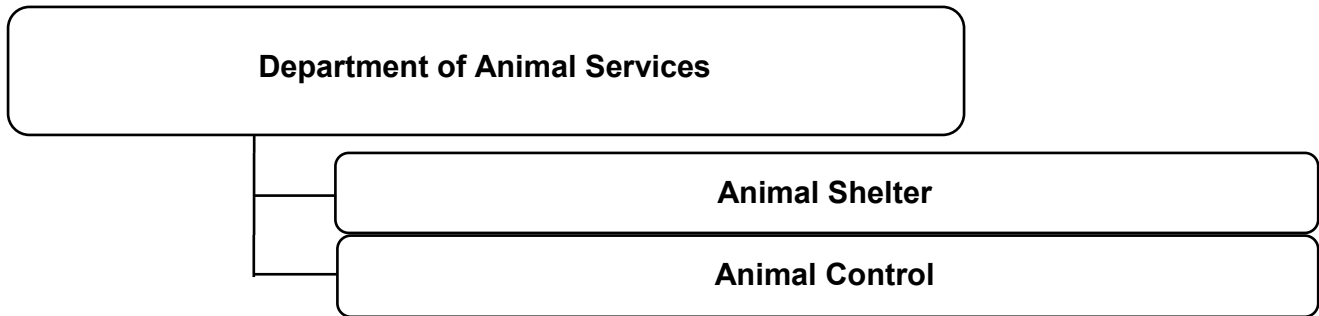




---

---

## Department of Animal Services





## Department of Animal Services

### Mission Statement

The Department of Animal Services is dedicated to serving the community with compassion, integrity and professionalism and committed to fostering the positive treatment of animals through an innovative and creative approach to animal sheltering, law enforcement, humane education and community outreach.

### Description

The Department of Animal Services is organized into two major program areas – Animal Shelter and Animal Control. The facility located in Waterford, Virginia serves as the County pound, in accordance with Code of Virginia § 3.2 6546(b), providing for the safe, humane and lawful care and treatment of companion animals, 365 days a year. The facility also serves as the headquarters for Animal Control operations, as set forth under Code of Virginia § 3.2, 6555, enforcing the Comprehensive Animal Laws of Virginia and local animal ordinances 24 hours a day, seven days a week. The Department is also engaged in community outreach efforts that support and promote adoptions and animal welfare; animal behavioral enrichment, adoption and surrender counseling; guidance on issues related to wildlife and agricultural animals; and operates a vital and supportive volunteer program.

### Budget Overview

#### **FY 2014 Issues**

- The Department is adversely impacted by animal control cases involving animals abused or improperly cared for by their owners/caretakers. Case history serves as a clear benchmark for gauging the organization's limited ability to provide the resources necessary (i.e., staffing, funding, space) to maintain proper levels of care and disease management.
- Calls for animal control services increased 8% to approximately 4,400 calls in FY 2012. If this trend continues, the Department's ability to meet target response times and provide effective enforcement could be adversely impacted.
- In FY 2012, the Department dealt with noticeable increases in dog bites, wildlife calls and stray/surrender pickups in the South Riding and Gum Spring areas of the County due to significant population growth and construction.
- The increase of seized animals due to inadequate care coupled with the intake of feral and stray cats/kittens has had a significant impact on shelter expenditures as costs for vaccinations, veterinary treatment and medications have increased approximately 20% since FY 2010.

#### **FY 2014 Major Work Plan Initiatives**

- Increase animal placements by enhancing programs such as animal enrichment, foster care, breed rescue and alternative placement opportunities, sterilization, and lost and found identification.
- Provide greater community outreach and educational services by creating stronger partnerships with local community organizations, public safety agencies and with state, regional and national animal services organizations.
- Promote programs and partnerships to improve efforts to reduce the unwanted pet population and the number of animals that come into the animal shelter.
- Create innovative and proactive programs designed to improve the customer experience, i.e., adoption programs, staff training, humane education, etc.
- Enhance department's capabilities in response to emergencies and disasters. Improved response capabilities will be obtained through participation in County sponsored emergency/disaster exercises and at least one practical exercise involving temporary or pet friendly sheltering per year.

#### **FY 2013 Major Achievements**

- Successfully enforced animal abandonment, cruelty and care of owner cases resulting in felony and misdemeanor convictions. One notable incident involved the seizure of ten dogs on the Dulles Greenway in September 2012 which resulted in ten misdemeanor convictions.
- Increased participation of volunteers in providing pet food donations to hundreds of Loudoun County companion animals through the Community Animal Resource Effort (CARE) program and the Holiday Coalition's Pet Pantry.
- Between March and November, successfully deployed the Mobile Adoption Vehicle, on a weekly basis, to eastern Loudoun to give residents greater access to adoptable shelter animals.
- Implemented new procedures for spay/neuter of adoptable animals that streamlined the adoption process, alleviated issues that occurred between adopter and the shelter's contract vet, and facilitated the adopters first veterinary experience with their new pet at the veterinary office of their choice.
- Created and implemented systems through automation enhancements that improved operational efficiencies within the Department.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Department of Animal Services

<b>Departmental Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,934,942	\$1,856,092	\$2,048,909	\$2,231,679	\$2,360,907
Operations & Maintenance	504,269	503,347	494,832	505,278	514,165
Capital Outlay & Capital Acquisitions	0	0	0	3,801	0
<b>Total Expenditures</b>	<b>\$2,439,211</b>	<b>\$2,359,439</b>	<b>\$2,543,741</b>	<b>\$2,740,758</b>	<b>\$2,875,072</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$300,752	\$382,385	\$374,277	\$371,923	\$371,923
Fines & Forfeitures	8,133	4,776	3,901	3,000	3,000
Use Of Money & Property	70	1,310	1,835	4,500	4,500
Charges For Services	64,700	68,739	65,289	100,400	92,700
Miscellaneous Revenue	2,052	2,901	11,547	0	0
Federal Categorical Aid	51,396	0	0	0	0
Other Financing Sources <sup>1</sup>	21,237	6,020	70,000	0	0
<b>Total Revenues</b>	<b>\$448,340</b>	<b>\$466,131</b>	<b>\$526,849</b>	<b>\$479,823</b>	<b>\$472,123</b>
<b>Local Tax Funding</b>	<b>\$1,990,871</b>	<b>\$1,893,308</b>	<b>\$2,016,892</b>	<b>\$2,260,935</b>	<b>\$2,402,949</b>
<b>FTE Summary</b>	<b>32.35</b>	<b>32.35</b>	<b>32.35</b>	<b>33.35</b>	<b>33.35</b>

### FY 2014 Board Action

The FY 2014 Adopted Fiscal Plan for the Department of Animal Services includes an increase of \$142,014 in local tax funding. Personnel expenditures increased \$129,228 which includes \$49,910 in salaries and \$9,927 in fringe benefits due to market adjustments totaling \$59,837, as well as a Board approved merit based increase of 2% for employees. Operations and maintenance increased \$8,887 for central services charges. Revenues decreased \$7,700 in adoption fees related to a projected restructuring of the adoption process.

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

### Budget History

FY 2013: The Board added 1.00 FTE for an Administrative Assistant position to the Animal Control Division.

<sup>1</sup> The revenue for Other Financing Sources in FY 2010-FY 2011 is a result of utilizing funding from the Animal Trust Fund for additional operating expenses. The \$70,000 in FY 2012 is comprised of \$53,000 from the Self Insurance fund to cover medical expenses incurred due to the seizure of 54 in August 2011 and \$17,000 from the Animal Trust Fund for spay/neuter expenses.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Department of Animal Services**

<b>Expenditures by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Animal Shelter	\$1,413,708	\$1,286,033	\$1,387,183	\$1,408,330	\$1,442,895
Animal Control	1,025,503	1,073,406	1,156,558	1,332,428	1,432,177
<b>Total Expenditures</b>	<b>\$2,439,211</b>	<b>\$2,359,439</b>	<b>\$2,543,741</b>	<b>\$2,740,758</b>	<b>\$2,875,072</b>

<b>Revenues by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Animal Shelter	\$115,809	\$56,398	\$115,531	\$79,700	\$72,000
Animal Control	332,531	409,733	411,318	400,123	400,123
<b>Total Revenues</b>	<b>\$448,340</b>	<b>\$466,131</b>	<b>\$526,849</b>	<b>\$479,823</b>	<b>\$472,123</b>

<b>Local Tax Funding by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Animal Shelter	\$1,297,899	\$1,229,635	\$1,271,652	\$1,328,630	\$1,370,895
Animal Control	692,972	663,673	745,240	932,305	1,032,054
<b>Total Local Tax Funding</b>	<b>\$1,990,871</b>	<b>\$1,893,308</b>	<b>\$2,016,892</b>	<b>\$2,260,935</b>	<b>\$2,402,949</b>

<b>Staffing Summary by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Animal Shelter	19.58	19.58	19.58	18.51	18.51
Animal Control	12.77	12.77	12.77	14.84	14.84
<b>Total FTE</b>	<b>32.35</b>	<b>32.35</b>	<b>32.35</b>	<b>33.35</b>	<b>33.35</b>



## Department of Animal Services Animal Shelter

### Program Goal and Service Description

The Code of Virginia § 3.2 6546(b) mandates that the governing body of each County shall maintain or cause to be maintained a pound in accordance with regulatory guidelines issued by the Department of Agriculture and Consumer Services. The animal shelter provides care and treatment for all unwanted, stray, abused, abandoned, and impounded companion and domestic animals, seven days a week, 365 days a year. As an open access facility, the shelter accepts all animals regardless of health, age or temperament, and facilitates placement through a variety of adoption and alternative placement programs. The shelter provides humane education programs for children and adults in coordination with schools, community groups and other organizational partners. The Volunteer Program promotes critical support to a variety of shelter programs and activities through specialized training and development of animal care volunteers.

### Budget Overview

#### **FY 2014 Issues**

- The Animal Shelter's aging facility coupled with space and housing limitations presents unique challenges for staff particularly in the areas of disease prevention, population management, and storage capacity.
- The Animal Shelter's location in Waterford continues to adversely impact accessibility for residents from Loudoun's most densely populated areas in the eastern and southern parts of the County.
- The Department's placement efforts through partnerships with rescues and other transfer organizations are increasingly limited as these releasing agencies are often at capacity limiting their ability to assist in receiving shelter pets.
- Intake of animals as a result of complex abandonment, cruelty, neglect and hoarding cases will continue to present financial, facility and care challenges for the shelter.
- In addition to a 20% increase in costs for veterinary care since FY 2010, increases in medicine, food supplies and other necessary facility and animal care products presents budgetary challenges that could impact the level of care the animal shelter provides.

#### **FY 2014 Major Work Plan Initiatives**

- Improve the customer experience by providing on-going resources and counseling for adopters to ensure successful, permanent placement of shelter pets.
- Streamline administrative processes and procedures through expanded development of automated programs, while also improving reporting and records management systems.
- To improve animal placements, enrichment, socialization, and the overall quality of life for shelter pets, the Department intends to expand the use of foster care providers, rescue and transfer partners and other state and national sheltering programs.
- Focus the behavioral assessment and enrichment program to better serve the needs of the shelter's diverse animal population to include long term care for high volume intake cases, animals with behavioral or temperament challenges, and medically compromised animals.
- Provide education and community resources to improve pet identification and concentrate efforts to reunite animals with their owners to reduce the number of stray animals in shelter care.
- Focus humane education efforts within Loudoun communities that promote departmental services, safe animal interactions, and address current animal welfare issues and concerns.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Department of Animal Services**  
**Animal Shelter**

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,095,353	\$984,944	\$1,063,440	\$1,137,239	\$1,172,908
Operations & Maintenance	318,355	301,089	323,743	271,091	269,987
<b>Total Expenditures</b>	<b>\$1,413,708</b>	<b>\$1,286,033</b>	<b>\$1,387,183</b>	<b>\$1,408,330</b>	<b>\$1,442,895</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$(40)	\$0	\$0	\$0	\$0
Use Of Money & Property	70	1,310	1,835	4,500	4,500
Charges For Services	52,331	52,187	49,149	75,200	67,500
Miscellaneous Revenue	2,052	2,901	11,547	0	0
Federal Categorical Aid	51,396	0	0	0	0
Other Financing Sources	10,000	0	53,000	0	0
<b>Total Revenues</b>	<b>\$115,809</b>	<b>\$56,398</b>	<b>\$115,531</b>	<b>\$79,700</b>	<b>\$72,000</b>
<b>Total Local Tax Funding</b>	<b>\$1,297,899</b>	<b>\$1,229,635</b>	<b>\$1,271,652</b>	<b>\$1,328,630</b>	<b>\$1,370,895</b>
<b>FTE Summary</b>	<b>19.58</b>	<b>19.58</b>	<b>19.58</b>	<b>18.51</b>	<b>18.51</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Department of Animal Services**  
**Animal Shelter**

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Increase presence in community through social media, online, and outreach activities.</b>				
• Number of outreach activities to promote animal welfare	65	79	62	65
• Number of participants that attend outreach activities	n/a	n/a	2,500	3,000
• Number of social media contacts	n/a	n/a	1,200	1,800
• Number of visits to website	442,208	453,599	480,000	475,000
<b>Objective: Increase the level of volunteer support to the department through appropriate training, assignment and active participation of volunteers.</b>				
• Total number of volunteer hours	2,896	4,721	3,500	3,600
• Value of volunteer hours <sup>2,3</sup>	\$58,643	\$23,902	\$73,500	\$79,100
<b>Objective: Increase the percentage of animal placements.</b>				
• Percentage of companion animals adopted/transferred	36%	32%	35%	37%
• Percentage of lost companion animals returned to owner <sup>4</sup>	43%	41%	42%	42%
• Total intake number of companion animals	2,797	2,387	2,700	2,650
<b>Objective: Strive for 100% of respondents who "Agree" or "Strongly Agree" with their overall satisfaction with the department.</b>				
• Number of adopter surveys received	240	150	250	200
• Percentage of surveys responding "Agree" or "Strongly Agree"	100%	99%	100%	98%

<sup>1</sup> Measures with n/a were new for the fiscal year in which numerical data begins.

<sup>2</sup> Value of volunteer hours is based on the Independent Sector value of a volunteer hour for the state of Virginia. Hourly rate for FY 2011 and FY 2012 was \$20.25; FY 2013 and FY 2014 is \$22.60

<sup>3</sup> FY 2012 actual of \$95,608 reflects the increase in the number of volunteer hours due to the large seizure of 54 dogs in August of 2011.

<sup>4</sup> Return to owner measure is based on the number of stray intakes.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Department of Animal Services Animal Control

### Program Goal and Service Description

The Animal Control Division is responsible for providing for the health, safety and welfare of the citizens and animals in Loudoun County through the enforcement of both state and local animal laws as mandated by the Code of Virginia § 3.2 6555. Animal Control Officers protect the public's health and safety from sick, injured, rabid or dangerous animals and assure the welfare of animals by promoting and providing for their safe, humane and lawful treatment. Animal Control provides assistance to law enforcement, fire and rescue and other public safety agencies; investigates and resolves reports of animal cruelty, neglect and abandonment; and participates in educational programs at local schools, community groups, and county wide events on various animal related topics.

### Budget Overview

#### FY 2014 Issues

- Service demand increases will continue to have a profound impact on animal control response. From FY 2011 to FY 2012, dog bites increased approximately 16%, wildlife calls increased approximately 5%, and total number of calls increased by 8%.
- The response to cases involving cruelty, neglect, or abandonment is increasing in severity, often requiring extensive investigation, collection of evidence, interviewing of witnesses and intensive case preparation for court. Recent cruelty cases proved to be very challenging given the severity of the crimes often resulting in misdemeanor and felony charges.
- Loudoun County continues to have one of the highest numbers of rabies exposures in the state. Loudoun County ranked third highest in the state for calendar year 2011 with 26 laboratory-confirmed cases of animal rabies.
- Residential and commercial development continues to be a key factor causing an increase in animal related calls, not just for service, but also for information and guidance. Call volume to the department's communications center has averaged over 20,000 calls since FY 2010.

#### FY 2014 Major Work Plan Initiatives

- Focus public educational efforts in the field and through the Department's communication center. Public education in the areas of animal welfare, animal laws and regulations, and animal related issues directly affecting the local community have proven to be effective in enhancing public awareness and reducing the number of calls requiring officer response.
- Focus Animal Control community outreach programs on key animal related concerns such as, contact with wildlife, dog bite prevention, emergency animal preparedness, and animal cruelty awareness.
- Upgrade technology resources to help streamline operations and create greater capabilities to better serve the public.
- Streamline dispatch operations to improve call taking response, dispatch effectiveness, and reporting efficiency.
- Promote greater participation between local, regional and state public safety agencies and organizations that have a shared interest and concerns regarding animal related care and welfare enforcement.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$839,589	\$871,148	\$985,469	\$1,094,440	\$1,187,999
Operations & Maintenance	185,914	202,258	171,089	234,187	244,178
Capital Outlay & Capital Acquisitions	0	0	0	3,801	0
<b>Total Expenditures</b>	<b>\$1,025,503</b>	<b>\$1,073,406</b>	<b>\$1,156,558</b>	<b>\$1,332,428</b>	<b>\$1,432,177</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$300,792	\$382,385	\$374,277	\$371,923	\$371,923
Fines & Forfeitures	8,133	4,776	3,901	3,000	3,000
Charges For Services	12,369	16,552	16,140	25,200	25,200
Other Financing Sources	11,237	6,020	17,000	0	0
<b>Total Revenues</b>	<b>\$332,531</b>	<b>\$409,733</b>	<b>\$411,318</b>	<b>\$400,123</b>	<b>\$400,123</b>
<b>Total Local Tax Funding<sup>1</sup></b>	<b>\$692,972</b>	<b>\$663,673</b>	<b>\$745,240</b>	<b>\$932,305</b>	<b>\$1,032,054</b>
<b>FTE Summary</b>	<b>12.77</b>	<b>12.77</b>	<b>12.77</b>	<b>14.84</b>	<b>14.84</b>

<sup>1</sup> The FY 2014 Adopted Fiscal Plan for the Animal Control Division includes an increase of \$99,749 in local tax funding primarily attributable to increases in personnel which includes market adjustments for animal control officers and a merit based increase of 2% for employees.





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Department of Animal Services

### Animal Control

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: To improve citizen compliance through the enforcement of state and local laws.</b>				
• Number of calls dispatched to Animal Control Officers	4,069	4,396	4,155	4,360
• Number of cases resolved outside of court	3,899	4,200	3,855	4,160
• Number of complaints requiring more than one response by an ACO	n/a	1,390	1,430	1,475
• Percentage of successful court dispositions	61%	71%	75%	70%
• Total number of court cases	158	196	245	258
<b>Objective: Maintain a response time of 30 minutes for emergency and urgent calls.</b>				
• Average response time for calls after 9 PM (minutes) Target Response=45 minutes	n/a	61	41	45
• Average response time for emergency calls, persons in danger (minutes) Target Response=30 minutes	n/a	28	26	26
• Average response time for non-current calls (minutes) <sup>2</sup> Target Response=420 minutes	n/a	320	720	720
• Average response time for urgent calls, animals in danger (minutes) Target Response= 30 minutes	n/a	26	30	27
• Total number of animal control complaints received	n/a	4,396	4,155	4,360
• Total number of calls after 9 PM	n/a	114	165	144
• Total number of emergency/ urgent calls	n/a	923	825	867
• Total number of routine calls <sup>2</sup>	n/a	1,322	3,330	3,160
<b>Objective: Improve effectiveness of call taking services by resolving more animal calls through education.</b>				
• Number of wildlife calls received	2,840	3,015	3,700	3,800
• Percentage of domestic animal calls resolved through education.	n/a	17%	25%	32%
• Percentage of wildlife calls resolved through education	n/a	73%	75%	75%
• Total number of calls for service/assistance	22,290	20,568	24,150	22,345
• Total number of domestic animal calls	n/a	15,237	15,240	15,250

<sup>1</sup> Measures with n/a were new for the fiscal year in which numerical data begins.

<sup>2</sup> Routine calls do not require an immediate response from ACOs as they are considered non-urgent and administrative in nature.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Department of Animal Services**  
**Animal Control**

<b>Program Objectives and Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014 Projected</b>
<b>Objective: Increase number of citizens and animal served through the Community Animal Resource Effort (CARE) Program.</b>				
• Number of animals served by CARE	1,190	1,139	1,500	2,100
• Number of animals spayed/neutered through CARE	45	21	30	25
• Number of citizens receiving food and/or CARE supplies	567	527	550	575
<b>Objective: Increase the percentage of dogs licensed in Loudoun County.</b>				
• Number of dog license notices issued	27,158	32,037	30,000	32,000
• Number of dogs licensed by Animal Control Officers	160	247	225	250
• Number of new and renewed dog licenses sold	22,875	21,709	22,000	23,000
• Percentage of dogs licensed in Loudoun County	39%	44%	40%	44%



---

---

## Clerk of the Circuit Court

Clerk of the Circuit Court

Clerk of the Circuit Court



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

---

## **Clerk of the Circuit Court**

### **Mission Statement**

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

### **Description**

The Clerk of the Circuit Court performs multiple services for patrons. The Code of Virginia provides more than 800 statutory duties and responsibilities that the Clerk of the Circuit Court is responsible to perform, many of which are very complex and legally sophisticated. In addition, many of the duties that are performed by the Clerk's Offices in Virginia are divided among various government agencies in other states. To accomplish all of the statutory duties, the Clerk's Office is organized into nine (9) functional divisions:

**Recording** – This division is responsible for recordation of deeds, docketing judgments, issuing marriage licenses, accepting filing of fictitious business name applications; administering notary public authorization; recordation of military discharge papers; public research assistance; and managing daily mail for the Clerk's Office and court. The Recording Division has the responsibility for maintaining all records pertaining to deeds, mortgages, plats, judgments and other various land records.

**Probate** – This division adjudicates the probate of wills and estates; administers the appointment of guardians/fiduciaries; prepares legal documents; assist citizens with probate process; and issues legal directives on probate/guardian cases. The Probate Division is located at 114 Edwards Ferry Road, approximately one block from the Courts Complex.

**Criminal**—This division provides for the case management of all felony and misdemeanor appeal criminal cases, records management, judicial support, collection of fines and costs, administers fines and costs payment program and provides public research assistance. The Criminal Division is responsible for transmitting conviction and sentencing information to multiple state and county public safety and criminal justice agencies.

**Civil** – This division is responsible for the case management of civil cases, records management, judicial support, administration of court order processing, receipting statutory filing fees, issuance of subpoenas, processing concealed handgun permits and providing public research assistance. The Civil Division is responsible for the administration of the offsite records center in the Cardinal Park industrial center where the majority of court files are retained. The Civil Division also manages a wide variety of cases, many of which are complex in nature and include, but are not limited to, adoptions, divorces, child custody, land disputes, contract disputes, judgments, name changes and parental visitation cases.

**Judicial Services** – This division assists judges in court proceedings; prepares all criminal court orders including sentencing, conviction and transportation orders; prepares notice of fines and costs obligation to the criminal defendant; administers oaths; processes evidence and exhibits.

**Jury Management** – This division assembles qualified juror pools; issues jury summonses; manages juror scheduling for trial; assists judges with jury trials; administers juror services and juror payments; records management of jury reports; administers jury trials and grand jury. The Jury Management Division is responsible for managing the annual juror questionnaire program which includes issuing 40,000 juror questionnaires each year and administering the juror qualification process.

**Archives** – This division provides for the management of historic records collections; administers preservation of records and State grant programs; provides public research assistance; and administers public education programs.

**Administration** – This division manages office operations, budget and finance, payroll, human resources, information technology administration, purchasing, records management of election ballots, freedom of information responses; administers oaths to elected officials and appointees; and manages criminal restitution payments to victims of crime.

**Law Library** – This division is responsible for managing legal research resources in the law library; and providing public research assistance to *pro se* litigants.



## Clerk of the Circuit Court

### Budget Overview

#### **FY 2014 Issues**

- The integration of newly digitized civil court cases will continue until all active civil court cases have been digitized. A substantial investment of staff time in this conversion process is necessary to ensure success with the integration process.
- The continued need for records storage space and the simultaneous challenge of funding staffing resources to digitize over 50,000 court files will require innovative management.
- A steady increase in the number of *pro se* litigants in Loudoun County is expected to continue which will require a substantial investment of staff time and resources to assist these individuals who do not retain legal counsel. The Civil division, Criminal division and the Law Library will require more resources to assist these customers.
- The increase in caseload currently experienced by the Commonwealth's Attorney will impact the volume of work for the Clerk's Office as the County remains a target for gang related crimes, property crimes and retail theft.
- The Circuit Court Clerk's Office continues to experience substantial increases in civil caseload related to an increase in the number of concealed handgun permit applications, divorce cases, child custody/visitation cases and garnishment of wages cases. Based on FY 2013 data, concealed handgun permits issued is projected to increase by 67% from FY 2012; divorce decrees are projected to increase by 52% and garnishments are projected to increase by 25%.

#### **FY 2014 Major Work Plan Initiatives**

- Expand the E-Recording system for the recordation of deeds. Streamline deed recordation processes by expanding the number of E-Recording clients to national banks and mortgage companies to increase the number of E-Recordings to 75% of daily recordation workload.
- Evaluate the E-filing pilot project set to start in March 2013 which will establish an E-filing system for civil court cases in Loudoun County.
- Identify court records for conversion to digital images and integrate those images into an online management and retrieval system to improve the retention of court records and improve the access to court records for the judges, attorneys and customers.
- Scan final court orders and provide those digital images electronically to attorneys and defendants in lieu of paper copies to reduce the use of postage and paper.
- Continue expanding the number of criminal and civil court cases that are digitized and integrated to enhance efficiencies and streamline the case management functions of criminal and civil court cases.
- Expand on "paperless" courtroom approach by having one circuit courtroom proceeding without paper court files and using digital court files and records exclusively.
- Continue review of providing information to *pro se* litigants by using a team of attorneys and clerk's office staff to review forms, guides and brochures to reduce the burden of *pro se* litigants on the Clerk's Office and the Circuit Court.
- Work in partnership with the Capital Projects team to plan the relocation of clerk's office staff and operations to the proposed new courts expansion building and begin informing customers of plans for relocation.
- Provide interactive maps and directions with an enhanced wayfinding system to help citizens locate the proper court or government agency to help them conduct business with the County more efficiently.
- Launch remote access to court files to local attorneys to reduce visits to the Courts Complex; and provide more efficient court services.

#### **FY 2013 Major Achievements**

- Successfully implemented an expanded E-Recording system for the recordation of deeds and land records that permits financial institutions, law firms, banks and other businesses to electronically submit legal documents and accept electronic forms of payment for taxes and fees.
- Continued partnership with the Library of Virginia to provide free access to historic court records through the Library's website and linking our historic records to this website.
- Successfully secured more state funding for technology enhancements and programs in the Clerk's Office (E-Recording, Digital Docket System, Digital Court Files and Digital Historic Records); reducing the local tax funding for technology projects.
- Improved wayfinding in current courts facility by using improved signage, the website and an electronic wayfinding system which better assisted clients and citizens with locating the transactions counter within the Clerk's Office.
- Successfully completed the conversion of paper criminal court files to digital images for all pending and active criminal court cases and commenced the digital conversion process for the pending civil court files.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

### Clerk of the Circuit Court

<b>Departmental Financial Summary<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$2,981,739	\$3,045,835	\$3,117,297	\$3,467,411	\$3,490,454
Operations & Maintenance	229,533	243,679	253,151	268,878	284,193
Capital Outlay & Capital Acquisitions	0	939	0	25,000	25,000
<b>Total Expenditures</b>	<b>\$3,211,272</b>	<b>\$3,290,453</b>	<b>\$3,370,448</b>	<b>\$3,761,289</b>	<b>\$3,799,647</b>
<b>Revenues</b>					
Other Local Taxes	\$7,320,637	\$7,832,258	\$8,880,674	\$8,588,470	\$10,645,307
Permits Privilege Fees & Reg Licenses	35,008	43,053	22,611	155,000	155,000
Charges For Services	895,482	814,076	886,208	920,000	1,067,000
State Non-categorical Aid	1,969,328	1,962,607	1,977,392	2,327,900	2,121,000
State Shared Expenses	995,296	1,174,607	926,179	880,882	1,082,704
State Categorical Aid	11,712	10,983	0	0	0
Other Financing Sources <sup>2</sup>	0	487,153	0	0	0
<b>Total Revenues</b>	<b>\$11,227,463</b>	<b>\$12,324,737</b>	<b>\$12,693,064</b>	<b>\$12,872,252</b>	<b>\$15,071,011</b>
<b>Local Tax Funding</b>	<b>\$(8,016,191)</b>	<b>\$(9,034,284)</b>	<b>\$(9,322,616)</b>	<b>\$(9,110,963)</b>	<b>\$(11,271,364)</b>
<b>FTE Summary</b>	<b>43.53</b>	<b>43.00</b>	<b>43.00</b>	<b>43.00</b>	<b>44.00</b>

#### FY 2014 Board Action

The FY 2014 Adopted Fiscal Plan for the Clerk of the Circuit Court includes a decrease of \$2,160,401 in local tax funding. Personnel expenditures increased due to the Board's addition of \$71,425 and 1.00 FTE for an Archival Records Specialist. The total cost of the enhancement is offset by \$71,425 in anticipated grant funding resulting in no local tax funding impact. The increase of \$23,043 in personnel is offset by a decrease of \$17,490 in fringe benefits. For FY 2014, personnel expenditures reflect a merit based increase of 2% for employees. Operations and maintenance reflects an increase of \$15,315 in central services charges. Revenues increased by \$2,198,759 due to projected increases in recordation taxes and excess of court officers, as well as increased funding from the Virginia State Compensation Board.

#### Budget History

FY 2011: The Board reduced 0.53 FTE for a jury management position in the Jury Management division.

<sup>1</sup> Revenue and expenditures related to the Clerk's Technology Trust Fund are also reflected in the State/Federal Grant Fund found in the Other Funds section. This fund was established during FY 2011 to record revenues which restrict expenditures for specified purposes.

<sup>2</sup> The FY 2011 entry in Other Financing Sources for the Clerk of Circuit Court is an accounting entry for prior period adjustments recording the local match for grants for FY 2010 and earlier.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Clerk of the Circuit Court

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Review, process and transmit court orders in civil court cases to counsel, litigants and other appropriate local and state government agencies.</b>				
• Number of civil court orders processed	9,966	8,710	10,000	9,300
<b>Objective: Provide public access and inspection of criminal and civil court files and properly retain all court files requested.</b>				
• Number of court files provided for public inspection	7,327	8,221	7,665	8,000
<b>Objective: Preparation, processing, issuance and transmission of criminal conviction/sentencing orders, dismissal orders and legal notice of fines, costs and restitution payments to counsel, litigants, public safety agencies and other appropriate local and state agencies.</b>				
• Number of criminal orders/notices prepared and disseminated	6,835	7,327	9,000	9,500
<b>Objective: Review complaints for divorce, receive and retain all court filings in divorce cases, assist judges with divorce proceedings, issue legal notices and copies of court orders to counsel, litigants, child enforcement agencies and other appropriate county and state agencies.</b>				
• Number of concluded and processed divorce cases	652	834	800	800
<b>Objective: Ensure a sufficient pool of jurors is provided for criminal and civil jury trials as required by the Code of Virginia. Issue requisite number of jury questionnaires to provide adequate numbers of jurors.</b>				
• Number of Jury Questionnaires issued	45,000	45,000	45,000	40,000
<b>Objective: Review application for business name to ensure compliance with law and properly record fictitious business filing.</b>				
• Number of fictitious business name applications filed	1,110	1,296	1,255	1,310
<b>Objective: Review the filing of all deed recordings to ensure compliance with law, collect the appropriate amount of state and county taxes for the transactions and properly record the deeds among the land records for public inspection.</b>				
• Number of deed and deed of trust recordings <sup>1</sup>	65,745	68,036	87,380	89,906
<b>Objective: Review the filing of garnishment petitions, establish hearing dates, process and issue legal garnishment notices, collect garnishment payments from employees and disburse garnishment collections to appropriate parties.</b>				
• Number of garnishment cases/collections administered	413	542	450	420
<b>Objective: Review marriage license application to ensure compliance with law, administer oaths to bride and groom and legally issue marriage license.</b>				
• Number of marriage licenses issued	1,798	1,906	2,075	1,975

<sup>1</sup> FY 2013 and FY 2014 projections are based on year-to-date actuals which are significantly higher than prior year data during the same period.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Clerk of the Circuit Court**

<b>Program Objectives and Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014 Projected</b>
<b>Objective: Probate all wills and estates as required annually by the Code of Virginia.</b>				
• Number of Wills Probated	499	635	615	585
• Probate Documents Indexed/Scanned <sup>1</sup>	4,831	4,525	4,800	9,300
<b>Objective: Annually issue Concealed Handgun Permits within 45 days per the Code of Virginia.</b>				
• Number of Concealed Handgun Permits issued	1,406	1,953	2,986	2,852

---

<sup>1</sup> The Clerk's office currently scans and indexes current, daily probate records. The FY 2014 projected increase represents the older probate records that will now be scanned and indexed as well.





---

---

## Commonwealth's Attorney

Commonwealth's Attorney

Commonwealth's Attorney



## Commonwealth's Attorney

### Mission Statement

The mission of the Commonwealth's Attorney Office is to investigate and prosecute felony, misdemeanor, traffic and juvenile cases presented by law enforcement officers including the Virginia State Police, the Loudoun County Sheriff's Office, the Leesburg, Middleburg and Purcellville Police Departments, the Metropolitan Washington Airport Authority Police Department, Federal Law Enforcement agencies and certain County departments; and to ensure victim and witness cooperation in prosecution, increase witness safety, and reduce levels of trauma often associated with criminal cases through the Victim Witness program. There are over 300 statutory duties and responsibilities of the Commonwealth's Attorney as prescribed in the Code of Virginia.

### Description

As legal counsel for the Commonwealth of Virginia, the duties of the office are mandated by the Code of Virginia. An "on-duty" prosecutor is available to respond to legal inquiries from law enforcement officers and magistrates during regular business hours and an "on-call" prosecutor is available 24 hours to handle any law enforcement emergencies or other situations requiring immediate attention. The attorneys are also available to work with law enforcement agencies and provide legal advice as required to facilitate investigations in specific complex cases. The Office focuses particular attention on addressing gang activity and has prosecutors assigned as liaisons to the gang investigation unit and the Northern Virginia Regional Gang Task Force to better coordinate regional efforts with neighboring Northern Virginia jurisdictions. One full-time and one part-time prosecutor are specifically assigned to concentrate efforts on domestic violence cases and are involved in developing training programs for local law enforcement agencies as well as assisting in the coordination of a county wide multi-agency response through the Domestic Violence Steering Committee and the Domestic Abuse Response Team (DART). A unique aspect of the Office is its proximity to the National Capital, as well as a major international airport. As such, coordinating efforts with Federal law enforcement agencies and the U.S. Attorney's office is essential. To this end, attorneys are at times cross designated as Special Assistant United States Attorneys (SAUSAs) and are able to prosecute cases in the Federal Courts if necessary. Additionally, an Assistant United States Attorney (AUSA) has been appointed as a volunteer Assistant Commonwealth's Attorney for Loudoun.

The Victim Witness program provides crisis intervention by advising victims of their rights and notifying them of the services the program and State provide. These services include an explanation of the court process, introductions to the courtroom environment, a liaison within the criminal justice system, courtroom accompaniment, witness preparation, claims filing with the Criminal Injuries Compensation Fund, supportive services referrals, victim impact statement preparation, restitution assistance, and safety planning. The program takes an active role in educating the public on issues related to domestic and sexual violence. This program also serves as liaison to the County's Domestic Abuse Response Team (DART), the Child Protective Committee and the Child Advocacy Center (CAC).

### Budget Overview

#### **FY 2014 Issues**

- Residential and commercial development has made the County an increased target for criminal activity and gang related crimes in the recent past. A struggling economic climate often gives rise to increases in property crimes and retail theft. This can also be an indicator of additional family stresses which have the tendency to result in increased domestic matters, both civil and criminal.
- The Victim Witness program continues to manage large case volumes. Crimes against persons, including but not limited to child abuse, sexual assault, domestic violence, homicide and identity theft, involve specialized resources and services.

#### **FY 2014 Major Work Plan Initiatives**

- Develop cases with regional gang prosecutors through coordinated efforts of local Gang Intelligence Units.
- Continue to coordinate efforts with local agencies, the Domestic Violence Steering Committee and DART to focus efforts on Domestic Violence prosecutions.
- Streamline organizational structure, liaison assignments and training initiatives in coordination with refocused areas of new law enforcement administration initiatives.
- Continue to expand use of the Check Enforcement Program to aide local businesses with loss and recovery.
- Increase efforts related to criminal asset forfeitures
- Expand community outreach through additional electronic communication and notification efforts.

#### **FY 2013 Major Achievements**

- Maximized volunteer labor efforts through internships with regional law students. The number of volunteer hours in the office has negated the need for full time legal assistants or paralegals to date.
- Continued to develop law enforcement training programs, keeping officers updated on current legal issues, evidence collection and updates to the Code of Virginia.
- Contract for collection of delinquent Court fines and costs with the Office of the Treasurer was extended due to successful efforts and county revenues that were greater than initial estimates.
- Maintained core service levels without increasing staffing and keeping operational spending flat.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Commonwealth's Attorney

<b>Departmental Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$2,903,627	\$2,902,428	\$2,869,358	\$3,081,680	\$3,014,250
Operations & Maintenance	135,366	126,332	152,140	142,898	132,898
<b>Total Expenditures</b>	<b>\$3,038,993</b>	<b>\$3,028,760</b>	<b>\$3,021,498</b>	<b>\$3,224,578</b>	<b>\$3,147,148</b>
<b>Revenues</b>					
Charges For Services	\$3,511	\$6,026	\$11,221	\$0	\$0
State Shared Expenses	771,848	786,470	747,817	753,332	833,230
State Categorical Aid	40,000	37,134	39,254	40,000	40,000
Federal Categorical Aid	58,885	57,850	28,854	0	0
Other Financing Sources <sup>1</sup>	0	546,062	99,115	0	0
<b>Total Revenues</b>	<b>\$874,244</b>	<b>\$1,433,542</b>	<b>\$926,261</b>	<b>\$793,332</b>	<b>\$873,230</b>
<b>Local Tax Funding</b>	<b>\$2,164,749</b>	<b>\$1,595,218</b>	<b>\$2,095,237</b>	<b>\$2,431,246</b>	<b>\$2,273,918</b>
<b>FTE Summary</b>	<b>34.00</b>	<b>33.00</b>	<b>33.00</b>	<b>33.00</b>	<b>33.00</b>

### FY 2014 Board Action

The FY 2014 Adopted Fiscal Plan for the Commonwealth's Attorney includes a decrease in local tax funding of \$157,328. Personnel expenditures decreased by \$15,132 in salaries and \$52,298 in fringe benefits due to turnover of senior level employees and employee health care elections. For FY 2014, personnel expenditures reflect a merit based increase of 2% for employees. Operations & Maintenance expenditures decreased by \$10,000 due to a reduction of \$2,926 in internal services and \$7,074 in communications. Revenue increased \$79,898 due to an expected increase in Compensation Board funding from the State.

### Budget History

FY 2010 Mid-Year: The Board transferred 1.00 FTE for an administrative support position from the Victim Witness Program to the Treasurer for the collection of court fines.

<sup>1</sup> The FY 2011 entry in Other Financing Sources for the Commonwealth's Attorney is an accounting entry for prior period adjustments recording the local match for grants for FY 2010 and earlier.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

## Commonwealth's Attorney

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: To prosecute criminal cases, review criminal investigations, and render legal opinions and advice, all within the guidelines of the State Supreme Court.</b>				
• Forfeiture action initiated	107	84	100	100
• Number of Jury Trials	50	39	50	50
• Probation violation hearings	365	409	335	335
<b>Objective: Provide support, guidance and information regarding the criminal justice system to victims and witnesses of crimes.</b>				
• Local brochures distributed	6,507	6,500	6,500	6,500
• Number of Criminal Injuries Compensation Fund claims	98	100	100	100
• Number of referrals to LAWS and other agencies	2,020	2,000	2,000	2,000
• Number of victims impact statements issued	282	237	260	260
• Number of victims provided services	4,020	4,000	4,000	4,000
• Percent of Victims/Witnesses provided with services	96%	100%	95%	95%
• Reports of violent crimes against women	1,000	1,000	1,000	1,000



---

---

## Community Corrections

**Community Corrections**

**Community Corrections**



## Community Corrections

### Mission Statement

The mission of the Community Corrections Program is to promote public safety by providing quality pretrial and probation services to the Loudoun Judiciary.

### Description

The Community Corrections Program provides pretrial and post-trial services for the Loudoun Courts by supervising defendants and offenders for whom Loudoun County is responsible. The Pretrial Division utilizes pretrial officers to conduct pre-adjudication investigations, make recommendations to the Courts concerning defendants' suitability for supervised release and supervises those placed with the program by the Courts. The Post Trial Division utilizes probation officers to complete pre-sentence investigation reports ordered by the Courts and to supervise offenders placed on probation for which Loudoun County is responsible. The Post trial Division consists of standard probation and domestic violence services. The Domestic Violence Program is a multi-agency County response to domestic violence involving services for the victims and offenders.

### Budget Overview

#### **FY 2014 Issues**

- The growth in the number of defendants and offenders placed in the pretrial and local probation programs has generally kept pace with overall County population growth trends and subsequently increases staff workload.
- The ability to provide services for the growing number of non-native English speaking defendants and offenders remains an issue. Community Corrections currently has four officers who are fluent in Spanish, the most prevalent non-English language; however, there are defendants and offenders who speak other languages and need accommodation as well.
- Due to recent turnover, at least 20% of the department's staff will be new requiring intensive training and greater dependence on written protocols.
- Recent security issues at the Community Corrections building require improvements in office safety and security in order to protect staff and property.

#### **FY 2014 Major Work Plan Initiatives**

- Implement a supervision fee to offset the increasing cost of drug testing offenders.
- Enhance the use of GPS & Secure Continuous Remote Alcohol Monitoring (SCRAM) for Pretrial and Probation to insure that the general and special conditions are being adhered to. These services will be especially useful in domestic violence cases.

#### **FY 2013 Major Achievements**

- Managed an average daily caseload of 170 pretrial defendants in the community; 85% of the defendants placed on community supervision completed the program successfully.
- Investigated 1,200 incarcerated pretrial defendants and submitted bond reports on each to the court.
- Managed an average daily caseload of 825 offenders on probation, of which 85% successfully completed the program.
- Offenders completed 24,000 hours of community service, paid \$130,000 in restitution to the victims of their crimes and paid \$225,000 in fines and Court costs.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Community Corrections

<b>Departmental Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,481,331	\$1,440,170	\$1,564,911	\$1,716,965	\$1,658,232
Operations & Maintenance	127,838	118,470	90,606	139,988	139,380
<b>Total Expenditures</b>	<b>\$1,609,169</b>	<b>\$1,558,640</b>	<b>\$1,655,517</b>	<b>\$1,856,953</b>	<b>\$1,797,612</b>
<b>Revenues</b>					
Charges For Services	\$0	\$19,500	\$7,216	\$32,000	\$32,000
Recovered Costs	17,800	15,681	51,989	54,000	54,000
State Categorical Aid	626,345	622,437	596,603	631,773	631,773
Federal Categorical Aid	77,788	51,696	0	0	0
Other Financing Sources <sup>1</sup>	0	26,044	0	0	0
<b>Total Revenues</b>	<b>\$721,933</b>	<b>\$735,358</b>	<b>\$655,808</b>	<b>\$717,773</b>	<b>\$717,773</b>
<b>Local Tax Funding</b>	<b>\$887,236</b>	<b>\$823,282</b>	<b>\$999,709</b>	<b>\$1,139,180</b>	<b>\$1,079,839</b>
<b>FTE Summary</b>	<b>20.86</b>	<b>20.86</b>	<b>21.86</b>	<b>20.86</b>	<b>19.86</b>

### FY 2014 Board Action

The FY 2014 Adopted Fiscal Plan for Community Corrections includes a decrease of \$59,341 in local tax funding. Expenditures decreased in personnel due to the Board's reduction of \$77,617 and 1.00 FTE for a position associated with the Drug Court Program. For FY 2014, personnel expenditures reflect a merit based increase of 2% for employees. Operations & Maintenance expenditures decreased by \$608 due to central services charges.

### Budget History

FY 2011: The Board eliminated 1.00 FTE for a customer service position.

FY 2012: The Board added 1.00 FTE for an Administrative Assistant for the Victim Impact Panel program.

FY 2013: The Board eliminated 1.00 FTE for a Drug Court Probation Officer as part of the Adult Drug Court Program which was eliminated.

<sup>1</sup> The FY 2011 entry in Other Financing Sources for Community Corrections is an accounting entry for prior period adjustments recording the local match for grants for FY 2010 and earlier.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Community Corrections

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Provide an array of alternatives to detention to reduce space issues in the Adult Detention Center.</b>				
• Local Probation: Number of jail beds saved daily	78	85	85	85
• Local Probation: Value of jail beds saved daily <sup>2</sup>	\$13,563	\$14,087	\$15,750	\$15,750
• Pretrial: Number of jail beds saved daily	62	65	70	70
• Pretrial: Value of jail beds saved daily <sup>2</sup>	\$10,850	\$12,293	\$13,650	\$13,650
<b>Objective: Assist the Courts in making bond decisions by interviewing, evaluating and investigating incarcerated pretrial defendants to provide verified information on each pre-bond report.</b>				
• Number of pretrial defendants interviewed, evaluated and investigated	1,119	1,075	1,200	1,200
<b>Objective: Provide an alternative to detention through community service work.</b>				
• Number of Community Service hours worked	22,945	21,461	24,000	24,000
• Value of Community Service hours worked <sup>3</sup>	\$137,670	\$128,766	\$144,000	\$150,000
<b>Objective: Promote public safety and increase accountability by supervising persons who have been charged with and/or convicted of domestic assault and related offenses.</b>				
• Local Probation: Percentage of DV offenders successfully completing probation	n/a	79%	75%	75%
• Local Probation: Average daily number DV cases under supervision	n/a	175	200	210
• Local Probation: New DV cases opened	n/a	133	150	175
• Pretrial: Percentage of DV defendants successfully completing	n/a	79%	80%	80%
• Pretrial: Average daily number of DV cases under supervision	n/a	28	35	35
• Pretrial: New DV cases opened	n/a	45	55	60
<b>Objective: Promote public safety and serve the Loudoun Judiciary by enforcing all general and special conditions of pretrial and probation and supervising all defendants and offenders referred by the Courts.</b>				
• Local Probation: Percentage of offenders successfully	84%	83%	85%	85%
• Local Probation: Average daily number under supervision	780	805	825	900
• Local Probation: New cases opened	2,011	1,889	1,750	2,000
• Pretrial: Percentage of defendants successfully completing supervision	85%	86%	85%	85%
• Pretrial: Average daily number under supervision	112	170	175	180
• Pretrial: New cases opened	599	573	600	630

<sup>1</sup> Measures with n/a were new for the year in which numerical data begins.

<sup>2</sup> The value of jail beds is based on the average annual cost per the Loudoun County Sheriff's Office.

<sup>3</sup> The value of Community Service hours is based on a rate of \$6.00 per hour as granted by the Loudoun County Circuit Court. Beginning in calendar year 2013, the court raised the hourly rate to \$6.25 which is reflected in the FY 2014 projection.





Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

## Community Corrections

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Compensate victims of crimes by collecting Court costs and restitution from offenders.</b>				
• Value of fines and costs collected from offenders	\$238,000	\$211,175	\$225,000	\$240,000
• Value of restitution collected from offenders	\$92,000	\$128,989	\$130,000	\$130,000

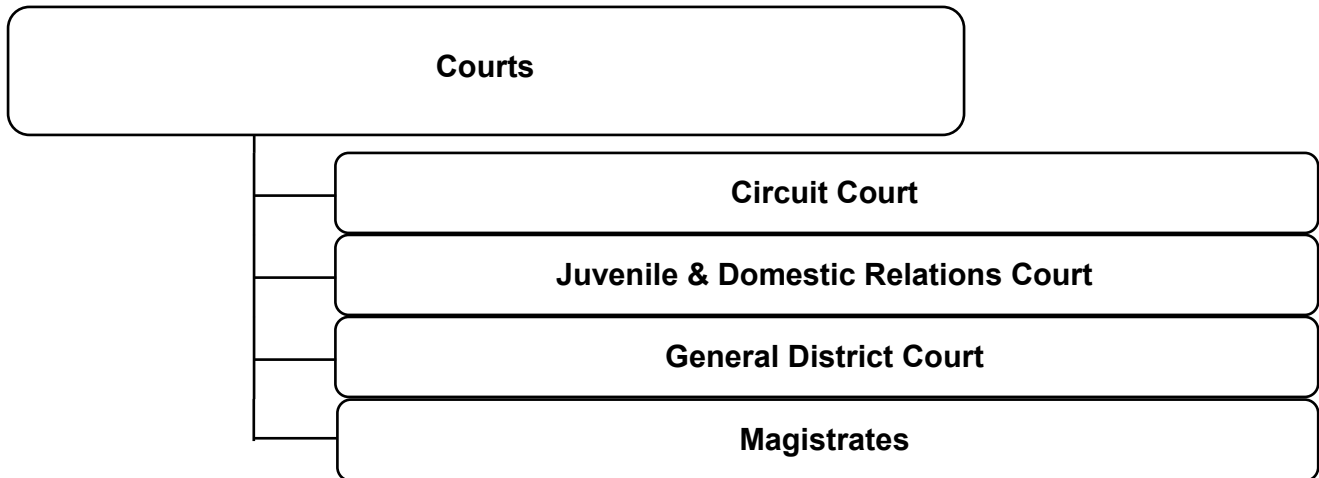




---

---

## Courts





## **Loudoun County Government FY 2014 Adopted Fiscal Plan**

---

### **Courts**

#### **Mission Statement**

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

#### **Description**

The court system in Loudoun County is composed of the Circuit, Juvenile and Domestic Relations, General District Courts, and the Magistrates. The Circuit Court, the only trial court of record in the County, is the court of original and appellate jurisdiction and has three sitting judges. The Circuit Court is the only court exercising general jurisdiction over all matters both criminal and civil, including appeals from the district courts. The Juvenile and Domestic Relations (JDR) District Court provides the citizens of the community access to the legal system to resolve domestic disputes and adjudicate delinquent offenses, as well as provide youth and families with the services needed to rehabilitate and to protect the community. The General District Court Clerk's Office works as a team member with judges, law enforcement agencies, the Commonwealth Attorney's Office, attorneys and the public in an effort to provide accurate records and information and the issuance of legal documents in a timely manner. The Magistrate's Office is the point of entry for the court system. The Magistrates provide 24 hour service to the public, law enforcement, and other agencies that need access to the Court. The Magistrates issue warrants of arrest, conduct bail bond hearings, commit offenders to jail and release prisoners from jail.

#### **Budget Overview**

##### **FY 2014 Issues**

- Court caseloads and community demand for services continue to increase with population growth.
- Providing services to clients for whom English is a second or nonexistent language places pressure on the Court system.

##### **FY 2014 Major Work Plan Initiatives**

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

##### **FY 2013 Major Achievements**

- Delivered requested cases and managed dockets to the Courts in a timely and efficient manner.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

### Courts

<b>Departmental Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$671,871	\$663,053	\$777,671	\$725,855	\$731,208
Operations & Maintenance	500,249	344,503	299,422	326,701	349,135
<b>Total Expenditures</b>	<b>\$1,172,120</b>	<b>\$1,007,556</b>	<b>\$1,077,093</b>	<b>\$1,052,556</b>	<b>\$1,080,343</b>
<b>Revenues</b>					
Recovered Costs	\$36,543	\$27,782	\$26,177	\$20,768	\$20,768
Federal Categorical Aid	155,996	61,017	11,117	0	0
<b>Total Revenues</b>	<b>\$192,539</b>	<b>\$88,799</b>	<b>\$37,294</b>	<b>\$20,768</b>	<b>\$20,768</b>
<b>Local Tax Funding</b>	<b>\$979,581</b>	<b>\$918,757</b>	<b>\$1,039,799</b>	<b>\$1,031,788</b>	<b>\$1,059,575</b>
<b>FTE Summary</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>

#### **FY 2014 Board Action**

The FY 2014 Adopted Fiscal Plan for the Courts includes an increase in local tax funding of \$27,787. For FY 2014, personnel expenditures increased \$5,353 which reflects an increase of \$7,445 in salaries offset by a \$2,092 decrease in fringe benefits. Personnel expenditures also reflect a merit based increase of 2% for employees. Operations & Maintenance expenditures increased \$22,434 due to a \$2,443 increase in internal services and \$19,991 increase in materials, supplies, and minor equipment which is to be used for books and subscription services in the Circuit Court.

#### **Budget History**

FY 2010: The Board eliminated 1.00 FTE for an Attorney position.

FY 2012: The Board added 1.00 FTE for one County Attorney position in the Circuit Court Division.

FY 2013: The Board eliminated 1.00 FTE for the Drug Court Coordinator position.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Courts**

<b>Expenditures by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Circuit Court	\$853,699	\$718,575	\$783,870	\$688,406	\$716,193
Juvenile & Domestic Relations Court	65,114	60,778	60,945	78,923	78,923
General District Court	121,645	97,606	100,556	134,950	134,950
Magistrates	131,662	130,597	131,722	150,277	150,277
<b>Total Expenditures</b>	<b>\$1,172,120</b>	<b>\$1,007,556</b>	<b>\$1,077,093</b>	<b>\$1,052,556</b>	<b>\$1,080,343</b>

<b>Revenues by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Circuit Court	\$155,996	\$61,017	\$11,117	\$0	\$0
General District Court	36,543	27,782	26,177	20,768	20,768
<b>Total Revenues</b>	<b>\$192,539</b>	<b>\$88,799</b>	<b>\$37,294</b>	<b>\$20,768</b>	<b>\$20,768</b>

<b>Local Tax Funding by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Circuit Court	\$697,703	\$657,558	\$772,753	\$688,406	\$716,193
Juvenile & Domestic Relations Court	65,114	60,778	60,945	78,923	78,923
General District Court	85,102	69,824	74,379	114,182	114,182
Magistrates	131,662	130,597	131,722	150,277	150,277
<b>Total Local Tax Funding</b>	<b>\$979,581</b>	<b>\$918,757</b>	<b>\$1,039,799</b>	<b>\$1,031,788</b>	<b>\$1,059,575</b>

<b>Staffing Summary by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Circuit Court	6.00	6.00	7.00	6.00	6.00
<b>Total FTE</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Courts Circuit Court

### Program Goal and Service Description

The Circuit Court has original and general jurisdiction of most civil cases; all cases, civil or criminal, in which an appeal may be made to the Supreme Court of Virginia; and of all indictments for felonies and of presentments, information and indictments for misdemeanors. The Circuit Court has appellate jurisdiction of all cases, civil and criminal, in which an appeal, or writ of error may be taken from or to the judgment or proceedings of any inferior tribunal. Jury trials are conducted in the Circuit Court. The Circuit Court is charged with the supervision of fiduciaries, the jury selection process, hearing administrative appeals, conducting medical malpractice panels, participating in annexation hearings, hearing election contests, and lawyer discipline. Overall responsibility for the oversight of the court facilities rests with the Circuit Court. Appointments to the Board of Equalization, Board of Zoning Appeals, and Electoral Boards are made by the Circuit Court. The Circuit Court also processes appointments of marriage celebrants, name changes, and applications for concealed weapons. The six administrative support positions for the Circuit Court are provided by the County. The Circuit Court Judges are elected by the Virginia General Assembly to preside over and administer the laws of the Commonwealth to the citizens of Loudoun County.

### Budget Overview

#### **FY 2014 Issues**

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

#### **FY 2014 Major Work Plan Initiatives**

- Continue to provide the same judicious, prompt, and efficient handling of all cases in light of the increased number of cases and increased complexity.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$549,387	\$542,005	\$656,623	\$605,256	\$610,609
Operations & Maintenance	304,312	176,570	127,247	83,150	105,584
<b>Total Expenditures</b>	<b>\$853,699</b>	<b>\$718,575</b>	<b>\$783,870</b>	<b>\$688,406</b>	<b>\$716,193</b>
<b>Revenues</b>					
Federal Categorical Aid	\$155,996	\$61,017	\$11,117	\$0	\$0
<b>Total Revenues</b>	<b>\$155,996</b>	<b>\$61,017</b>	<b>\$11,117</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding<sup>1</sup></b>	<b>\$697,703</b>	<b>\$657,558</b>	<b>\$772,753</b>	<b>\$688,406</b>	<b>\$716,193</b>
<b>FTE Summary</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>

<sup>1</sup> The FY 2013 Adopted Fiscal Plan for the Circuit Court included a decrease in local tax funding of \$66,980, which is primarily attributable to the elimination of the Adult Drug Treatment Court program by the Board of Supervisors of 1.00 FTE.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Courts**  
**Circuit Court**

<b>Program Objectives and Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014 Projected</b>
<b>Objective: Maintain judicious, prompt, and efficient handling of cases by concluding all civil and criminal cases in a judicious, prompt, and efficient manner.</b>				
• Number of commenced civil cases	3,850	3,570	4,300	4,200
• Number of commenced criminal cases	1,907	1,851	2,587	2,587





Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Courts

### Juvenile & Domestic Relations Court

#### Program Goal and Service Description

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

#### Budget Overview

##### **FY 2014 Issues**

- The Juvenile & Domestic Relations Court continues to experience increased service demand for both juvenile and specifically domestic violence cases.
- Providing services to clients for whom English is a second or nonexistent language is increasing. As the County's population becomes more diverse, additional resources will need to be utilized in the future to translate automated phone system messaging, forms, signage, and web site information.

##### **FY 2014 Major Work Plan Initiatives**

- Address need for additional support for the Court's second full-time judge, as the current state provided support is not sufficient.
- Address increased need for Spanish and other language interpreters/translators and forms.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Operations & Maintenance	\$65,114	\$60,778	\$60,945	\$78,923	\$78,923
<b>Total Expenditures</b>	<b>\$65,114</b>	<b>\$60,778</b>	<b>\$60,945</b>	<b>\$78,923</b>	<b>\$78,923</b>
 <b>Total Local Tax Funding</b>	 <b>\$65,114</b>	 <b>\$60,778</b>	 <b>\$60,945</b>	 <b>\$78,923</b>	 <b>\$78,923</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Courts**

**Juvenile & Domestic Relations Court**

<b>Program Objectives and Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014 Projected</b>
<b>Objective: Provide equitable access for juveniles and families in the judicial system for Loudoun County residents.</b>				
• Number of Juvenile & Domestic Relations hearings	20,413	19,532	20,453	20,453
• Number of new Domestic Relations cases	3,841	3,613	3,890	3,890
• Number of new Juvenile cases	4,492	4,171	4,124	4,124
• Number of spouse abuse cases	932	828	846	846



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Courts**  
**General District Court**

**Program Goal and Service Description**

General District Courts are courts of limited jurisdiction. In addition to limited civil controversies designated by statute, the General District Court has jurisdiction to hear and decide civil cases where the amount of the controversy does not exceed \$25,000. These court cases include criminal, civil, traffic and mental health hearings, arrests, community relations, community service programs, court dates, and general information in regard to each of these types of cases. Additionally, the General District Court processes all paperwork filed for service, courtroom paperwork, updates and issues many court processes required by law. Support staff is provided by the State. The staff of the General District Court is employed by the State, while the County funds the office's operating expenses.

**Budget Overview**

**FY 2014 Issues**

- The population has increased in Loudoun County and in surrounding areas which affects the volume of cases filed in the General District Court, including traffic cases, criminal cases and civil cases.
- Due to the changes in the statute, the civil jurisdictional limit has increased from \$15,000 to \$25,000 for Warrant in Debts and unlimited amount on Unlawful Detainers. As a result of this change, there will be a significant increase in the number of filings.
- The public continues to request information from the Court on a daily basis.
- Misdemeanor crimes of a criminal or traffic nature result in considerable paperwork to be filed for each General District Court case.
- The Court provided translators for the non-native English speaking public in court proceedings will continue to rise requiring additional resources to complete casework.

**FY 2014 Major Work Plan Initiatives**

- Continue to meet the increasing needs of services and handle more complex cases with current staff.
- Use qualified/certified language interpreters for non-English speaking individuals for court hearings by using services over the phone and in person.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Operations & Maintenance	\$121,645	\$97,606	\$100,556	\$134,950	\$134,950
<b>Total Expenditures</b>	<b>\$121,645</b>	<b>\$97,606</b>	<b>\$100,556</b>	<b>\$134,950</b>	<b>\$134,950</b>
<b>Revenues</b>					
Recovered Costs	\$36,543	\$27,782	\$26,177	\$20,768	\$20,768
<b>Total Revenues</b>	<b>\$36,543</b>	<b>\$27,782</b>	<b>\$26,177</b>	<b>\$20,768</b>	<b>\$20,768</b>
<b>Total Local Tax Funding</b>	<b>\$85,102</b>	<b>\$69,824</b>	<b>\$74,379</b>	<b>\$114,182</b>	<b>\$114,182</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Courts**  
**General District Court**

<b>Program Objectives and Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014 Projected</b>
<b>Objective: Ensure court cases are resolved promptly and efficiently by processing all court cases filed by attorneys, police agencies and the public.</b>				
• Number of civil cases concluded	16,050	19,498	16,000	20,235
• Number of criminal cases concluded	8,263	8,144	9,250	9,300
• Number of defendant's request for an Interpreter	2,636	1,612	2,636	2,200
• Number of traffic cases concluded	58,590	60,866	66,450	67,150
<b>Objective: Provide information and assist the public with questions by phone and in person.</b>				
• Number of information packets distributed	136,125	133,486	136,500	137,000
• Number of questions answered by phone calls per deputy clerk	80,000	87,337	87,000	88,010
• Number of questions answered in person per deputy clerk	86,200	86,994	88,000	88,100



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Courts Magistrates

### Program Goal and Service Description

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

### Budget Overview

#### **FY 2014 Issues**

- Statewide reforms in the Magistrate System enacted in 2008 have resulted in continuous staff turnover in many jurisdictions; however, Loudoun County has thus far been able to maintain its same experienced staff.
- Loudoun County continues to have the lowest ratio of magistrates to population of any locality in Virginia and continues to average the third most processes issued per magistrate in Virginia.
- The Magistrate's Office is staffed by six full-time magistrates and the Chief Magistrate, who also cover Fauquier and Rappahannock Counties as needed. Periodically magistrates from Fauquier County are required to work in the Loudoun office to cover workload.
- As video conferencing is becoming widely utilized, this increase in activity will require additional resources.
- Staffing shortages coupled with population growth and staffing increases in the Sheriff's Office and other law enforcement agencies add tremendous workload to the Magistrates' Office.

#### **FY 2014 Major Work Plan Initiatives**

- Secure staffing from the Commonwealth of Virginia as the office is still short one position based on population. It is challenging to cover for medical, personal, and vacation leave. During staffing shortages, the Chief Magistrate has to cover the front line while other managerial duties are neglected or delayed.
- Continue to maintain the current level of service provided by the Magistrates Office.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$122,484	\$121,048	\$121,048	\$120,599	\$120,599
Operations & Maintenance	9,178	9,549	10,674	29,678	29,678
<b>Total Expenditures</b>	<b>\$131,662</b>	<b>\$130,597</b>	<b>\$131,722</b>	<b>\$150,277</b>	<b>\$150,277</b>
 <b>Total Local Tax Funding</b>	 <b>\$131,662</b>	 <b>\$130,597</b>	 <b>\$131,722</b>	 <b>\$150,277</b>	 <b>\$150,277</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Courts**  
**Magistrates**

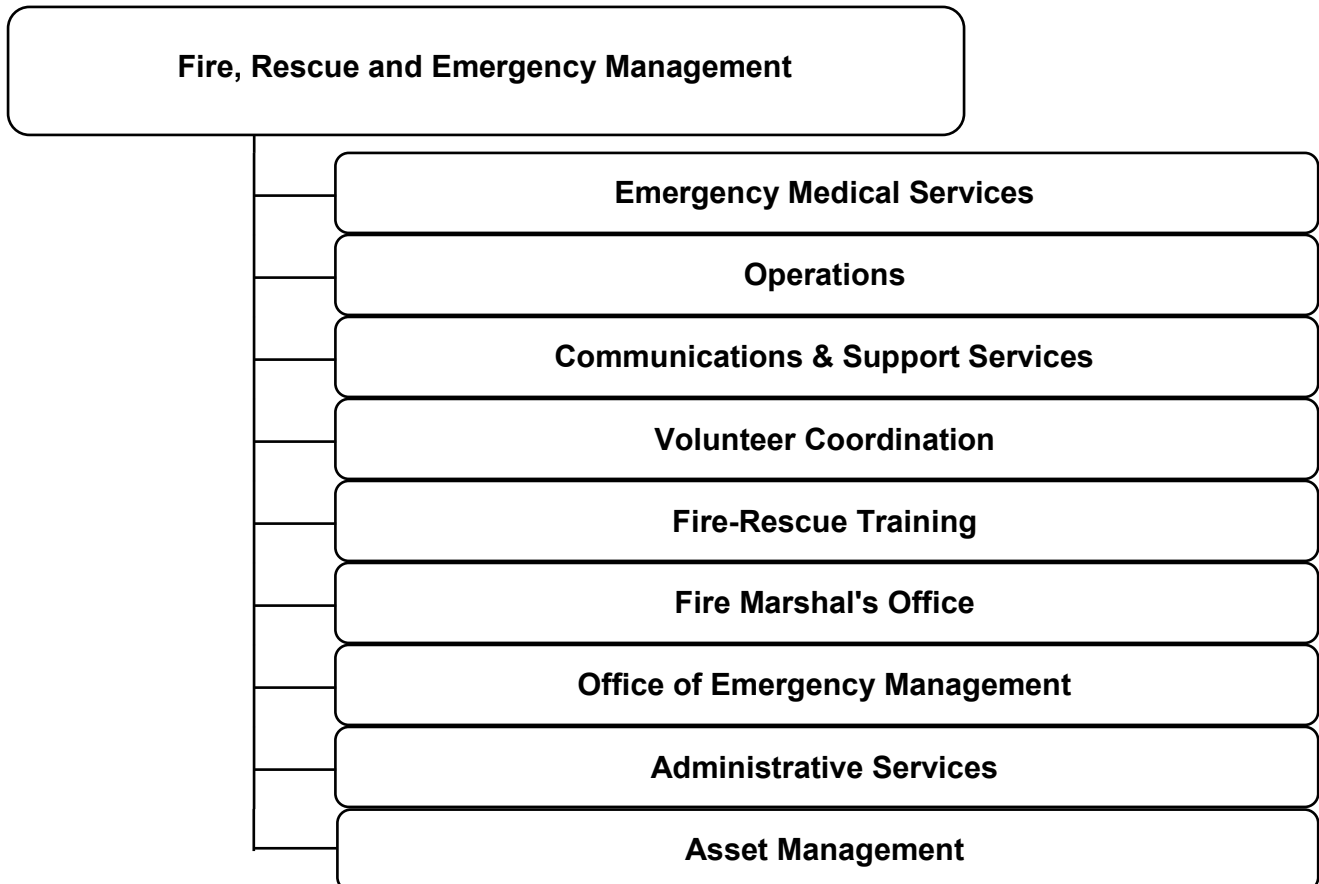
Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Provide judicial services and accomplish statutory responsibilities on a twenty-four hours per day, 365 days per year basis.</b>				
• Duty hours	10,223	10,698	11,900	11,900
• Processes administered per Magistrate	3,654	4,636	4,453	4,453
• Processes issued	21,926	23,181	26,720	26,720
• Processes issued per duty hours per Magistrate	2.14	2.16	2.24	2.24



---

---

## Fire, Rescue and Emergency Management





---

## Fire, Rescue and Emergency Management

### Mission Statement

The Loudoun County Department of Fire, Rescue, and Emergency Management is dedicated to the well-being of citizens, visitors and system members. The Department provides essential emergency and non-emergency programs using teamwork, integrity, professionalism and service as its core values.

### Description

The Department of Fire, Rescue and Emergency Management is organized into nine programs: Emergency Medical Services; Operations; Emergency Communications; Volunteer Coordination; Fire Rescue Training; Fire Marshal's Office; Office of Emergency Management; Administrative Services; and Asset Management. The Department delivers operational Fire and EMS call response services from 18 strategically located stations, provides administrative support for the County's 17 volunteer fire companies and the Fire and Rescue Commission as well as maintaining the County's emergency communications and emergency operations centers. All fire prevention and life safety education as well as code related fire safety inspections for existing business and production occupancies, multifamily and commercial occupancies are conducted by the Department. Additional responsibilities of the Department include the investigation of fires, explosions and hazardous materials incidents. The Department also coordinates the County emergency management and all related hazards disaster services as well as special events planning.

### Budget Overview

#### **FY 2014 Issues**

- Growth in commercial and residential construction continues to facilitate a need for additional apparatus, stations, training and personnel.
- As demands for emergency medical services increase, so will the demand for additional advanced life support providers as well as additional career and volunteer training needed to maintain current system service delivery standards.
- Rapid energy fires, combined with lightweight construction, necessitate a greater reliance on built in fire suppression systems and aerial firefighting apparatus. Due to modern construction, rapid suppression is needed to extinguish fires prior to flashover as well as to avert building collapse, which is paramount to achieving firefighter as well as civilian safety.
- Planning for mitigation of natural and manmade disasters, pandemic medical emergencies and prospective acts of terrorism, remain a key focus of the department. Responsible and collaborative emergency management regional planning efforts continue to ensure safe and successful special events coordination with sponsors and agencies.

#### **FY 2014 Major Work Plan Initiatives**

- Implement changes as recommended by the Board's Government reform Commission. This could include updating the Board's Adopted Fire, Rescue and Emergency Management Service Plan, and the Department's strategic plan, which links the combined fire and rescue system service plan and the budgetary process, and provides measurable goals for program development and implementation.
- Implement recommendations from the EMS consultant study as directed by the Board of Supervisors.
- Maintain and provide upgrades for the respiratory protection program mandated by State and Federal regulations for the use, maintenance, and testing of self-contained breathing apparatus for the combined fire and rescue system.
- Conduct basic and advanced fire and rescue training classes and programs, to include career and volunteer recruit academies.
- Support the CAD2CAD interoperability initiative using FY 11 UASI grant funds.
- Conduct regular operations as needed in the County's Emergency Operations Center..
- Complete, outfit, open, and oversee warranty period and punch list remediation of the Loudoun Heights (Station 26), Brambleton (Station 9 & FMO Headquarters), and Route 28/7 (Station 24/35) stations; Fire Training Academy Prop Lot; Aldie (Station 7) Fire Rescue Station replacement, Middleburg (Station 3) renovation, Sterling (Station 11/15) and Lovettsville (Station 12).; Engage successful programming, design, and coordination of up fit/outfitting for a replacement Emergency Communications/E-911 Center and repurposing of the former ECC as a Command Competencies Training Lab.
- Place all new/replacement capital fire rescue vehicles endorsed for purchase in the FY 2013 and FY 2014 budgets into full service within 30 days of manufacturing, while ensuring the Department's front line and reserve fleet of apparatus is maintained in a uniform and predictable state of constant readiness. Implement further measures to reduce apparatus repair and maintenance costs.
- Continue officer training programs, focusing on candidate and newly promoted/elected system officers.
- Working with the Recruitment and Retention Committee, design and implement a plan focused on retention of volunteers.
- Participate in the selection of a Computer Aided Dispatch (CAD) system, to include a records management component and a volunteer station automation system (VSAS).
- Reduce attrition rate of the first year of volunteer fire and rescue members by providing support to companies to enhance screening, application and mentoring processes.
- Continue a fully automated fire prevention inspection program development using identified occupancies within the County's Land Management Information System.
- Reduce attrition rate of the first year of volunteer fire and rescue members by providing support to companies to enhance screening, application and mentoring processes.





## Fire, Rescue and Emergency Management

### FY 2013 Major Achievements

- Implemented mandatory training standards for Unit Officers, Command Officers and Captains/Lieutenants, Chief Officers and Tanker Drivers, consistent with adopted recommendations from the Meadowood Court Fire Incident Report.
- Adopted nationally recognized fire life safety standards for first responders, such as the "Everyone Goes Home" program.
- Continued planning for the command competencies training lab to include Blue Card certification of ten system members.
- Continued as an active regional partner in the threat assessment and response for the Federal Urban Area Security Initiative for the National Capital Region, while enhancing response capabilities through planning and training.
- Assisted the County in identifying new vendors for the Computer Aided Dispatch and management information system software.
- Monitored the prioritized County-wide inventory of properties that require inspections to be maintained in the County's Land Management Information System (LMIS).
- Maintained standardized fire causation information for fire investigation case management procedures and for further Public Fire Safety Education targeted curriculum.
- Provided fire and rescue training to 3,266 career and volunteer students through 146 different courses.
- Placed 20 newly trained and/or locally authorized career and volunteer advanced life support providers in service.
- Procured and placed into front line service one engine and two tankers as part of the Board's adopted apparatus program.
- Completed MAY-DAY, swiftwater, quarterly rescue training for all rescue squads/trucks/engines in the county and rural water delivery training for all career and many volunteer members to evaluate and improve firefighting and incident command skills.
- All companies participated in the NIST Firefighter Safety and Deployment Study for High Rise buildings in Crystal City along with units from Virginia, Maryland and Washington, DC.
- Installed mobile data computers in all response apparatus including the associated classroom training of the system members.
- Placed 374 new volunteers into 17 volunteer fire rescue companies.
- Increased retention rate of trained members in their third year to 95%.
- Volunteers are 100% compliant in meeting the new physical standards for operational firefighters and EMTs.
- Reinstated mutual aid with Jefferson County, WV and formalized the mutual aid agreement with Washington County, MD.
- Increased retention rate of trained members in their third year to 95%.
- Volunteers are 100% compliant in meeting the new physical standards for operational firefighters and EMTs.
- Established radio interoperability and reinstated mutual aid with Jefferson County, WV.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Fire, Rescue and Emergency Management

<b>Departmental Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$36,504,936	\$39,078,209	\$41,367,498	\$43,345,474	\$45,414,109
Operations & Maintenance	14,574,523	12,311,499	11,926,101	13,367,220	14,324,118
Capital Outlay & Capital Acquisitions	1,486,349	1,423,964	408,695	12,375	71,889
Transfer to Central Services Fund	117,461	0	49,707	0	0
<b>Total Expenditures</b>	<b>\$52,683,269</b>	<b>\$52,813,672</b>	<b>\$53,752,001</b>	<b>\$56,725,069</b>	<b>\$59,810,116</b>
<b>Revenues</b>					
Other Local Taxes	\$4,870,874	\$4,846,766	\$4,748,268	\$5,060,120	\$4,880,000
Permits Privilege Fees & Reg Licenses	102,520	110,585	118,799	122,784	176,898
Fines & Forfeitures	4,307	1,198	2,744	6,650	6,650
Charges For Services	1,017	1,247	1,472	0	0
Miscellaneous Revenue	21,167	696	50	0	0
Recovered Costs	9,014	2,419	1,718	0	69,000
State Categorical Aid	740,646	384,924	899,952	256,000	256,000
Federal Categorical Aid	2,647,254	1,357,657	430,226	29,762	29,762
Other Financing Sources	68,354	509,382	68,354	76,060	78,610
<b>Total Revenues</b>	<b>\$8,465,153</b>	<b>\$7,214,874</b>	<b>\$6,271,583</b>	<b>\$5,551,376</b>	<b>\$5,496,920</b>
<b>Local Tax Funding</b>	<b>\$44,218,116</b>	<b>\$45,598,798</b>	<b>\$47,480,418</b>	<b>\$51,173,693</b>	<b>\$54,313,196</b>
<b>FTE Summary</b>	<b>484.96</b>	<b>486.85</b>	<b>523.81</b>	<b>532.77</b>	<b>547.15</b>

### FY 2014 Board Action

The FY 2014 Adopted Fiscal Plan for the Department of Fire, Rescue and Emergency Management includes an increase in local tax funding of \$3,139,503 and 14.38 FTE. Personnel expenditures increased \$1,521,786 in salaries and \$526,849 in fringe benefits. Operations and Maintenance expenditures increased \$956,898 and Capital Outlay expenditures increased \$59,514. The expenditure increases are partially due to approved enhancements that total \$1,529,036 and 14.38 FTE and includes: \$248,286 and 3.36 FTE for EMS evening supervision; \$17,775 and 1.06 FTE for two permanent part time Fire Inspectors in the Fire Marshal's Office; \$87,230 and 1.00 FTE for a GIS Technician position to support emergency communications; \$21,530 to provide a night shift hourly pay rate differential for personnel assigned to the Emergency Communications Center; \$654,215 and 8.96 FTE for hybrid staffing to minimize overtime associated within operational minimum staffing requirements; and \$500,000 to provide an increase in County contributions to the Volunteer Fire and Rescue Companies. Other increases in expenditures are associated with base budget adjustments for ongoing operational needs including \$17,000 increases in volunteer benefit program requirements and \$379,652 for payroll tax requirements; as well as compensation costs associated with the Board's addition of a merit based increase of 2% for all employees. Revenue decreased \$54,456 primarily due to a reduction in anticipated State communications tax, which is offset by projected increases in fire inspection and permit fees and recovered costs for site plan and development application reviews.

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

### Budget History

FY 2011: The Board approved a net increase from FY 2010 to FY 2011 of 1.89 FTE as a result of the FY 2010 Mid-Year addition of 4.48 FTE to Philomont Volunteer Fire Department Company 8; the elimination of 0.53 FTE for a part-time program specialist position; and the elimination of 2.06 FTE (1.06 FTE in the Fire Marshal's Office and 1.00 FTE in the Administration Division) as part of the FY 2011 Adopted Fiscal Plan.

FY 2012: The Board approved a net increase from FY 2011 to FY 2012 of 36.96 FTE as a result of the FY 2011 Mid-Year addition of 28.00 FTE associated with the implementation of hybrid staffing in the Department to decrease overtime spending as well as provide contingency staffing for volunteer company staffing requests. The Board provided an additional 8.96 FTE in order to provide 24-hour coverage at the Middleburg Volunteer Fire Department Company 3 station as part of the FY 2012 Adopted Fiscal Plan.

FY 2013: The Board approved a net increase from FY 2012 to FY 2013 of 8.96 FTE in order to provide County coverage at the Kincora Fire and Rescue Department Company 25 station that is projected to open in summer 2013 as part of the FY 2013 Adopted Fiscal Plan.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Fire, Rescue and Emergency Management

Expenditures by Program	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
Emergency Medical Services	\$709,487	\$626,188	\$508,599	\$709,648	\$996,613
Operations	28,891,383	32,540,676	33,924,176	36,613,910	37,764,132
Communications & Support Services	2,918,203	3,089,879	2,998,294	3,312,270	3,788,212
Volunteer Coordination	6,306,313	6,406,793	6,424,138	6,519,361	7,047,928
Fire-Rescue Training	4,092,033	2,661,496	3,601,420	3,017,119	3,181,099
Fire Marshal's Office	4,188,494	3,272,069	2,358,935	2,058,407	2,222,378
Office of Emergency Management	2,608,311	943,755	745,124	736,986	716,927
Administrative Services	2,537,126	2,835,484	2,144,989	2,194,273	1,867,171
Asset Management	431,919	437,332	1,046,326	1,563,095	2,225,656
<b>Total Expenditures</b>	<b>\$52,683,269</b>	<b>\$52,813,672</b>	<b>\$53,752,001</b>	<b>\$56,725,069</b>	<b>\$59,810,116</b>

Revenues by Program	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
Emergency Medical Services	\$178,456	\$238,184	\$41,669	\$9,762	\$9,762
Operations	281,381	287,455	(9,923)	0	0
Communications & Support Services	4,870,874	4,926,244	4,748,268	5,060,120	4,949,000
Volunteer Coordination	4,863	25,552	0	0	0
Fire-Rescue Training	634,428	285,126	857,513	256,000	256,000
Fire Marshal's Office	1,791,235	1,219,851	403,173	121,650	171,705
Office of Emergency Management	678,424	225,605	218,339	96,060	98,610
Administrative Services	21,017	1,247	1,437	0	0
Asset Management	4,475	5,610	11,107	7,784	11,843
<b>Total Revenues</b>	<b>\$8,465,153</b>	<b>\$7,214,874</b>	<b>\$6,271,583</b>	<b>\$5,551,376</b>	<b>\$5,496,920</b>

Local Tax Funding by Program	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
Emergency Medical Services	\$531,031	\$388,004	\$466,930	\$699,886	\$986,851
Operations	28,610,002	32,253,221	33,934,099	36,613,910	37,764,132
Communications & Support Services	(1,952,671)	(1,836,365)	(1,749,974)	(1,747,850)	(1,160,788)
Volunteer Coordination	6,301,450	6,381,241	6,424,138	6,519,361	7,047,928
Fire-Rescue Training	3,457,605	2,376,370	2,743,907	2,761,119	2,925,099
Fire Marshal's Office	2,397,259	2,052,218	1,955,762	1,936,757	2,050,673
Office of Emergency Management	1,929,887	718,150	526,785	640,926	618,317
Administrative Services	2,516,109	2,834,237	2,143,552	2,194,273	1,867,171
Asset Management	427,444	431,722	1,035,219	1,555,311	2,213,813
<b>Total Local Tax Funding</b>	<b>\$44,218,116</b>	<b>\$45,598,798</b>	<b>\$47,480,418</b>	<b>\$51,173,693</b>	<b>\$54,313,196</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Fire, Rescue and Emergency Management**

<b>Staffing Summary by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Emergency Medical Services	2.07	1.07	1.07	4.48	7.84
Operations	380.80	378.51	416.59	419.95	426.67
Communications & Support Services	40.15	41.27	41.27	41.27	42.27
Volunteer Coordination	3.07	3.07	3.07	3.07	3.07
Fire-Rescue Training	16.46	20.92	19.80	19.75	21.99
Fire Marshal's Office	16.01	16.51	15.44	16.51	17.57
Office of Emergency Management	5.28	5.33	5.33	5.33	5.33
Administrative Services	19.05	16.98	18.05	13.86	13.86
Asset Management	2.07	3.19	3.19	8.55	8.55
<b>Total FTE</b>	<b>484.96</b>	<b>486.85</b>	<b>523.81</b>	<b>532.77</b>	<b>547.15</b>



## Fire, Rescue and Emergency Management Emergency Medical Services

### Program Goal and Service Description

The Emergency Medical Services (EMS) Division provides professional and technical oversight for emergency medical services delivery, training, equipment specifications and quality assurance in conjunction with the Office of the Medical Director (OMD). This program ensures compliance with the regulations of the Virginia Department of Health, Office of Emergency Medical Services (VAOEMS), as promulgated under the Code of Virginia, Title 32.1. VAOEMS regulations establish standards that include staffing, training, equipment, medical direction and quality assurance. The Division manages the system-wide blood borne airborne pathogen/infection control program to ensure compliance with occupational safety and health regulations (OSHA).

### Budget Overview

#### FY 2014 Issues

- The Division will continue to develop and organize a quality improvement program that focuses on formal education and other presentations relating to quality improvement, performance improvement, outcomes analysis, external regulatory requirements, projects topics and other pertinent areas of study.
- Ensuring adequate medical care (basic and advanced life support) is provided during every emergency medical call, in accordance with the Board Adopted Fire, Rescue and EMS Plan remains one of the most important focuses.
- By maintaining the recruitment and retention initiative focused on attracting, training and supporting advanced life support (ALS) personnel, the current and increasing EMS demands may be successfully met.
- Integration of the evening EMS Supervisor program to ensure comprehensive quality assurance.

#### FY 2014 Major Work Plan Initiatives

- Expand the Combined Fire Rescue System capability to accurately identify, manage and treat acute cardiac dysfunction through the utilization of 12 lead electro-cardiac monitoring capability within the existing budget or through grant awards.
- Continue to develop a proactive recruitment, retention and training plan for qualified advanced life support personnel.
- Develop and implement system-wide training that addresses the actions required of EMS units upon arrival at a structure fire.
- Operationalize the 24-hour EMS Supervision to improve on-scene management and direction to EMS providers and to better support the incident command structure during larger incidents which will provide more timely interaction and follow up with hospitals, physicians and the community.

Program Financial Summary	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
<b>Expenditures</b>					
Personnel	\$144,013	\$156,567	\$242,839	\$476,495	\$749,529
Operations & Maintenance	473,805	396,497	258,068	233,153	247,084
Capital Outlay & Capital Acquisitions	91,669	73,124	7,692	0	0
<b>Total Expenditures</b>	<b>\$709,487</b>	<b>\$626,188</b>	<b>\$508,599</b>	<b>\$709,648</b>	<b>\$996,613</b>
<b>Revenues</b>					
Miscellaneous Revenue	\$372	\$0	\$0	\$0	\$0
State Categorical Aid	63,781	133,019	41,669	0	0
Federal Categorical Aid	114,303	0	0	9,762	9,762
Other Financing Sources	0	105,165	0	0	0
<b>Total Revenues</b>	<b>\$178,456</b>	<b>\$238,184</b>	<b>\$41,669</b>	<b>\$9,762</b>	<b>\$9,762</b>
<b>Total Local Tax Funding</b>	<b>\$531,031</b>	<b>\$388,004</b>	<b>\$466,930</b>	<b>\$699,886</b>	<b>\$986,851</b>
<b>FTE Summary<sup>1</sup></b>	<b>2.07</b>	<b>1.07</b>	<b>1.07</b>	<b>4.48</b>	<b>7.84</b>

<sup>1</sup> The increase of 3.36 FTE is associated with the approved enhancement for an EMS evening supervision included in the FY 2014 Adopted Fiscal Plan.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Fire, Rescue and Emergency Management

### Emergency Medical Services

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Ensure that on-scene EMS supervision and management is provided to EMS providers within 10 minutes at 80% of critical and large incidents.<sup>2</sup></b>				
• Percentage of calls EMS Supervisor on scene within 10 minutes	n/a	n/a	80%	80%
• Total number of incident responses by EMS Supervisor	n/a	n/a	941	1,035
• Total number of incidents requiring on-scene EMS supervision	n/a	n/a	1,176	1,294
<b>Objective: Provide delivery of Emergency Medical Services to the community.</b>				
• Total number of EMS hospital transports	10,668	10,205	10,339	10,380
• Total number of EMS incidents	16,836	17,644	17,419	17,684
• Number of EMS incidents per 10,000 residents	540	565	623	623
<b>Objective: Ensure that EMS turnout and response times identified in the Board-Adopted Fire and Rescue Service Plan are met.</b>				
• Total number of EMS incidents -- Advanced Life Support (ALS)	8,990	9,471	9,412	9,418
• Total number of EMS incidents -- Basic Life Support (BLS)	7,846	8,173	8,007	8,265
• Percent 10 minute ALS response goal met in suburban areas	88%	86%	90%	90%
• Percent 10 minute BLS response goal met in suburban areas	91%	90%	90%	90%
• Percent 14 minute BLS response goal met in rural areas	91%	92%	92%	92%
• Percent 15 minute ALS response goal met in rural areas	92%	91%	95%	95%

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

<sup>2</sup> EMS Supervisors are periodically not able to respond due to being on another call, not in service, or out of position.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Fire, Rescue and Emergency Management Operations

### Program Goal and Service Description

The Operations Division 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 career staff in conjunction with members of the County's 17 independent volunteer fire and rescue companies. Operations personnel are assigned to one of three different shift schedules averaging 42 hours per week. The shifts are Monday through Friday, 12-hour shifts (6 AM to 6 PM); seven day, 12-hour shifts (6 AM to 6 PM); and seven day, 24-hour shifts (6 AM to 6 AM). The Operations Division supports non-emergency activities which include public fire life safety education programs which include smoke alarm inspections and installation, pre emergency incident planning, and fire safety inspections for commercial and multifamily occupancies. This Division also performs specialty response programs such as wildland firefighting, hazardous materials response and mitigation, and swift water rescue.

### Budget Overview

#### **FY 2014 Issues**

- The Operations Division is challenged with the critical task of ensuring fire and rescue services are delivered throughout the county by following established response goals and maintaining minimum staffing. The Operations Division provides consistent and reliable service to an increasing population as outlined in the Board's Adopted Service Plan and based on NFPA standards. As a result, the number of career fire/rescue operational personnel has increased from 13.00 FTE in FY 1989 to 426.67 FTE in FY 2014. The Division must also provide staffing coverage for several emergency unplanned, unbudgeted requests from volunteer stations which were not included in the FY 2014 budget development process.

#### **FY 2014 Major Work Plan Initiatives**

- Ensure delivery of the Board of Supervisors' adopted Service Plan response and staffing goals and maintain daily staffing levels as approved by the Board to deliver fire and EMS services within the 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.
- Continue implementing the Meadowood Court Fire Significant Event Report recommendations.
- Continue conducting multi-company/unit drills, annual live burns, firefighter MAY-DAY, and vehicle extrication training to ensure proficiency in critical job functions.
- Continue participating in committees and work groups with our regional partners in the Metropolitan Washington Council of Governments (COG) and Fire Departments of Northern Virginia (NOVA).
- Continue expanding the County multi-gas meter program to service and repair meters on county and volunteer owned apparatus throughout Loudoun County.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$26,245,278	\$29,353,206	\$30,862,423	\$32,469,271	\$33,504,927
Operations & Maintenance	2,169,595	3,085,646	2,998,674	4,132,264	4,187,316
Capital Outlay & Capital Acquisitions	359,049	101,824	51,588	12,375	71,889
Transfer to Central Services Fund	117,461	0	11,491	0	0
<b>Total Expenditures</b>	<b>\$28,891,383</b>	<b>\$32,540,676</b>	<b>\$33,924,176</b>	<b>\$36,613,910</b>	<b>\$37,764,132</b>
<b>Revenues</b>					
Recovered Costs	\$2,800	\$1,290	\$1,590	\$0	\$0
Federal Categorical Aid	278,581	90,624	(11,513)	0	0
Other Financing Sources	0	195,541	0	0	0
<b>Total Revenues</b>	<b>\$281,381</b>	<b>\$287,455</b>	<b>\$(9,923)</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$28,610,002</b>	<b>\$32,253,221</b>	<b>\$33,934,099</b>	<b>\$36,613,910</b>	<b>\$37,764,132</b>
<b>FTE Summary<sup>1</sup></b>	<b>380.80</b>	<b>378.51</b>	<b>416.59</b>	<b>419.95</b>	<b>426.67</b>

<sup>1</sup> The increase of 8.96 FTE is associated with the approved enhancement for a hybrid staffing personnel included in the FY 2014 Adopted Fiscal Plan, which is offset by the reassignment of 2.24 FTE to the Fire-Rescue Training Division.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Fire, Rescue and Emergency Management Operations

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Deliver an adequate water supply (4,000 gallon minimum) in rural response zones for fire suppression purposes within 12 minutes (total response time) 80% of the time.<sup>1</sup></b>				
• Percent of rural responses with 4,000 gallons of water delivered within 12 minutes	76%	60%	80%	80%
<b>Objective: Complete 100% of building inspections assigned by the Loudoun County Fire Marshal's Office.</b>				
• Fire prevention inspections to complete	1,204	1,293	1,600	1,600
• Percent of assigned fire prevention inspections completed	100%	100%	100%	100%
<b>Objective: To ensure daily productivity by personnel when not on emergency incidents to include daily apparatus checks/maintenance, physical training, drills/training, pre-fire plans, building inspections, mapping, etc. This objective covers all stations with career staffing in Loudoun County.</b>				
• Battalion 1: Number of non-emergency activity hours	63,224	77,698	60,000	80,000
• Battalion 2: Number of non-emergency activity hours	106,778	118,483	125,000	125,000
• Battalion 3: Number of non-emergency activity hours	80,971	99,288	95,000	95,000
<b>Objective: To protect the lives and property of all residents and visitors to Loudoun County.</b>				
• Career Firefighters/EMTs per 1,000 residents	1.20	1.68	1.71	1.71
• Career Firefighters/EMTs per 50 square miles	47.92	50.37	51.23	51.23
• Total civilian deaths	1	0	0	0
• Total fire loss of real and personal property (millions)	\$7.34	\$10.87	\$9.50	\$10.00
<b>Objective: Provide fire-rescue industry training to incumbent operational personnel.</b>				
• Battalion 1: Number of incumbent training hours	7,444	11,412	11,500	12,000
• Battalion 2: Number of incumbent training hours	20,132	23,379	24,000	24,000
• Battalion 3: Number of incumbent training hours	15,374	22,385	22,000	22,000
<b>Objective: Ensure that fire turnout and response times identified in the Board adopted Fire and Rescue Service Plan and levels are met.<sup>2</sup></b>				
• Number of fire incidents	5,587	5,635	5,372	5,400
• Percent 10 minute Fire response goal met in suburban areas	88%	87%	90%	90%
• Percent 14 minute Fire response goal met in rural areas	84%	86%	86%	86%

<sup>1</sup> "Total response time" is defined in the 2005 Service Plan as "turnout time" (time from completion of the initial incident dispatch until the appropriately staffed apparatus responds) plus "transit time" (time from the initial response until arrival on the scene).





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

### **Program Goal and Service Description**

The Communications and Support Services Division provides timely and accurate data and technologies to support local/regional interoperability and emergency response. This Division serves as the County's Public Safety Answering Point (PSAP) for all emergency incidents using the County's Enhanced 911 (E-911) system. All E-911 calls and non-emergency fire and rescue calls are processed through this center. The emergency calls for other public safety entities are routed to the respective agencies. The Division also maintains the Computer Aided Dispatch (CAD) system which is used to initiate calls for service, dispatch, and maintain the status of personnel. CAD is used by emergency dispatchers and call takers, as well as by operational personnel. CAD incident data is used for planning purposes within the organization as well as public safety Geographical Information System (GIS) data. The specialized mapping available through the GIS programs utilizes economic and population figures to assist planning personnel with the proper placement of future assets for services. GIS Coordination also provides updated information for the CAD system and the mapping layers for the mobile data computers. The Division also develops and maintains emergency vehicle response boundaries and algorithms. Staff from this program provide technical support and coordination for the Department's technology and communication infrastructure that includes over 1,200 mobile and portable radios that are individually reprogrammed on a yearly basis to maintain the National Capital Region's interoperability requirements. The Division also provides project coordination for the mobile data computers in the Fire and Rescue inventory. Project coordination is also being provided for the purchase and implementation of the County's new Public Safety Technology Systems. This project includes a new CAD, Records Management System and volunteer station automation system (VSAS). This Division also provides cellular telephone and pager administration for the entire Department, County Administration and the Board of Supervisors.

### **Budget Overview**

#### **FY 2014 Issues**

- The FY 2011 UASI CAD-2-CAD grant requires the Division to continue working to provide interoperability with remote GIS data systems from other jurisdictions.
- The Division is responsible for developing and maintaining the data contained within the CAD system (emergency unit recommendations, response algorithms, etc) and maintaining programs such as incident paging, station alerting and others that rely upon and interface with and/or interact with CAD.
- The relocation of the Emergency Communications Center (ECC) to a new facility requires planning and preparation by staff.
- Preparing the ECC for Next Generation 911 (NG-911) to include accepting videos and text messages as calls for service through the purchase of a new CAD continues to be a priority issue.
- The Division will work toward the level of service defined in the department's Service Plan by seeking additional resources in key areas and to provide more efficient dispatching through the continual evaluation of new technologies for the ECC.

#### **FY 2014 Major Work Plan Initiatives**

- Complete the regional response map to include regional centerlines that allow for routable directions to be used by all NOVA jurisdictions.
- Continue obtaining, creating, transferring, and/or entering data required for the new CAD system, while maintaining the current system.
- Complete the replacement of the Public Safety Computer Aided Dispatch (CAD) system for the ECC.
- Verify the CAD-2-CAD resource sharing interfaces as required by the FY 2011 UASI grant in conjunction with the purchase and implementation of the new CAD.
- Evaluate upgrades necessary to move the ECC toward accepting Next Generation (NG-911) inputs to include videos and text messaging to include a planned phone system upgrade.
- Begin the installation and configuration of the new combined system Records Management System server; and begin the incremental implementation of the system's modules.
- Partner with the Department of Information Technology (DIT) to complete the necessary steps to provide system users a view of current incident status on the Internet.
- Work toward National Emergency Medical Dispatch (EMD) accreditation standards for the ECC as well as the Virginia EMD accreditation standards.
- Continue working to enhance ECC training initiatives to meet Association of Public Safety Communications Officials (APCO) Project 33 training standards for accreditation.
- Work in conjunction with DIT to finalize the E-911 phone system upgrade.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

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

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures<sup>1</sup></b>					
Personnel	\$2,512,273	\$2,725,670	\$2,807,467	\$3,040,651	\$3,413,865
Operations & Maintenance	235,726	187,685	190,827	271,619	374,347
Capital Outlay & Capital Acquisitions	170,204	176,524	0	0	0
<b>Total Expenditures</b>	<b>\$2,918,203</b>	<b>\$3,089,879</b>	<b>\$2,998,294</b>	<b>\$3,312,270</b>	<b>\$3,788,212</b>
<b>Revenues</b>					
Other Local Taxes	\$4,870,874	\$4,846,766	\$4,748,268	\$5,060,120	\$4,880,000
Recovered Costs	0	0	0	0	69,000
Other Financing Sources	0	79,478	0	0	0
<b>Total Revenues</b>	<b>\$4,870,874</b>	<b>\$4,926,244</b>	<b>\$4,748,268</b>	<b>\$5,060,120</b>	<b>\$4,949,000</b>
<b>Total Local Tax Funding</b>	<b>\$(1,952,671)</b>	<b>\$(1,836,365)</b>	<b>\$(1,749,974)</b>	<b>\$(1,747,850)</b>	<b>\$(1,160,788)</b>
<b>FTE Summary<sup>2</sup></b>	<b>40.15</b>	<b>41.27</b>	<b>41.27</b>	<b>41.27</b>	<b>42.27</b>

<sup>1</sup> Increases in personnel reflect the market rate salary adjustment provided to the personnel assigned to the ECC.

<sup>2</sup> The increase of 1.00 FTE is associated with the approved enhancement for a GIS Technician position and 1.00 FTE included in the FY 2014 Adopted Fiscal Plan.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

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

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Monitor and evaluate the amount of time, total number and cost associated with the maintenance the Computer-Aided Dispatch (CAD) system by Fire-Rescue personnel.</b>				
• Cost of processing an update or revision for CAD	\$8,492	\$9,504	\$9,888	\$10,085
• Number of hours spent on updates	241	270	270	270
• Number of updates or revisions to CAD	21	21	24	24
<b>Objective: Provide for the prompt and efficient processing of requests for emergency fire and rescue services through the E-911 system.</b>				
• Average EMS call processing time (minutes:seconds)	2:04	1:53	2:18	2:18
• Average Fire call processing time (minutes:seconds)	1:02	1:05	1:15	1:15
• Number of calls dispatched <= 60 seconds	5,191	6,539	7,300	7,500
• Number of calls dispatched > 60 seconds	16,419	15,908	16,100	16,250
• Percentage of calls dispatched in 60 Seconds or less	24.14%	29.12%	25.00%	27.00%
• Percentage of emergency calls <sup>1</sup>	50.04%	49.71%	52.00%	52.00%
• Percentage of emergency landline calls <sup>1</sup>	27.74%	24.15%	25.00%	25.00%
• Percentage of emergency wireless calls <sup>1</sup>	72.26%	75.85%	75.00%	75.00%
• Percentage of non-emergency calls	49.96%	50.29%	48.00%	48.00%
• Total number of incidents created	24,749	25,761	24,711	25,206
• Total telephone calls answered by ECC Personnel	209,762	213,698	207,953	208,993
<b>Objective: Ensure mobile data computer equipment in all designated fire-rescue apparatus and vehicles is functioning and maintained properly according to the Board adopted Service Plan.</b>				
• Percentage of apparatus and vehicles without MDCs	6.92%	1.54%	1.54%	0.00%
• System members trained to utilize MDCs	59	138	150	150
• Total number of apparatus outfitted with MDCs	124	128	130	130

<sup>1</sup> "Percentage of emergency calls" reflects the total percentage of emergency calls of all received calls. Furthermore, the emergency landline and wireless call performance measures reflect the proportion of only the emergency calls beginning in FY 2011.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

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

<b>Program Objectives and Performance Measures<sup>1</sup></b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014 Projected</b>
<b>Objective: Provide GIS information properly formatted in graphical form within 16 "working" hours of the request and the number of total outputs requested.</b>				
• Average time to produce specialized maps in hours	11.33	14.58	16.00	16.00
• Percentage maps produced within 16 hour goal	63.41%	71.48%	80.00%	80.00%
• Total number of specialized maps produced	181	91	252	257
<b>Objective: To achieve and maintain a 95% or greater customer satisfaction rate for communication support services from the fire-rescue and emergency management community.</b>				
• Number of repair calls received	1,422	1,292	1,200	1,200
<b>Objective: To ensure emergency communication technologies are functioning and maintained in order to achieve interoperability and connectivity in the fire-rescue and emergency management community.</b>				
• Number of Service Repairs for Communication Technologies	n/a	n/a	2,000	2,000

---

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



## Fire, Rescue and Emergency Management Volunteer Coordination

### Program Goal and Service Description

This Division supports fire and rescue volunteer system members by overseeing and providing guidance in various human resource aspects including but not limited to: pre-placement physicals, training issues, benefits, recruitment, retention, and recognition. The Volunteer Coordination program works in conjunction with the Department, the Fire and Rescue Commission, and the 17 independent volunteer companies to enhance volunteers' participation in the combination system. The mission of the Volunteer Coordination Division is to facilitate programs to enhance Fire Rescue volunteerism in Loudoun County, administratively support Fire Rescue volunteers, and be an advocate for the volunteer companies to promote a healthy combination system.

### Budget Overview

#### FY 2014 Issues

- The Volunteer Fire-Rescue Points information database system is a program which captures retirement benefit activity and is the only system wide fire rescue volunteer database. The database system is not designed or capable of maintaining necessary and ongoing performance data which is affecting record management of performance efficiency and volunteer trends. A new volunteer records management information system (VSAS) is being developed as part of the new CAD system project which should eliminate these issues.
- National and county standards for firefighting and emergency medical services continues to increase raising the time commitment demanded of volunteers monthly and annually for training to meet and maintain standards and certifications. The additional time commitment required for meeting these standards is making it difficult to sustain volunteers. An increase in attrition and difficulty to attract volunteers is forecasted.
- Human resource guidance and support are needed should a volunteer company transition from a volunteer operational station with career supplement to a career operational with volunteer supplement station. A logistical transition can be standardized but the intangible elements need to be addressed on a station by station basis to make the transition successful for all parties.

#### FY 2014 Major Work Plan Initiatives

- Identify and pursue new financial resources for the recruitment of fire and rescue volunteers.
- Continue implementing new leadership and professional development opportunities to enhance volunteer participation and retention.
- Identify and implement diverse recruitment and targeted recruitment.
- Continually identify new volunteer benefits to attract and retain members.
- Continue supporting volunteer corporations in the development of individualized recruitment and retention programs.
- Provide and seek resources and support for combination transitioning of volunteer companies.

Program Financial Summary	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
<b>Expenditures</b>					
Personnel	\$921,812	\$995,560	\$1,024,579	\$1,038,464	\$1,065,282
Operations & Maintenance <sup>1</sup>	5,384,501	5,411,233	5,399,559	5,480,897	5,982,646
<b>Total Expenditures</b>	<b>\$6,306,313</b>	<b>\$6,406,793</b>	<b>\$6,424,138</b>	<b>\$6,519,361</b>	<b>\$7,047,928</b>
<b>Revenues</b>					
Recovered Costs	\$4,863	\$0	\$0	\$0	\$0
Other Financing Sources	0	25,552	0	0	0
<b>Total Revenues</b>	<b>\$4,863</b>	<b>\$25,552</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$6,301,450</b>	<b>\$6,381,241</b>	<b>\$6,424,138</b>	<b>\$6,519,361</b>	<b>\$7,047,928</b>
<b>FTE Summary</b>	<b>3.07</b>	<b>3.07</b>	<b>3.07</b>	<b>3.07</b>	<b>3.07</b>

<sup>1</sup> The increase in Operations & Maintenance funding reflects the approved enhancement of \$500,000 to provide additional contribution to fire and rescue volunteer companies included in the FY 2014 Adopted Fiscal Plan.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Fire, Rescue and Emergency Management

### Volunteer Coordination

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Volunteer Activity</b>				
• Number of active duty volunteers per 1,000 residents	2.53	2.48	2.53	2.53
• Number of active duty volunteers per 50 square miles	77.88	78.27	81.73	81.73
• Volunteer Duty Hours <sup>1</sup>	n/a	n/a	500,000	500,000
• Volunteer Training Hours <sup>2</sup>	n/a	n/a	50,000	50,000
• Volunteers entering basic certification training <sup>2</sup>	n/a	132	140	140
<b>Objective: Reduce the fiscal impact of maintaining fire and rescue services to the community, by increasing recruitment and enhancing the retention of volunteer personnel in the fire and rescue system.</b>				
• Active duty volunteer members (administrative and operational) <sup>2</sup>	810	814		850
• Net gain/loss of volunteers	114	38	50	50
• New volunteer members	362	336	350	350
• Terminated or deceased volunteer members	248	298	300	300
• Total Volunteer membership (includes Dual)	1,680	1,784	1,700	1,800
• Volunteer personnel and benefits processed <sup>2</sup>	n/a	n/a	840	840
• Volunteer recruitment activities <sup>2</sup>	n/a	51	35	35
• Volunteer retention rate <sup>2,3</sup>	n/a	83%	80%	80%
• Volunteers active for 5 or more years <sup>2</sup>	n/a	n/a	775	775

<sup>1</sup> Measures were new for the year in which numerical data begins.

<sup>2</sup> Active duty volunteers are those who met 80 points over three categories of activities as defined by the LOSAP requirement.

<sup>3</sup> Volunteer Retention Rate reflects the percentage of members retained after one year.



## Fire, Rescue and Emergency Management

### Fire-Rescue Training

#### Program Goal and Service Description

The Training Division provides a high quality and comprehensive education program for the combined system, facilitating excellence in service to citizens and visitors. The Training Division serves system members by offering programs to meet the daytime, evening and weekend schedules of the department as well as the volunteer fire-rescue community. The programs offered include: Basic and Advanced Life Support Programs; Fire Suppression, Hazardous Materials; Technical Rescue; Leadership and Management; and Recertification and Instructor Curriculums.

#### Budget Overview

##### **FY 2014 Issues**

- Conducting a comprehensive training program that tailors to both career and volunteer personnel ensures seamless operational capability and will necessitate the provision of conducting training programs seven days a week with weekday training running from 6 AM to 11 PM and weekend training being provided from 7 AM to 5 PM.
- National and regional shortages of certified advanced life support (ALS) personnel will result in advanced medical education courses that will be conducted more frequently to enhance the skill sets of system personnel.
- Staff must manage the program in accordance with the logistical dynamics of providing an effective training program and environment while capitalizing on the changing needs of the student population.
- Increased testing requirements by the Virginia Department of Fire Programs (VDFFP) will challenge staff to meet requirements while minimizing the financial burden on the Department.

##### **FY 2014 Major Work Plan Initiatives**

- Continue providing fire-rescue training programs to meet the demands of a rapidly changing and growing combined system by recruiting additional part time instructors; mentoring in-house instructor talent; and creating a quality and effective learning environment for Training Center employees and students.
- Provide the fire-rescue system with a regular training calendar that will be delivered by capable and competent instructors.
- Incorporate new technology to provide company training to individual stationhouses and to expand the training delivery to meet the needs of the system.
- Review, enhance and implement ongoing, mandatory, system wide entry level and ongoing training of NOVA MAY-DAY procedures, firefighter self-survival techniques, ALS and BLS skills proficiency, and command competencies.
- Continue implementation of training recommendations from the Meadowood Event Report.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,703,046	\$1,737,501	\$2,081,457	\$1,959,138	\$2,125,236
Operations & Maintenance	2,388,987	859,043	1,442,531	1,057,981	1,055,863
Capital Outlay & Capital Acquisitions	0	64,952	72,198	0	0
Transfer to Central Services Fund	0	0	5,234	0	0
<b>Total Expenditures</b>	<b>\$4,092,033</b>	<b>\$2,661,496</b>	<b>\$3,601,420</b>	<b>\$3,017,119</b>	<b>\$3,181,099</b>
<b>Revenues</b>					
Miscellaneous Revenue	\$0	\$100	\$0	\$0	\$0
State Categorical Aid	634,428	251,905	857,513	256,000	256,000
Other Financing Sources	0	33,121	0	0	0
<b>Total Revenues</b>	<b>\$634,428</b>	<b>\$285,126</b>	<b>\$857,513</b>	<b>\$256,000</b>	<b>\$256,000</b>
<b>Total Local Tax Funding</b>	<b>\$3,457,605</b>	<b>\$2,376,370</b>	<b>\$2,743,907</b>	<b>\$2,761,119</b>	<b>\$2,925,099</b>
<b>FTE Summary<sup>1</sup></b>	<b>16.46</b>	<b>20.92</b>	<b>19.80</b>	<b>19.75</b>	<b>21.99</b>

<sup>1</sup> The increase of 2.24 FTE is associated with the reassignment of personnel from the Operations Division.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Fire, Rescue and Emergency Management

### Fire-Rescue Training

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Provide a learning environment that promotes sound tactics in a comfortable, safe, and hostile free education and training atmosphere.</b>				
• Educational service quality rating	93%	92%	92%	95%
• Service quality of training programs (scale 1-5)	4.65	4.68	4.60	4.50
<b>Objective: Provide comprehensive training in multiple disciplines that include: fire, rescue, emergency medical rescue, special operations, Incident command, leadership, and management, needed to meet the service delivery needs of the community, local, state and national government standards related to service delivery.</b>				
• Number of classes revised or added to the curriculum	34	18	30	30
• Number of comprehensive classes taught	173	146	176	176
• Number of students attending comprehensive training classes <sup>1</sup>	3,916	3,266	4,699	4,699
• Number of students enrolled in Monroe Technology Center program <sup>2</sup>	32	7	16	16
• Percentage of training classes presented on-site	100%	97%	95%	100%
<b>Objective: Teach National Incident Management System (NIMS) compliant command courses and provide options for non-classroom environments.</b>				
• Number of NIMS certified system members trained <sup>3</sup>	152	25	145	145
<b>Objective: Provide system members comprehensive fire-rescue training program.</b>				
• Percentage of volunteer members successfully completing training classes	93%	91%	96%	96%
• Percentage of career members successfully completing training classes	96%	91%	96%	96%
• Number of volunteer members scheduled for training classes	2,235	2,087	2,450	2,695
• Number of career members scheduled for training classes	1,611	1,179	1,100	1,100

<sup>1</sup> Number of students dropped due to changes in VDFP which put a hold on all heavy and tactical rescue (HTR) classes while they revised their programs.

<sup>2</sup> The lower number of participants in FY 2012 is due to students being unable to obtain agency affiliation before start of school year. Beginning in FY 2013, the number of participants is expected to increase now that the program is conducted at the Fire-Rescue training center.

<sup>3</sup> In FY 2012, the majority of system members were already NIMS certified; however, beginning in FY 2013, NIMS training is focused on new entry system members as part of the basic certification program.





## **Fire, Rescue and Emergency Management Fire Marshal's Office**

### **Program Goal and Service Description**

The Fire Marshal's Office provides critical programs to ensure a safe living and working environment for residents, workers and travelers within Loudoun County through the development and application of fire prevention engineering, education and enforcement. The key aspect of the overall mission is the prevention of fires, explosions and related incidents, which is accomplished through a comprehensive public education and life safety program which strives to effect behavioral changes and attitudes toward the prevention of fire. Ongoing program initiatives include: smoke alarm installation, testing, and replacement; home fire safety inspections; developmental training for children in proper use of the E-911 system; McGruff and Leesburg Safety Camps; Head Start and senior citizen programs.

Public fire and life safety education efforts are supplemented by an aggressive fire prevention and life safety inspection program which is intended to identify and correct fire and related hazards primarily in public assembly buildings such as churches and night clubs, schools, restaurants, theatres and large tents. The Office also conducts inspections of extremely hazardous substances (EHS) facilities, commercial blasting and multi-family occupancies in Loudoun County and the seven incorporated towns. The program also conducts fire safety plan reviews and responds to Freedom of Information (FOIA) requests from the public.

Pursuant to the Code of Virginia (§27 31 through §27 37.1), this Office is responsible for the investigation and prosecution of all offenses involving hazardous materials, fires, fire bombings, bombings, attempts or threats to commit such offenses, possession and manufacture of explosive devices, substances and bombs. In cases of suspicious package calls, local law enforcement is responsible for the threat until an actual device/package is identified. The Fire Marshal is called to work with local law enforcement on the threat after its identification. This section also houses the highly effective accelerant canine program. This program is intended to determine the presence of criminal activity, to pursue cases for prosecution, and identify unintentional causes, which may lead to better public life safety education efforts.

The Fire Marshal's Office (FMO) is also responsible for the FBI accreditation for the joint Explosives and Hazardous Devices (EHD) team or bomb team between the FMO and the Loudoun County Sheriff's Office. The team is a collaborative effort due to the extended and labor intensive nature of an explosives event.

### **Budget Overview**

#### **FY 2014 Issues**

- The Fire and Life Safety Public Education continues to focus on fire prevention and related life safety public education, especially since it is estimated that 30% to 40% of U.S. homes do not have working smoke alarms. This high impact program has just expanded into all areas of the county, with a goal of having the correct number of working smoke alarms in all residences of the County of Loudoun.
- Increasing the number of annual fire safety inspections, especially public assembly buildings, continues to be a top priority for the Fire Marshal's Office. More than 1,900 inspections are completed annually, which requires more than 3,000 hours of staff time.
- An issue continues to be the identification of outlier occupancies that have not been applied for re-inspection program or those facilities that are not required by code to obtain a permit such as nursing homes and hospitals.
- The Division presently averages 1,600 fire prevention code related citizen complaints annually. In addition, there are approximately 200 investigations per year for fires, explosions and hazardous materials incidents. This caseload for investigations is currently requiring over 3,100 hours per year in addition to over 3,000 required training hours. The Division has reached its capacity to respond to complaints and investigate all such reported incidents as required by the Code of Virginia.

#### **FY 2014 Major Work Plan Initiatives**

- Continued emphasis of the "door to door" smoke alarm program throughout the county, with specific emphasis on older, more densely populated communities.
- Continue all public fire and life safety engineering and education programs with an emphasis on identifying fires that could have been prevented or could have been mitigated by inspection or by the educational and motivational elements of inspection.
- Proceed with the implementation of a new inspections management information system through the CAD system that will capture and expand the database of all properties subject to annual and more frequent fire safety inspections.
- Maintain an investigations clearance of an overall rate of 80% for which a determination of cause is identified with attention on the system to prevent erroneous reporting.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Fire, Rescue and Emergency Management**  
**Fire Marshal's Office**

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,685,893	\$1,637,311	\$1,746,639	\$1,625,027	\$1,717,894
Operations & Maintenance	1,693,622	670,091	362,016	433,380	504,484
Capital Outlay & Capital Acquisitions	808,979	964,667	250,280	0	0
<b>Total Expenditures</b>	<b>\$4,188,494</b>	<b>\$3,272,069</b>	<b>\$2,358,935</b>	<b>\$2,058,407</b>	<b>\$2,222,378</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$98,045	\$104,975	\$107,692	\$115,000	\$165,055
Fines & Forfeitures	4,307	1,198	2,744	6,650	6,650
Charges For Services	0	0	35	0	0
Miscellaneous Revenue	795	596	50	0	0
Recovered Costs	1,351	1,129	128	0	0
Federal Categorical Aid	1,686,737	1,111,047	292,524	0	0
Other Financing Sources	0	906	0	0	0
<b>Total Revenues</b>	<b>\$1,791,235</b>	<b>\$1,219,851</b>	<b>\$403,173</b>	<b>\$121,650</b>	<b>\$171,705</b>
<b>Total Local Tax Funding</b>	<b>\$2,397,259</b>	<b>\$2,052,218</b>	<b>\$1,955,762</b>	<b>\$1,936,757</b>	<b>\$2,050,673</b>
<b>FTE Summary<sup>1</sup></b>	<b>16.01</b>	<b>16.51</b>	<b>15.44</b>	<b>16.51</b>	<b>17.57</b>

<sup>1</sup> The total increase of 1.06 FTE is associated with the approved enhancement of 1.06 FTE for two, permanent part time Fire Inspector positions included in the FY 2014 Adopted Fiscal Plan.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Fire, Rescue and Emergency Management

### Fire Marshal's Office

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Provide rapid and effective response to emergency incidents involving possible or actual IEDs or other explosive incidents and to mitigate all associated hazards.<sup>2</sup></b>				
• Number of devices rendered safe	15	12	25	15
• Number of emergency bomb squad responses <sup>3</sup>	15	60	94	94
<b>Objective: Investigate all reported fires, explosions and hazardous materials incidents, provide cause determination and pursue the identity, prosecution and conviction of persons responsible for any criminal actions.</b>				
• Total Incidents Investigated	166	200	167	200
• Total Hours Investigated	n/a	n/a	816	820
• Total Cases Worked	166	137	221	185
• Total Hours Spent on Investigation Activities	n/a	n/a	3,391	3,500
<b>Objective: Conduct annual fire safety inspections for all known schools, public assembly buildings, night clubs and extremely hazardous substance facilities.</b>				
• Total Code Inspections	2,189	1,404	1,796	1,772
• Total Code Re-inspections	533	543	530	532
• Total Hours Performing Code Enforcement Activities	n/a	n/a	3,623	3,600
• Fire Permit Revenue	\$97,419	\$105,693	\$102,500	\$161,500
• Fire Permits Issued <sup>4</sup>	1,114	798	1,225	1,700
<b>Objective: Minimize preventable child and elderly injuries/deaths due to ill prepared babysitter, caregiver, parent or legal guardian.</b>				
• Business, community, and other public outreach hours	n/a	n/a	1,600	1,600
• Fire/Life Safety Programs Delivered/Supported	n/a	n/a	1,100	1,100
<b>Objective: Review all submitted development plans for compliance with fire safety regulations.</b>				
• Hours required for plans review	90	85	90	90
• Number of annual plans received and reviewed	69	57	70	70

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

<sup>2</sup> IEDs refers to Improvised Explosive Devices.

<sup>3</sup> Measure was revised to better capture accurate data for the bomb squad deployment such as SWAT team assistance, bomb threats, suspicious packages and dignitary security assignments.

<sup>4</sup> The decrease in the number of permits issued in FY 2012 is a result of position turnover throughout the year.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Fire, Rescue and Emergency Management**  
**Fire Marshal's Office**

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Minimize fire related deaths that could have been prevented with properly functioning and installed smoke detectors.</b>				
• Smoke Alarm Program -- Home Alarms Requiring Service	31	40	46	50
• Smoke Alarm Program -- Homes Visited <sup>1</sup>	269	202	640	565
• Smoke Alarm Program - Number of alarms installed/replaced	114	144	186	224

---

<sup>1</sup> This program was significantly expanded during FY 2013.



## **Fire, Rescue and Emergency Management Office of Emergency Management**

### **Program Goal and Service Description**

The Office of Emergency Management Division (OEM) is responsible for facilitating the County's comprehensive emergency management program in accordance with local, state and federal laws, authorities and directives. Areas of focus include activities associated with preparing, responding and recovering from large scale emergencies impacting the community. OEM coordinates the development and ongoing maintenance of supporting plans, policies, procedures, and processes tied to the County's Emergency Operations Plan (EOP) as well as the maintenance of the County's Emergency Operations Center (EOC), which serves as the coordination point for key decision makers providing crisis and consequence management of large scale emergency situations. To ensure personnel are adequately trained in their roles and responsibilities, OEM provides ongoing training and exercise opportunities for personnel assigned to the EOC, community emergency preparedness education through a variety of means, and locally manages the Community Emergency Response Team (CERT) program. Additionally, this Division oversees the County's Special Events Program working with event organizers to ensure safe and successful community events.

### **Budget Overview**

#### **FY 2014 Issues**

- Given the inclusion in the national capital region, the Division must ensure local efforts are collaborative with regional partners while balancing the local needs of the community to meet the local, regional, state and federal requirements/mandates pertaining to plans, policies, procedures and processes.
- The Division must focus on Sustaining National Capital Region Urban Areas Security Initiative (NCR-UASI) funding for personnel costs, equipment and technology solutions.
- Due to the large number of personnel serving as representatives to the EOC, the Division must provide a comprehensive training program that ensures operational readiness of the center and personnel. This involves implementing an ongoing drill/exercise program, course curriculum development and delivery, as well as reoccurring training for emergency management personnel on processes and facility systems/equipment.

#### **FY 2014 Major Work Plan Initiatives**

- Continue the revision of the County's EOP to enable a restructuring of the Emergency Support Functions (ESF) and aligning these with state and federal EOP guidance.
- Collaboration with regional jurisdictions on various regional working groups and committees within northern Virginia and the Metropolitan Washington Council of Governments (MWCOCG).
- Continue identifying solutions addressing the programmatic sustainment costs of NCR-UASI projects.
- Implement new security system procedures as a result of a scheduled upgrade to WebEOC, which is the situational awareness tool utilized by jurisdictions throughout the National Capital Region.
- Continue identifying and implementing procedures and processes to enhance the capabilities and efficiencies of the EOC.
- Provide quarterly drills for EOC personnel and monthly drills for personnel assigned to the Division.
- Work collaboratively with regional partners to ensure efficiency in sharing and naming of resources through the County's National Incident Management System (NIMS) Compliance Officer as well as begin work on the credentialing component of NIMS.
- Develop and implement a Special Events Ordinance, as well as other policies, in coordination with EMEC.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Fire, Rescue and Emergency Management  
Office of Emergency Management**

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,386,563	\$557,956	\$527,432	\$537,086	\$530,159
Operations & Maintenance	1,180,400	367,476	190,755	199,900	186,768
Capital Outlay & Capital Acquisitions	41,348	18,323	26,937	0	0
<b>Total Expenditures</b>	<b>\$2,608,311</b>	<b>\$943,755</b>	<b>\$745,124</b>	<b>\$736,986</b>	<b>\$716,927</b>
<b>Revenues</b>					
State Categorical Aid	\$42,437	\$0	\$770	\$0	\$0
Federal Categorical Aid	567,633	155,986	149,215	20,000	20,000
Other Financing Sources	68,354	69,619	68,354	76,060	78,610
<b>Total Revenues</b>	<b>\$678,424</b>	<b>\$225,605</b>	<b>\$218,339</b>	<b>\$96,060</b>	<b>\$98,610</b>
<b>Total Local Tax Funding</b>	<b>\$1,929,887</b>	<b>\$718,150</b>	<b>\$526,785</b>	<b>\$640,926</b>	<b>\$618,317</b>
<b>FTE Summary</b>	<b>5.28</b>	<b>5.33</b>	<b>5.33</b>	<b>5.33</b>	<b>5.33</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Fire, Rescue and Emergency Management**  
**Office of Emergency Management**

<b>Program Objectives and Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014 Projected</b>
<b>Objective: Emergency Operations Center (EOC) Usage.</b>				
• Number of hours EOC activated	139	148	300	300
• Number of hours EOC is utilized during non-emergencies	2,060	1,822	2,500	2,500
<b>Objective: Conduct planning and response activities associated with large-scale emergencies and disasters.</b>				
• Operational hours	1,166	1,070	1,500	1,500
• Planning hours	2,285	2,257	3,000	3,300
• Training hours	685	610	700	700
<b>Objective: Conduct a special events program designed to assist organizers with planning for conducting safe and successful special events.</b>				
• Number of special events	298	244	300	300
• Number of special events staff hours	1,764	1,424	1,500	1,650
• Special Events that require no staff coverage	19	23	35	35



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Fire, Rescue and Emergency Management Administrative Services

### Program Goal and Service Description

The Administrative Services Division includes program areas which are under the Office of the Chief, which is responsible for management and oversight of the Department. Services and programs that fall under management by the Office of the Chief include: financial management, public affairs, human resources, health and safety, professional standards, and administrative support.

### Budget Overview

#### **FY 2014 Issues**

- The increase in staffing levels and expected rates of employee turnover continue to tax staff responsible for employee recruitment/hiring, promotional process management, and facilitation of disciplinary actions.
- Department services, such as procurement, administrative support, records management, and payroll will continue to grow as administrative support remains level and is reduced.
- The Division focuses on the continued compliance with occupational safety and other industry safety related standards mandates critical to ensuring that practices and work environment safeguards are met for health and well-being of Department employees and system members.
- Increased reliance on Departmental staff to process volunteer injury claims and accident investigation has necessitated the implementation of an on-call Safety Officer Program to ensure a reliable point of contact 24 hours a day.

#### **FY 2014 Major Work Plan Initiatives**

- Recruit and hire/promote quality applicants to fill all authorized positions.
- Meet growing needs in service delivery areas, such as procurement, administrative support, records management, and payroll with current levels of administrative staff support.
- Perform all required disciplinary actions and internal affairs investigations in a fair, just, and comprehensive manner to ensure appropriate and accurate vetting of findings in the context of employee rights, relevant laws, County policies, and Departmental values.
- Develop and maintain a comprehensive health, safety and wellness program to enable a physically fit and psychologically well balanced workforce that targets reduced workers compensation cases.
- Investigate all on the job injuries and accidents involving both career and volunteer personnel and assets to determine cause and implement corrective/preventative measures.
- Continue partnering with Loudoun County Human Resources staff to provide a comprehensive update and review of existing departmental policies and procedures, including a gap analysis of existing policies and procedures.
- In concert with Loudoun County Risk Management staff, update the departmental risk management plan working to address and implement recommendations of the safety and risk assessment consultant.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,560,875	\$1,561,394	\$1,673,366	\$1,374,086	\$1,416,358
Operations & Maintenance <sup>1</sup>	961,151	1,249,540	471,623	820,187	450,813
Capital Outlay & Capital Acquisitions	15,100	24,550	0	0	0
<b>Total Expenditures</b>	<b>\$2,537,126</b>	<b>\$2,835,484</b>	<b>\$2,144,989</b>	<b>\$2,194,273</b>	<b>\$1,867,171</b>
<b>Revenues</b>					
Charges For Services	\$1,017	\$1,247	\$1,437	\$0	\$0
Miscellaneous Revenue	20,000	0	0	0	0
<b>Total Revenues</b>	<b>\$21,017</b>	<b>\$1,247</b>	<b>\$1,437</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$2,516,109</b>	<b>\$2,834,237</b>	<b>\$2,143,552</b>	<b>\$2,194,273</b>	<b>\$1,867,171</b>
<b>FTE Summary</b>	<b>19.05</b>	<b>16.98</b>	<b>18.05</b>	<b>13.86</b>	<b>13.86</b>

<sup>1</sup> Operations & Maintenance funding was reallocated in FY 2014 between the Administrative Services and Asset Management Divisions to reflect the reorganization of personnel within the Department implemented between FY 2012 and FY 2013.





Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Fire, Rescue and Emergency Management  
Administrative Services**

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Organize administrative reporting duties to maximize allocated personnel and resources with department needs.</b>				
• Percent of error free pay records submitted	99.82%	99.84%	99.00%	99.00%
• Total timesheets processed	11,201	11,548	11,890	11,900
• Validated payroll record errors	20	20	10	10
<b>Objective: Manage and administer a comprehensive health, wellness, and safety program that maintains a physically and psychologically fit workforce.</b>				
• Number of total on the job injuries	62	74	70	70
• Number of responses to emergency calls	575	704	640	650
• Safety-oriented drill hours	1,513.55	1,645.25	1,600.00	1,750.00
<b>Objective: Manage a Human Resources system that meets organizational needs and County HR policies.</b>				
• Job applicants hired	29	10	40	40
• Number of job applicants	1,657	1,345	1,300	1,300
<b>Objective: Ensure procurement infrastructure that provides for the acquisition of essential department goods and services.</b>				
• Number of procurements	266	168	200	200
• Percent of on-time invoiced payments	97.98%	99.73%	98.00%	98.00%
• Percent of procurements executed on-time	95.31%	98.21%	95.00%	95.00%



## **Fire, Rescue and Emergency Management Asset Management**

### **Program Goal and Service Description**

The Asset Management Division ensures critical departmental support services to include planning, facilities development and management, apparatus and fleet management, logistics and supply distribution services, and respiratory protection program management. The Division's Planning and Facilities Section performs strategic risk and trend analysis, development application referrals and plans review, coordination of Department capital construction projects and facility related maintenance, repair, renovation, and asset replacement to include strategic siting, construction, repair, maintenance, and readiness of all rural water supply tanks and dry hydrants. The Division's Apparatus and Fleet Section is responsible for the oversight of apparatus and fleet operations to include specification development, acquisition, maintenance, and repairs to county owned apparatus to ensure uninterrupted around the clock readiness of all response vehicles. The Division's Logistics Section oversees and operates the Fire Rescue Warehouse, ensuring timely and accountable supply receipt and distribution of all departmental equipment, supplies, and materials. The Division's Respiratory Protection Section ensures that all breathing apparatus and geographically distributed compressor locations are maintained in strict accordance with relevant mandates.

### **Budget Overview**

#### **FY 2014 Issues**

- Gross square footage of Department-occupied county owned and leased facilities along with volunteer company owned worksites supported by the Department may without construction delays increase by more than 80,000 square feet by the end of FY 2014.
- The transition to the newly renovated Emergency Communications/E-911 Center is challenging due to the project's complexity.
- Facility work orders will continue to increase during FY 2014, by a projected 10%, given an increasing number of facilities operated by the County and ongoing facility deterioration due to age at a number of volunteer owned worksites. Facility worksite assessments have revealed issues and conditions, particularly in volunteer owned stations, that would require a substantial fiscal investment to remedy.
- The timely replacement of aging fire rescue apparatus, as defined in the Board of Supervisors' adopted service plan, is essential to reliable service delivery.
- Ongoing growth in the size of the Department's fleet of emergency response vehicles, specifically the aging of vehicles, continues to result in fiscal challenges associated with the ability to maintain vehicles in accordance to relevant NFPA standards.
- The replacement of equipment and furniture within the facilities as well as the annual costs for maintenance contracts for systems such as Westnet may result in fiscal challenges without additional resources.
- The increased utilization of the warehouse as a point of destination for all Departmental and volunteer Fire and Rescue companies' is an ongoing trend that will continue to require personnel to be dedicated to program management. Use of the warehouse currently relies heavily on available "temporary restricted duty" employees to complete.
- The Department must continue to meet the federal and state mandated respiratory protection standards to comply with regulations, maintenance and testing of self-contained breathing apparatus for the combined fire rescue system.

#### **FY 2014 Major Work Plan Initiatives**

- Complete, outfit, open, and oversee warranty period and punch list remediation of the Western Loudoun/Neersville (Station 16), Brambleton (Station 9 & FMO Headquarters), Aldie (Station 7); and Route 28/7 (Station 24) stations; complete and make operational the new Fire Training Academy Prop Lot; and complete the renovation of Middleburg (Station 3), Sterling (Station 11/15) and Lovettsville (Station 12).
- Begin the programming, design, and coordination of up fit/outfitting the replacement Emergency Communications/E-911 Center and repurposing of the former ECC as a Command Competencies Training Lab.
- Coordinate programmatic design services for the future Kirkpatrick Farms station, and/or perform site selection and design work for the future replacement of Lucketts (Station 10) and Round Hill (Station 4) facilities.
- Ensure uninterrupted "around the clock" Departmental operations by maintaining productive and safe working environments at more than 30 worksites, to include oversight of associated facility improvements, building systems and equipment maintenance, furniture and office equipment repair and replacement, facility emergency response and mitigation; and maintain rural water supply assets at more than 70 locations throughout the County to ensure constant readiness.
- Place all new/replacement Fire Rescue vehicles endorsed for purchase in the FY 2013 and FY 2014 budgets into full service within 30 days of manufacturing, while ensuring the Department's frontline and reserve fleet of apparatus is maintained in a uniform and predictable state of constant readiness. Implement further measures to materially reduce apparatus repair and maintenance costs.
- Establish infrastructure sustainability procurement schedules to guide future facility furniture and office equipment replacement and future respiratory protection equipment purchases.
- Implement an on-call coverage schedule to ensure support for facilities, fleet, and logistics.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Fire, Rescue and Emergency Management  
Asset Management**

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$345,183	\$353,044	\$401,296	\$825,256	\$890,859
Operations & Maintenance <sup>1</sup>	86,736	84,288	612,048	737,839	1,334,797
Transfer to Central Services Fund	0	0	32,982	0	0
<b>Total Expenditures</b>	<b>\$431,919</b>	<b>\$437,332</b>	<b>\$1,046,326</b>	<b>\$1,563,095</b>	<b>\$2,225,656</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$4,475	\$5,610	\$11,107	\$7,784	\$11,843
<b>Total Revenues</b>	<b>\$4,475</b>	<b>\$5,610</b>	<b>\$11,107</b>	<b>\$7,784</b>	<b>\$11,843</b>
<b>Total Local Tax Funding</b>	<b>\$427,444</b>	<b>\$431,722</b>	<b>\$1,035,219</b>	<b>\$1,555,311</b>	<b>\$2,213,813</b>
<b>FTE Summary</b>	<b>2.07</b>	<b>3.19</b>	<b>3.19</b>	<b>8.55</b>	<b>8.55</b>

---

<sup>1</sup> Operations & Maintenance funding was reallocated in FY 2014 between the Administrative Services and Asset Management Divisions to reflect the reorganization of personnel within the Department implemented between FY 2012 and FY 2013.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Fire, Rescue and Emergency Management Asset Management

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Provide necessary facilities to facilitate strategic goals and essential service delivery through Department-level facility project management of new construction or leased facility build-out and outfitting.</b>				
• Number of current projects	16	16	18	14
• Percent of project milestones	72.10%	75.00%	80.00%	80.00%
• Square footage of current projects at existing facilities	96,875	81,076	90,000	65,000
<b>Objective: Ensure uninterrupted delivery of essential public services through strategically locating, procuring, equipping, maintaining and repairing of the Department's fleet of fire-rescue and support vehicles.</b>				
• Number of Apparatus Maintained	38	38	42	46
• Number of Fleet Vehicles Maintained	86	98	92	90
<b>Objective: Ensure uninterrupted readiness of Departmental operations and outfitting of personnel and worksites through effective inventory and supply distribution system management.</b>				
• Number of warehouse orders received	3,869	4,654	4,400	4,700
• Percent of on-time warehouse deliveries	97.75%	98.19%	95.00%	95.00%
<b>Objective: Ensure a safe and productive work environment is consistently provided for Departmental employees and volunteer personnel by maintaining existing Department facilities and occupied worksites in a state of readiness.</b>				
• Cumulative square footage of facilities supported	335,485	345,765	405,000	405,000
• Number of currently active projects at current facilities	79	80	100	80
• Number of facilities supported	35	36	41	41
• Number of facility repair requests	5,059	8,257	6,000	7,000
• Number of facility-related work orders	729	1,142	825	925
• Square footage of current projects at existing facilities	62,400	13,200	85,000	60,000
<b>Objective: Ensure effective service delivery by integrating planning data and analysis of development application service impacts with Adopted Fire and Rescue Service Plan and Strategic Plan goals.</b>				
• Number of development applications processed	135	173	150	175
• Number of referral related activities	683	1,130	700	850
• Percent of on-time development referral submissions	93.54%	90.75%	90.00%	90.00%



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Fire, Rescue and Emergency Management**  
**Asset Management**

<b>Program Objectives and Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014 Projected</b>
<b>Objective: Protect Life of Personnel Responding to Incidents</b>				
• Number of Self-Contained Breathing Apparatus (SCBA) units receiving Flow test	687	612	645	750
• Number of SCBA units repaired	741	541	550	625
• Percentage of SCBA units tested and certified	100%	100%	100%	100%
• SCBA units available for usage	612	612	635	645





---

---

## Juvenile Court Service Unit

Juvenile Court Service Unit

Juvenile Court Service Unit



## Juvenile Court Service Unit

### Mission Statement

The Juvenile Court Service Unit assists the Virginia Department of Juvenile Justice with protecting the public by preparing court involved youth to be successful citizens.

### Description

The Juvenile Court Service Unit (JCSU) is a statutorily mandated agency which carries out the directions of the Court for professional supervision and services for juvenile offenders and young adults. The JCSU has three basic components: Probation, including monitoring and supervising juveniles and their families per the order of the Court; Intake, the "taking in" and processing of new complaints and cases committed by juveniles and domestic relations, including custody, support, visitation and domestic violence; and Special Programs, an array of specialized services to restore juveniles and their families to law abiding behavior. These court ordered programs and services include alcohol/substance abuse suppression, shoplifting deterrent program, anger management, community service, detention alternatives, gang intervention and re-entry, mediation, post disposition, prevention/intervention groups, restitution, restorative justice, and programs for serious offenders.

### Budget Overview

#### **FY 2014 Issues**

- Language and cultural barriers put pressure on the system and service delivery. This is an issue for public safety and optimum service delivery to delinquent youth, their families, and the community at large.
- The Loudoun Juvenile Detention Alternative Initiative (JDAI) has identified service gaps in the continuum of alternatives to secure detention and the possible effect on disproportional minority contacts.
- Prevention, intervention and educational programming to maintain protective strategies to fight delinquency, both locally and regionally, are important investments, but may be at risk in tight financial times.
- There is a need to continue to expand effective non-judicial alternatives to community conflict.
- There is a need to maintain and expand gang suppression activities at the local and regional level. The sexual trafficking of juveniles is increasing both locally and regionally.
- Domestic relations cases continue to increase, most notably domestic violence cases which increased by 27% in FY 2012.
- There is a need for heightened focus on parental accountability strategies.

#### **FY 2014 Major Work Plan Initiatives**

- Target efforts to maintain staff diversity to better respond to the changing demographics of the JCSU clientele. Staff recruitment efforts will focus on a diverse staff.
- Further reduce frequency and length of stay of detentions through growth in detention alternatives: the new Detention Services Concept and the Juvenile Detention Alternatives Initiatives (JDAI). Make gains for "the right youth in the right place for the right purpose for the right time".
- Explore with the collaborative agencies an expansion of services designed to reduce secure detentions and disproportional minority contacts while maintaining public safety. The programs identified include: female offender programming; Evening Reporting Center; increased expediting services and expanding 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.
- Analysis of the current diversionary programs indicates a need to intensify the number of contacts in the monitoring of diverted cases.
- Initiate identification and intervention strategies locally and regionally to prevent and respond to the newly identified sex trafficking and offenders.
- Increase monitoring services for civil domestic violence cases by the Family Abuse Officer, by recruiting interns who can assist in the monitoring efforts for those cases post court action to ensure that protective orders are being observed.

#### **FY 2013 Major Achievements**

- Supervised Release Program (SRP) served 333 individual youths who were supervised for 7,017 days; 100% were supervised successfully in the community without having to be securely detained.
- Ordered and monitored over 5,385 hours of Community Service with a total volunteer hour value of \$129,951 in FY 2012.
- Continued to maintain the high JCSU juvenile diversion rates of 28% in FY 2010, 32% in FY 2011, and 33% in FY 2012 primarily through the use of creative alternatives.
- Increased the frequency and duration of contacts in the monitoring of diversion programs including community service work, restitution, restorative justice, shoplifting deterrent program and anger management.
- Fully partnered with law enforcement and human services agencies to promote the goals of the Loudoun Juvenile Detention Alternative Initiative.





## Juvenile Court Service Unit

- Developed and implemented a sex trafficking screening instrument (ITIS) to identify at risk youth, which is being adopted regionally.
- Further implemented the need/risk/responsivity program by conducting new training and practice with the Youth Assessment and Screening Instrument (YASI).
- Expanded hours of operation to one evening per week for the convenience of the families and the community as well as the efficiency of law enforcement.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

### Juvenile Court Service Unit

<b>Departmental Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,449,317	\$1,397,462	\$1,538,721	\$1,696,706	\$1,691,621
Operations & Maintenance	313,507	283,688	219,038	341,233	326,471
Capital Outlay & Capital Acquisitions	0	0	5,104	0	0
<b>Total Expenditures</b>	<b>\$1,762,824</b>	<b>\$1,681,150</b>	<b>\$1,762,863</b>	<b>\$2,037,939</b>	<b>\$2,018,092</b>
<b>Revenues</b>					
Miscellaneous Revenue	\$0	\$178	\$0	\$0	\$0
Federal Categorical Aid	31,697	25,600	0	0	0
Other Financing Sources <sup>1</sup>	0	372,058	0	0	0
<b>Total Revenues</b>	<b>\$31,697</b>	<b>\$397,836</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Local Tax Funding</b>	<b>\$1,731,127</b>	<b>\$1,283,314</b>	<b>\$1,762,863</b>	<b>\$2,037,939</b>	<b>\$2,018,092</b>
County FTE	20.86	18.72	19.79	19.79	19.79
State FTE	14.98	13.47	13.47	13.47	13.47
<b>FTE Summary</b>	<b>35.84</b>	<b>32.19</b>	<b>33.26</b>	<b>33.26</b>	<b>33.26</b>

#### FY 2014 Board Action

The FY 2014 Adopted Fiscal Plan for the Juvenile Court Service Unit includes a decrease of \$19,847 in local tax funding. Personnel expenditures increased by \$7,532 in salaries and are offset by a decrease of \$12,617 in fringe benefits. For 2014, personnel expenditures reflect a merit based increase of 2% for employees. Operations and maintenance expenditures decreased by \$14,762 due to a decrease of \$5,726 in professional services for electronic monitoring and sex offender services contracts and a reduction in central services charges of \$8,436.

#### Budget History

FY 2011: The Board eliminated 2.14 FTE for vacant probation officers and the State eliminated 1.51 FTE.

FY 2012: The Board added 1.07 FTE for a Gang Re-Entry Officer to support the gang intervention program.

<sup>1</sup> The FY2011 entry in Other Financing Sources for JCSU is an accounting entry for prior period adjustments recording the local match for grants for FY 2010 and earlier.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Juvenile Court Service Unit

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Manage the continuing growth in juvenile, domestic relations and protective order complaints.</b>				
• Total number of juvenile criminal intakes	n/a	n/a	1,485	1,625
• Monitoring contacts for civil protective orders	n/a	n/a	500	525
• Percent of juvenile complaints, where intake issued a detention order to the Loudoun Youth Shelter	6%	7%	5%	5%
• Percent of juvenile complaints, where intake issued a detention order to the Juvenile Detention Center	18%	16%	15%	15%
• Total number of civil domestic violence complaints issued	425	539	506	650
• Total percent of growth in civilly filed domestic violence complaints	15%	27%	10%	10%
• Total number of domestic relations complaints issued	2,306	2,153	2,425	2,500
• Total percent of growth in domestic relations complaints	4%	-6%	5%	5%
• Total number of juvenile criminal complaints issued	2,028	1,931	2,130	2,230
• Total percent of growth in juvenile criminal complaints	7%	-5%	5%	5%
<b>Objective: Expand effective non-judicial alternatives to community conflict by continuing to develop alternatives to formal court adjudication.</b>				
• Total number of Restorative Justice Cases	193	243	239	265
• Number of collateral Restorative Justice contacts	n/a	n/a	250	275
• Number of youth and family Restorative Justice contacts	n/a	n/a	750	775
• Successful Restorative Justice cases (agreement made and completed)	186	230	230	253
• Number of gang involved youth & adults participating in Gang Re-Entry	n/a	n/a	65	75
• Annual percent of cases returning to court with new offenses within one year of program completion	5%	5%	4%	4%
• Number of completed shoplifting deterrent program participants	n/a	n/a	150	165
• Percent of juvenile complaints diverted or unofficial	31%	33%	35%	35%
• Percent of juvenile complaints referred to court	70%	67%	65%	65%

<sup>1</sup> Measures with n/a were new for the fiscal year in which numerical data begins.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Juvenile Court Service Unit

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Continue to maintain high quality probationary services.</b>				
• Number of client contacts	14,249	12,159	17,200	17,200
• Number of non-court ordered graduated sanctions	339	281	350	365
• Number of parental contacts	8,358	6,219	8,500	8,500
• Number of youth receiving probationary services	1,880	2,167	2,000	2,350
• Yearly recidivist rate for Commonwealth of Virginia <sup>1</sup>	n/a	n/a	31%	31%
• Yearly recidivist rate for Loudoun County <sup>1</sup>	n/a	n/a	22%	22%
<b>Objective: Continue to provide alternatives to detention by utilizing the Supervised Release Program.</b>				
• Annual cost savings Supervised Release Program vs. Juvenile Detention Center	\$1,302,392	\$1,302,392	\$1,500,000	\$1,500,000
• Average per diem for Juvenile Detention Center	\$240	\$240	\$240	\$240
• Average per diem for Supervised Release Program	\$27.20	\$29.53	\$30.00	\$30.00
• Electronic monitoring - number of days equipment usage	4,619	3,455	5,500	5,500
• House arrest - number of days served	1,442	2,635	4,000	4,000
• Outreach program - number of days served	273	927	900	950
• Percent of juvenile recidivism while in Supervised Release Program	0%	0%	1%	1%
• Supervised Release Program - Number of youth served	324	333	520	425

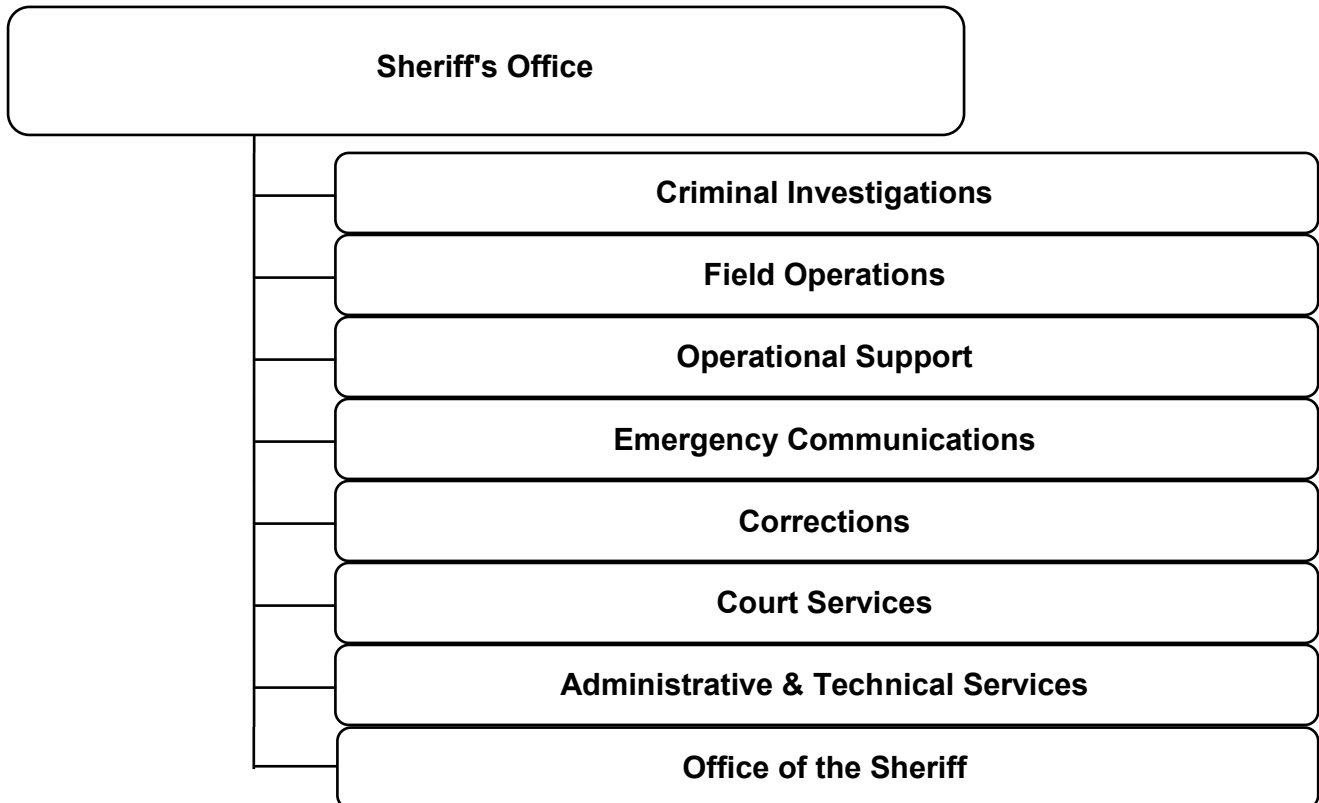
<sup>1</sup> Yearly recidivism rates for the Commonwealth and Loudoun County are not available for approximately three years. FY 2007 actual rates for the Commonwealth were 26.1% and 18.5% for Loudoun. FY 2008 actual rates were 25.1% for the Commonwealth and 16.6% for Loudoun. FY 2009 rates were 24.2% for the Commonwealth and 16.8% for Loudoun.



---

---

## Sheriff's Office





## **Sheriff's Office**

### **Mission Statement**

The Loudoun County Sheriff's Office will strive to continuously improve safety and law enforcement services to all members of the community through the Step Up Strategy of improved service, technology, efficiency and professionalism.

The Sheriff's Office will work interactively with federal, state and other local law enforcement authorities to vigorously and fairly enforce criminal laws by sharing capabilities, strategies and assets. The Sheriff's Office will partner with community service groups and human services agencies to implement strategies that improve the quality of life for County residents, businesses and visitors. Finally, the Sheriff's Office will engage the community through courteous and proactive outreach and communication, and work diligently to constantly improve professionalism.

### **Description**

The Sheriff is a constitutional officer by virtue of the Virginia Constitution, Article VII, Section 4, elected every four years and has responsibilities which are outlined by the General Assembly in the form of State statutes. The Sheriff and the Sheriff's Deputies have criminal and civil jurisdiction and are empowered to enforce the laws of the Commonwealth of Virginia and the ordinances of Loudoun County. These powers may be exercised on any property within Loudoun County. The Sheriff's Office consists of an Administration Bureau and an Operations Bureau. Contained within the Administration Bureau are the Office of the Sheriff's administrative functions, the Corrections/Court Security Division, the Emergency Communications Center and the Administrative/Technical Services Division. Contained within the Operations Bureau are the Field Operations Division, Criminal Investigations Division and Operational Support Division. The Office of the Sheriff oversees the activities and programs of all divisions.

### **Budget Overview**

#### **FY 2014 Issues**

- Due to the geographical size of the County and no personnel added to Field Operations in over three years, trying to reduce the emergency response times will continue to be an issue.
- Due to the density of population in eastern Loudoun, the numbers of Part II crimes and volume of calls for service strain available resources.
- Investigations of cases continue to increase in complexity due to the globalization of financial crimes.
- Drug Trafficking Organizations (DTOs) are increasing and becoming more complex due to advances and use of technology for perpetuating financial crimes outside of the state or country which targets citizens in Loudoun.
- Without additional personnel, the Administrative and Technical Services Division will continue to be challenged to support the other divisions within the agency and manage the training, firearms/ammunition, uniforms, supplies, technology, and internal financial functions.
- The infrastructure at the current Sheriff's Office Firing Range includes issues such as the structural integrity of the onsite building and accumulation of lead in the berms of both ranges.
- Maintaining effective levels of service for the elementary Juvenile Resource Instruction Program with the continued openings of new schools as well as the increased demand for Juvenile Resource Unit services is a challenge with the current staffing level.
- Being able to provide canine coverage across the County on a 24 hour basis is an issue with the current staffing level.
- Maintaining levels of service within the Crime Scene Section is an issue as the County continues to grow; the numbers of requests for forensic services also increases.

#### **FY 2014 Major Work Plan Initiatives**

- Complete the construction on the Western Loudoun Station and prepare to open in the fall of 2014.
- Begin construction on the Ashburn Station in 2013 and prepare to open in fall of 2015.
- Continue to enhance and improve the efficiency of the Criminal Investigations Division case management system and victim communication.
- Improve and enhance cold case investigations, specifically unsolved homicide cases.
- Expand electronic traffic citations and crash reports programs allowing patrol units to return to service faster.
- Continue the implementation of a new Computer Aided Dispatch system, Records Management System, Jail Management System and other ancillary replacement systems. As part of this effort, conclude the migration of pre-existing records to the new system. This is a two year project and is estimated to be completed in fall of 2014.
- Seek opportunities to participate in community oriented demonstrations and presentations to increase awareness and understanding of the benefits and capabilities of the Operational Support Division's programs.
- Manage the number of fatal, personal injury and property damage accidents by educating the public about impaired driving through sobriety checkpoints, enforcement of traffic laws and ensuring that commercial motor vehicles and drivers operating on the roadways are in compliance with the safety regulations set forth by the Federal Motor Carrier Safety Administration.
- Develop protocols relative to handling crimes and other calls for service in conjunction with Metro Transit Police as a result of the approval of the Silver Line extension to Loudoun County.



## Sheriff's Office

### FY 2013 Major Achievements

- Established a Cold Case Unit in the Criminal Investigations Division to investigate unsolved homicides and initiated participation with two new task force groups; the Virginia State Police Internet Crimes against Children (ICAC) Task Force and the Drug Enforcement Administration (DEA).
- Created a Crisis Intervention Team (CIT) of trained deputies and dispatchers to immediately respond to people in crisis using specialized communication and de-escalation tactics.
- Created a Media Relations and Communications Section that enhances community outreach and establishes professional relationships with the citizens of Loudoun County, the media, local, state and federal agencies, and the political and business community.
- Returned all inmates to the ADC in April 2012 with the completion of Phase II of the ADC, resulting in a reduction of outside housing costs from \$2.3 million in FY 2011 to \$1.4 million in FY 2012 to \$30,000 for FY 2013. The ADC has expanded both Education and Mental Health programs as a result of the program rooms that were built into the Phase II housing units.
- Incorporated the Work Release/Work Force program into the Adult Detention Center in September 2012. The physical move of all equipment and furnishings was accomplished by the Work Force inmates saving the County all costs that would have been incurred. Expanding the Work Force program has created an increased cost savings to the County, estimated at \$58,000, due to work performed at county facilities.
- Expanded the DARE program through the School Resource Officer (SRO) program to bring the curriculum to 11 middle schools, which will be taught to 4,400 6th graders. This expansion of the DARE program has been implemented utilizing the existing middle school SRO's, so no additional personnel costs were required for this initiative.
- Successfully implemented a four squad schedule in Field Operations, creating more available supervisors. The new schedule allowed the creation of a full time Rapid Response Unit (RRU), lessening the burden on Patrol during special assignments and reducing overtime spent on special assignments.
- Expanded the decentralization of Station Property Crimes Detectives and Community Resource Officers in the Field Operations Division, which provides more efficient service delivery to the citizens and station staff. Field Operations is utilizing technology to conduct some daily roll calls virtually to increase deputy efficiency and patrol time in sector.
- Contracted with eFederal Systems to complete a technology assessment of the agency. As a result of that study, 52 separate recommendations were made to more fully integrate technology across the breadth of the agency, explore options for new technologies including tablets to replace ruggedized laptop computers and increasing the size of the technology unit.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

### Sheriff's Office

<b>Departmental Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$53,062,513	\$54,985,343	\$59,643,671	\$61,607,057	\$64,242,426
Operations & Maintenance	13,177,412	12,375,201	11,829,026	11,106,951	11,986,328
Capital Outlay & Capital Acquisitions	449,963	831,929	659,275	306,913	161,720
Transfer to Central Services Fund	0	30,162	120,476	0	0
<b>Total Expenditures</b>	<b>\$66,689,888</b>	<b>\$68,222,635</b>	<b>\$72,252,448</b>	<b>\$73,020,921</b>	<b>\$76,390,474</b>
<b>Revenues</b>					
General Property Taxes	\$0	\$0	\$0	\$0	\$249,173
Other Local Taxes	4,870,874	4,846,766	4,748,268	5,060,120	4,880,000
Permits Privilege Fees & Reg Licenses	199,758	235,067	236,351	216,700	210,700
Fines & Forfeitures	2,263,982	2,209,601	2,182,087	2,125,500	2,730,324
Use Of Money & Property	121	4	212	150	150
Charges For Services	682,078	678,593	589,546	665,607	680,167
Miscellaneous Revenue	405	295	12,347	0	0
Recovered Costs	925,041	1,088,448	1,061,995	1,094,000	1,424,500
State Shared Expenses	1,386,296	10,188,191	10,364,353	12,432,388	12,713,691
State Categorical Aid	5,422	0	0	0	0
Federal Categorical Aid	10,363,449	627,738	315,351	7,500	15,000
Other Financing Sources	0	1,467,468	0	0	0
<b>Total Revenues</b>	<b>\$20,697,426</b>	<b>\$21,342,171</b>	<b>\$19,510,510</b>	<b>\$21,601,965</b>	<b>\$22,903,705</b>
<b>Local Tax Funding</b>	<b>\$45,992,462</b>	<b>\$46,880,464</b>	<b>\$52,741,938</b>	<b>\$51,418,956</b>	<b>\$53,486,769</b>
<b>FTE Summary</b>	<b>663.39</b>	<b>713.49</b>	<b>745.48</b>	<b>746.55</b>	<b>746.55</b>

#### FY 2014 Board Action

The FY 2014 Adopted Fiscal Plan for the Sheriff's Office includes an increase of \$2,067,813 in local tax funding. Expenditures in personnel increased due to the Board's addition of \$1,200,000 to offset the Department's vacancy savings allocation, as well as a Board approved merit based increase of 2% for employees. Operations and maintenance increased \$879,377 including: \$639,839 for central services charges, and \$214,975 for communications. Capital outlay decreased \$141,193. Revenues increased \$1,301,740 due to projected increases in fines and forfeitures, recovered costs and Virginia State Compensation Board funding.

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

#### Budget History

FY 2011: The Board approved a net increase from FY 2010 to FY 2011 of 50.10 FTE as a result of the addition of 61.92 FTE for staffing the Phase II of the ADC (46 Correctional Officers, five Correctional Training Officers, four Correctional Sergeants, one Records Clerk and one Food Service Manager); the elimination of 13.96 FTE (six Field Deputies, two Field Training Officers, three Court Bailiffs, one Call Taker and one Computer Forensic Investigator); and the addition of 2.14 FTE for the Northern Virginia Regional Gang Task Force grant.

FY 2012: The Board approved a net increase from FY 2011 to FY 2012 of 31.99 FTE as a result of a the FY 2011 mid-year addition of 26.75 FTE attributable to an increase in the 14 day work schedule for all sworn personnel to 84 hours per pay period; and the addition of 4.12 FTE associated with the opening of the Western Loudoun Station facility (one Assistant Station Commander, one Crime Analyst/Records Clerk, one Administrative Assistant and one Receptionist) and 1.12 FTE for a School Resource Officer at J. Michael Lunsford Middle School during the FY 2012 budget development process.

FY 2013: The Board approved a net increase from FY 2012 to FY 2013 of 1.07 FTE as a result of the addition of 4.19 FTE (1.12 FTE for a School Resource Officer at John D. Champe High School, 1.07 FTE for a Computer Forensic Analyst, 1.00 FTE for a Special Investigations Crime Analyst and 1.00 FTE for a Senior Cook at the ADC) and the elimination of 3.12 FTE (1.12 FTE for the Adult Drug Court Deputy and 2.00 FTE, an Administrative Assistant and a Crime Analyst at the Western Loudoun Substation).





Loudoun County Government  
FY 2014 Adopted Fiscal Plan

### Sheriff's Office

Expenditures by Program	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
Criminal Investigations	\$6,881,692	\$6,748,255	\$7,274,005	\$7,972,974	\$7,288,220
Field Operations	22,377,296	23,084,763	24,408,005	25,347,239	24,676,324
Operational Support	7,111,204	7,237,120	7,405,251	7,831,827	11,006,757
Emergency Communications	3,021,077	2,797,142	2,920,027	3,221,275	3,511,425
Corrections	15,607,183	17,582,163	19,135,897	17,323,532	18,325,005
Court Services	3,950,096	3,817,589	3,906,840	4,110,363	4,215,041
Administrative & Technical Services	4,885,636	5,423,151	5,668,649	5,619,385	6,022,225
Office of the Sheriff	2,855,704	1,532,452	1,533,774	1,594,326	1,345,477
<b>Total Expenditures</b>	<b>\$66,689,888</b>	<b>\$68,222,635</b>	<b>\$72,252,448</b>	<b>\$73,020,921</b>	<b>\$76,390,474</b>

Revenues by Program	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
Criminal Investigations	\$1,203,405	\$1,754,805	\$1,185,758	\$1,088,973	\$1,279,503
Field Operations	5,059,447	5,256,739	4,984,965	4,723,466	4,286,102
Operational Support	2,700,983	3,308,922	2,635,410	2,557,589	3,781,935
Emergency Communications	5,151,108	5,160,834	5,002,345	5,319,335	4,880,000
Corrections	2,876,268	3,003,801	3,068,256	5,352,345	6,540,688
Court Services	1,401,967	1,408,036	1,375,503	1,398,334	607,907
Administrative & Technical Services	873,043	987,960	911,234	826,533	1,189,556
Office of the Sheriff	1,431,205	461,074	347,039	335,390	338,014
<b>Total Revenues</b>	<b>\$20,697,426</b>	<b>\$21,342,171</b>	<b>\$19,510,510</b>	<b>\$21,601,965</b>	<b>\$22,903,705</b>

Local Tax Funding by Program	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
Criminal Investigations	\$5,678,287	\$4,993,450	\$6,088,247	\$6,884,001	\$6,008,717
Field Operations	17,317,849	17,828,024	19,423,040	20,623,773	20,390,222
Operational Support	4,410,221	3,928,198	4,769,841	5,274,238	7,224,822
Emergency Communications	(2,130,031)	(2,363,692)	(2,082,318)	(2,098,060)	(1,368,575)
Corrections	12,730,915	14,578,362	16,067,641	11,971,187	11,784,317
Court Services	2,548,129	2,409,553	2,531,337	2,712,029	3,607,134
Administrative & Technical Services	4,012,593	4,435,191	4,757,415	4,792,852	4,832,669
Office of the Sheriff	1,424,499	1,071,378	1,186,735	1,258,936	1,007,463
<b>Total Local Tax Funding</b>	<b>\$45,992,462</b>	<b>\$46,880,464</b>	<b>\$52,741,938</b>	<b>\$51,418,956</b>	<b>\$53,486,769</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Sheriff's Office**

<b>Staffing Summary by Program<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Criminal Investigations	67.06	69.20	71.08	73.20	64.24
Field Operations	258.31	250.82	269.60	265.36	240.72
Operational Support	69.52	68.45	70.37	70.39	103.99
Emergency Communications	48.16	47.04	46.80	46.80	46.80
Corrections	119.07	179.92	188.79	189.84	189.84
Court Services	51.08	47.87	48.80	48.80	48.80
Administrative & Technical Services	37.91	37.91	37.56	40.68	43.68
Office of the Sheriff	12.28	12.28	12.48	11.48	8.48
<b>Total FTE</b>	<b>663.39</b>	<b>713.49</b>	<b>745.48</b>	<b>746.55</b>	<b>746.55</b>

---

<sup>1</sup> For FY 2014, the Sheriff's Office has reallocated positions between various divisions to support operational changes made within the department.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Sheriff's Office Criminal Investigations

### Program Goal and Service Description

The Criminal Investigations Division (CID) provides intensive follow up investigations of criminal cases referred from the Field Operations Division that are not resolved during the initial response by patrol personnel. CID also initiates its own investigations and investigates referrals from other government agencies, including the Department of Family Services and the Commonwealth's Attorney's Office. CID consists of five major sections: Crimes Against Persons; Auto Theft Unit; Financial Crimes; Vice Narcotics; and the Anti-Crime Unit.

### Budget Overview

#### **FY 2014 Issues**

- Due to the globalization of financial crimes, investigations of those cases continue to increase in complexity.
- Drug Trafficking Organizations (DTOs) are becoming more complex and activity is increasing due to advances in technology.
- The caseload for Crimes Against Persons is increasing, specifically Robbery/Homicide cases, as the population continues to grow. Detectives are tasked with spending extensive work hours on all suspicious death cases such as suicides.
- Cases relating to Internet Crimes Against Children (ICAC) are increasing and juvenile victims are increasing due to internet/web based predators targeting children.

#### **FY 2014 Major Work Plan Initiatives**

- Improve and expand criminal investigations relating to on line child predators and sex offenders by participating on the Virginia State Police ICAC Task Force.
- Continue to enhance and improve the efficiency of the Criminal Investigations Division case management system and victim communication.
- Due to increasing workloads within Major Crimes and Special Investigations, an ongoing objective is to maintain full staffing of both units.
- Improve and enhance Cold Case Investigations, specifically unsolved homicide cases.
- Continue to participate in regional and federal task force groups to enhance information sharing.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$6,090,034	\$5,998,071	\$6,490,273	\$7,174,094	\$6,406,874
Operations & Maintenance	767,513	741,451	713,517	789,088	881,346
Capital Outlay & Capital Acquisitions	24,145	8,733	11,598	9,792	0
Transfer to Central Services Fund	0	0	58,617	0	0
<b>Total Expenditures</b>	<b>\$6,881,692</b>	<b>\$6,748,255</b>	<b>\$7,274,005</b>	<b>\$7,972,974</b>	<b>\$7,288,220</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$1,400	\$1,200	\$1,200	\$1,200	\$1,200
Use Of Money & Property	0	(39)	0	0	0
Charges For Services	34	0	0	0	0
Recovered Costs	0	0	0	0	15,000
State Shared Expenses	86,131	1,077,747	1,178,933	1,080,273	1,248,303
Federal Categorical Aid	1,115,840	88,723	5,625	7,500	15,000
Other Financing Sources	0	587,174	0	0	0
<b>Total Revenues</b>	<b>\$1,203,405</b>	<b>\$1,754,805</b>	<b>\$1,185,758</b>	<b>\$1,088,973</b>	<b>\$1,279,503</b>
<b>Total Local Tax Funding<sup>1</sup></b>	<b>\$5,678,287</b>	<b>\$4,993,450</b>	<b>\$6,088,247</b>	<b>\$6,884,001</b>	<b>\$6,008,717</b>
<b>FTE Summary<sup>1</sup></b>	<b>67.06</b>	<b>69.20</b>	<b>71.08</b>	<b>73.20</b>	<b>64.24</b>

<sup>1</sup> FY 2014 Adopted Fiscal Plan for the Criminal Investigations Division includes a decrease of \$875,284 in local tax funding and 8.96 FTE as a result of the reassignment of eight detectives to the Sheriff's Substations in the Field Operations Division. Revenue increased \$190,530 primarily due to an increase in funding from the Virginia State Compensation Board.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Sheriff's Office Criminal Investigations

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Gang Intelligence- Maintain a 100% closure rate of gang related cases.</b>				
• Gang related crime closure rate (minus graffiti)	78%	91%	100%	100%
• Number of gang and non-gang related cases per investigator	n/a	n/a	15	15
• Number of gang related cases	n/a	n/a	25	30
• Number of non-gang related cases	n/a	n/a	50	60
<b>Objective: Major Crimes- Achieve a case closure rate for Uniform Crime Reporting Act Index Crimes (UCR) of 30% (i.e. greater than the national average of 21%) and maintain an overall case closure rate for all cases investigated of 60%.</b>				
• Major Crimes Division Closure Rate	37%	44%	45%	45%
• Number of crimes against persons cases	773	809	750	800
• Number of crimes against persons cases per investigator	58	59	55	55
• Number of financial crimes cases	683	501	900	1,100
• Number of financial crimes cases per investigator	82	63	100	120
• Number of property crimes cases <sup>2</sup>	510	497	530	75
• Number of property crimes cases per investigator	58	60	60	37
<b>Objective: Vice/Narcotics- Achieve 100% closure rate for narcotics and special investigation cases.</b>				
• Narcotics closure rate	99%	84%	100%	100%
• Number of Vice/Narcotic cases per investigator	n/a	n/a	63	58
• Number of Vice/Narcotics cases	n/a	n/a	500	580

<sup>1</sup> Measures with n/a are new for the fiscal year in which numerical data begins.

<sup>2</sup> FY 2014 projections are significantly lower because eight property crime detectives have been reassigned to specific Sheriff Substations. Those measures are now reported under the assigned station's measures in the Field Operations Division.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Sheriff's Office Field Operations

### Program Goal and Service Description

This Division is responsible for the initial response to all calls for service and patrols in the County 24 hours a day, 365 days a year. Included in those responses are criminal and traffic investigations, arrests, community relations, warrant services, community policing, and proactive patrol. In addition to patrol duties, the Community Policing, Domestic Violence, Executive Detail, Station Property Crimes Detectives and Dulles Town Center Mall programs are operated out of the Field Operations Division. These programs work closely with the Patrol section and each other to deliver community based, problem solving policing techniques to Loudoun County residents. The Field Operations Division frequently augments specialized programs such as Criminal Investigations and Operational Support when program service demands exceed current capabilities. Support is also provided to the Purcellville, Leesburg and Middleburg Police Departments, the Virginia State Police, Metropolitan Washington Airport Authority Police, Animal Services, Virginia Department of Alcohol Beverage Control and Federal law enforcement agencies.

### Budget Overview

#### **FY 2014 Issues**

- Due to the geographical size of the County and no personnel added to Field Operations in over three years, trying to reduce the emergency response times will continue to be an issue.
- Currently Field Operations has one Domestic Violence Coordinator. Domestic Violence cases are increasing and the need for more personnel is becoming essential.
- Due to the density of population in eastern Loudoun, the numbers of Part I and II crimes and volume of calls for service strain available resources.

#### **FY 2014 Major Work Plan Initiatives**

- Provide improved safety and law enforcement services to the communities in Loudoun County through the station service area concept of the four Sheriff's Stations located in the Dulles South, Ashburn, Eastern and Western regions of the county.
- Complete construction on the Western Loudoun Station and prepare to open in the fall of 2014.
- Begin construction on the Ashburn Station and prepare to open in the fall of 2015.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$18,877,962	\$19,592,927	\$20,870,971	\$21,698,359	\$20,731,326
Operations & Maintenance	3,237,496	3,273,748	3,183,352	3,479,261	3,919,498
Capital Outlay & Capital Acquisitions	261,838	187,926	291,823	169,619	25,500
Transfer to Central Services Fund	0	30,162	61,859	0	0
<b>Total Expenditures</b>	<b>\$22,377,296</b>	<b>\$23,084,763</b>	<b>\$24,408,005</b>	<b>\$25,347,239</b>	<b>\$24,676,324</b>
<b>Revenues</b>					
Fines & Forfeitures	\$1,301,487	\$1,271,304	\$1,365,673	\$1,225,500	\$1,530,324
Charges For Services	1,132	2,416	3,485	3,450	5,010
State Shared Expenses	428,662	3,490,699	3,524,865	3,494,516	2,750,768
Federal Categorical Aid	3,328,166	96,011	90,942	0	0
Other Financing Sources	0	396,309	0	0	0
<b>Total Revenues</b>	<b>\$5,059,447</b>	<b>\$5,256,739</b>	<b>\$4,984,965</b>	<b>\$4,723,466</b>	<b>\$4,286,102</b>
<b>Total Local Tax Funding<sup>1</sup></b>	<b>\$17,317,849</b>	<b>\$17,828,024</b>	<b>\$19,423,040</b>	<b>\$20,623,773</b>	<b>\$20,390,222</b>
<b>FTE Summary</b>	<b>258.31</b>	<b>250.82</b>	<b>269.60</b>	<b>265.36</b>	<b>240.72</b>

<sup>1</sup> The FY 2014 Adopted Fiscal Plan for the Field Operations Division includes a net decrease in local tax funding of \$233,551 and 24.64 FTE as a result of reassigning 33.60 FTE to the Operational Support Division and adding 8.96 FTE which were reassigned from the Criminal Investigations Division.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Sheriff's Office Field Operations

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Ashburn Station - To strive to continuously improve safety and law enforcement services to all members of the community through the Step-up Strategy of improved service, technology, efficiency and professionalism.</b>				
• Annual average calls for service per deputy for Station Service Area	n/a	n/a	n/a	1,689
• Annual calls for service for Station Service Area	n/a	n/a	n/a	67,554
• Average response time for emergency calls for Station Service Area	n/a	n/a	n/a	5:05
• Average response time for non-emergency calls for Station Service Area	n/a	n/a	n/a	9:15
• Number of Community Policing service incidents for Station Service Area	n/a	n/a	n/a	708
• Number of miles covered for Station Service Area	n/a	n/a	n/a	35.50
• Number of patrol deputies for Station Service Area	n/a	n/a	n/a	40
• Number of property crimes cases in Station Service Area	n/a	n/a	n/a	53
• Number of property crimes cases per detective for Station Service Area	n/a	n/a	n/a	26.50
• Population served by Station Service Area	n/a	n/a	n/a	87,073
<b>Objective: Domestic Violence (DV) - Reduce the number of high risk and repeat domestic violence cases.</b>				
• Number of intimate relationship DV cases investigated	n/a	n/a	n/a	375
<b>Objective: Dulles Town Center- Maintain safety and security for Dulles Town Center (DTC) mall employees and patrons by maintaining current staffing levels.</b>				
• Annual number of calls responded to at the DTC Mall	2,316	2,424	2,300	2,450
• Calls responded to DTC per deputy	463	504	460	490

<sup>1</sup> For FY 2014, measures associated with each Station Service Area will be tracked. The Station Service Areas include Ashburn, Dulles South, Eastern Loudoun and Western Loudoun.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Sheriff's Office Field Operations

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Dulles South Station - To strive to continuously improve safety and law enforcement services to all members of the community through the Step-up Strategy of improved service, technology, efficiency and professionalism.</b>				
• Annual average calls for service per deputy for Station Service Area	n/a	n/a	n/a	1,404
• Annual calls for service for Station Service Area	n/a	n/a	n/a	40,722
• Average response time for emergency calls for Station Service Area	n/a	n/a	n/a	8:05
• Average response time for non-emergency calls for Station Service Area	n/a	n/a	n/a	10:22
• Number of Community Policing service incidents for Station Service Area	n/a	n/a	n/a	756
• Number of miles covered for Station Service Area	n/a	n/a	n/a	115.90
• Number of patrol deputies for Station Service Area	n/a	n/a	n/a	29
• Number of property crimes cases in Station Service Area	n/a	n/a	n/a	73
• Number of property crimes cases per detective for Station Service Area	n/a	n/a	n/a	36.50
• Population served by Station Service Area	n/a	n/a	n/a	84,625
<b>Objective: Eastern Loudoun Station - To strive to continuously improve safety and law enforcement services to all members of the community through the Step-up Strategy of improved service, technology, efficiency and professionalism.</b>				
• Annual average calls for service per deputy for Station Service Area	n/a	n/a	n/a	1,522
• Annual calls for service for Station Service Area	n/a	n/a	n/a	76,124
• Average response time for emergency calls for Station Service Area	n/a	n/a	n/a	4:58
• Average response time for non-emergency calls for Station Service Area	n/a	n/a	n/a	7:42
• Number of Community Policing service incidents for Station Service Area	n/a	n/a	n/a	1,402
• Number of miles covered for Station Service Area	n/a	n/a	n/a	26.80
• Number of patrol deputies for Station Service Area	n/a	n/a	n/a	50
• Number of property crimes cases in Station Service Area	n/a	n/a	n/a	192
• Number of property crimes cases per detective for Station Service Area	n/a	n/a	n/a	96
• Population served by Station Service Area	n/a	n/a	n/a	80,036

<sup>1</sup> For FY 2014, measures associated with each Station Service Area will be tracked. The Station Service Areas include Ashburn, Dulles South, Eastern Loudoun and Western Loudoun.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Sheriff's Office  
Field Operations**

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Western Loudoun Station - To strive to continuously improve safety and law enforcement services to all members of the community through the Step-up Strategy of improved service, technology, efficiency and professionalism.</b>				
• Annual average calls for service per deputy for Station Service Area	n/a	n/a	n/a	1,378
• Annual calls for service for Station Service Area	n/a	n/a	n/a	41,330
• Average response time for emergency calls for Station Service Area	n/a	n/a	n/a	9:27
• Average response time for non-emergency calls for Station Service Area	n/a	n/a	n/a	13:55
• Number of Community Policing service incidents for Station Service Area	n/a	n/a	n/a	449
• Number of miles covered for Station Service Area	n/a	n/a	n/a	315.70
• Number of patrol deputies for Station Service Area	n/a	n/a	n/a	30
• Number of property crimes cases in Station Service Area	n/a	n/a	n/a	103
• Number of property crimes cases per detective for Station Service Area	n/a	n/a	n/a	103
• Population served by Station Service Area	n/a	n/a	n/a	47,806

<sup>1</sup> For FY 2014, measures associated with each Station Service Area will be tracked. The Station Service Areas include Ashburn, Dulles South, Eastern Loudoun and Western Loudoun.





## **Sheriff's Office Operational Support**

### **Program Goal and Service Description**

The Operational Support Division, formerly the Special Operations Division, is responsible for supporting all divisions within the Sheriff's Office as well as other jurisdictions through its staff of highly trained personnel in specialized fields. Operational Support is organized around six general categories which include: Traffic Safety and Enforcement, Crime Scene Investigations, Field Operations Support, Response Teams, Emergency Management and Juvenile Education. The Operational Support Division consists of the following units: Operational Support Administration and Special Events Coordination, Traffic Safety Section (Motor Unit, Operation Fairness, Crash Reconstruction, Crossing Guards, Truck Safety Unit and Traffic Administration), Juvenile Services Section (School Resource Officers and Juvenile Resource Officers), Crime Scene Section (Computer Forensics Unit, Latent Print Unit, Underwater Search and Evidence Recovery Team, and Explosive Ordinance Disposal), K9 Unit, Emergency Management Unit, Bike Patrol, Civil Disturbance Unit, Command Unit Operations, Honor Guard, Search and Rescue/Project Lifesaver, Auxiliary Unit, Special Weapons and Tactics Team including the Rapid Response Unit, and Crisis Negotiation Unit.

### **Budget Overview**

#### **FY 2014 Issues**

- Maintaining effective levels of service for the elementary Juvenile Resource Instruction Program, in light of the continued openings of new schools as well as the increased demand for Juvenile Resource Unit services, is a challenge with current staffing levels.
- Maintaining levels of service within the Crime Scene Section is an issue as the County continues to grow and the number of requests for forensic services increases. An extension of this program is the Underwater Search and Evidence Recovery Team, which will be challenged to update basic dive equipment and expand the team with the available current funding.
- The ability to provide canine coverage across the County 24/7 is an ongoing issue with the current staffing level.
- Maintaining the current level of service for the Traffic Safety Section is becoming increasingly difficult with current staffing levels, especially with the continued growth of the County.
- Increasing the number of Project Lifesaver clients will be a challenge with the current funding that is available for this program.

#### **FY 2014 Major Work Plan Initiatives**

- Strive to meet every request for Youth Services and Juvenile Resource instruction programs.
- Continue to manage the number of fatal, personal injury and property damage accidents by educating the public about impaired driving through sobriety checkpoints, enforcement of traffic laws and ensuring that commercial motor vehicles and drivers operating on the roadways are in compliance with the safety regulations set forth by the Federal Motor Carrier Safety Administration.
- Provide a high level of tactically trained operators through the Rapid Response Unit who are readily available to assist with incidents requiring special weapons and tactics (SWAT), to support the other divisions within the Sheriff's Office with investigations and major incidents, and to provide agency wide tactical training/active shooter training as needed.
- Actively provide services and education to the disabled members of the community and their families through the Project Lifesaver Program and equipment. This will be accomplished by forming community partnerships to assist with education and fundraising to offset the equipment and client costs with the overall goal of increasing the number of clients in the program.
- Build partnerships with local, state and federal agencies to leverage existing available resources for deployment during incidents and emergencies.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**Sheriff's Office  
Operational Support**

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$6,006,353	\$5,980,595	\$6,336,510	\$6,681,208	\$9,803,038
Operations & Maintenance	1,052,671	985,275	1,026,120	1,083,019	1,191,119
Capital Outlay & Capital Acquisitions	52,180	271,250	42,621	67,600	12,600
<b>Total Expenditures</b>	<b>\$7,111,204</b>	<b>\$7,237,120</b>	<b>\$7,405,251</b>	<b>\$7,831,827</b>	<b>\$11,006,757</b>
<b>Revenues</b>					
General Property Taxes	\$0	\$0	\$0	\$0	\$249,173
Fines & Forfeitures	962,495	938,297	816,414	900,000	1,200,000
Charges For Services	0	0	25	0	0
Miscellaneous Revenue	35	35	0	0	0
Recovered Costs	358,117	493,699	397,589	300,000	300,000
State Shared Expenses	119,427	1,350,225	1,389,867	1,357,589	2,032,762
State Categorical Aid	1,920	0	0	0	0
Federal Categorical Aid	1,258,989	231,331	31,515	0	0
Other Financing Sources	0	295,335	0	0	0
<b>Total Revenues</b>	<b>\$2,700,983</b>	<b>\$3,308,922</b>	<b>\$2,635,410</b>	<b>\$2,557,589</b>	<b>\$3,781,935</b>
<b>Total Local Tax Funding<sup>1</sup></b>	<b>\$4,410,221</b>	<b>\$3,928,198</b>	<b>\$4,769,841</b>	<b>\$5,274,238</b>	<b>\$7,224,822</b>
<b>FTE Summary</b>	<b>69.52</b>	<b>68.45</b>	<b>70.37</b>	<b>70.39</b>	<b>103.99</b>

<sup>1</sup> The FY 2014 Adopted Fiscal Plan for the Operational Support Division includes an increase of \$1,950,584 in local tax funding and 33.60 FTE attributable to the reassignment of 25.76 FTE for School Resource Officers from the Field Operations Division and the reassignment of an additional 7.84 FTE from the Field Operations Division to create a full-time Rapid Response Unit. This increase in local tax funding is offset by an increase of \$1,224,346 in revenues, which includes \$249,173 from the Treasurer's Office to fully offset the personnel costs associated with Operation Fairness and an additional \$675,173 in funding from the Virginia State Compensation Board.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Sheriff's Office**  
**Operational Support**

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Collateral Teams- Support and respond to calls from the Sheriff's Office and outside agencies as requested or needed.</b>				
• Calls for service (collateral teams)	1,372	2,018	1,400	2,100
<b>Objective: Computer Forensics Unit - Perform forensic exams on electronic evidence.</b>				
• Number of cell phone/tablets examinations	n/a	n/a	n/a	325
• Number of computer examinations	n/a	n/a	n/a	125
• Number of GPS examinations	n/a	n/a	n/a	50
• Number of video examinations	n/a	n/a	n/a	75
<b>Objective: Youth Crime Prevention- Continue drug prevention presentations to raise awareness of drug abuse among juveniles.</b>				
• Number of attendees/drug prevention presentations	5,033	5,386	5,400	5,700
• Number of drug prevention presentations	2,022	2,200	2,300	2,600
<b>Objective: Crime Scene Unit- Continue to perform crime scene and evidence processing to include phone, video/digital media and latent enhancements.</b>				
• Additional processing of evidence requested	183	144	175	272
• Calls for CSI processing including Field evidence techs <sup>2</sup>	468	487	500	1,396
<b>Objective: Crossing Guards- Provide crossing guard coverage at all posts at designated schools. Also cover all posts without incident and maintain coverage despite difficulty in maintaining staffing levels in hiring and retaining employees.</b>				
• Number of assigned crossing guards	n/a	n/a	40	46
• Number of crossing guard posts	37	49	49	54
• Number of crossing guard vacancies	n/a	n/a	4	3
• Number of schools with assigned crossing guards	n/a	n/a	30	32

<sup>1</sup> Measures with n/a are new for the fiscal year in which numerical data begins.

<sup>2</sup> FY 2014 projection is significantly higher than prior years because the Crime Scene Unit is using a new method to measure calls which includes calls from Field Operations, Criminal Investigations Division and crime scenes at the ADC. General county population growth and an increase in the CSU staff were factored into the projection as well.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Sheriff's Office**  
**Operational Support**

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Full-time K-9 Unit - Continue to support all divisions within the Sheriff's Office and outside jurisdictions as requested and needed.</b>				
• Calls for scene security and searches	134	279	200	250
• Community relations demonstrations	9	6	15	25
• Narcotics searches	358	516	400	500
• Number of full-time K-9s	5	6	6	6
• Tracks followed	20	26	25	40
<b>Objective: Operation Events- Maintain the current level of enforcement to ensure compliance regarding payment of County taxes.</b>				
• Number of violations recorded	3,501	3,439	3,300	3,400
• Number of warning notices issued	11,682	15,665	12,000	15,000
<b>Objective: Special Events Unit- Coordinate off duty employment requests for special events.</b>				
• Number of billable events scheduled/worked	807	727	800	800
• Number of billable off-duty working deputies <sup>1</sup>	1,629	1,314	1,600	1,550
• Number of non-billable (departmental) off-duty working deputies	2,165	1,085	1,100	1,000
• Number of non-billable events scheduled/worked	955	689	800	700

---

<sup>1</sup> Number of working deputies (billable and non-billable) reflects deputies requested and assigned to events.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Sheriff's Office Operational Support

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: School Resource Officer - Maintain the safety and security of middle and high schools through the School Resource Officer (SRO) program.</b>				
• Average calls per SRO	378	371	310	347
• High Schools - number of calls for service	3,839	4,567	3,500	4,300
• Middle Schools - number of calls for service	2,721	2,855	3,000	3,000
• Number of GREAT/VA Rule Program classes taught in Middle Schools	193	143	150	150
• Number of High School programs and presentations	143	38	50	50
• Number of High Schools Outside of Leesburg	9	9	9	10
• Number of Middle Schools Outside of Leesburg	10	11	11	11
• Number of SROs assigned to High Schools <sup>1</sup>	9	9	10	10
• Number of SROs assigned to Middle Schools	10	11	11	11
<b>Objective: Traffic Safety Section - Manage the number of fatal, personal injury and property damage accidents by proactive and reactive enforcement efforts.</b>				
• Annual sobriety checkpoints	12	10	12	12
• Average number of traffic summons issued per deputy	697.61	777.90	733.00	733.00
• Number of accidents investigated	1,424	1,508	1,400	1,400
• Number of traffic summons issued	10,760	10,891	11,000	11,000
• The number of calls handled not related to primary duties	890	717	800	835
<b>Objective: Truck Safety Unit- Maintain the annual average number of truck inspections at 500 each per deputy.</b>				
• Number of truck safety inspections completed	2,337	1,894	2,200	2,000
• Number of trucks per deputy assigned to units	392.00	472.75	550.00	500.00
• Number of trucks taken out of service	1,057	937	1,100	1,000

<sup>1</sup> The Sheriff's Office currently provides a SRO at every middle and high school outside the Town of Leesburg limits.



## **Sheriff's Office**

### **Emergency Communications**

#### **Program Goal and Service Description**

The Emergency Communications Center (ECC) is a 24 hour a day mandated component of the Sheriff's Office. This Division's primary objective is the management and delivery of law enforcement service requests in Loudoun County. The realization of this mission requires activity in three key areas. Telecommunications responsibilities include answering all emergency (E-911), non-emergency and administrative telephone lines dedicated to the Sheriff's Office. Personnel also answer emergency and non-emergency calls made to the Purcellville and Middleburg Police Departments. Radio communications activities include real time tracking of all on duty law enforcement personnel and the prioritization and dispatching of emergency and non-emergency calls for service to those officers. Support functions comprise the final duty of Emergency Communications staff. Typical tasks include the maintenance of multiple databases within the Computer Aided Dispatch (CAD) system and management and entry of information into and out of the Virginia Criminal Information Network (VCIN) and National Crime Information Center (NCIC) computer systems.

#### **Budget Overview**

##### **FY 2014 Issues**

- Information entered into the Computer Aided Dispatch System (CAD) system is a summary of the completed law enforcement activity concerning an incident. The recording of this information, as an incident unfolds, is time consuming and detailed. Due to the complexity of the incidents, processing often requires multiple communications staff, thereby leaving fewer resources to answer phone calls and complete other required tasks.
- A lack of adequate work space continues to reduce the efficiency and effectiveness of operations of the Emergency Communications Center (ECC). Supervisors lack dedicated office space to privately meet with staff, and trainers do not have dedicated office space to meet with trainees. This situation causes additional resources to be spent to ensure that staff is trained and supervised to ensure that procedures are followed and mission objectives are met in a timely manner.
- Communications must continuously adapt to industry standards for Next Generation E-911.

##### **FY 2014 Major Work Plan Initiatives**

- Replace outdated Computer Aided Dispatch System.
- Reduce the average time a person is placed on hold by 5%.
- Reduce or eliminate the occurrence of errors and maintain compliance with VCIN/NCIC audits as demonstrated by passing these audits with no serious errors noted.
- Increase the efficiency and the effectiveness with which the unit processes telephone calls and tracks incidents.
- Continue to work with new Computer Aided Dispatch vendor and project management as it relates to training and implementation of a new system.
- Continue to work with vendors, Department of General Services and project management staff as it relates to the build out of the new Emergency Communications Center.
- Transition staff to the new ECC without impacting service delivery.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Sheriff's Office**  
**Emergency Communications**

<b>Program Financial Summary<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$2,955,281	\$2,740,601	\$2,869,925	\$3,154,995	\$3,456,037
Operations & Maintenance	65,796	56,541	50,102	66,280	55,388
<b>Total Expenditures</b>	<b>\$3,021,077</b>	<b>\$2,797,142</b>	<b>\$2,920,027</b>	<b>\$3,221,275</b>	<b>\$3,511,425</b>
<b>Revenues</b>					
Other Local Taxes	\$4,870,874	\$4,846,766	\$4,748,268	\$5,060,120	\$4,880,000
Charges For Services	0	0	234	0	0
State Shared Expenses	207,861	266,816	253,843	259,215	0
Federal Categorical Aid	72,373	0	0	0	0
Other Financing Sources	0	47,252	0	0	0
<b>Total Revenues</b>	<b>\$5,151,108</b>	<b>\$5,160,834</b>	<b>\$5,002,345</b>	<b>\$5,319,335</b>	<b>\$4,880,000</b>
<b>Total Local Tax Funding</b>	<b>\$(2,130,031)</b>	<b>\$(2,363,692)</b>	<b>\$(2,082,318)</b>	<b>\$(2,098,060)</b>	<b>\$(1,368,575)</b>
<b>FTE Summary</b>	<b>48.16</b>	<b>47.04</b>	<b>46.80</b>	<b>46.80</b>	<b>46.80</b>

<sup>1</sup> The FY 2014 Adopted Fiscal Plan for the Emergency Communications Division reflects an increase in personnel of \$301,042 primarily due to market adjustments for dispatchers and the Board approved 2% merit based increase for employees. Revenues reflect a decrease of \$439,335 in Virginia Compensation Board funding and State Consumers Utility Tax.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Sheriff's Office**  
**Emergency Communications**

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Communications- Document all incidents according to Standard Operations Procedures to ensure that all information is entered accurately and timely using all criminal information databases.</b>				
• Total number of CAD incidents	273,099	292,957	310,000	325,500
<b>Objective: Communications- Answer all emergency and non-emergency calls 24 hours a day, 7 days a week while trying to reduce the hold and ring time for non-emergency calls by an average of 5%.</b>				
• Average hold time for non-emergency phone calls (min:sec)	0:36	1:06	1:00	1:00
• Average ring time for non-emergency phone calls (min:sec)	0:03	0:03	0:03	0:03
• Total 911 telephone calls (landline and cellphone)	24,714	25,292	26,200	27,000
• Total non-emergency telephone calls	178,756	169,469	199,000	199,000





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Sheriff's Office Corrections

### Program Goal and Service Description

Sheriff's Office personnel manage the Adult Detention Center (ADC) and Work Release 24 hours a day, seven days a week. Staffing at the ADC consists of two major components: security personnel maintain the day to day security operations of the facility, while program support personnel manage the Classification and Records sections and conduct various programs such as education, recreation and transportation of inmates throughout the Commonwealth of Virginia. The Work Release personnel maintain day to day security operations of the facility, operate the Work Force Program and manage work release participants who work in the community.

### Budget Overview

#### FY 2014 Issues

- Due to the elimination of the Drug Court Program during the FY 2013 budget process, the ADC could see an increase in inmates that would normally participate in the Drug Court Program.
- There is a continual increase in the number of inmates that are the responsibility of the Virginia Department of Corrections (DOC) being out of compliance and being housed in the Adult Detention Center (ADC). This issue is widespread and is common for other localities as well. Staff shall continue to work with the DOC to try and resolve this issue.
- Additional staff is needed to meet minimum staffing requirements and reduce the need for overtime and stress on existing staff. ADC programs are negatively impacted by insufficient staffing.
- Criminal activity has increased at the ADC since the return of all Loudoun responsible inmates. As staffing is limited, trying to reduce criminal activity is going to be a challenge.

#### FY 2014 Major Work Plan Initiatives

##### ADC:

- Continue to identify ways to reduce the overall per inmate cost.
- Converting to "batch processing" for Local Inmate Data System (LIDS) will enable the ADC to manage an increasing number of inmates in our population with only one LIDS Technician.
- Automate all paper documents/files with the Division to include inmate records and court paperwork.

##### Work Release:

- Provide an enhanced level of interaction, programs and guidance to participants to reduce recidivism.
- Provide a high level of care maintaining the ADC and equipment assigned to the ADC and Work Release programs.
- Expand the Work Force program to include additional work crews and one additional sworn FTE to safely and efficiently manage the increase in workforce inmates.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$10,560,918	\$12,635,251	\$14,635,642	\$13,974,487	\$14,805,522
Operations & Maintenance	5,046,265	4,671,892	4,346,390	3,349,045	3,493,183
Capital Outlay & Capital Acquisitions	0	275,020	153,865	0	26,300
<b>Total Expenditures</b>	<b>\$15,607,183</b>	<b>\$17,582,163</b>	<b>\$19,135,897</b>	<b>\$17,323,532</b>	<b>\$18,325,005</b>
<b>Revenues</b>					
Use Of Money & Property	\$121	\$43	\$212	\$150	\$150
Charges For Services	57,302	47,412	33,063	48,900	34,800
Recovered Costs	566,924	594,749	664,406	794,000	979,500
State Shared Expenses	271,900	2,233,466	2,183,306	4,509,295	5,526,238
Federal Categorical Aid	1,980,021	108,489	187,269	0	0
Other Financing Sources	0	19,642	0	0	0
<b>Total Revenues</b>	<b>\$2,876,268</b>	<b>\$3,003,801</b>	<b>\$3,068,256</b>	<b>\$5,352,345</b>	<b>\$6,540,688</b>
<b>Total Local Tax Funding</b>	<b>\$12,730,915</b>	<b>\$14,578,362</b>	<b>\$16,067,641</b>	<b>\$11,971,187</b>	<b>\$11,784,317</b>
<b>FTE Summary</b>	<b>119.07</b>	<b>179.92</b>	<b>188.79</b>	<b>189.84</b>	<b>189.84</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Sheriff's Office Corrections

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Adult Detention Center- Protect individuals in custody and care by providing a safe and humane environment in the most cost effective manner as possible.</b>				
• Average daily cost per inmate	\$19.24	\$21.72	\$14.75	\$17.30
• Average daily inmates housed outside of Loudoun County <sup>2</sup>	191.00	135.75	40.00	40.00
• Average daily population of inmates housed in Loudoun County <sup>3</sup>	193.00	233.25	436.00	436.00
• Daily food cost per inmate housed at Loudoun County	\$2.37	\$3.20	\$2.58	\$3.05
• Daily health cost per inmate housed in Loudoun County <sup>4</sup>	\$16.87	\$18.52	\$12.17	\$14.25
• Number of inmate bookings per year	6,551	5,661	8,000	8,000
<b>Objective: ADC Transportation Unit - Provide safe and timely transportation of inmates to Department of Corrections Facilities statewide as well as local transports as needed.</b>				
• Annual cost of transporting inmates	n/a	n/a	n/a	\$335,000
• Average transportation cost per inmate	n/a	n/a	n/a	\$135
• Number of transports	n/a	n/a	n/a	1,500
<b>Objective: Work Force – Increase the Work Force Program to provide cost reductions to the County by providing a variety of services to include but not limited to trash pick-up, painting, landscaping, mowing and moving.</b>				
• Number of inmates in the Work Force Program	n/a	n/a	n/a	16
• Recovered cost by inmates for services provided to the County	n/a	n/a	n/a	116,000
• Work Force annual hours of labor	n/a	n/a	n/a	16,000

<sup>1</sup> Measures with n/a are new for the fiscal year in which numerical data begins.

<sup>2</sup> Outside housing of inmates decreased significantly due to the completion of Phase II of the ADC in April 2012.

<sup>3</sup> Average number of inmates housed in Loudoun County increased due to the completion of Phase II of the ADC.

<sup>4</sup> Medical costs can be skewed by large medical cases.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Sheriff's Office Court Services

### Program Goal and Service Description

The Civil Process Program serves all legal documents originating from the Loudoun County Circuit Court, General District and Traffic Courts, and the Juvenile and Domestic Relations Court. The unit also serves legal processes initiated from outside jurisdictions to persons located within the County, all "five day notices" including evictions, and all Loudoun County Treasurer taxpayer notices.

The Court Security Program provides security for all courtrooms, judges, public buildings and grounds on the Courthouse complex. Court Security also manages the court holding area and transports inmates between the Adult and Juvenile Detention Centers and the court buildings on a daily basis.

### Budget Overview

#### **FY 2014 Issues**

##### Court Security:

- Court Security faces security concerns with the increased number of cases and courtrooms in daily use including the renewed full service use of the historic courthouse.
- Construction and design of the courthouse sections will require analysis and planning to meet demands and requirements.
- Security considerations will need to be examined for the relocation and/or re alignment of the existing courts complex.

##### Civil Process:

- The quality of information contained in the documents submitted to Civil Process by the courts is a continual issue and causes delays and workload issues.
- Service demands placed on each process server are increasing due to increased County population growth and the prior economic downturn. Traffic congestion has made it more difficult and time consuming to navigate through the County.

#### **FY 2014 Major Work Plan Initiatives**

##### Court Security:

- Identify, present, and implement ideas to reduce overtime expenditures as service demands increase.
- Meet the increasing security needs of the courts complex and future construction in the most efficient manner possible.
- Introduce advanced security equipment into the Court Security operations.

##### Civil Process:

- Work cooperatively with the courts to improve the quality of documents submitted to Civil Process for service.
- Continue to process and serve writs and notices efficiently and comply with mandated deadlines.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$3,894,420	\$3,766,023	\$3,831,567	\$4,055,276	\$4,161,117
Operations & Maintenance	55,676	51,566	37,458	55,087	53,924
Capital Outlay & Capital Acquisitions	0	0	37,815	0	0
<b>Total Expenditures</b>	<b>\$3,950,096</b>	<b>\$3,817,589</b>	<b>\$3,906,840</b>	<b>\$4,110,363</b>	<b>\$4,215,041</b>
<b>Revenues</b>					
Charges For Services	\$586,067	\$568,943	\$514,483	\$577,907	\$607,907
State Shared Expenses	73,966	839,093	861,020	820,427	0
Federal Categorical Aid	741,934	0	0	0	0
<b>Total Revenues</b>	<b>\$1,401,967</b>	<b>\$1,408,036</b>	<b>\$1,375,503</b>	<b>\$1,398,334</b>	<b>\$607,907</b>
<b>Total Local Tax Funding<sup>1</sup></b>	<b>\$2,548,129</b>	<b>\$2,409,553</b>	<b>\$2,531,337</b>	<b>\$2,712,029</b>	<b>\$3,607,134</b>
<b>FTE Summary</b>	<b>51.08</b>	<b>47.87</b>	<b>48.80</b>	<b>48.80</b>	<b>48.80</b>

<sup>1</sup> The FY 2014 Adopted Fiscal Plan for the Court Services Division includes an increase in local tax funding of \$895,105 attributable to a decrease in revenue from the Virginia State Compensation Board, which was reallocated to the Corrections Division.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Sheriff's Office**  
**Court Services**

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Civil Process- Execute and serve 100% of all civil process papers mandated by the Commonwealth of Virginia.</b>				
• Average attempts required to serve papers	0.82	1.10	1.11	1.11
• Average number of papers served per day	125.92	162.01	200.00	168.00
• Evictions - Number of Papers Received	985	1,003	1,000	1,000
• Number of papers served annually	41,931	40,430	45,000	42,000
• Total service attempts by Civil Process	42,899	41,103	45,000	42,000
<b>Objective: Courthouse Security- Provide safety by conducting security checks that minimizes incidents.</b>				
• Number of contraband detected during screening	236	165	275	275
• Number of persons screened	253,597	265,274	279,000	279,000
<b>Objective: Courthouse Transportation- Evaluate and monitor inmate transfer activities to ensure that all inmates transported to and from the Courthouse and the new ADC facilities are transferred effectively and without incident (i.e., medications, meals, appearing on time for court).</b>				
• Number of incidents reported (court transports)	1	0	2	2
• Number of inmates transported to court	4,840	5,145	6,000	6,000
• Percentage of transports without incidents	99%	100%	100%	100%



## **Sheriff's Office**

### **Administrative & Technical Services**

#### **Program Goal and Service Description**

The Sheriff's Office Administrative and Technical Services Division provides support functions to the agency and necessary services to the citizens and community. These services are provided by eight separate entities within the division including the Records Section, Property and Evidence Section, Accreditation and Training Section, Human Resources Section, False Alarm Reduction Unit, Technology Section, Finance and Administrative Support. The Administrative and Technical Services Division also serves as the central repository for the review, update, and distribution of Sheriff's Office General Orders and agency wide policies and procedures.

#### **Budget Overview**

##### **FY 2014 Issues**

- Without additional personnel, the Administrative and Technical Services Division will continue to be challenged to support the other divisions within the agency and manage the training, firearms/ammunition, uniforms, supplies, technology, and internal financial functions.
- Support functions will continue to pose management issues with the same number of civilian employees while the amount of paperwork generated by sworn deputies and County citizens increases annually due to increased population growth. Most critically, the Warrants Section continues to incur significant overtime expenditures as they attempt to maintain work flow processes for arrest warrants.
- Without an increase in staffing, the Technology Section will continue to be challenged as it provides mission critical service for all Sheriff's Office technology related issues and purchases.
- Leading up to the migration to a new CAD/RMS system, Technology and Emergency Communications Center personnel will undertake a major project related to purging 600,000 records from two previous CAD/RMS systems.
- The infrastructure at the current Sheriff's Office Firing Range is failing. This includes the structural integrity of the onsite building and accumulation of lead in the berms of both ranges. The Capital Improvement Program addresses replacement of the facility.

##### **FY 2014 Major Work Plan Initiatives**

- Expand electronic traffic citations and crash reports programs allowing patrol units to return to service faster.
- Continue the implementation of a new Computer Aided Dispatch system, Records Management System, Jail Management System and other ancillary replacement systems. As part of this effort, conclude the migration of preexisting records to the new system. This is a two year project and is estimated to be completed in fall 2014.
- Continue with implementation of eFederal Systems recommendations from the Sheriff's Office Technology Assessment Report.
- Move through the Special Exception process and into construction for the new Sheriff's Office Firing Range.
- Expand recruiting efforts and ensure all vacancies above the allocated vacancy savings are filled prior to the next scheduled Academy class.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Sheriff's Office**  
**Administrative & Technical Services**

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$2,949,160	\$2,934,507	\$3,184,895	\$3,380,391	\$3,650,038
Operations & Maintenance	1,847,476	2,399,644	2,362,201	2,179,092	2,274,867
Capital Outlay & Capital Acquisitions	89,000	89,000	121,553	59,902	97,320
<b>Total Expenditures</b>	<b>\$4,885,636</b>	<b>\$5,423,151</b>	<b>\$5,668,649</b>	<b>\$5,619,385</b>	<b>\$6,022,225</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$198,358	\$233,867	\$235,151	\$215,500	\$209,500
Charges For Services	37,543	59,822	38,256	35,350	32,450
Miscellaneous Revenue	370	260	12,347	0	0
Recovered Costs	0	0	0	0	130,000
State Shared Expenses	74,654	572,255	625,480	575,683	817,606
Federal Categorical Aid	562,118	0	0	0	0
Other Financing Sources	0	121,756	0	0	0
<b>Total Revenues</b>	<b>\$873,043</b>	<b>\$987,960</b>	<b>\$911,234</b>	<b>\$826,533</b>	<b>\$1,189,556</b>
<b>Total Local Tax Funding<sup>1</sup></b>	<b>\$4,012,593</b>	<b>\$4,435,191</b>	<b>\$4,757,415</b>	<b>\$4,792,852</b>	<b>\$4,832,669</b>
<b>FTE Summary</b>	<b>37.91</b>	<b>37.91</b>	<b>37.56</b>	<b>40.68</b>	<b>43.68</b>

<sup>1</sup> The FY 2014 Adopted Fiscal Plan for the Administrative & Technical Services Division includes an increase of 3.00 FTE which were reassigned from the Office of the Sheriff. Revenues increased \$363,023 due to increased funding from the Virginia State Compensation Board and \$130,000 in E-911 PSAP funds to fully offset the cost of 12 months of service for mobile data air cards.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Sheriff's Office

### Administrative & Technical Services

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Accreditation and Training Section- Provide required training to all sworn and non-sworn personnel; provide biannual, new hire and remedial firearms training; and process all training requests and travel arrangements associated with training.</b>				
• Deputy recruits attending NVCJA <sup>2</sup>	32	29	35	35
• Deputy recruits graduating from the NVCJA	n/a	n/a	32	35
• Number of instructor hours used for weapons training	5,443	5,347	5,500	5,500
• Number of registrations processed - training/conferences/academy	3,271	2,518	3,500	2,800
<b>Objective: Buyer - Process all purchase orders within one week of request and utilize the County's P-card system for purchase that do not require a purchase order.</b>				
• Average turnaround time (in days)	1.95	2.50	2.00	2.00
• Number of P-card transactions	n/a	n/a	n/a	130
• Number of purchase orders created by the buyer	325	151	215	168
• Total dollar amount of purchase orders created by the buyer	\$1,251,667	\$1,061,420	\$877,500	\$800,000
<b>Objective: Evidence Unit- Ensure that all evidence is located, entered into CAD, available for court or transport at the time of the request, returned or destroyed as required, and handled in accordance with the Code of Virginia.</b>				
• Hours out of the office to transport evidence/appear in court	859	788	1,100	1,100
• Number of items released to unclaimed property	n/a	n/a	100	100
• Number of walk-in requests to release evidence - citizen/deputy	n/a	n/a	2,200	2,200
• Number of weapons traced through ATF	n/a	n/a	250	250
• Pieces of evidence destroyed/disposed	n/a	n/a	5,000	5,000
• Pieces of evidence submitted and entered	8,997	8,713	9,100	9,100
<b>Objective: False Alarm - Implement the False Alarm Reduction Program, which includes a combination of education, fines and fees to reduce the number of false alarms and reduce the number of false alarm calls by 10%.</b>				
• Number of man-hours spent on responding to false alarm calls	n/a	n/a	5,800	5,800
• Number of new alarm registrations	n/a	n/a	2,000	2,000
• Number of renewal/updates to registrations	n/a	n/a	15,000	15,000
• Total number of false alarm calls	5,472	3,855	4,232	3,900

<sup>1</sup> Measures with n/a are new for the fiscal year in which numerical data begins.

<sup>2</sup> NVCJA refers to the Northern Virginia Criminal Justice Academy.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Sheriff's Office

### Administrative & Technical Services

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Human Resources Section- Continue to perform comprehensive background investigations and hire quality/qualified individuals for vacant Sheriff's Office patrol, corrections, dispatch, and civilian positions. Fill all vacated positions and 70% of approved enhancements by fiscal year end.</b>				
• Number of applicant investigations completed	n/a	n/a	50	50
• Number of applicants hired	84	47	50	53
• Number of applicants processed	2,668	2,163	2,300	2,300
• Number of other permits and licenses processed	597	629	700	735
• Number of Personnel Action Forms processed per week	23.50	12.75	9.60	13.40
• Number of polygraph exams administered	178	108	100	115
• Total Personnel Action Forms processed	1,223	607	500	637
<b>Objective: Records Section- Process offense reports, arrest reports, traffic citations and accident reports within ten (10) days of receipt, tow sheets within 24 hours of receipt, and warrants within 72 hours of receipt. Respond to residents' walk-in requests in a professional manner.</b>				
• Number of accident reports entered into CAD <sup>2</sup>	3,609	3,912	4,000	4,000
• Number of arrest reports entered into CAD	6,419	6,113	6,600	6,419
• Number of citations entered into CAD	27,790	27,624	33,000	29,000
• Number of expungement orders processed	n/a	n/a	100	100
• Number of FOIA requests and subpoenas processed	n/a	n/a	500	500
• Number of offense reports entered into CAD	22,838	23,382	24,000	24,552
• Number of pieces of mail answered	3,024	3,576	3,200	3,800
• Number of protective orders processed	n/a	n/a	1,300	1,300
• Number of requests from the C/A's office processed	n/a	n/a	4,000	4,000
• Number of tow sheets processed	n/a	n/a	1,400	1,400
• Number of walk-in requests	6,765	5,779	6,400	6,400
• Number of warrants entered into CAD/processed to patrol	6,893	6,857	6,900	7,500
• Number of warrants entered into NCIC/VCIN/processed to patrol	n/a	n/a	6,100	6,100

<sup>1</sup> Measures with n/a are new for the fiscal year in which numerical data begins.

<sup>2</sup> CAD refers to the Computer Aided Dispatch System.





Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Sheriff's Office**  
**Administrative & Technical Services**

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Technology Section- Complete 70% of technology related service requests (SR's) within eight hours.</b>				
• Number of SR's closed	n/a	n/a	1,000	1,400
• Number of SR's closed > 9 hours	n/a	n/a	158	300
• Number of SR's closed between 1-8 hours	n/a	n/a	892	1,300
• Number of SR's opened	n/a	n/a	1,050	1,900
• Percentage of SR's completed within 8 hours	n/a	n/a	85%	85%

---

<sup>1</sup> Measures with n/a are new for the fiscal year in which numerical data begins.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Sheriff's Office**  
**Office of the Sheriff**

**Program Goal and Service Description**

The Office of the Sheriff consists of the Sheriff, two Chief Deputies, two Internal Affairs Investigators, a Media and Communications Unit, and one Administrative Assistant.

**Budget Overview**

**FY 2014 Issues**

- Managing the limited overtime budget and personnel while ensuring quality delivery of law enforcement services to the communities of Loudoun County will continue to be a challenge.

**FY 2014 Major Work Plan Initiatives**

- Continue to provide timely and accurate information to the public and engage the community in public safety issues by utilizing new communications technology and social media.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,728,385	\$1,337,368	\$1,423,888	\$1,488,247	\$1,228,474
Operations & Maintenance	1,104,519	195,084	109,886	106,079	117,003
Capital Outlay & Capital Acquisitions	22,800	0	0	0	0
<b>Total Expenditures</b>	<b>\$2,855,704</b>	<b>\$1,532,452</b>	<b>\$1,533,774</b>	<b>\$1,594,326</b>	<b>\$1,345,477</b>
<b>Revenues</b>					
State Shared Expenses	\$123,695	\$357,890	\$347,039	\$335,390	\$338,014
State Categorical Aid	3,502	0	0	0	0
Federal Categorical Aid	1,304,008	103,184	0	0	0
<b>Total Revenues</b>	<b>\$1,431,205</b>	<b>\$461,074</b>	<b>\$347,039</b>	<b>\$335,390</b>	<b>\$338,014</b>
<b>Total Local Tax Funding<sup>1</sup></b>	<b>\$1,424,499</b>	<b>\$1,071,378</b>	<b>\$1,186,735</b>	<b>\$1,258,936</b>	<b>\$1,007,463</b>
<b>FTE Summary</b>	<b>12.28</b>	<b>12.28</b>	<b>12.48</b>	<b>11.48</b>	<b>8.48</b>

<sup>1</sup> The FY 2014 Adopted Fiscal Plan for the Office of the Sheriff includes a decrease in local tax funding of \$251,473 and 3.00 FTE. This decrease is due to the reassignment of three positions to the Administrative/Technical Services Division.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Sheriff's Office**  
**Office of the Sheriff**

<b>Program Objectives and Performance Measures<sup>1</sup></b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014 Projected</b>
<b>Objective: Media and Communications Unit- Inform the media and the public of law enforcement activity in compliance with State disclosure laws and the Freedom of Information Act.</b>				
• Number of Media/Public inquires to include FIOA request	1,085	1,347	1,400	1,400
• Number of messages/alerts issued through Alert Loudoun	n/a	n/a	n/a	600
• Number of press releases on crimes and major incidents	217	223	240	240
• Number of social media updates	n/a	n/a	n/a	750

---

<sup>1</sup> Measures with n/a are new for the fiscal year in which numerical data begins.



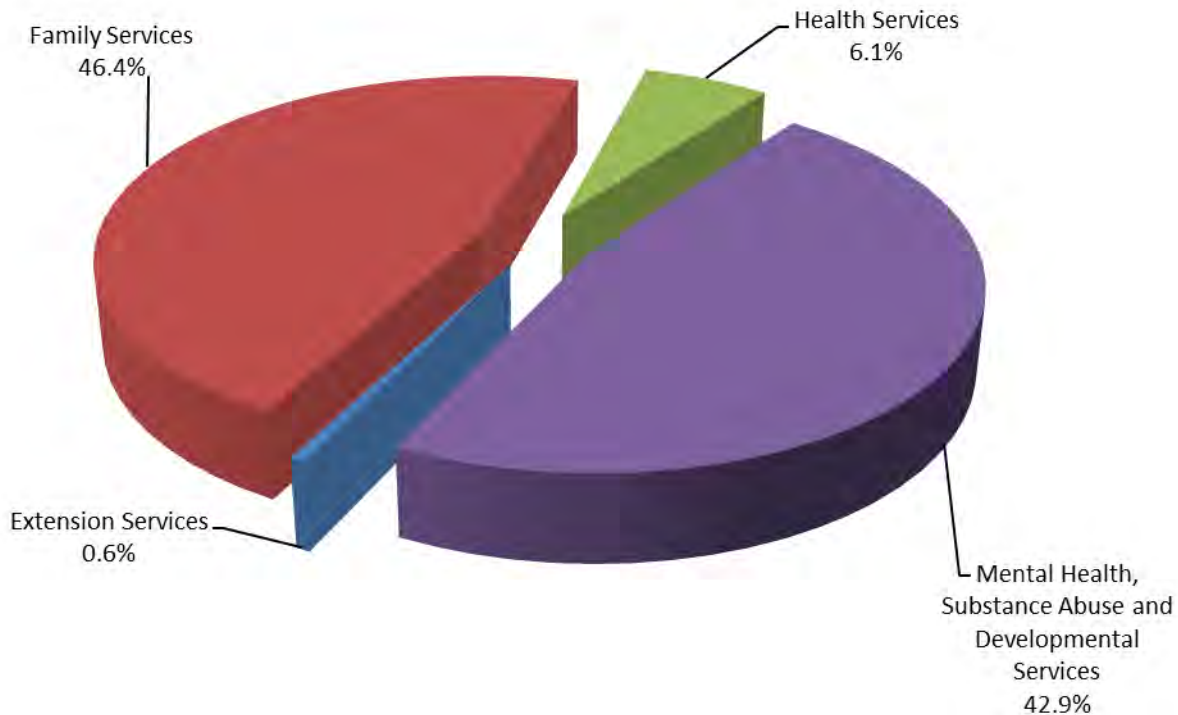


## Health and Welfare

<b>HEALTH AND WELFARE SUMMARY</b>	
.....	<b>Page 3 – 2</b>
.....	
<b>Extension Services</b> .....	<b>Page 3 – 3</b>
.....	
<b>Family Services</b> .....	<b>Page 3 – 15</b>
.....	
<b>Health Services</b> .....	<b>Page 3 – 35</b>
.....	
<b>Mental Health, Substance Abuse and Developmental Services</b> .....	<b>Page 3 – 45</b>
.....	



## HEALTH AND WELFARE FY 2014 ADOPTED EXPENDITURES



### Health and Welfare Historical Expenditures

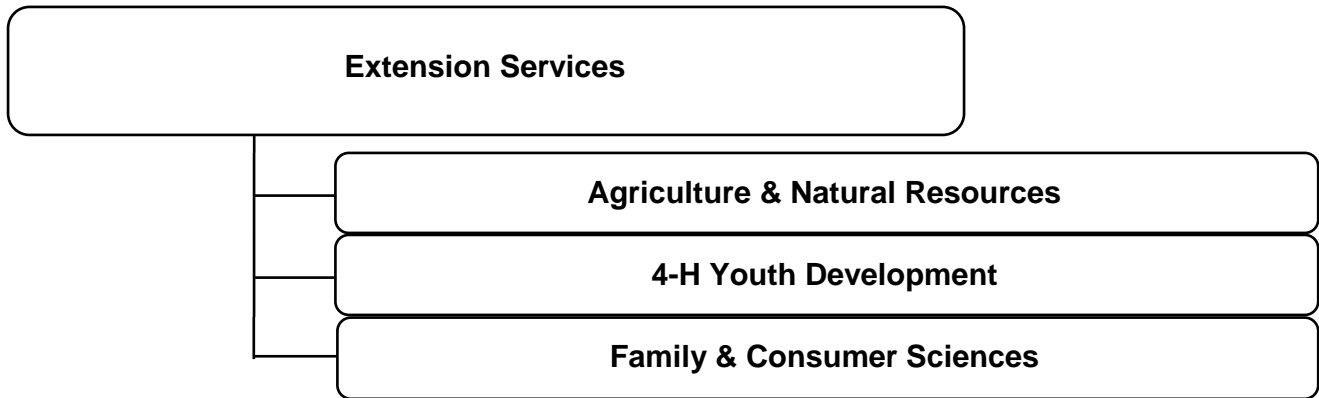
<i>Health and Welfare</i>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Extension Services	\$526,413	\$485,182	\$512,717	\$417,288	\$395,641
Family Services	35,900,946	33,618,650	32,504,248	32,496,427	33,193,877
Health Services	4,285,938	4,006,464	3,987,355	4,386,074	4,369,916
Mental Health, Substance Abuse and Developmental Services	29,742,076	28,992,089	30,233,608	32,111,911	33,532,184
<b><i>Total Health and Welfare</i></b>	<b>\$70,455,373</b>	<b>\$67,102,385</b>	<b>\$67,237,928</b>	<b>\$69,411,700</b>	<b>\$71,491,618</b>



---

---

## Extension Services





## **Extension Services**

### **Mission Statement**

The mission of Loudoun Cooperative Extension is to provide educational information and resources to Loudoun County residents through a process that uses scientific, research based knowledge, and to address relevant issues and needs to help residents improve their lives.

### **Description**

Loudoun Cooperative Extension is an educational partnership between the U.S. Department of Agriculture, Virginia's Land Grant Universities (Virginia Tech and Virginia State) and local governments, and serves as the primary source of assistance for agriculture and horticulture production within the County. Trained personnel draw upon the knowledge and resources of specialists and research scientists from universities. The Department offers educational programs designed to meet the needs of Loudoun's citizens in agriculture, horticulture, family and consumer sciences, and 4-H Youth Development. Local program delivery is also enhanced by hundreds of volunteers who receive training by Extension Services personnel.

### **Budget Overview**

#### **FY 2014 Issues**

- Farm production input costs have increased from 30% to 100%, and farm gate receipts from commodity sales have fluctuated due to lower yields resulting from the combination of an extremely wet spring, an extended summer drought and fall wet weather patterns that affected the County during the last 12 months.
- Profitability in agriculture, agricultural sustainability and natural resource protection continue to be critical issues confronting Loudoun's agricultural producers as determined through statistics compiled from the VA Agricultural Statistics Service combined with input from members of Loudoun's Agricultural Organizations.
- Locally produced and marketed, "natural", "specialty" or "organic" products are in high demand. Producers need additional education and assistance in organic production, alternative crops and production and safe food handling techniques.
- Protecting water quality and the environment are critical issues requiring homeowner education on the proper use of fertilizers and pesticides and proper plant selection and planting/maintenance techniques.
- 4-H is the only organization offering youth agriculture education in Loudoun County.
- Obesity issues and other health problems are on the rise nationwide; nutrition and prevention education have become critical.
- Landowners and producers need to be educated about the potential impacts of the state implemented Chesapeake Bay TMDL and Watershed Improvement Plans.

#### **FY 2014 Major Work Plan Initiatives**

- Provide farm management educational assistance, training and crop diagnostic services to local landowners.
- Provide support and help to form new partnerships which will promote and sustain the use of local farm products within our communities.
- Provide educational programming and responsive consulting to commercial horticultural businesses.
- Provide educational programming and services to landowners, homeowners and pesticide applicators on protecting the environment and water quality.
- Provide educational programming to enable citizens to protect water quality and the environment using integrated pest management (IPM) and best management practices (BMP) through the Help Desk, Speaker's Bureau, Household Water Quality clinics, and a Turf Nutrient Management program.
- Provide character development, leadership and life skills to youth through the 4-H program.
- Increase knowledge of nutrition and the importance of physical activity to improve health and wellness.
- Provide technical training and conservation farm plans in collaboration with the Loudoun Soil and Water Conservation District to ensure landowner compliance with county codes and regulations.

#### **FY 2013 Major Achievements**

- Provided production management training to individuals or for group training and technical certification opportunities for local agricultural producers to increase the production knowledge base in Loudoun. Examples of training opportunities included: "Quality Assured Producers" training; Food Production Safety; Disaster Management and Emergency Response plan training in coordination with Department of Animal Services; and topic specific twilight tours and grower meetings for local equine, beef, small ruminant, forage, food, grape and berry growers.
- Provided support to the development of the Rural Economic Development Plan developed by the Rural Economic Development Council.
- Completed agricultural damage assessment in response to conditions that developed due to a prolonged wet cool spring and a prolonged summer drought which was followed by a cool wet fall. Results were reported to state and federal authorities and qualifying producers became eligible for federal assistance.
- Continued to proactively assist in ensuring environmental quality by providing pesticide training certification and recertification opportunities to 419 private and commercial farm pesticide applicators, government workers and green industry professionals.





## **Extension Services**

- Offered a Household Water Quality testing program for 49 homeowners through Virginia Tech. The Master Gardener's Grass Roots team (Urban Turf Nutrient Management Program) has produced 113 nutrient management plans to date for home lawns for a total of 43 acres of homeowner managed property in urban areas.
- Collaborated with the Loudoun County Soil and Water Conservation District to develop conservation plans for landowners wanting to raise livestock on less than 5 acres and provided educational information on proposed adoption of the CBPO.
- Partnered with the Northern Virginia Park Authority, agricultural organizations and Loudoun County Public Schools to facilitate the annual Agriculture and Natural Resource Education Day for 4th grade students in the County.
- Recruited, trained and provided educational support to 4-H Volunteer Leaders and 4-H youth enrolled in the 22 community, project or special interest based 4-H club programs.
- The 4-H Program successfully reached hundreds of Loudoun youth and teachers through camp programs, and 4-H project training for Loudoun County teachers.
- Enhanced financial literacy and provided guidance for youth, individuals and families through the "Reality Store" with a record high 2,074 students being trained in eight high schools throughout Loudoun County.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Extension Services**

<b>Departmental Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$429,150	\$395,156	\$419,637	\$300,861	\$278,319
Operations & Maintenance	97,263	90,026	93,080	116,427	117,322
<b>Total Expenditures</b>	<b>\$526,413</b>	<b>\$485,182</b>	<b>\$512,717</b>	<b>\$417,288</b>	<b>\$395,641</b>
<b>Local Tax Funding</b>	<b>\$526,413</b>	<b>\$485,182</b>	<b>\$512,717</b>	<b>\$417,288</b>	<b>\$395,641</b>
County FTE	6.10	6.25	6.00	4.00	4.00
State FTE	5.37	5.37	5.37	5.37	5.37
<b>FTE Summary</b>	<b>11.47</b>	<b>11.62</b>	<b>11.37</b>	<b>9.37</b>	<b>9.37</b>

**FY 2014 Board Action**

The FY 2014 Adopted Fiscal Plan for the Department of Extension Services includes a decrease of \$21,647 in local tax funding. Personnel expenditures decreased in salaries by \$9,064 and fringe benefits by \$13,478 due to filling a vacant position at a lower rate than the prior incumbent. For FY 2014, personnel expenditures reflect a merit based increase of 2% for employees. Operations and maintenance expenditures increased by \$895 for training and payment to the State.

**Budget History**

FY 2011: The Board eliminated 0.35 FTE in Family and Consumer Sciences.

FY 2013: The Board eliminated 2.00 FTE that included 1.00 FTE in Family and Consumer Sciences and 1.00 FTE in Agriculture and Natural Resources.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

## Extension Services

Expenditures by Program	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
Agriculture & Natural Resources	\$274,228	\$265,975	\$272,606	\$216,394	\$210,411
4-H Youth Development	115,195	113,633	144,887	158,246	149,956
Family & Consumer Sciences	136,990	105,574	95,224	42,648	35,274
<b>Total Expenditures</b>	<b>\$526,413</b>	<b>\$485,182</b>	<b>\$512,717</b>	<b>\$417,288</b>	<b>\$395,641</b>

Revenues by Program	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
Agriculture & Natural Resources	\$0	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Local Tax Funding by Program	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
Agriculture & Natural Resources	\$274,228	\$265,975	\$272,606	\$216,394	\$210,411
4-H Youth Development	115,195	113,633	144,887	158,246	149,956
Family & Consumer Sciences	136,990	105,574	95,224	42,648	35,274
<b>Total Local Tax Funding</b>	<b>\$526,413</b>	<b>\$485,182</b>	<b>\$512,717</b>	<b>\$417,288</b>	<b>\$395,861</b>

Staffing Summary by Program	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
Agriculture & Natural Resources	5.10	5.60	5.10	4.10	4.10
4-H Youth Development	2.75	2.75	3.00	3.00	3.00
Family & Consumer Sciences	3.62	3.27	3.27	2.27	2.27
<b>Total FTE</b>	<b>11.47</b>	<b>11.62</b>	<b>11.37</b>	<b>9.37</b>	<b>9.37</b>



## **Extension Services**

### **Agriculture & Natural Resources**

#### **Program Goal and Service Description**

The Agriculture and Natural Resources Program of Cooperative Extension continues to be the primary source of technical information for agricultural and horticultural production within the County. Agricultural diversity of production continues to shift from traditional, large scale farms to smaller, more intensive use of land and resources. Staff expertise in production agriculture, commercial horticulture/specialty crop production and urban horticulture issues are provided to landowners and residents on a non-fee basis. Program volunteers are recruited, trained, and utilized to provide educational programs and diagnostic services for homeowners. Extension staff networks with other State and local agencies, private industry, and agriculture affiliated groups to provide support to the rural economy and implementation of the Comprehensive Plan.

#### **Budget Overview**

##### **FY 2014 Issues**

- New clients often have no previous knowledge or experience in agriculture/horticulture. Therefore, programs must be continually held at various levels of proficiency to meet all needs, and to reduce the potential overuse/abuse of fertilizers and pesticides which increases the risk to water resources and environmental quality from contamination.
- Rising production costs, coupled with a recent summer drought, have created economic conditions that have a significantly negative impact for overall farm sustainability.
- The issue of a safe and secure food supply and producer/handler safety is particularly important given its implications to Homeland Security. There are a growing number of agricultural producers who intend to produce food for human consumption or for sale directly to consumers.
- Land values and labor costs continue to rise while overall farm income remains stagnant, and as a result many farms are challenged to stay in business and must adapt to new production systems or alternative forms of agriculture to remain sustainable.
- Local farmers grow a limited amount of specialty or local food for direct consumption, and demand for locally sourced foods continues to grow. Local producers need education relating to incorporating non-traditional commodities and production techniques into traditional farms.
- Farms are affected by decisions made at local, state, and national levels, and as a result, there is a continual need to educate Loudoun farmers about agricultural policy changes.
- Although Loudoun's livestock and equine and commodity agriculture producers generated approximately \$60 million that was returned to the local economy during FY 2012, there remain opportunities for producers to use additional value added marketing systems to increase returns by approximately 10-25%.
- Acreage devoted to urban landscapes is increasing each year and new homeowners are caring for 1-5 acre tracts of land resulting in overuse/abuse of fertilizers and pesticides with increased risk to water quality and water resources from contamination.
- School sponsored agricultural education classes have been eliminated in the public school system, making 4-H programs the only public provider of youth agricultural education.

##### **FY 2014 Major Work Plan Initiatives**

- Provide research based educational technology for the Agricultural and Commercial Horticulture program so that Loudoun's citizens will be able to improve profitability, sustainability, natural resource conservation and security on their farmland.
- Partner with county agricultural support services, associations, and educational entities to support the development of a Loudoun Agriculture Development Institute.
- Protect the environment and water quality through the Urban Horticulture Program by educating homeowners on the proper use of pesticides and fertilizers on their lawns and gardens through diagnostic services, on-site farm consultations, and educational programs.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Extension Services**  
**Agriculture & Natural Resources**

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$222,855	\$221,800	\$231,677	\$149,796	\$143,568
Operations & Maintenance	51,373	44,175	40,929	66,598	66,843
<b>Total Expenditures</b>	<b>\$274,228</b>	<b>\$265,975</b>	<b>\$272,606</b>	<b>\$216,394</b>	<b>\$210,411</b>
<b>Revenues</b>					
Other Financing Sources	\$0	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$274,228</b>	<b>\$265,975</b>	<b>\$272,606</b>	<b>\$216,394</b>	<b>\$210,411</b>
 County FTE	 3.00	 3.50	 3.00	 2.00	 2.00
State FTE	2.10	2.10	2.10	2.10	2.10
<b>FTE Summary<sup>1</sup></b>	<b>5.10</b>	<b>5.60</b>	<b>5.10</b>	<b>4.10</b>	<b>4.10</b>

<sup>1</sup> In FY 2013, the Urban Horticulturalist position (1.00 FTE) was eliminated by the Board of Supervisors.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Extension Services

### Agriculture & Natural Resources

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Improve farm profitability, sustainability, natural resource conservation and security throughout Loudoun's agricultural industry by conducting onsite farm consultations and facilitating comprehensive research based educational programs.</b>				
• Agricultural educational programs	49	57	40	40
• Onsite farm consultations	106	108	90	90
• Participants in agricultural programs	2,501	2,765	1,800	1,800
<b>Objective: Ensure profitability of commercial horticulture businesses by providing educational programming and responsive consulting while maintaining proactive educational programming that minimizes economic risk and maximizes profit potential.</b>				
• Commercial horticulture education programs	35	9	25	25
• Onsite commercial horticultural farm consultations	38	31	50	50
• Participants in commercial horticultural programs <sup>1</sup>	1,020	107	450	500
<b>Objective: Protect the environment and water quality by utilizing integrated pest management (IPM) methods through the Master Gardener Volunteer Program and Extension Office staff.</b>				
• Help desk calls/visits	2,101	3,060	3,000	1,000
• Household Water Quality Clinics <sup>2</sup>	155	50	200	100
• Number of home owners enrolled in Turf Nutrient Management Program	62	112	100	125
• Participants in urban horticultural programs	6,184	5,088	5,000	1,000
• Urban horticultural educational programs conducted	151	133	100	25

<sup>1</sup> The reduction in FY 2012 resulted from a staff shortage due to a leave of absence.

<sup>2</sup> Decreases in FY 2014 numbers for clinics, programs and participants is a result of the FY 2013 elimination of the Urban Horticulturalist position.



## Extension Services

### 4-H Youth Development

#### Program Goal and Service Description

The mission of the 4-H Program is to assist youth and those adults working with those youth to gain additional knowledge, life skills, and attitudes that will further their development as self-directing, contributing and productive members of society. The central theme of 4-H education is "learn by doing." Using research based programming around positive youth development, 4-H youth get the hands-on real world experience they need to become leaders that know how to positively impact their community. Programming is focused on one of 4-H's three primary mission mandates: science, healthy living, and citizenship. The experiential learning process, a central component of all programming, teaches youth life skills such as understanding self; communicating and relating to others; acquiring, analyzing, and using information; problem solving; 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, after-school programs, camping programs, and school enrichment programs. Youth leadership development and STEM (Science, Technology, Engineering and Math) projects will be expanded in order to meet the needs of urban youth. Recruiting and training leaders in urban communities to start 4-H clubs and programs will be a priority. Loudoun's rural youth remain the highest percentage enrolled in the 4-H program. Extension will continue to support these families as well, through programs such as quality assurance certification, and clubs geared towards agricultural projects, clinics and contests.

#### Budget Overview

##### **FY 2014 Issues**

- Development of leadership and character has become very important to Loudoun youth and parents. While 4-H offers the Character Counts! educational program, efforts to increase collaboration with Parks and Recreation, Loudoun County Public Schools, and other youth development agencies need to be explored to better address this issue.
- Opportunities for non-competitive youth development for suburban youth are limited in Loudoun County.
- Public school sponsored agricultural education classes were eliminated by Loudoun County Public Schools in 2007, which has resulted in the 4-H Program being the only public source of youth agricultural education in the County.
- Lack of transportation necessary for youth to be involved in activities after school and in the evenings continues to be an issue.
- Long commutes for an increasing number of parents living in Loudoun County results in more youth left unsupervised after school.
- Urban youth are seeking programs in animal sciences, but barriers such as space to keep an animal prevent them from becoming involved.

##### **FY 2014 Major Work Plan Initiatives**

- Provide experiential learning opportunities to teach the latest research based subject matter for youth, ages 5-18 to assist youth develop skills through participation in research based curriculum of the three mission mandates of 4-H: science, healthy living, and citizenship. This will be accomplished through 4-H clubs, in-school and after-school programs, and 4-H camps.
- Ensure that new and existing programs are provided to meet the needs of the community.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$105,887	\$106,955	\$110,966	\$117,376	\$108,436
Operations & Maintenance	9,308	6,678	33,921	40,870	41,520
<b>Total Expenditures</b>	<b>\$115,195</b>	<b>\$113,633</b>	<b>\$144,887</b>	<b>\$158,246</b>	<b>\$149,956</b>
<b>Total Local Tax Funding</b>	<b>\$115,195</b>	<b>\$113,633</b>	<b>\$144,887</b>	<b>\$158,246</b>	<b>\$149,956</b>
County FTE	1.35	1.35	1.60	1.60	1.60
State FTE	1.40	1.40	1.40	1.40	1.40
<b>FTE Summary</b>	<b>2.75</b>	<b>2.75</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Extension Services

### 4-H Youth Development

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Provide developmental and educational experiences for youth in 4-H After School programs by increasing opportunities for youth to learn about a single project or a variety of common interest 4-H projects.</b>				
• Number of 4-H program offerings	9	11	10	12
• Participants enrolled in 4-H after school programs	128	242	180	200
• Percent increase in 4-H after school program participation <sup>1</sup>	-61%	89%	-26%	11%
<b>Objective: Provide educational, recreational, and social experiences in outdoor living away from home through 4-H Junior Camp by providing new experiences for youth to explore new interests, exposing them to new approaches to old interests and life skills that cannot be provided as effectively outside a camp setting.</b>				
• Number of 4-H camp program offerings	1	1	1	1
• Number of individually enrolled 4-H campers	215	235	220	220
• Percent increase of participants in 4-H camps	20%	9%	-6%	0%
<b>Objective: Provide developmental and educational experiences for youth in 4-H In-School programs by increasing opportunities for youth to learn about a single project or a variety of common interest 4-H projects while promoting leadership, citizenship, and the development of life skills.</b>				
• Number of 4-H program offerings	8	10	15	15
• Number of individually enrolled 4-H youth	5,306	7,500	9,000	11,000
• Percent increase of individually enrolled 4-H youth	-6%	41%	20%	22%
<b>Objective: Enhance the skills, knowledge, attitudes of 4-H members through participation in 4-H in clubs which promote citizenship, leadership, and the development of life skills by providing opportunities for youth to learn about a variety of common interest projects or subject matter areas.</b>				
• Number of 4-H program offerings (clubs)	22	23	24	26
• Number of individually enrolled 4-H youth (clubs)	431	773	600	650
• Percent increase of individually enrolled 4-H youth (clubs)	-2%	79%	-22%	8%

<sup>1</sup> The State 4-H Agent position was frozen in January 2009 and the 4-H Program Assistant was unable to work with after school programming in FY 2011 due to assuming responsibilities of the frozen 4-H Agent position.





Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Extension Services**  
**Family & Consumer Sciences**  
**Program Goal and Service Description**

Family and Consumer Sciences provides programming in financial counseling, food safety and nutrition. Nutrition services focus on improving knowledge and skills in food selection and preparation to promote optimal dietary health.

**Budget Overview**

**FY 2014 Issues**

- The Family and Consumer Sciences (FCS) Extension Agent position (state) was vacated in FY 2011, and the position has been frozen by the State.
- The Financial Education Coordinator's position (county funded) was eliminated during the FY 2013 budget process.

**FY 2014 Major Work Plan Initiatives**

- Track the number of individuals requesting Family and Consumer Sciences information provided by the Loudoun Extension Office.
- Track the number of individuals requesting Family and Consumer Sciences information and education that are referred to Extension offices in other counties.
- Increase the knowledge of youth and adults on making healthy food choices and increasing physical activity to improve dietary health, thereby reducing the risks of chronic diseases and childhood obesity.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$100,408	\$66,401	\$76,994	\$33,689	\$26,315
Operations & Maintenance	36,582	39,173	18,230	8,959	8,959
<b>Total Expenditures</b>	<b>\$136,990</b>	<b>\$105,574</b>	<b>\$95,224</b>	<b>\$42,648</b>	<b>\$35,274</b>
 <b>Total Local Tax Funding</b>	 <b>\$136,990</b>	 <b>\$105,574</b>	 <b>\$95,224</b>	 <b>\$42,648</b>	 <b>\$35,274</b>
 County FTE	 1.75	 1.40	 1.40	 0.40	 0.40
State FTE	1.87	1.87	1.87	1.87	1.87
<b>FTE Summary<sup>1</sup></b>	<b>3.62</b>	<b>3.27</b>	<b>3.27</b>	<b>2.27</b>	<b>2.27</b>

<sup>1</sup> A 1.00 FTE Financial Counselor was eliminated in FY 2013.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Extension Services**  
**Family & Consumer Sciences**

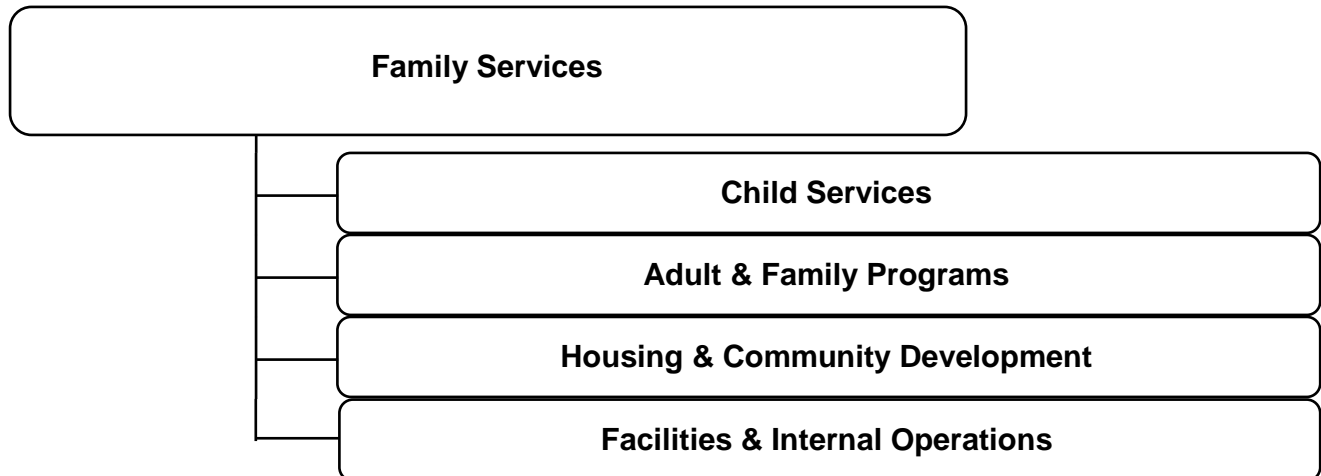
Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Refer requests for services previously offered by this office under the umbrella of Family and Consumer Sciences Programs (education on financial, nutrition, food safety, child care and other topics) to other nearby Extension Offices in surrounding jurisdictions.</b>				
• Number of FCS requests referred to other extension offices	n/a	n/a	100	100
<b>Objective: Provide information on financial education, nutrition, food safety, child care and other topics within Family and Consumer Sciences.</b>				
• Number of individuals provided information	n/a	n/a	200	200
<b>Objective: Increase the knowledge of individuals on making healthy food choices and increasing physical activity to improve dietary health.</b>				
• Number of individuals provided information on nutrition, fitness and health	503	111	350	295
• Percent of adult participants who increased knowledge	100%	75%	90%	100%

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



---

## Family Services





## **Family Services**

### **Mission Statement**

The mission of Family Services is to help people achieve safe and productive lives. To accomplish this mission, the Department emphasizes personal responsibility in all programs and services, helps protect and advocate for vulnerable adults and children, collaborates with businesses, government and community resources to deliver effective and efficient services, and fosters and supports professional growth and development among staff.

### **Description**

The Department of Family Services administers a wide variety of programs and services that assist children, families, disabled adults and the elderly with basic subsistence and medical needs as well as services to protect children and vulnerable adults from abuse, neglect and exploitation. All services are delivered under state or federal mandates or under local initiatives that improve family stability, help families achieve safe and affordable housing, increase self-sufficiency and reduce the need for more expensive alternatives or the need for additional government assistance.

The Department operates under the advisement of the Family Services Board appointed by the Board of Supervisors.

### **Budget Overview**

#### **FY 2014 Issues**

- With high workloads and flat resources, staff retention will remain an issue. In FY 2012, 19% (38 positions) of the workforce turned over, with several staff taking positions in neighboring localities. This trend is expected to stay high throughout FY 2013 and into FY 2014 as workloads grow and resources remain relatively flat.
- Recruitment and retention of Spanish speaking staff will be necessary in meeting the increasing language translation and interpretation needs of residents seeking services.
- The impacts of possible federal funding reductions on public assistance, federal housing and state mandated programs could significantly impact services to Loudoun's most vulnerable residents.
- The Virginia Department of Social Services and the Virginia Department of Aging and Rehabilitative Services will set joint guidelines and policies for the delivery of Adult Protective Services in local social services departments. Those agreements may require changes to existing policies and procedures that can impact both staff workloads and service delivery.
- The lack of affordable and available housing will continue to impact those needing services and the ability of the Department to assist with this basic need.

#### **FY 2014 Major Work Plan Initiatives**

- Develop greater effectiveness in lower cost services that support the core mission and help alleviate some of the pressures in critical mandated areas.
- Apply creative Family Engagement and High Fidelity Wraparound models to service provision in areas not previously applied and expand their use where currently applied in order to improve service provision to families while avoiding higher costs, particularly in residential placements.
- Implement system wide operational changes in Public Assistance and Day Care Assistance programs resulting from several State technology advancements.
- Improve communication with the public through a more responsive website and more detailed information in phone messages, written communications and personal interactions.
- Expand partnerships and collaborations with other County agencies, non-profits and businesses in order to deliver more cost efficient and effective services to residents in Loudoun, such as the Juvenile Detention Alternatives Initiative, Intensive Care Coordination, continued expansion of Family Partnership meetings and Parent Partners through the Federation of Families.
- Develop recommendations for additional housing programs to address the Board of Supervisor's Strategic Plan regarding unmet housing needs in Loudoun County.
- Develop a Department succession plan that will enhance the capability of staff to compete for leadership positions while maximizing staff potential to fill service gaps through enhancement of competencies necessary for multiple functions.

#### **FY 2013 Major Achievements**

- Child Protective Services diverted 62 children from foster care placements through the facilitation of 26 family partnership/multi-disciplinary team meetings.
- The Comprehensive Services Act Program reduced expenditures by 9% (\$631,568) by employing a new multi-disciplinary team process that is family friendly, child focused and utilizes community based services versus residential programs whenever possible.
- The Young Adults Project successfully transitioned 40 students back into the public school setting.
- The Family Connections Program saved an estimated \$125,000 through provision of Wraparound Services that prevented out of home placements for two teens who had been assessed in need of residential treatment.
- A second youth shelter was opened and received an award from the Design Cabinet in the Pace Setters category; it was also certified LEED gold and has achieved a 48% reduction in energy use.



## Family Services

- Kiosks have been added to the lobby of the Shenandoah Building that will facilitate on-line applications for public assistance programs, including a sign-in feature for residents waiting to see a caseworker. Housing programs now have an on-line application that will facilitate access to various housing programs and services.
- DFS, along with the Department of Mental Health, Substance Abuse and Developmental Services (MHSADS), Juvenile Court Services Unit (JCSU), Parks, Recreation and Community Services (PRCS), Loudoun County Public Schools (LCPS) and many other partners, have launched an Evening Reporting Center at the older youth shelter for teens under the jurisdiction of the Juvenile and Domestic Relations Court who need services, activities and supervision during the hours after school and into early evening.
- The Virginia Initiative for Employment not Welfare (VIEW) Program maintained a # 1 status in Virginia based on employment rates, job retention and hourly wage. 53% of participants (191 out of 360) were employed at year's end at an average wage of \$10.71 per hour.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Family Services

<b>Departmental Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$14,016,464	\$14,087,692	\$14,269,427	\$15,747,317	\$15,730,606
Operations & Maintenance	21,623,418	19,500,770	18,197,721	16,658,704	17,180,365
Capital Outlay & Capital Acquisitions	204,975	30,188	21,250	10,000	202,500
Transfer to Rental Assistance Program Fund <sup>1</sup>	11,474	0	15,850	80,406	80,406
Transfer to General Capital Improvement	44,615	0	0	0	0
<b>Total Expenditures</b>	<b>\$35,900,946</b>	<b>\$33,618,650</b>	<b>\$32,504,248</b>	<b>\$32,496,427</b>	<b>\$33,193,877</b>
<b>Revenues</b>					
Use Of Money & Property	\$2,334	\$2,722	\$4,293	\$2,546	\$2,546
Miscellaneous Revenue	6,357	4,940	17,049	13,771	13,771
Recovered Costs	225,990	226,246	239,330	151,994	191,994
State Categorical Aid	3,809,624	3,421,859	3,218,425	2,726,391	2,960,777
Federal Categorical Aid	9,911,644	7,408,416	6,566,910	4,552,046	4,493,579
Other Financing Sources	183,000	183,000	183,000	183,000	183,000
<b>Total Revenues</b>	<b>\$14,138,949</b>	<b>\$11,247,183</b>	<b>\$10,229,007</b>	<b>\$7,629,748</b>	<b>\$7,845,667</b>
<b>Rental Assistance Program Fund</b>	<b>\$8,643,469</b>	<b>\$9,206,965</b>	<b>\$8,904,322</b>	<b>\$9,209,130</b>	<b>\$9,201,420</b>
<b>Local Tax Funding</b>	<b>\$13,118,528</b>	<b>\$13,164,502</b>	<b>\$13,370,919</b>	<b>\$15,657,549</b>	<b>\$16,146,790</b>
<b>FTE Summary</b>	<b>193.33</b>	<b>192.27</b>	<b>192.27</b>	<b>193.64</b>	<b>194.64</b>

### FY 2014 Board Action

The FY 2014 Adopted Fiscal Plan for the Department of Family Services includes an increase of \$489,241 in local tax funding. Personnel expenditures decreased overall, with a decrease of \$32,724 for fringe benefits partially offset by an increase of \$16,013 for salaries. While some vacant positions were filled at lower rates than the prior incumbents, the Board added \$81,331 and 1.00 FTE. For FY 2014, personnel expenditures reflect a merit based increase of 2% for employees. The increase of \$521,661 in operations and maintenance expenditures includes \$158,584 in contractual services for the operations of the Youth Shelter and increased expenditures of \$300,110 for contractual services associated with certain programs such as Foster Care, Adoption Subsidy, Special Needs Adoption, and the Homeless Prevention Program. These expenditures are partially offset by increased grant revenues. The capital outlay increase includes an enhancement of \$180,982 for computer hardware and lobby space reconfiguration to improve service delivery in Benefits programs. This enhancement will be funded with one-time use of prior year fund balance.

### Budget History

FY 2011: The Board eliminated 1.06 FTE in Community Support and Family Programs.

FY 2013: The Board added 2.00 FTE for a Benefits Specialist and a CPS Case Aide. The Board also eliminated 0.63 FTE for the Community Transitions Program.

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

<sup>1</sup> For FY 2011, a local transfer to the Rental Assistance Program Fund was not necessary due to a position vacancy.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Family Services

<b>Expenditures by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Child Services	\$4,966,131	\$5,052,781	\$5,334,194	\$5,500,392	\$5,765,282
Adult & Family Programs <sup>1</sup>	10,357,226	9,923,844	9,099,142	7,687,870	7,632,803
Housing & Community Development	13,109,381	11,584,595	11,012,664	11,659,537	11,802,718
Facilities & Internal Operations	7,468,208	7,057,430	7,058,248	7,648,628	7,993,074
<b>Total Expenditures</b>	<b>\$35,900,946</b>	<b>\$33,618,650</b>	<b>\$32,504,248</b>	<b>\$32,496,427</b>	<b>\$33,193,877</b>

<b>Revenues by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Child Services	\$1,911,251	\$2,028,475	\$2,172,728	\$1,947,268	\$2,196,318
Adult & Family Programs <sup>1</sup>	6,525,122	5,903,272	4,878,921	2,815,610	2,709,579
Housing & Community Development	11,609,710	10,337,973	9,978,337	10,348,599	10,183,982
Facilities & Internal Operations	2,736,335	2,184,428	2,103,343	1,727,401	1,957,208
<b>Total Revenues</b>	<b>\$22,782,418</b>	<b>\$20,454,148</b>	<b>\$19,133,329</b>	<b>\$16,838,878</b>	<b>\$17,047,087</b>

<b>Local Tax Funding by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Child Services	\$3,054,880	\$3,024,306	\$3,161,466	\$3,553,124	\$3,568,964
Adult & Family Programs	3,832,104	4,020,572	4,220,221	4,872,260	4,923,224
Housing & Community Development	1,499,671	1,246,622	1,034,327	1,310,938	1,618,736
Facilities & Internal Operations	4,731,873	4,873,002	4,954,905	5,921,227	6,035,866
<b>Total Local Tax Funding</b>	<b>\$13,118,528</b>	<b>\$13,164,502</b>	<b>\$13,370,919</b>	<b>\$15,657,549</b>	<b>\$16,146,790</b>

<b>Staffing Summary by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Child Services	51.40	52.25	50.95	51.32	51.22
Adult & Family Programs	61.12	62.48	63.27	64.40	65.40
Housing & Community Development	24.53	26.78	27.18	26.93	26.93
Facilities & Internal Operations	56.28	50.76	50.87	50.99	51.09
<b>Total FTE</b>	<b>193.33</b>	<b>192.27</b>	<b>192.27</b>	<b>193.64</b>	<b>194.64</b>

<sup>1</sup> Beginning in FY 2013, the Virginia case Management System (VaCMS), formerly the Daycare Financial Assistance Program, budget is managed by the State. Revenues and expenditures have been reduced accordingly. The program remains intact and will continue to be administered by the Loudoun County Department of Family Services.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Family Services Child Services

### Program Goal and Service Description

The goal of Child Services is to improve the safety and well-being of children, to support families and to promote permanent family homes for those children who need them.

Child Services achieves this goal through the following programs: Child Protective Services which is mandated by the Code of Virginia to receive and respond to complaints of child abuse/neglect on a 24 hour basis; Foster Care and Adoptions which is mandated by the Code of Virginia to serve children entrusted by their parent(s) or committed by the Juvenile and Domestic Relations Court to DFS; Comprehensive Services Act for At-Risk Youth and Families which provides support to the Community Policy and Management Team, manages Multidisciplinary Team process, and manages all vendor contracts and purchases of services under CSA; Young Adults Project which is a collaboration between DFS and the Loudoun County Public School system to provide services to high school aged youth in a nonresidential setting; Young Parent Services which provides case management services to pregnant and parenting teens; and Family Connections which provides an evidenced based, community intervention program designed to serve families with teens ages 12 to 17 who engage in extreme at-risk behaviors, reducing the need for more expensive services.

### Budget Overview

#### FY 2014 Issues

- The growth in the number of non-English speaking families will tax bilingual staff resources in the Child Services Division.
- Continued growth in workload in Child Protective Services (CPS) will put pressure on existing staff.
- The State is considering a change to a managed care system for children receiving services through the Comprehensive Services Act (CSA), which could significantly increase workload for staff in Child Protective Services.

#### FY 2014 Major Work Plan Initiatives

- Implement the Anchor Program to reduce the use of therapeutic foster care which places children out of the county.
- Continue the Wraparound Program in Family Connections to reduce more costly services and improve mandated outcomes.
- More completely integrate Child Services Programs to support mandates in an evidenced based system of care model for more successful outcomes.
- Support and facilitate the Family Connections Alumni group to become an approved non-profit Parent Partner Chapter through the Federation of Families to support the wraparound system of care process.
- The Community Planning and Management Team (CPMT), supported by the CSA administrative staff, will complete a self-assessment as directed by the Office of Comprehensive Services of all CSA functions.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$3,906,660	\$3,797,205	\$3,923,308	\$4,237,225	\$4,277,149
Operations & Maintenance	1,059,471	1,255,576	1,410,886	1,263,167	1,488,133
<b>Total Expenditures</b>	<b>\$4,966,131</b>	<b>\$5,052,781</b>	<b>\$5,334,194</b>	<b>\$5,500,392</b>	<b>\$5,765,282</b>
<b>Revenues</b>					
Recovered Costs	\$4,020	\$3,480	\$5,006	\$3,280	\$3,280
State Categorical Aid	654,971	746,371	907,666	825,689	998,590
Federal Categorical Aid	1,069,260	1,095,624	1,077,056	935,299	1,011,448
Other Financing Sources	183,000	183,000	183,000	183,000	183,000
<b>Total Revenues</b>	<b>\$1,911,251</b>	<b>\$2,028,475</b>	<b>\$2,172,728</b>	<b>\$1,947,268</b>	<b>\$2,196,318</b>
<b>Total Local Tax Funding</b>	<b>\$3,054,880</b>	<b>\$3,024,306</b>	<b>\$3,161,466</b>	<b>\$3,553,124</b>	<b>\$3,568,964</b>
<b>FTE Summary<sup>1</sup></b>	<b>51.40</b>	<b>52.25</b>	<b>50.95</b>	<b>51.32</b>	<b>51.22</b>

<sup>1</sup> The change in FTE from FY 2013 to FY 2014 is due to a change in position cost distribution within the Department.





Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Family Services**  
**Child Services**

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Evaluate all valid complaints of abuse and neglect and provide the appropriate services to reduce the risk of further abuse or neglect.</b>				
• Number of valid complaints of abuse/neglect received	1,113	1,284	1,387	1,484
• Percent of 2nd complaints within 1 year following initial complaint	14%	19%	20%	20%
<b>Objective: Child Protective Services - Participation in the Family Engagement process at critical points in each case per state policy will reduce the number of children entering the foster care system.</b>				
• Number of children participating in family engagement	n/a	65	65	68
• Percent of children who were diverted from foster care	n/a	95%	95%	95%
<b>Objective: Comprehensive Services Act (CSA) - 90% of CSA cases will be served in community based care.</b>				
• Number of new cases referred	97	79	100	110
• Percent of cases receiving community based care only	n/a	86%	90%	90%
• Percent of cases receiving congregate care services	n/a	14%	10%	10%
• Total number of children served during fiscal year	n/a	189	225	250
<b>Objective: Family Connections - At least 70% of families who complete a minimum of five of the seven sessions will not require a higher level of care (defined as JDC or Youth Shelter stay, residential placement, or intensive home based services) one year after termination of service.</b>				
• Number of parents participating	80	171	95	110
• Percent of participating parents completing at least 5 sessions	91%	74%	90%	93%
• Percent of teens who complete at least 5 sessions	80%	78%	80%	85%
• Percent of teens who do not need a higher level of care	n/a	n/a	70%	70%
<b>Objective: Family Connections - Expand Family Connections support network for program participants by increasing parent and teen volunteer hours.</b>				
• Number of teens participating	79	80	82	82
• Number of volunteer hours per program participant	4.63	6.69	7.00	8.00

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



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Family Services Child Services

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Foster Care - 85% of Foster Care children under the age of 12 and 70% over the age of 12 will be placed in approved family home settings versus congregate care at the end of fiscal year.</b>				
• Number of certified Family Homes	85	80	85	85
• Percent of foster children below 12 placed in congregate care	12%	11%	15%	15%
• Percent of foster children below age 12 placed in a Family Home	89%	89%	85%	85%
• Percent of foster children over 12 placed in a family home	71%	68%	70%	70%
• Percent of foster children over 12 placed in congregate care	30%	32%	30%	30%
<b>Objective: Foster Care - 50% of children in the Department of Family Services custody will achieve permanent living situations annually.</b>				
• Number of children served in Foster Care during the year	112	87	105	105
• Percent of children adopted during the fiscal year	51%	28%	30%	30%
• Percent of children returning to family during fiscal year	15%	47%	50%	50%
<b>Objective: Young Adults Project - 70% of youth who attend YAP will decrease their suspension rate at school and have no new charges one year after their discharge from YAP.</b>				
• Average number of days of suspension one year after discharge from YAP	n/a	n/a	n/a	10
• Average number of days of suspension the school year prior to YAP entry	n/a	n/a	n/a	40
• Percent of youth with new charges one year prior to YAP entry	n/a	n/a	n/a	85%
• Percent of youth with new charges up to one year after discharge	n/a	n/a	n/a	15%
<b>Objective: Young Adults Project - 95% of youth enrolled in the Young Adults program will either return to their home school, remain in the program, or obtain sufficient credits to earn a high school diploma.</b>				
• Number of youth enrolled in YAP	52	63	65	68
• Number of youth who return to their home school at year end	23	45	48	50
• Enrolled youth receiving a high school diploma	5	8	7	8
• Number of youth who continue at YAP at the end of school year	n/a	10	10	10
• Percent returning to home school, receiving high school diploma or continuing with program	n/a	100%	100%	100%

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



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Family Services**  
**Child Services**

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Young Parent Services - Provide an intensive array of services so that 90% of program participants stay in school versus the national drop-out rate of 50% for pregnant or young parents and 90% of program participants will not have a subsequent pregnancy during program participation.</b>				
• Number of youth enrolled in the program	64	68	65	68
• Percent of youth who remain in school after enrollment into YPS	99%	100%	99%	99%
• Percent of youth with no additional pregnancies while in program	100%	100%	99%	99%



## Family Services Adult & Family Programs

### Program Goal and Service Description

The goal of Adult and Family Programs is to protect vulnerable adults and assist eligible individuals and families who find themselves in crisis or in at-risk situations and to address food, shelter, medical, employment and other basic human needs.

Adult and Family Programs achieves its goals through the following programs: Adult Protective Services (APS) which is mandated by the Code of Virginia to receive and investigate complaints of abuse, neglect and exploitation of disabled adults and individuals 60 and older on a 24 hour basis; the Emergency and Support Unit which provides services to individuals and families in crisis situations to move toward stability and self-sufficiency and to avoid future instability; Benefits which is mandated by Federal and State policy to determine eligibility and administer five public assistance programs; and Career and Support Services which is mandated by Federal, State and local regulation to administer employment, training, and daycare services.

### Budget Overview

#### FY 2014 Issues

- Medicaid cases are expected to grow by 30 to 50% as the Affordable Health Care law is implemented placing an enormous burden on the Benefits/Public Assistance caseworkers who are currently carrying an average of 750 cases each.
- Even though the majority of individuals and families receiving services from the department are employed, they do not earn sufficient income to meet their shelter, daycare, and medical needs.
- There is a lack of available and appropriate legal guardians to meet the needs of disabled and older adults in the community.
- The impacts are unknown for the families the Department serves regarding the local ordinances and state requirements for licensed home child care providers.

#### FY 2014 Major Work Plan Initiatives

- Implement a system wide change in the Public Assistance Program using technology, a reorganization of staff resources, and a restructuring of policies and procedures to provide a more efficient delivery of services.
- Provide a community wide forum to create awareness for the need of legal guardians and conservators for the elderly, disabled, and young adults exiting foster care.

Program Financial Summary	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
<b>Expenditures</b>					
Personnel	\$4,407,155	\$4,463,561	\$4,591,047	\$5,099,549	\$4,869,643
Operations & Maintenance <sup>1</sup>	5,950,071	5,460,283	4,508,095	2,588,321	2,577,160
Capital Outlay & Capital Acquisitions <sup>2</sup>	0	0	0	0	186,000
<b>Total Expenditures</b>	<b>\$10,357,226</b>	<b>\$9,923,844</b>	<b>\$9,099,142</b>	<b>\$7,687,870</b>	<b>\$7,632,803</b>
<b>Revenues</b>					
Miscellaneous Revenue	\$3,383	\$1,940	\$12,618	\$700	\$700
Recovered Costs	23,482	18,390	36,915	24,384	24,384
State Categorical Aid	1,894,740	1,607,250	1,267,646	992,490	966,361
Federal Categorical Aid	4,603,517	4,275,692	3,561,742	1,798,036	1,718,134
<b>Total Revenues</b>	<b>\$6,525,122</b>	<b>\$5,903,272</b>	<b>\$4,878,921</b>	<b>\$2,815,610</b>	<b>\$2,709,579</b>
<b>Total Local Tax Funding</b>	<b>\$3,832,104</b>	<b>\$4,020,572</b>	<b>\$4,220,221</b>	<b>\$4,872,260</b>	<b>\$4,923,224</b>
<b>FTE Summary<sup>2</sup></b>	<b>61.12</b>	<b>62.48</b>	<b>63.27</b>	<b>64.40</b>	<b>65.40</b>

<sup>1</sup>Beginning in FY 2013, the Virginia Case Management System (VaCMS), formerly the Daycare Financial Assistance Program, budget is managed by the State. Revenues and expenditures have been reduced accordingly. The program remains intact and will continue to be administered by the Loudoun County Department of Family Services.

<sup>2</sup>The FY 2014 Capital Outlay increase includes an enhancement of \$180,982 for computer hardware and lobby space reconfiguration to improve service delivery in Benefits programs. In FY 2014 the Board added 1.00 FTE for a Benefits Specialist.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Family Services

### Adult & Family Programs

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Adult Protective Services - Investigate all valid complaints with 85% of investigations completed within 45 days.</b>				
• Number of abuse/neglect complaints received	333	288	322	322
• Percent of Investigations completed within 45 days	100%	95%	99%	99%
<b>Objective: Adult Protective Services - Provide Companion Services to eligible elderly and disabled adults to prevent abuse, neglect and/or exploitation under Adult Protective Services; prevent institutionalization; or to assist in maintaining independence.</b>				
• Number of clients approved for companion services	139	135	141	141
• Percent at imminent risk of institutionalization w/o service	31%	45%	45%	45%
• Percent of adults who maintained or regained independence	69%	55%	55%	55%
<b>Objective: Adult Protective Services - Complete 90% of Medicaid nursing home personal care pre-screenings and adult care pre-screenings within 14 days as required by the Virginia Department of Medical Assistance Services.</b>				
• Number of referrals for pre-screenings	102	115	120	120
• Percent of Medicaid pre-screenings completed in 14 days	100%	100%	99%	99%
<b>Objective: Benefits - 98% of all Supplemental Nutritional Assistance Program (SNAP) cases will be processed within mandated time frames.</b>				
• Number of new SNAP cases approved	2,477	2,361	2,597	2,600
• Percent of households/clients receiving Food Stamps timely	98%	99%	98%	98%
<b>Objective: Benefits - All inquiries for benefits (SNAP, Medicaid, Temporary Assistance for Needy Families) will be fully evaluated and processed according to eligibility criteria.</b>				
• Average monthly caseload for all benefit programs	13,643	14,638	15,663	19,579
• Number of household/clients making initial inquiry for benefits <sup>1</sup>	19,741	29,536	44,008	65,572
• The number of households/client whose applications were approved	4,774	4,532	4,925	5,235
• The number of households/clients making formal application	8,058	7,914	8,450	8,795
<b>Objective: Career Support Unit - At least 750 children will receive child care assistance so that their families can work.</b>				
• Number of children on the wait list for child care <sup>2</sup>	890	797	900	950
• Number of children receiving day care assistance during the year	914	718	750	750

<sup>1</sup> Due to Health Care Reform requirements effective in 2014, it is anticipated that the number of inquiries for Medicaid will increase significantly.

<sup>2</sup> FY 2012 waitlist and day care assistance decrease related to increased unemployment.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Family Services**  
**Adult & Family Programs**

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Career Support Unit - 75% of VIEW clients will gain and keep employment at least three months past termination from Temporary Assistance for Needy Families (TANF).</b>				
• Number of VIEW clients served during fiscal year	410	360	375	385
• Percent of VIEW clients employed while in the program	54%	59%	60%	60%
• VIEW clients maintaining employment for at least three months	81%	80%	75%	80%
<b>Objective: Career Support Unit - At least 90 employer job fair and other events will be scheduled annually.</b>				
• Number of clients attending job fair and employer events	470	699	700	750
• Number of Job Fairs/Meet the Employer events sponsored	68	97	80	96
<b>Objective: Emergency Support Unit - Provide emergency assistance for immediate basic needs to eligible families and case management for eligible families with ongoing chronic needs.</b>				
• Clients asking for financial assistance with rent/mortgage	1,362	1,108	1,200	1,250
• Clients receiving assistance with rent/mortgage	138	76	80	85
• Clients requesting emergency medical/prescription assistance	1,078	986	1,050	1,100
• Clients who receive emergency medical/prescription assistance	253	242	285	300
• Number of clients requesting assistance with utility assistance	n/a	1,246	1,300	1,325
• Number of clients who receive utility assistance	n/a	559	625	675

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



## **Family Services**

### **Housing & Community Development**

#### **Program Goal and Service Description**

The goal of Housing and Community Development is to increase affordable housing opportunities and improve the living environment of Loudoun's low to moderate income households.

Housing and Community Development achieves its goal through the following programs: the Housing Choice Voucher (HCV) Program, funded by the U.S. Department of Housing and Urban Development (HUD) to provide rent subsidies to low-income families; Community Development Block Grant (CDBG), distributes Federal funds through a competitive application process to public and non-profit agencies for projects that enhance the living and economic prospects of low to moderate income people; the Affordable Dwelling Unit (ADU) Program, facilitates the sale and rental of new housing to low to moderate income households; Public Employee Homeownership Grants (PEG) Program, provides forgivable loans to moderate income public sector employees to purchase homes; Homeownership Loans, which provide a variety of low interest and down payment loans to help moderate income households purchase homes; the Loudoun County Home Improvement Program (LCHIP), provides rehabilitation grants and loans to low to moderate income home-owners; the Homeless Prevention Program (HPP) a State grant that provides funds for eligible families to prevent eviction to retain housing; Homeless Services Planning, which coordinates planning and program development among public and private agencies that provide services to the homeless population; and several counseling programs, including foreclosure, homebuyer purchase, and post-purchase. Several policy boards are supported, which advise the Board of Supervisors on housing issues and initiatives, including the Housing Advisory Board, the Affordable Dwelling Unit Advisory Board (ADUAB), the Continuum of Care, and the Joint Trust Fund Committee.

#### **Budget Overview**

##### **FY 2014 Issues**

- The development of new programs to address the County's unmet housing needs with diminishing capital resources will remain a challenge.
- Integrating increased ADU management while maintaining current staffing will impact staff workloads.
- As rents increase, the ability of the Housing Choice Voucher Program to provide assistance to the lowest income families continues to diminish, consequently reducing resources to the most vulnerable populations.

##### **FY 2014 Major Work Plan Initiatives**

- Develop a program to manage proffered unmet housing needs/workforce housing units.
- Integrate the Leesburg ADU program and the project based voucher program.
- Update the affordable and workforce housing needs assessment.
- Support the legislative review process for the adoption of the 10-year Plan to End Homelessness.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Family Services**  
**Housing & Community Development**

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,932,932	\$2,115,382	\$1,959,411	\$2,210,354	\$2,197,269
Operations & Maintenance	11,120,360	9,469,213	9,026,153	9,368,777	9,525,043
Capital Outlay & Capital Acquisitions	0	0	11,250	0	0
Transfer to Rental Assistance Program Fund <sup>1</sup>	11,474	0	15,850	80,406	80,406
Transfer to General Capital Improvement	44,615	0	0	0	0
<b>Total Expenditures</b>	<b>\$13,109,381</b>	<b>\$11,584,595</b>	<b>\$11,012,664</b>	<b>\$11,659,537</b>	<b>\$11,802,718</b>
<b>Revenues</b>					
Use Of Money & Property	\$2,334	\$2,722	\$4,293	\$2,546	\$2,546
Miscellaneous Revenue	2,926	3,000	4,212	13,071	13,071
Recovered Costs	1,138	1,227	6,629	500	500
State Categorical Aid	199,460	229,613	229,613	220,972	247,356
Federal Categorical Aid <sup>2</sup>	2,760,382	894,446	829,268	902,380	719,089
<b>Total Revenues</b>	<b>\$2,966,240</b>	<b>\$1,131,008</b>	<b>\$1,074,015</b>	<b>\$1,139,469</b>	<b>\$982,563</b>
<b>Rental Assistance Program Fund</b>	<b>\$8,643,469</b>	<b>\$9,206,965</b>	<b>\$8,904,322</b>	<b>\$9,209,130</b>	<b>\$9,201,420</b>
<b>Total Local Tax Funding</b>	<b>\$1,499,670</b>	<b>\$1,246,622</b>	<b>\$1,034,327</b>	<b>\$1,310,938</b>	<b>\$1,618,736</b>
<b>FTE Summary</b>	<b>24.53</b>	<b>26.78</b>	<b>27.18</b>	<b>26.93</b>	<b>26.93</b>

<sup>1</sup> In FY 2011, a local transfer to the Rental Assistance Program Fund was not needed due to a position vacancy.

<sup>2</sup> In FY 2010, \$1,875,000 of Federal Categorical Aid is from a Neighborhood Stabilization Program grant for the purchase and rehabilitation of 10 properties.





Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Family Services

### Housing & Community Development

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Affordable Dwelling Unit (ADU) - Facilitate the purchase or rent of newly constructed homes for households from low to moderate income.</b>				
• Mean household income for new ADU purchasers	\$44,439	\$47,981	\$48,250	\$48,250
• Mean household income for new ADU renters	\$33,840	\$36,495	\$36,500	\$37,000
• Number of families who purchased new ADUs	44	86	90	93
• Number of families with new leased units	105	133	140	145
<b>Objective: Distribute all CDBG funds to non-profit organizations to help low and moderate income residents by enhancing their living environment, creating decent housing, and providing economic development opportunities.</b>				
• Amount of CDBG funds expended	\$1,024,094	\$870,338	\$885,000	\$900,000
• Organizations receiving CDBG funds	11	9	9	9
• Organizations receiving funds that fulfilled the terms of their application	95%	85%	90%	95%
<b>Objective: HCV - Assure that 98% of Housing Choice households are inspected timely and are found to have safe and sanitary living conditions.</b>				
• Number of rental units inspected	n/a	672	680	680
• Percent of required home inspections completed timely	n/a	100%	98%	98%
<b>Objective: Homeless Prevention Program - Distribute funds and provide counseling to eligible households to prevent homelessness.</b>				
• Number of households receiving assistance to prevent homelessness	n/a	87	80	80
• Number of households receiving foreclosure counseling	n/a	83	80	75
<b>Objective: LCHIP - Provide financial resources and guidance to assist 5 low and moderate income homeowners with basic home renovations.</b>				
• Average loan amount per homeowner	\$40,973	\$27,833	\$29,000	\$30,000
• Number of loans settled	3	2	4	4
• Number of renovation projects completed	3	2	5	4

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



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Family Services**  
**Housing & Community Development**

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Distribute funds to incentivize eligible sector homebuyers to purchase in the County so they can live close to work.</b>				
• Number approved for Public Employee Homeownership Grant (PEG)	n/a	7	12	15
• Number of Loudoun County Government employees approved for PEG	n/a	2	5	7
• Number of Loudoun Public School Employees approved for PEG	n/a	5	7	8

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



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Family Services Facilities & Internal Operations

### Program Goal and Service Description

The goal of Facilities and Internal Operations is to ensure that all facilities operated by the Department are done so in the most efficient and effective way and that all units within the Department have the resources, materials, and data needed to fulfill their missions.

Facilities and Internal Operations achieves its goals through the following programs: Finance and Budgeting which is responsible for the development of the annual Federal and State budgets for the Department, customer service to the public, and for the provision of accounting functions to ensure compliance with all grant and auditing criteria; Management Information System and Grant Management which is responsible for collecting and providing data to each unit within the Department and for managing agency wide management information system to better streamline service delivery and increase efficiency among work groups; Juvenile Detention Center which provides secure housing for youth detained by the Juvenile and Domestic Relations Court; two Youth Shelters under contract with a non-profit organization which provides short-term shelter to youth ages 12 through 17 referred by Family Services, Mental Health, Substance Abuse and Developmental Services, Court Services, and the Juvenile and Domestic Relations Court; and the Homeless Services Center which is under contract with a non-profit organization and provides four (4) distinct programs including the Emergency Homeless Shelter, Transitional Housing, Drop-in Center and the Cold Weather Shelter.

### Budget Overview

#### FY 2014 Issues

- Problems with state computer systems and how they operate within the county platform continue to create problems for staff resulting in work delays.
- There is a growing need for Permanent Supportive Housing programs to serve the chronically homeless population.
- As rents increase, it becomes more difficult for the homeless population to move from emergency shelter to permanent housing.

#### FY 2014 Major Work Plan Initiatives

- Make changes to the agency's Management Information System to streamline data collection for the whole agency.
- Make changes to reception procedures in response to the system wide change in the Public Assistance Programs.
- Increase the number of units utilizing the electronic records system Laserfiche to increase efficiencies for staff.
- Develop on-line applications for all programs deemed appropriate to streamline the process for both clients and staff.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$3,769,717	\$3,711,544	\$3,795,661	\$4,200,189	\$4,386,545
Operations & Maintenance	3,493,516	3,315,698	3,252,587	3,438,439	3,590,029
Capital Outlay & Capital Acquisitions	204,975	30,188	10,000	10,000	16,500
<b>Total Expenditures</b>	<b>\$7,468,208</b>	<b>\$7,057,430</b>	<b>\$7,058,248</b>	<b>\$7,648,628</b>	<b>\$7,993,074</b>
<b>Revenues</b>					
Miscellaneous Revenue	\$48	\$0	\$219	\$0	\$0
Recovered Costs	197,350	203,149	190,780	123,830	163,830
State Categorical Aid	1,060,453	838,625	813,500	687,240	748,470
Federal Categorical Aid	1,478,485	1,142,654	1,098,844	916,331	1,044,908
<b>Total Revenues</b>	<b>\$2,736,336</b>	<b>\$2,184,428</b>	<b>\$2,103,343</b>	<b>\$1,727,401</b>	<b>\$1,957,208</b>
<b>Total Local Tax Funding</b>	<b>\$4,731,872</b>	<b>\$4,873,002</b>	<b>\$4,954,905</b>	<b>\$5,921,227</b>	<b>\$6,035,866</b>
<b>FTE Summary<sup>1</sup></b>	<b>56.28</b>	<b>50.76</b>	<b>50.87</b>	<b>50.99</b>	<b>51.09</b>

<sup>1</sup> The change in FTE from FY 2013 to FY 2014 is due to a change in position cost distribution within the Department.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Family Services

### Facilities & Internal Operations

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Administration - The Customer Service team will maintain continuity, efficiency, and professionalism to provide the best quality of service.</b>				
• Number of families who come through reception seeking services	56,359	53,226	55,000	55,000
• Number of phone calls managed through reception	81,878	79,525	80,100	81,500
<b>Objective: Emergency Homeless Shelter - To provide appropriate services to reduce the barriers that contributed to homelessness while reducing the length of shelter stay with 50% of households moving into permanent housing at the time of discharge.</b>				
• Average annual utilization by number of beds	n/a	75%	85%	90%
• Average annual utilization by room/unit	n/a	95%	95%	98%
• Average length of stay at homeless shelter (in days)	n/a	n/a	n/a	35
• Number of individuals admitted to program	253	236	246	250
• Number of individuals requesting admission	1,603	1,636	1,685	1,690
• Percent of families who are discharged into permanent housing	33%	36%	40%	45%
<b>Objective: Juvenile Detention Center - Fewer than 20% of admissions will require any period of disciplinary isolation during their stay in excess of 24 hours during their detention stay.</b>				
• Juveniles receiving disciplinary isolation>24 hours	13%	19%	15%	18%
<b>Objective: Juvenile Detention Center - Staff will monitor population numbers to ensure the facility remains in compliance with the State licensed capacity of 24.<sup>2</sup></b>				
• Average daily population at JDC	16.77	15.00	15.00	15.00
• Average length of stay at JDC in days	24	32	18	18
<b>Objective: Juvenile Detention Center - Fewer than 10% of admissions will require physical restraints during their stay.</b>				
• Admissions requiring restraints	14%	3%	8%	7%

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

<sup>2</sup> The number of youth and length of stay at the JDC is dictated by the Courts.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Family Services**  
**Facilities & Internal Operations**

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Transitional Housing Program - 85% of program participants will move into permanent housing at the time of discharge as required by HUD regulations.</b>				
• Annual utilization rate of Transitional Housing Program (THP)	100%	88%	98%	98%
• Annual utilization rate of Transitional Opportunity Program	80%	88%	98%	98%
• Average length of stay in THP/TOP (months)	n/a	n/a	n/a	17
• Number of individuals admitted to program	78	53	55	62
• Percent of households discharged into permanent housing	64%	100%	90%	90%
<b>Objective: Youth Shelter - At least 85% of youth will be discharged to a less restrictive setting and will have a shelter stay of less than 45 days.</b>				
• Annual utilization rate	78%	63%	80%	85%
• Percent of youth discharged in less than 45 days	n/a	n/a	n/a	85%
• Percent of youth discharged into a less restrictive setting	90%	92%	90%	95%
• Total number of youth admitted to shelter	172	165	170	180

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

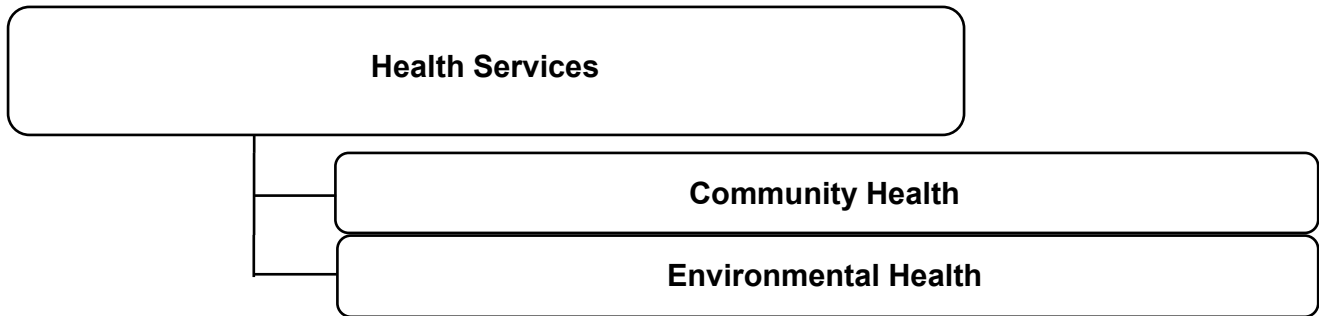




---

---

## Health Services





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

---

## **Health Services**

### **Mission Statement**

Health Services provides services that enhance and ensure the health of all Loudoun County residents. This is achieved by working with partners in the County and town governments, State and Federal agencies, private organizations, businesses and residents to protect the environment, prevent the spread of disease and promote residents' health.

### **Description**

Health Services is composed of two main programs: Environmental Health and Community Health. These programs offer population based services such as communicable disease surveillance and treatment, Lyme disease mitigation initiatives in collaboration with the Lyme Disease Commission, emergency preparedness, restaurant and swimming pool inspections, and well and septic system permitting. The Department also provides essential individual-based services to women and children who would otherwise be unable to receive medical, dental or nutritional care.

### **Budget Overview**

#### **FY 2014 Issues**

- The demand for services continues to increase, particularly for Women Infants and Children (WIC) nutrition and clinic services provided to vulnerable women and children, and for food inspection services.
- The number of reportable diseases, including Lyme disease, continues to increase in Loudoun County. Each diagnosed active case of tuberculosis (TB) requires significant nursing resources to prevent the spread of disease to those with whom the patient lives, works or socializes.
- The Department must continue to improve its ability to detect diseases early and to prepare for the possibility of having to conduct mass vaccinations or medication distribution to keep the County's residents safe from pandemic influenza or other major outbreaks of disease.

#### **FY 2014 Major Work Plan Initiatives**

- Continue to digitize Environmental Health files to increase efficiency and improve customer access.
- Achieve local public health accreditation with the Public Health Accreditation Board.
- Improve response coordination for possible public health emergencies through at least one functional exercise involving the Loudoun Medical Reserve Corps (MRC) and Loudoun County's citizens.
- Build upon FY 2013 initiatives to reduce the risk of contracting Lyme disease in Loudoun County in collaboration with the Lyme Disease Commission.

#### **FY 2013 Major Achievements**

- Expanded vaccination coverage through the provision of free Tdap (vaccine for Tetanus, Diphtheria, and Pertussis) and shingles vaccinations to high risk residents at a variety of settings throughout Loudoun County.
- Revised the County's alternative onsite septic system ordinance to better meet the needs of Loudoun's property owners.
- Successfully transitioned Ryan White HIV program to the private sector.
- Launched a county-wide Lyme disease initiative in cooperation with the Loudoun Lyme Disease Commission, the Loudoun Health Council, the Loudoun County Public School System (LCPS), other county departments, private businesses and residents.





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Health Services

<b>Departmental Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$2,171,025	\$1,986,586	\$1,957,429	\$2,176,302	\$2,160,104
Operations & Maintenance	2,090,191	2,019,878	2,029,926	2,209,772	2,209,812
Capital Outlay & Capital Acquisitions	24,722	0	0	0	0
<b>Total Expenditures</b>	<b>\$4,285,938</b>	<b>\$4,006,464</b>	<b>\$3,987,355</b>	<b>\$4,386,074</b>	<b>\$4,369,916</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$199,842	\$181,732	\$156,915	\$172,715	\$172,155
Charges For Services	3,756	4,061	1,448	9,800	9,800
Miscellaneous Revenue	2,722	3,191	2,103	500	500
Federal Categorical Aid <sup>1</sup>	15,958	5,123	3,131	0	0
<b>Total Revenues</b>	<b>\$222,278</b>	<b>\$194,107</b>	<b>\$163,597</b>	<b>\$183,015</b>	<b>\$182,455</b>
<b>Local Tax Funding<sup>2</sup></b>	<b>\$4,063,660</b>	<b>\$3,812,357</b>	<b>\$3,823,758</b>	<b>\$4,203,059</b>	<b>\$4,187,461</b>
County FTE	29.00	28.00	27.00	27.00	27.00
State FTE	51.00	51.00	51.00	51.00	52.00
<b>FTE Summary</b>	<b>80.00</b>	<b>79.00</b>	<b>78.00</b>	<b>78.00</b>	<b>79.00</b>

### FY 2014 Board Action

The FY 2014 Adopted Fiscal Plan for the Department of Health Services includes a decrease of \$15,598 in local tax funding. Personnel expenditures decreased by \$808 in salaries and \$15,390 in fringe benefits due to filling a vacant position at a lower rate than the prior incumbent. The FY 2014 increase of 1.00 FTE reflects a state employee funded by a grant. For FY 2014, personnel expenditures reflect a merit based increase of 2% for employees.

### Budget History

FY 2010 Mid-year: The Board added 1.00 FTE, Environmental Program Specialist.

FY 2011: The Board eliminated 2.00 FTE, Environmental Health Technician and Medical Reserve Corps Coordinator.

FY 2011 Mid-year: 1.00 FTE, Environmental Health Policy Development Manager, was transferred to the Department of Planning.

<sup>1</sup> Federal Categorical Aid includes a grant from the National Association of County and City Health Officials (NACCHO) to build capacity of local Medical Reserve Corps (MRC) units and a grant from the Department of Homeland Security through the State Homeland Security Program. Grant applications for FY 2013 and FY 2014 are being processed.

<sup>2</sup> In FY 2013 \$108,000 of local tax funding was added to the operating budget in Environmental Health to account for loss of earned revenue in the State cooperative budget. The Board also reduced the overall operating budget in the department by \$28,000, split between both programs.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Health Services

Expenditures by Program	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
Community Health	\$1,987,574	\$1,757,510	\$1,783,250	\$1,896,433	\$1,870,546
Environmental Health	2,298,364	2,248,954	2,204,105	2,489,641	2,499,370
<b>Total Expenditures</b>	<b>\$4,285,938</b>	<b>\$4,006,464</b>	<b>\$3,987,355</b>	<b>\$4,386,074</b>	<b>\$4,369,916</b>

Revenues by Program	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
Community Health	\$15,958	\$5,123	\$3,131	\$0	\$0
Environmental Health	206,320	188,984	160,466	183,015	182,455
<b>Total Revenues</b>	<b>\$222,278</b>	<b>\$194,107</b>	<b>\$163,597</b>	<b>\$183,015</b>	<b>\$182,455</b>

Local Tax Funding by Program	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
Community Health	\$1,971,616	\$1,752,387	\$1,780,119	\$1,896,433	\$1,870,546
Environmental Health	2,092,044	2,059,970	2,043,639	2,306,626	2,316,915
<b>Total Local Tax Funding</b>	<b>\$4,063,660</b>	<b>\$3,812,357</b>	<b>\$3,823,758</b>	<b>\$4,203,059</b>	<b>\$4,187,461</b>

Staffing Summary by Program	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
Community Health	47.00	46.00	46.00	46.00	47.00
Environmental Health	33.00	33.00	32.00	32.00	32.00
<b>Total FTE<sup>1</sup></b>	<b>80.00</b>	<b>79.00</b>	<b>78.00</b>	<b>78.00</b>	<b>79.00</b>

<sup>1</sup> The FY 2014 increase of 1.00 FTE reflects a state employee funded by a grant.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Health Services Community Health

### Program Goal and Service Description

The Community Health Division focuses on maintaining and improving the health of all Loudoun County residents through communicable disease surveillance and prevention, direct patient care and nutrition services, and emergency preparedness. Program services are primarily driven by Federal and State mandates.

### Budget Overview

#### **FY 2014 Issues**

- The County's growing population of new immigrants and residents below the federal poverty level are reflected in the growing demand for Community Health services.
- New immigrants and working poor disproportionately utilize the Health Department's immunization and WIC nutrition services, outpacing the capacity of available resources.
- As the County diversifies, diseases that are common throughout the world are increasing in incidence, leading to a rapid increase in the number of communicable diseases reported. The Division received 288 reports in 2002, as compared to more than 2,000 in 2012.
- The County must continue to be prepared to respond to public health crises emanating from natural or man-made risks such as homeland security incidents or widespread outbreaks of disease, including pandemic influenza.

#### **FY 2014 Major Work Plan Initiatives**

- Enhance community partnerships and determine other means of increasing the ability to meet the increasing demand for core public health services.
- Conduct at least one functional public health emergency exercise to better protect the community should there be a major outbreak of disease.
- Build on existing private sector partnerships to best serve low income pregnant and postpartum women and children in Loudoun County.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$854,322	\$693,072	\$728,103	\$801,234	\$775,347
Operations & Maintenance	1,121,636	1,064,438	1,055,147	1,095,199	1,095,199
Capital Outlay & Capital Acquisitions	11,616	0	0	0	0
<b>Total Expenditures</b>	<b>\$1,987,574</b>	<b>\$1,757,510</b>	<b>\$1,783,250</b>	<b>\$1,896,433</b>	<b>\$1,870,546</b>
<b>Revenues</b>					
Federal Categorical Aid	\$15,958	\$5,123	\$3,131	\$0	\$0
<b>Total Revenues</b>	<b>\$15,958</b>	<b>\$5,123</b>	<b>\$3,131</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$1,971,616</b>	<b>\$1,752,387</b>	<b>\$1,780,119</b>	<b>\$1,896,433</b>	<b>\$1,870,546</b>
County FTE	11.00	10.00	10.00	10.00	10.00
State FTE <sup>1</sup>	36.00	36.00	36.00	36.00	37.00
<b>FTE Summary</b>	<b>47.00</b>	<b>46.00</b>	<b>46.00</b>	<b>46.00</b>	<b>47.00</b>

<sup>1</sup> The FY 2014 increase of 1.00 FTE reflects a state employee funded by a grant.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Health Services Community Health

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Provide preventive and corrective dental services to low-income children to ensure good dental health.</b>				
• Number of children receiving dental care <sup>1</sup>	841	1,505	1,500	1,500
• Number of total dental visits	1,150	1,594	1,600	1,600
• Percentage of dental visits for corrective care <sup>2</sup>	51%	28%	30%	30%
• Percentage of dental visits for preventive care	45%	69%	60%	60%
<b>Objective: Improve the ability to protect Loudoun County from a widespread outbreak of disease.</b>				
• Number of individuals participating in an emergency preparedness exercise <sup>3</sup>	40	144	150	150
• Number of Loudoun residents in the Medical Reserve Corps	1,265	1,315	1,300	1,300
• Number of Medical Reserve Corps members trained in the National Incident Management System	288	204	200	200
<b>Objective: Ensure that low-income women receive appropriate pre-natal care to ensure healthy births.</b>				
• Number of low birth-weight or premature births among maternity clients	30	21	20	20
• Number of women completing six months or more of prenatal care	365	415	400	400
• Number of women seen for maternity services	500	465	450	450
<b>Objective: Provide testing, treatment and information on sexually transmitted diseases.</b>				
• Number of individuals evaluated for sexually transmitted diseases	355	550	600	600
• Number of individuals treated for sexually transmitted diseases	96	100	140	140
• Rate of sexually transmitted disease per 1,000 patients seen	270	182	233	233
<b>Objective: Ensure that tuberculosis (TB) reports are acted upon and that individuals with TB disease complete the appropriate course of treatment.</b>				
• Average number of months tuberculosis cases are followed by Health Services staff	9	9	9	9
• Number of reports of suspected or confirmed tuberculosis	50	36	35	35
• Number of tuberculosis infections	218	211	250	250
• Percentage of confirmed tuberculosis cases completing prescribed treatment	100%	100%	100%	100%

<sup>1</sup> For a period of time during FY 2011 leave and turnover in the dentist position resulted in fewer patients being seen and fewer preventive care services being done, which is not typical for the dental program.

<sup>2</sup> Clients may receive corrective and preventive care during the same visit. As such, percentages do not add up to 100%.

<sup>3</sup> FY 2011 number for this measure dropped due to large scale exercises and H1N1 pandemic response in previous years that were not done in FY 2011.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Health Services**  
**Community Health**

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Provide age appropriate vaccinations to decrease the incidence of vaccine preventable diseases.</b>				
• Number of flu shots provided <sup>1</sup>	7,763	980	850	850
• Number of illness reports for vaccine-preventable childhood diseases <sup>2</sup>	639	186	85	85
• Number of strep./pneumonia shots provided	137	174	100	100
• Number of vaccination visits	2,248	3,026	2,500	2,500
<b>Objective: Operate the Women Infant and Children (WIC) nutrition program to ensure that low-income women have access to nutritional counseling, infant formula and federally-subsidized food.</b>				
• Amount of federal funding for WIC services	\$420,621	\$461,063	\$461,063	\$461,063
• Average cost per client	\$160.54	\$154.85	\$150.00	\$150.00
• Average number of days waiting time to receive WIC services	2.00	2.50	3.00	3.00
• Number of WIC clients	2,536	2,805	2,900	2,900

<sup>1</sup> The large number of FY 2011 actual flu shots provided and vaccination visits was due to the provision of grant funded seasonal influenza vaccine.

<sup>2</sup> An outbreak of influenza in the 3<sup>rd</sup> quarter of FY 2011 occurred in the public schools which caused this anomaly.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Health Services Environmental Health

### Program Goal and Service Description

The Environmental Health Program maintains and improves the health of all County residents through disease prevention, surveillance efforts and community health promotion. The Program is responsible for rabies surveillance and education, restaurant and pool inspections and well and septic system evaluations. Food establishment, public pool, tourist establishment, and environmental and vector complaint services promote community health and prevent disease through educating, evaluating and assessing operators and their facilities. Onsite sewage and water services protect surface and groundwater supplies and the public's health through evaluating and permitting private onsite sewage disposal systems and water supplies.

### Budget Overview

#### FY 2014 Issues

- Maintaining compliance with safety regulations for the rapidly increasing complexity of Loudoun County's restaurants, pools, wells and onsite sewage systems will continue to be a priority for the Department.
- The Department must continue to address Lyme disease, West Nile virus, tall grass and other complaints in a customer focused manner.
- Administering the State and County's operations and maintenance requirements for alternative onsite septic systems also continues to be a priority.

#### FY 2014 Major Work Plan Initiatives

- Continue to digitize Environmental Health files to increase efficiency and improve customer access.
- Improve public access to and tracking of onsite sewage system inspection records through an enhanced web-based system.
- Expand the Lyme disease public education campaign to mitigate Lyme disease risks in Loudoun County.

Program Financial Summary	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
<b>Expenditures</b>					
Personnel	\$1,316,703	\$1,293,514	\$1,229,326	\$1,375,068	\$1,384,757
Operations & Maintenance	968,555	955,440	974,779	1,114,573	1,114,613
Capital Outlay & Capital Acquisitions	13,106	0	0	0	0
<b>Total Expenditures</b>	<b>\$2,298,364</b>	<b>\$2,248,954</b>	<b>\$2,204,105</b>	<b>\$2,489,641</b>	<b>\$2,499,370</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$199,842	\$181,732	\$156,915	\$172,715	\$172,155
Charges For Services	3,756	4,061	1,448	9,800	9,800
Miscellaneous Revenue	2,722	3,191	2,103	500	500
<b>Total Revenues</b>	<b>\$206,320</b>	<b>\$188,984</b>	<b>\$160,466</b>	<b>\$183,015</b>	<b>\$182,455</b>
<b>Total Local Tax Funding</b>	<b>\$2,092,044</b>	<b>\$2,059,970</b>	<b>\$2,043,639</b>	<b>\$2,306,626</b>	<b>\$2,316,915</b>
County FTE	18.00	18.00	17.00	17.00	17.00
State FTE	15.00	15.00	15.00	15.00	15.00
<b>FTE Summary</b>	<b>33.00</b>	<b>33.00</b>	<b>32.00</b>	<b>32.00</b>	<b>32.00</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Health Services Environmental Health

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Conduct onsite investigations of environmental health complaints to protect the public from environmental and communicable disease hazards.</b>				
• Number of complaints investigated	457	554	475	575
• Number of confirmed foodborne outbreaks	0	1	1	1
• Number of foodborne illness investigations	40	42	45	50
<b>Objective: Conduct routine inspections and sanitary evaluations of public facilities including food establishments, hospitals, long term care facilities, child care and adult care homes, public and private schools, public swimming pools, campgrounds and tourist establishments to protect the public from environmental and communicable disease hazards.</b>				
• Average number of inspections per permitted food facility	3.00	2.90	3.00	2.70
• Average number of inspections per permitted swimming pool facility	3.70	2.40	2.80	2.30
• Number of food facilities requiring inspections by Health Services	938	980	950	1,000
• Number of other facilities requiring inspections by Health Services	108	109	110	125
• Number of swimming pool facilities permitted by Health Services	217	221	220	225
• Total number of inspections for permitted food facilities	2,715	2,711	2,900	2,700
• Total number of inspections for permitted swimming pool facilities	769	532	525	525
<b>Objective: Protect public's health and the environment by permitting and inspecting onsite sewage disposal systems.</b>				
• Number of conventional onsite sewage disposal systems <sup>1</sup>	13,309	13,359	13,400	14,000
• Number of newly installed conventional systems	50	41	50	50
• Number of conventional onsite sewage disposal system failures	10	19	15	15
• Number of nonconventional onsite sewage disposal systems	1,358	1,390	1,400	1,400
• Number of newly installed nonconventional onsite sewage disposal systems	40	22	40	40
• Number of nonconventional onsite sewage disposal system failures	1	4	5	5

<sup>1</sup>The increase in conventional onsite sewage disposal systems from FY 2013 to FY 2014, beyond newly installed conventional systems, is as a result of using a different database vendor to inventory sewage disposal systems. While the previous database reported only by site, the new database allowed for sites, if applicable, to report more than one system. A number of conventional systems not previously recorded were also added to the new database.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Health Services**  
**Environmental Health**

<b>Program Objectives and Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014 Projected</b>
<b>Objective: Protect the public's health and the environment by permitting and inspecting private water wells.</b>				
• Number of dry wells reported to Health Services	12	6	20	20
• Number of known private drinking water wells	16,628	16,741	16,675	16,800
• Number of newly installed wells	116	108	100	100
• Number of well inspections	269	193	250	250





---

---

## Mental Health, Substance Abuse and Developmental Services

**Mental Health, Substance Abuse and Developmental Services**

**Residential Services**

**Community-Based Support Services**

**Outpatient Services**

**Outreach & Coordination Services**



## **Mental Health, Substance Abuse and Developmental Services**

### **Mission Statement**

The mission of the County's Community Services Board (CSB), through the Department of Mental Health, Substance Abuse and Developmental Services, is to provide and facilitate a person-centered system of individualized services and supports that promotes self-determination and empowerment and enables participation in community life.

### **Description**

The Loudoun County Department of Mental Health, Substance Abuse and Developmental Services (MHSADS) is responsible for the public mental health, substance abuse, and developmental services system in the County. The Department provides a wide variety of services for citizens of all ages to stabilize acute situations and to enable people with mental disabilities to live independently and successfully in the community. Services are interrelated and designed to address the unique needs of clients in the mental health, substance abuse and developmental services disability areas and to respond to State and Federal mandates and local policy. In addition, the Department reaches residents through its collaboration with other departments including the Departments of Family Services, Juvenile Court Services Unit, and Community Corrections. The Department also provides services in collaboration with Loudoun County Public Schools. As a result of these partnerships, MHSADS provides staffing and administrative support in over 125 locations across the County including the Adult Detention Center, the Juvenile Detention Center, the Youth Shelter, 86 schools, and the Loudoun Hospital emergency rooms. As mandated by Chapter 5, §37.2 of the Code of Virginia, the Community Services Board, an eighteen member volunteer board appointed by the Board of Supervisors, provides oversight to the Department's programs and policies.

The Department reorganized its resources, programs and services in FY 2013 to meet the varied and individualized needs of a diverse population and to increase the capacity and service delivery models within a continuum of care framework. This continuum includes Residential, Community Based, Outpatient, and Outreach and Coordination programs and services. The continuum of care framework is designed to promote the efficient and effective use of resources across care settings; support the implementation of evidenced based and best practices; and provide individuals with a seamless care experience as warranted by the acuity of each individuals' needs.

### **Budget Overview**

#### **FY 2014 Issues**

- Implementation of the Affordable Care Act will substantially increase the number of eligible recipients for Medicaid and the need for integrated primary and mental/behavioral health services.
- Affordable supervised housing for residents with disabilities remains in short supply.
- There is a lack of sufficient slots in the Medicaid Home and Community Based Waiver (Medicaid Waiver) program for residents with intellectual disabilities.
- Implementation of the Settlement Agreement between the U.S. Department of Justice and the Commonwealth of Virginia will increase the burden on local departments to provide high quality, integrated care to adults with developmental disabilities.

#### **FY 2014 Major Work Plan Initiatives**

- Implement phase two of a three phase approach to deliver same day access to care for individuals seeking mental health and substance abuse treatment services.
- Develop public-private partnerships to assist with the delivery of mental health and substance abuse treatment services.
- Develop and provide a model of high fidelity wraparound services to support individuals within the least restrictive care setting.
- Design and implement a results based accountability and reporting program to share performance measures and outcomes data regarding the effectiveness of the Department's services and programs.

#### **FY 2013 Major Achievements**

- Completed a Department wide reorganization, resulting in the refinement of existing service lines, the addition of new services and programs, and an increase in service capacity within the existing budget.
- Completed the first phase of a three phase implementation process for a same day access to care model for individuals seeking mental health and substance abuse treatment services; full implementation projected by FY 2015.
- Successfully achieved target goals for the Commonwealth's Meaningful Use Initiative and established eligibility to receive funds to support the continued implementation and use of the electronic health record system.
- Successfully partnered with the Juvenile Court Service Unit and the Department of Family Services in pursuing the development and implementation of a Systems of Care approach in delivering mental, behavioral and developmental health services.
- Submitted a grant proposal to the Substance Abuse and Mental Health Services Administration (Federal program) for the development of an offender reentry program.
- Trained and certified staff members in the use of two outcome measures designed to provide data to support a results based accountability and reporting program.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Mental Health, Substance Abuse and Developmental Services

<b>Departmental Financial Summary<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$24,609,707	\$24,083,110	\$24,942,699	\$26,227,169	\$27,069,182
Operations & Maintenance	5,121,937	4,908,979	5,290,909	5,884,742	6,463,002
Capital Outlay & Capital Acquisitions	10,432	0	0	0	0
<b>Total Expenditures</b>	<b>\$29,742,076</b>	<b>\$28,992,089</b>	<b>\$30,233,608</b>	<b>\$32,111,911</b>	<b>\$33,532,184</b>
<b>Revenues</b>					
Charges For Services	\$652,083	\$680,924	\$679,886	\$669,800	\$716,500
Miscellaneous Revenue	25,919	4,317	3,288	1,000	1,000
Recovered Costs	4,774,945	5,525,405	5,626,494	5,470,345	5,694,457
State Categorical Aid	3,818,102	3,933,665	4,206,003	4,304,031	4,539,518
Federal Categorical Aid	1,095,382	642,383	948,612	717,102	781,443
<b>Total Revenues</b>	<b>\$10,366,431</b>	<b>\$10,786,694</b>	<b>\$11,464,283</b>	<b>\$11,162,278</b>	<b>\$11,732,918</b>
<b>Local Tax Funding</b>	<b>\$19,375,645</b>	<b>\$18,205,395</b>	<b>\$18,769,325</b>	<b>\$20,949,633</b>	<b>\$21,799,266</b>
<b>FTE Summary<sup>2</sup></b>	<b>345.15</b>	<b>326.23</b>	<b>327.43</b>	<b>326.30</b>	<b>333.10</b>

### FY 2014 Board Action

The FY 2014 Adopted Fiscal Plan for the Department of Mental Health, Substance Abuse and Developmental Services includes an increase of \$849,633 in local tax funding. Salary expenditures increased \$534,586 and fringe benefits expenditures increased \$307,427 due in part to the addition of \$192,000 and 0.80 FTE for a Child Psychiatrist/Medical Director position and the mid-year enhancement positions for three Developmental Services Care Coordinator positions (3.00 FTE) and two Mental Health Care Coordinator positions (2.00 FTE) for case management. For FY 2014, personnel expenditures reflect a merit based increase of 2% for employees. Operations and maintenance expenditures increased \$578,260, of which \$236,417 is for contractual services, \$164,574 is for central services, and \$177,269 is for communications, materials/supplies, travel, and miscellaneous expenditures.

Revenues increased \$570,640 including \$120,000 of Medicaid revenue (Recovered Costs) associated with the Child Psychiatrist/Medical Director enhancement.

### Budget History

FY 2010 Mid-year: 1.53 FTE was eliminated due to State budget reductions.

FY 2011: The Board eliminated 17.39 FTE from DS residential, MH residential and department administration.

FY 2011 Mid-year: The Board added 2.00 FTE in the Virginia Wounded Warrior Program.

FY 2012: The Board transferred 0.80 FTE from the Department to County Administration.

FY 2012 Mid-year: The Board added 1.87 FTE for a Psychiatric Nurse, a Children's Services Evaluator, and an Early Intervention Care Coordinator.

FY 2013 Mid-year: The Board added 3.00 FTE Developmental Services Care Coordinator positions and 2.00 FTE Mental Health Care Coordinator positions for case management. One position for the Community Services Board was transferred into the Department.

<sup>1</sup> Expenditures for the Community Services Board are included for all years. Prior to FY 2014, these were not included in the Department's budget, but were presented in the Boards, Commissions and Committees section.

<sup>2</sup> FTE data presented reflects an audit of previously published FTE counts.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Mental Health, Substance Abuse and Developmental Services

<b>Expenditures by Program<sup>1,2</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Residential Services	\$12,669,697	\$11,820,720	\$12,124,297	\$12,797,611	\$12,964,960
Community-Based Support Services	5,633,344	5,861,994	5,852,635	6,119,639	6,400,131
Outpatient Services	6,654,183	6,829,106	7,053,617	7,599,468	7,951,256
Outreach & Coordination Services	4,784,852	4,480,269	5,203,059	5,595,193	6,215,837
<b>Total Expenditures</b>	<b>\$29,742,076</b>	<b>\$28,992,089</b>	<b>\$30,233,608</b>	<b>\$32,111,911</b>	<b>\$33,532,184</b>

<b>Revenues by Program<sup>1,2</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Residential Services	\$4,188,286	\$4,287,306	\$4,042,916	\$3,905,128	\$4,038,341
Community-Based Support Services	980,059	1,021,425	1,198,307	1,068,209	1,150,173
Outpatient Services	2,951,825	3,073,157	3,246,915	3,404,213	3,591,943
Outreach & Coordination Services	2,246,261	2,404,806	2,976,145	2,784,728	2,952,461
<b>Total Revenues</b>	<b>\$10,366,431</b>	<b>\$10,786,694</b>	<b>\$11,464,283</b>	<b>\$11,162,278</b>	<b>\$11,732,918</b>

<b>Local Tax Funding by Program<sup>1,2</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Residential Services	\$8,481,411	\$7,533,414	\$8,081,381	\$8,892,483	\$8,926,619
Community-Based Support Services	4,653,285	4,840,569	4,654,328	5,051,430	5,249,958
Outpatient Services	3,702,358	3,755,949	3,806,702	4,195,255	4,359,313
Outreach & Coordination Services	2,538,591	2,075,463	2,226,914	2,810,465	3,263,376
<b>Total Local Tax Funding</b>	<b>\$19,375,645</b>	<b>\$18,205,395</b>	<b>\$18,769,325</b>	<b>\$20,949,633</b>	<b>\$21,799,266</b>

<b>Staffing Summary by Program<sup>1,2</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Residential Services <sup>3</sup>	166.40	146.00	147.99	147.18	148.18
Community-Based Support Services <sup>4</sup>	45.98	45.98	48.12	47.92	48.25
Outpatient Services <sup>5</sup>	73.57	78.38	76.65	74.68	74.60
Outreach & Coordination Services <sup>6</sup>	59.20	55.87	54.67	56.52	62.07
<b>Total FTE</b>	<b>345.15</b>	<b>326.23</b>	<b>327.43</b>	<b>326.30</b>	<b>333.10</b>

<sup>1</sup> In FY 2013, the Department reorganized its programs. All years have been revised to reflect the new program structure.

<sup>2</sup> Expenditures for the Community Services Board are included in the Outpatient Services Program for all years.

<sup>3</sup> 1.00 FTE was transferred to the Residential Services Program from the Outpatient Services Program during FY 2013.

<sup>4</sup> 0.33 FTE was transferred to the Community-Based Support Services Program from Outpatient Services Program during FY 2013.

<sup>5</sup> 0.80 FTE Child Psychiatrist/Medical Director was added for FY 2014. The program's FTE count is decreasing 0.08 FTE due to the impact of other position changes, transferring FTE out of this program to other programs.

<sup>6</sup> The Board added 3.00 FTE DS Care Coordinators and 2.00 FTE MH Care Coordinators during FY 2013 and an additional 0.55 FTE was transferred to Outreach & Coordination Services from Outpatient Services.



---

## **Mental Health, Substance Abuse and Developmental Services**

### **Residential Services**

#### **Program Goal and Service Description**

The goal of the Department's Residential Services Program is to assist individuals and families experiencing serious mental illness, substance abuse and addictions, intellectual disabilities, and/or co-occurring conditions, through a continuum of community based care to support recovery. Residential Services are provided in group homes, supervised settings (townhouses and apartments) and private residences. Services provided include intensive psychotherapy, psychiatric and nursing care, crisis intervention, medication management, case management, and life skills development such as money management, personal hygiene, cooking and housekeeping. Outreach services are also provided to homeless persons and home bound elderly with serious mental illnesses. Substance Abuse Residential Services provides detoxification and residential treatment to adults and youth through vendor contracts supported by federal, state and local funds.

The Department operates ten and contracts for three 24-hour group home residences serving a total of 64 individuals with behavioral, mental, developmental and intellectual disabilities. Additionally, there are 11 locations serving as assisted or supervised living programs for a total of 28 individuals. Currently, there is a waiting list of 10 individuals for placement in a group home residence. The average length of stay for a group home resident is 9 1/2 years. Clients receiving services through Supported/Assisted Living Programs have an average length of stay of 4 1/2 years and are only discharged when there is a safe and stable living arrangement for the individual. Residential programs are supported by local tax funding, state general funds and Medicaid reimbursement payments. The Department currently has a 98.5% recovery rate for Medicaid reimbursable services.

Services are guided by a person-centered planning process which involves the consumer at every level of service delivery (planning, implementation and evaluation). Successful implementation of this process has led to strong, positive outcomes.

- 89% of individuals with a developed care plan residing in the Developmental Services Group Homes met one or more of their established treatment goals.
- 99% of the consumers served in the Mental Health and Substance Abuse Group Homes and Supervised Living avoided inpatient hospital stays of longer than 15 days, thereby reducing treatment costs at higher levels of care for extended periods of time.
- An increase of 28% in the number of consumers successfully completing the Substance Abuse Residential Treatment Program, with 72% of all participants successfully discharged.
- An increase of 13% in the number of consumers who successfully transition to a lower level of care, with 87% of clients moving from residential to outpatient services.

In addition to providing treatment services in group home or supported living programs, the Department works to support individuals in their own homes. For those individuals with chronic and severe mental illnesses, the Department provides mental health support services and psycho-social rehabilitative services. For those individuals with developmental and intellectual disabilities, the Department provides consumer directed service facilitation and in-home supports. These efforts are necessary and mandated by the state in order to comply with providing individuals with the least restrictive environment and access to the community in which they live.

Mental Health Day Support Services are designed to assist individuals with serious mental illness to recover normal adult functioning while living in the community. This program provides individualized supportive and rehabilitative services in a day support/clubhouse setting (Friendship House). Services include life skills training, community participation and integration activities, vocational assessment and training, job placement, medication monitoring, family support and education. Other services provided include case management, advocacy, individual and group therapy, transportation, and crisis intervention.

Consumers receiving Mental Health Day Support Services consistently achieve 100% of their community participation goals, making Friendship House a successful lower level of care alternative to group home or other congregate care living services. Additionally, clients report a high level of satisfaction with the services provided. For newly referred clients, intake appointments are scheduled and take place within one week of referral, providing for immediate and effective access to care.

#### **Budget Overview**

##### **FY 2014 Issues**

- The average wait time for Mental Health Group Home services continues to be over two years.
- Lack of access to comprehensive vocational rehabilitation services for persons with serious mental illness continues to result in limited vocational opportunities and challenges in job placements.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Mental Health, Substance Abuse and Developmental Services

### Residential Services

- Space at Friendship House continues to be inadequate due to increase in attendance for psychosocial rehabilitation.
- Individuals currently residing in DS Group Homes are growing older and becoming more medically fragile.
- Increased demand for DS In-Home Support services cannot be met with current staffing.
- Few private providers offer DS In-Home Support services because Intellectual Disability Waiver reimbursement rate is insufficient.
- Demand for Consumer Directed services will increase as Medicaid Waiver slots increase and congregate care demand decreases.
- Lack of qualified Consumer Directed providers will continue due to low pay, serving those with complex needs and more families becoming their own providers.

#### FY 2014 Major Work Plan Initiatives

- Establish comprehensive vocational rehabilitation services by contracting with a private non-profit vendor, utilizing existing funding dedicated to "job development" activities.
- Create alternative solutions for the expanding need for psychosocial rehabilitation services by considering new locations for service delivery and expanding the space at the Friendship House facility.
- Explore ways to increase and diversify services, supervision, and staffing patterns to include social workers, therapists, recreational aides, etc. including collaborative use of existing staff in DS and MH residential services; and working collaboratively with home health agencies to provide nursing services to individuals in the group homes.
- Develop a long range plan for replacing multi-level group homes with one-level structures.
- Collaborate with private providers to develop a continuum of residential services to meet the varied needs and preferences of individuals with intellectual disabilities.
- Develop partnerships with employment agencies, schools, colleges, and workforce centers to recruit additional Consumer Directed Services providers and expand the provider pool.
- Develop an educational forum for Consumer Directed Service recipients, family members, and providers explaining their roles and responsibilities under the Intellectual Disability Waiver; and helping them identify training needs.

<b>Program Financial Summary<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$11,172,146	\$10,558,913	\$10,898,257	\$11,200,981	\$11,310,069
Operations & Maintenance	1,497,551	1,261,807	1,226,040	1,596,630	1,654,891
<b>Total Expenditures</b>	<b>\$12,669,697</b>	<b>\$11,820,720</b>	<b>\$12,124,297</b>	<b>\$12,797,611</b>	<b>\$12,964,960</b>
<b>Revenues</b>					
Charges For Services	\$302,354	\$320,248	\$306,003	\$277,300	\$326,500
Miscellaneous Revenue	22,004	2,585	156	0	0
Recovered Costs	3,062,723	3,160,651	3,039,342	2,895,185	2,981,500
State Categorical Aid	725,612	702,065	641,284	668,065	691,346
Federal Categorical Aid	75,593	101,757	56,131	64,578	39,126
<b>Total Revenues</b>	<b>\$4,188,286</b>	<b>\$4,287,306</b>	<b>\$4,042,916</b>	<b>\$3,905,128</b>	<b>\$4,038,341</b>
<b>Total Local Tax Funding</b>	<b>\$8,481,411</b>	<b>\$7,533,414</b>	<b>\$8,081,381</b>	<b>\$8,892,483</b>	<b>\$8,926,619</b>
<b>FTE Summary<sup>2</sup></b>	<b>166.40</b>	<b>146.00</b>	<b>147.99</b>	<b>147.18</b>	<b>148.18</b>

<sup>1</sup> During FY 2013, the Department reorganized its programs. The Department's new program structure is represented for all years.

<sup>2</sup> 1.00 FTE was transferred to the Residential Services Program from the Outpatient Services Program during FY 2013.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Mental Health, Substance Abuse and Developmental Services**  
**Residential Services**

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: 85% of individuals served in residential substance abuse treatment will successfully transition to outpatient services.</b>				
• Percentage of clients served transitioning to outpatient services	74%	77%	85%	85%
• Number of residential clients	72	83	85	85
<b>Objective: The Department will recover 100% of available Medicaid waiver funding for services provided.</b>				
• Medicaid recovery rate	99.98%	98.50%	100.00%	100.00%
<b>Objective: 45% of individuals served will demonstrate an increase on the Global Assessment of Functioning (GAF) score.</b>				
• Percentage of individuals served with a GAF adult score increase	40%	40%	45%	45%
<b>Objective: 60% of individuals served will demonstrate stable or improving employment status.</b>				
• Percentage served with stable or improving employment status	60%	62%	60%	60%
• Number of residential clients	144	151	150	150
<b>Objective: 75% of individuals discharged will demonstrate successful completion of treatment goals with program.</b>				
• Percentage of individuals discharged completing treatment goals	74%	80%	75%	75%
• Number of residential clients discharged	101	97	100	100



---

## **Mental Health, Substance Abuse and Developmental Services**

### **Community-Based Support Services**

#### **Program Goal and Service Description**

The Department provides Community-Based Services to consumers with serious behavioral, mental, and developmental health needs. These needs range from minimally to severely acute and can include the need for service connections to a variety of resources to maintain the individual within the least restrictive environment, which not only supports a person centered care approach, but also serves to provide cost effective and efficient supportive resources.

Support Coordination (SC) services ensure that individuals with intellectual disabilities are properly connected and involved to maximize the opportunities for successful community living. Using a Person Centered Planning approach, Support Coordinators assist consumers with gaining access to housing and jobs, social service benefits and entitlement programs, therapeutic supports, social and educational resources. Individuals receive a full complement of services such as interdisciplinary team planning, coordination of services, intake and assessments, advocacy and resource planning, emergency assistance, pre admission and pre discharge planning from State training centers or hospitals. As a reimbursable service through Medicaid, the Department recovers 60% of the costs of the program.

The Department has identified Support Coordination services as one of the services in high and increasing demand. From FY 2011 to FY 2012, the following occurred:

- A 7% increase in the number of adults receiving Support Coordination services
- A 14% increase in the number of youth under the age of 18 receiving Support Coordination services
- A 65% increase in the number of youth under the age of 18 awaiting Support Coordination services

The Intensive Community Treatment Team (ICT) provides psychiatric and clinical services to individuals with severe and chronic mental health symptoms and impairments which are not effectively remedied by available treatments, or who because of reasons related to their mental illness, resist or avoid involvement with mental health services. These individuals are at a greater risk for frequent and protracted stays in higher levels of care settings. The services provided include psychotherapy, psychiatric assessments, medication, and case management and are all Medicaid reimbursable. The demand for these services has been steadily increasing, as has the recovered revenue from Medicaid. In FY 2012, the program exceeded its revenue projections by 49%, while serving some of the most vulnerable and fragile individuals with severe mental health needs.

Community Liaison Services are provided to all residents of Loudoun County in need of assistance to link to necessary mental health and supportive resources. Discharge planning, a state mandated service is provided to all individuals who transition back to the community following an episode of inpatient psychiatric care to ensure there is the appropriate level of service and aftercare support to maintain the individual within the community setting. In FY 2012, 254 individuals were served in 368 discharges from 35 psychiatric facilities.

Psychiatric and psychiatric nursing services for children, adolescents, and adults whose mental health, substance abuse, and/or developmental conditions require medication are also provided as a component of effective treatment. In FY 2012, a total of 1,159 individuals were served with these services.

Employment Services and Day Support Services provide a range of support levels to help clients with mental illness and/or intellectual disabilities retain jobs and provide volunteer services in the community. These programs are operated by a combination of County and contracted services, and consist of both Group Supported Employment and Sheltered Employment Services. Individuals enrolled in each program average an 88% attendance rate. Group Supported Employment has seen a 24% increase in the number of individuals served.

Job Link, operated by the Developmental Services (DS) Division, helps people obtain and retain private sector 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 intellectual disabilities and/or serious mental illness and has experienced a 9% increase in its enrollment from FY 2011 to FY 2012. Additionally, the percentage of individuals participating in Job Link who obtained regular employment increased from 73% in FY 2011 to 79% in FY 2012.

For people who need more support in order to work, group or enclave employment service is provided through a contractual arrangement with Every Citizen Has Opportunities (ECHO), Incorporated. ECHO contracts with businesses to provide services performed by small groups of clients under ECHO supervision. Day Support is provided to clients with more severe disabilities and medical needs and involves volunteer and other community activities. These services are provided through a contractual arrangement with St. Johns Community Services and through the Community Access Program.





## **Mental Health, Substance Abuse and Developmental Services**

### **Community-Based Support Services**

The Community Access Program (CAP) is operated by the DS Division. CAP services are funded through reimbursements 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.

During FY 2013, the Board of Supervisors approved the Department's request to transfer \$300,000 from the Capital Improvement Program (CIP) budget appropriation for a Developmental Services Group Home to the General Fund in the Department for the lease and associated costs related to operating a group day support program for the developmentally disabled in the Community Access Program which facilitates community integration by providing intensive supports for individuals with Intellectual Disabilities. This change in the service delivery model supported an improved program as evidenced by outcome measures; increased revenue; and reduced risk management concerns since clients have access to a permanent space in which program activities are conducted. In addition, reduced future operational costs will result in additional budget savings.

### **Budget Overview**

#### **FY 2014 Issues**

- Access to necessary psychiatric medications for uninsured clients remains a significant challenge to reducing the severity of psychiatric symptoms and the need for more expensive interventions.
- Aging parents and caregivers are requesting additional supports to assist them in maintaining individuals with intellectual disabilities in their homes; however, the urgent need waiting list for Intellectual Disability Waiver services is years long.
- Lack of funding is an issue for behavioral support and skilled nursing services needed by individuals with an intellectual disability who are waiting, or ineligible, for the Intellectual Disability Waiver.
- Addressing the increased requests for services to meet the ongoing and unmet needs of individuals with Autism and brain injuries will be a challenge for the Department.
- Serving the increasing population of special education students at all levels/ages that require support coordination and additional services continues to be an issue.
- There is a lack of resources to assist low income families with the substantial court fees required to establish guardianship for adult children with intellectual disabilities.
- Anticipated implementation of Employment First mandate by the State Department of Behavioral Health and Developmental Services will increase referrals for CAP employment services through the Intellectual Disability Waiver and Job Link services.
- Aging/medically compromised CAP clients require an alternative day support option with less community travel for the entire service day (7hrs).

#### **FY 2014 Major Work Plan Initiatives**

- Increase and support client applications for patient assistance programs, Medicaid, and/or Medicare Part D to facilitate access to psychiatric medications.
- Maintain and expand the Community Liaison Services Program which will provide current and extensive information regarding community resources available to Loudoun residents.
- Implement the Department of Justice settlement requirements for the provision of care coordination services and reduction of institutional service reliance.
- Collaborate with the Department of Rehabilitation Services and LCPS to update the Three Way Agreement for student transition services.
- Increase the availability of employment services to adults and transitioning students with intellectual and mental disabilities.
- Explore and develop alternative day support options and services for aging/medically compromised CAP clients.
- Maintain Job Link accreditation with the Commission on Accreditation of Rehabilitation Facilities (CARF).



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Mental Health, Substance Abuse and Developmental Services**  
**Community-Based Support Services**

<b>Program Financial Summary<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$3,483,620	\$3,590,308	\$3,693,175	\$3,768,663	\$3,875,890
Operations & Maintenance	2,149,724	2,271,686	2,159,460	2,350,976	2,524,241
<b>Total Expenditures</b>	<b>\$5,633,344</b>	<b>\$5,861,994</b>	<b>\$5,852,635</b>	<b>\$6,119,639</b>	<b>\$6,400,131</b>
<b>Revenues</b>					
Charges For Services	\$0	\$0	\$246	\$500	\$500
Miscellaneous Revenue	3,615	0	39	0	0
Recovered Costs	321,616	365,787	546,734	492,500	492,500
State Categorical Aid	535,479	535,163	558,556	531,028	578,028
Federal Categorical Aid	119,349	120,475	92,732	44,181	79,145
<b>Total Revenues</b>	<b>\$980,059</b>	<b>\$1,021,425</b>	<b>\$1,198,307</b>	<b>\$1,068,209</b>	<b>\$1,150,173</b>
<b>Total Local Tax Funding</b>	<b>\$4,653,285</b>	<b>\$4,840,569</b>	<b>\$4,654,328</b>	<b>\$5,051,430</b>	<b>\$5,249,958</b>
<b>FTE Summary<sup>2</sup></b>	<b>45.98</b>	<b>45.98</b>	<b>48.12</b>	<b>47.92</b>	<b>48.25</b>

<sup>1</sup> During FY 2013, the Department reorganized its programs. The Department's new program structure is represented for all years.

<sup>2</sup> During FY 2013, 0.33 FTE was transferred to the Community-Based Support Services Program from Outpatient Services Program.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Mental Health, Substance Abuse and Developmental Services**  
**Community-Based Support Services**

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: 75% of individuals seeking services will access Community-Based Services (CBS) within 15 days or less from initial inquiry.</b>				
• Percentage of clients receiving CBS within 15 days or less <sup>1</sup>	53%	39%	75%	75%
• Number of clients requesting CBS services	77	67	70	70
<b>Objective: 55% of individuals served will demonstrate an increase on the Global Assessment of Functioning (GAF) score.</b>				
• Percentage of CBS adults served with a GAF score increase	40%	48%	52%	55%
• Number of CBS adults who received a GAF score	255	195	225	230
<b>Objective: 70% of individuals served will demonstrate stable or improving employment status.</b>				
• Percentage of CBS clients served with stable or improving employment	63%	67%	70%	70%
• Number of CBS clients	256	252	260	260
<b>Objective: 75% of individuals served will maintain or increase community participation.</b>				
• Percentage served who maintain/increase community participation	67%	75%	75%	75%
• Number of CBS clients for whom community participation was a goal	195	193	195	200
<b>Objective: 75% of individuals discharged will demonstrate successful completion of treatment goals with program.</b>				
• Percentage of individuals discharged completing treatment goals	70%	71%	75%	75%
• Number discharged	848	842	845	845

---

<sup>1</sup> The Department's changes in operations have resulted in operational improvements such that more clients will be served within 15 days or less in FY 2013 and FY 2014.



---

## Mental Health, Substance Abuse and Developmental Services

### Outpatient Services

#### Program Goal and Service Description

The goal of Outpatient Services is to reduce the effects of serious mental illness, emotional and behavioral disturbance, severe trauma and the impact of substance abuse and addiction. Outpatient Services includes three primary programs: Emergency Services (ES), Mental Health Outpatient (MHOP), and Substance Abuse Outpatient (SAOP).

ES provides 24 hour crisis intervention and stabilization services in the least restrictive setting ensuring safety for the individual and community. ES is state mandated (VA Code 37.2 500) as a core service of the Department. ES facilitates admission to state and local hospitals, provides State mandated prescreening evaluations of individuals involved in civil commitment processes, and provides substance abuse evaluation for detoxification services. ES clinicians attend each commitment hearing and play an integral role in the court process. ES is a participant in Loudoun County's Critical Incident Stress Management Team (CISM) providing mental health assistance and consultation to Public Safety personnel. Staff also uses the CISM model to reach other community groups that are experiencing a sudden and devastating event. ES frequently provides consultation and training to other community agencies upon request. Additionally, ES maintains membership on the Loudoun County Sheriff's Office and Leesburg Police Department's Crisis Negotiation Teams and responds on site to hostage/barricade situations. Immediate clinical services are provided to individuals/families experiencing psychiatric and/or substance abuse distress within 5 minutes of the initial contact. ES provides assessment and consultation services at the three Loudoun Hospital Emergency Rooms, the Adult and Juvenile Detention Centers, the Youth Shelter, and several other sites within Loudoun County. The LCPS depends on the ES for immediate evaluations of students believed to be at risk of harm to themselves or others and plays an integral role to the LCPS Threat Assessment Protocol. The depth and breadth of ES is reflected in the staffing and utilization data:

- 2,170 individuals were served through ES in FY 2012, representing a 5% increase from FY 2011, and an 18% increase from FY 2010.
- 94% of requests for ES were answered within 5 minutes in FY 2012, a decrease of 5% from FY 2011.

The MH and SA Outpatient programs operate at locations throughout the County including at two outpatient clinics, the ADC, the JDC, the Youth Shelter, various LCPS school sites, DFS, the Courts, and psychiatric facilities. Services include psychotherapy, evaluation, crisis intervention, drug testing, psychiatry, medication management, hospital discharge planning, and information and referral. Psychotherapies utilized include individual, couples, family, group and intensive in home. Treatment promotes family involvement as mental illness and addiction are devastating not only to the individual but to the family. Participation in self-help groups such as Family to Family, Alcoholics Anonymous, Narcotics Anonymous and Al Anon is encouraged to support recovery. In addition to providing services on an outpatient basis, the Department also participates in collaborative multiagency programs. Within these programs are specialty services for children, adolescents, families, and adults, as well as, psychiatric, psychological, court and forensic and domestic violence services.

Within the past three years, demand for outpatient services and programs has increased significantly. The Department has sought to increase capacity, not only through the addition of staff, but also through the use of evidenced-based practices and promising practices, which provide strong and positive outcomes within the scope of efficient and effective practice.

Overall, the demand for, and utilization of, outpatient mental health and substance abuse treatment services has increased. Services to children and adolescents increased an average of 30% across all services due, in part, to better early identification and screening for mental, behavioral and developmental health needs. Children and adolescent utilization of outpatient mental health treatment services increased 41% from FY 2010 to FY 2012, representing the largest increases across the entire Department. Additionally, the federally funded Early Intervention (EI) Program is seeing a 64% increase in the number of children who receive ongoing services, but also a 51% increase in the total number of youth and their families requesting services.

Services to adults have increased between 6% and 10% across service models, with the exception of outpatient mental health treatment services, which has seen a 5% decrease. These modest increases in service utilization, together with the increasing wait time for adults to access services indicate the Department is not keeping pace with the need for mental health treatment services for adults. Given, that residential and outpatient services require specific capacity (i.e. number of beds, number of available time slots) to serve individuals, the Department has worked to maximize existing infrastructure resources. However, with projected increases of 5% to 10% in service utilization for FY 2014, the Department acknowledges that additional treatment space will become necessary, especially in support of the Same Day Access Initiative. Additionally, the Department is developing greater "field based" capacity to provide mental health treatment services in alternative locations, including the individual's home. The Intensive Community Treatment program is designed to increase the availability of services to those individuals unable or unwilling to access office based services and, when fully operational in FY 2014, will serve 80 individual adults.



## Mental Health, Substance Abuse and Developmental Services

### Outpatient Services

#### Budget Overview

#### FY 2014 Issues

- The incidents of individuals with mental illness interacting with law enforcement and/or the criminal justice system are increasing.
- The response time to requests for Emergency Services is increasing.
- The demand for outpatient services, particularly among children and youth, is increasing as availability of private, community-based providers is decreasing.
- The Department has less space in outpatient clinics to provide services to individuals, creating a barrier to increasing office-based capacity to meet the increased demand for outpatient services.

#### FY 2014 Major Work Plan Initiatives

- Continue to participate in the development of a Crisis Intervention Team and training of law enforcement personnel in an effort to increase access to evaluation and treatment for individuals with mental health needs who encounter law enforcement.
- Develop and utilize alternative staffing models to address shifting needs across programs and services.
- Engage private, community-based providers in the development of a provider network to provide commercially-insured consumers with rapid access to outpatient mental health treatment services.
- Continue to develop field-based and alternatively located services to increase access for office-based services.

<b>Program Financial Summary<sup>1,2</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$5,663,409	\$5,811,808	\$5,708,724	\$6,337,365	\$6,500,840
Operations & Maintenance	990,774	1,017,298	1,344,893	1,262,103	1,450,416
<b>Total Expenditures</b>	<b>\$6,654,183</b>	<b>\$6,829,106</b>	<b>\$7,053,617</b>	<b>\$7,599,468</b>	<b>\$7,951,256</b>
<b>Revenues</b>					
Charges For Services	\$319,397	\$323,987	\$319,452	\$351,500	\$344,000
Miscellaneous Revenue	300	300	400	0	0
Recovered Costs	464,282	452,244	469,890	480,093	587,736
State Categorical Aid	1,930,623	2,166,064	2,219,290	2,339,060	2,380,967
Federal Categorical Aid	237,223	130,562	237,883	233,560	279,240
<b>Total Revenues</b>	<b>\$2,951,825</b>	<b>\$3,073,157</b>	<b>\$3,246,915</b>	<b>\$3,404,213</b>	<b>\$3,591,943</b>
<b>Total Local Tax Funding</b>	<b>\$3,702,358</b>	<b>\$3,755,949</b>	<b>\$3,806,702</b>	<b>\$4,195,255</b>	<b>\$4,359,313</b>
<b>FTE Summary<sup>3</sup></b>	<b>73.57</b>	<b>78.38</b>	<b>76.65</b>	<b>74.68</b>	<b>74.60</b>

<sup>1</sup> During FY 2013, the Department reorganized its programs. This reflects the Department's new program structure.

<sup>2</sup> Expenditures for the Community Services Board are included in the Outpatient Services Program for all years presented.

<sup>3</sup> 0.80 FTE Child Psychiatrist/Medical Director was added for FY 2014. The program's FTE count is decreasing 0.08 FTE due to the impact of other position changes, transferring FTE out of this program to other programs.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Mental Health, Substance Abuse and Developmental Services

### Outpatient Services

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: 75% of individuals seeking services will access Outpatient Services (OPS) within 15 days or less from initial inquiry.</b>				
• Percentage of adult clients receiving OPS within 15 days or less <sup>2</sup>	n/a	46%	75%	75%
• Number of adult OPS clients requesting service	n/a	199	376	376
• Percentage of youth clients receiving OPS within 15 days or less <sup>2</sup>	53%	28%	75%	75%
• Number of youth OPS clients requesting service	342	474	400	400
<b>Objective: 75% of individuals served will demonstrate an increase on the Global Assessment of Functioning (GAF) score.<sup>3</sup></b>				
• Percentage of OPS adults served with a GAF score increase	39%	42%	75%	75%
• Percentage of OPS youths served with a GAF score increase	29%	23%	75%	75%
<b>Objective: 75% of individuals served will demonstrate stable or improving employment status.</b>				
• Percentage of OPS clients with stable or improving employment status	77%	79%	75%	75%
• Number of OPS clients	2,302	2,357	2,375	2,380
<b>Objective: 95% of individuals served will maintain or increase community participation.</b>				
• Percentage of OPS clients served maintain/increase community participation	91%	97%	95%	95%
• Number of OPS clients for whom community participation was a goal	195	193	195	195
<b>Objective: 75% of individuals discharged from OPS will demonstrate successful completion of treatment goals with program.</b>				
• Percentage of OPS individuals discharged completing treatment goals	70%	70%	75%	75%
• Number of OPS individuals discharged	1,838	1,835	1,840	1,845
<b>Objective: 75% of individuals discharged from an inpatient hospital stay will have aftercare scheduled within 7 days.</b>				
• Percentage of hospital discharges with aftercare scheduled within 7 days	76%	76%	75%	75%

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

<sup>2</sup> The Department's changes in operations have resulted in operational improvements such that more clients will be served within 15 days or less in FY 2013 and FY 2014.

<sup>3</sup> The Department's data collection efforts starting in FY 2013 were improved to better reflect the number of clients served and the GAF scores.



---

## **Mental Health, Substance Abuse and Developmental Services Outreach & Coordination Services**

### **Program Goal and Service Description**

Outreach and Coordination Services support the early identification of potential developmental, behavioral, and/or mental health needs and are provided to a diverse population of all ages. Throughout the Department, programs are designed to include early and immediate access to assessment, evaluation, care coordination and prevention services.

Within the DS Division, the Early Intervention (EI) Program serves infants and toddlers from birth to age three and their families. EI services provide supports to the child and family to promote achievement of developmental milestones. Early supports may decrease or eliminate the need for special services later in life, and even if continued supports are needed, a child's opportunity to grow and develop to his or her potential is enhanced. There are 17 mandated services listed in the Federal Law, Part C of the Individuals with Disabilities Education Act (IDEA), specifically: occupational, physical and speech therapies, and the services of specialists in early childhood development, vision, nursing, nutrition, psychology, counseling and support coordination. Families are empowered to support their child and enhance development at home and in the community through collaboration with an EI Specialist.

The MH/SA Division provides both outreach and coordination services to children, youth, families, and adults. Prevention and EI services assist children and adolescents who are at high risk for developing issues associated with substance abuse, gang involvement and violence. Services and programs include psycho educational and support activities, and family focused intensive case management which are targeted, evidence based, and are statistically shown to reduce high risk behaviors. Interventions are designed to meet the needs of youth whose failure to respond to universal interventions indicates the need for more intensive, comprehensive, and expansive services, implemented on a longer term basis with coordinated efforts among service providers and parents. Services are provided during school hours and in after school and summer programs. School based programs, such as the Gang Prevention Initiative, are collaborative efforts with LCPS. After school programs for elementary, middle and high school students are provided at both selected schools and in residential community settings where youth receive academic support, substance abuse, gang and violence prevention/intervention groups, community service, and intensive case management. After school programs are collaborative efforts with numerous, strong public/private partnerships and rely heavily on volunteers.

Adults seeking assistance with mental or behavioral health needs are served through the Wounded Warrior, Court and Correctional Services and Care Coordination Programs. These programs combine clinical services with a model of care coordination designed to help individuals with identifying and developing their individual strengths, and connecting to sustainable resources to meet their needs. During FY 2013, the Department created a dedicated unit of care coordinators, providing case management services and care coordination process facilitation to all individuals with identified needs across multiple life domains that are multi agency or multi systemically involved. The creation of this unit provided for additional capacity to serve individuals seeking mental health and substance abuse treatment services.

### **Budget Overview**

#### **FY 2014 Issues**

- With the increasing demand for EI services, there will be the potential that the funding available will be inadequate for needed contractual therapy services.
- Care Coordination services will need to be designed, developed, and implemented.
- There will be increased demand for after-school and summer camp programs for high risk youth that specifically address their vulnerability to substance use, gang involvement and other related high risk behaviors.
- There will be a lack of comprehensive transitional re-entry services, particularly for short-stay offenders, with serious mental illnesses and/or substance dependency disorders released from the Loudoun ADC.

#### **FY 2014 Major Work Plan Initiatives**

- Maximize 3rd party insurance reimbursement and Medicaid reimbursement for both developmental therapy services and service coordination (case management/care coordination).
- Fully implement high fidelity wraparound and care coordination services to connect youth and adults to sustainable resources in order to support them in the least restrictive care setting.
- Increase the number of after-school and summer camp programs by strengthening collaborative efforts within the existing partnerships with LCPS and the Loudoun County Sheriff's Department.
- Develop "fast-track" services at booking and intake to assess needs and collaborate with defense attorneys and probation officers to develop a plan of care.
- Increase reentry services by providing additional group treatment both within the ADC and during the first 90 days of release; develop and/or strengthen partnerships with employment and housing resources, peer to peer recovery groups and family reintegration services to promote and support successful community living.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Mental Health, Substance Abuse and Developmental Services  
Outreach & Coordination Services**

<b>Program Financial Summary<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$4,268,982	\$4,102,531	\$4,640,076	\$4,920,160	\$5,382,383
Operations & Maintenance	505,438	377,738	562,983	675,033	833,454
Capital Outlay & Capital Acquisitions	10,432	0	0	0	0
<b>Total Expenditures</b>	<b>\$4,784,852</b>	<b>\$4,480,269</b>	<b>\$5,203,059</b>	<b>\$5,595,193</b>	<b>\$6,215,837</b>
<b>Revenues</b>					
Charges For Services	\$30,332	\$36,689	\$54,185	\$40,500	\$45,500
Miscellaneous Revenue	0	1,432	2,693	1,000	1,000
Recovered Costs	926,324	1,546,723	1,570,528	1,602,567	1,632,721
State Categorical Aid	626,388	530,373	786,873	765,878	889,177
Federal Categorical Aid	663,217	289,589	561,866	374,783	384,063
<b>Total Revenues</b>	<b>\$2,246,261</b>	<b>\$2,404,806</b>	<b>\$2,976,145</b>	<b>\$2,784,728</b>	<b>\$2,952,461</b>
<b>Total Local Tax Funding</b>	<b>\$2,538,591</b>	<b>\$2,075,463</b>	<b>\$2,226,914</b>	<b>\$2,810,465</b>	<b>\$3,263,376</b>
<b>FTE Summary<sup>2</sup></b>	<b>59.20</b>	<b>55.87</b>	<b>54.67</b>	<b>56.52</b>	<b>62.07</b>

<sup>1</sup> During FY 2013, the Department reorganized its programs. The Department's new program structure is represented for all years.

<sup>2</sup> The Board of Supervisors approved 3.00 FTE Developmental Services Care Coordinators and 2.00 FTE Mental Health Care Coordinators during FY 2013 and an additional 0.55 FTE was transferred to Outreach & Coordination Services positions from positions in Outpatient Services.





Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Mental Health, Substance Abuse and Developmental Services  
Outreach & Coordination Services**

<b>Program Objectives and Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014 Projected</b>
<b>Objective: 85% of individuals served will maintain or increase community participation.</b>				
• Youth who maintain/increase prevention skills <sup>1</sup>	95%	96%	85%	85%
• Number of youth served	158	178	180	180
<b>Objective: Comply with court ordered evaluations and provide MH/SA treatment for referrals.</b>				
• Percentage of court ordered evaluations completed on time	97.25%	98.50%	95.00%	95.00%
• Number of court ordered and other evaluations	149	146	150	150
<b>Objective: Comply with court ordered evaluations and provide treatment for Adult Detention Center (ADC) referrals.</b>				
• Number of ADC inmates receiving MH/SA services	433	415	430	430

---

<sup>1</sup> For FY 2013 and FY 2014, the data for this measure is lower than prior years.



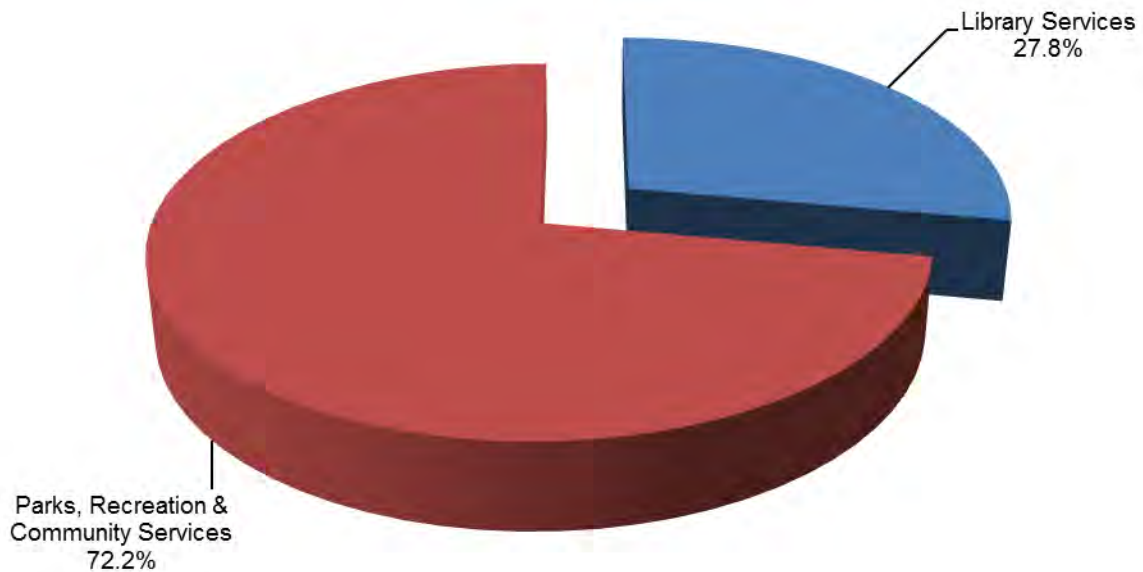


**Parks, Recreation and Culture**

**PARKS, RECREATION AND CULTURE**  
**SUMMARY ..... Page 4 – 2**  
.....  
**Library Services ..... Page 4 – 3**  
.....  
**Parks, Recreation and Community Services**  
**..... Page 4 – 13**  
.....



## PARKS, RECREATION AND CULTURE FY 2014 ADOPTED EXPENDITURES



### Parks, Recreation and Culture Historical Expenditures

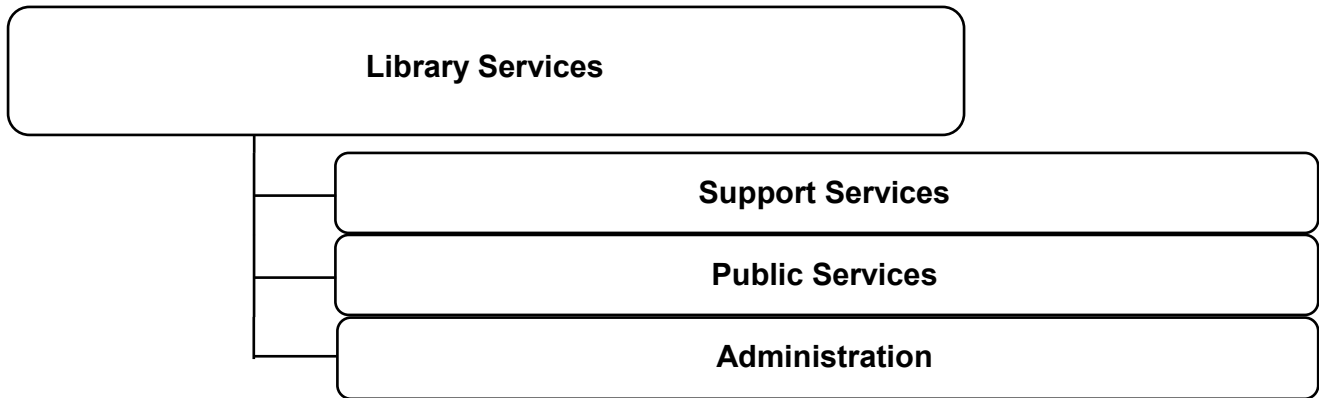
<i><b>Parks, Recreation and Culture</b></i>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Library Services	\$10,928,281	\$10,768,986	\$11,109,156	\$13,686,494	\$14,529,914
Parks, Recreation & Community Services	31,218,339	31,811,323	33,207,533	36,139,176	37,652,847
<b><i>Total Parks, Recreation and Culture</i></b>	<b><i>\$42,146,620</i></b>	<b><i>\$42,580,309</i></b>	<b><i>\$44,316,689</i></b>	<b><i>\$49,825,670</i></b>	<b><i>\$52,182,761</i></b>



---

---

## Library Services





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

---

## **Library Services**

### **Mission Statement**

The Loudoun County Public Library System, managed by the Department of Library Services, is the information center of the community, providing free and equal access to innovative technologies and a full range of library resources to enhance the quality of life and meet the informational, educational and cultural interests of the entire community.

### **Description**

The Department of Library Services operates under the policy direction of the Library Board of Trustees appointed by the Board of Supervisors. The Library has three operational units: Support Services, Public Services and Administration. Support Services provides the necessary materials and technological support to deliver library services to the public. Public Services delivers services through branch libraries, a mobile outreach services unit, and automated online resources. Administration provides departmental direction and budget support.

### **Budget Overview**

#### **FY 2014 Issues**

- The impact of opening Gum Spring Library will be examined closely for opportunities for reaching new library users and the possible realignment of personnel and other resources.
- With technological advances and the proliferation of mobile devices, library patrons are using an increasingly complex set of tools such as electronicbook (e-book) readers and other wireless handheld devices to access Library resources. Training of staff and the public on the use of these new tools and the availabilities of the tools to the general public may require additional resources.
- The demand for library services and programs continues to increase due to population growth in Loudoun County and the opening of Gum Spring Library.
- The lack of telecommunications infrastructure in the Western part of Loudoun County means that patrons will continue to rely on the public library for fast and reliable internet access. Public libraries will continue serving as patrons' gateway to information and job opportunity.
- The increasing cost of e books for libraries and unavailability of some e-book titles from major publishers will continue threatening patrons' access to the complete range of e books and negatively affect the library's materials budget.

#### **FY 2014 Major Work Plan Initiatives**

- Cross-train all staff to develop a system-wide perspective and skills that meet the demands and expectations of the community.
- Continue the implementation of the Library Board of Trustees' Strategic Plan and the Work Plan 2013 – 2014.
- Reach out to the community in order to increase the visibility and usage of the library.
- Respond to community needs by prioritizing the use of resources and realign programs, collections, and services.

#### **FY 2013 Major Achievements**

- Opened Gum Spring Library: hiring and training staff, and ensuring the timely delivery materials.
- Continued Staff Training and Revitalization (STAR) program; providing cross training to employees.
- Created a dedicated teen area in the Cascades Library and Sterling Library to serve the teen population.
- Worked with Middleburg Library Advisory Board on the design and expansion of Middleburg Library.
- Engaged 44,000 children, teens, and adults in the Summer Reading Program.
- Circulated almost 6 million books, audio books, DVDs and movies; representing 17 items per capita.
- Processed 5.4 million online transactions for requests, renewals, and overdue fines payments.
- Registered 17,000 people for a free library card.
- Received more than 100,000 teens as they visited the A.V. Symington Teen Center at the Rust Library.
- Served 3,500 teens at the After Hour Teen Center at Cascades Library.
- Increase the number of the Outreach Services stops by 10%; visited more than 6,000 people living in senior centers.
- Provided library program to more than 160,000 people; early literacy story times, computer training, author lectures, book discussions, and more.
- Enabled access to over 1 million electronic resources, databases, and e books from the library's web site.
- Hosted over 87,000 people in the library meeting rooms for civic, arts, historical, and educational groups.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Library Services

<b>Departmental Financial Summary<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$8,550,383	\$8,303,009	\$8,705,218	\$10,714,659	\$11,151,556
Operations & Maintenance	2,377,898	2,338,521	2,395,818	2,851,492	2,938,358
Capital Outlay & Capital Acquisitions	0	127,456	6,264	120,343	440,000
Transfer to Central Services Fund	0	0	1,856	0	0
<b>Total Expenditures</b>	<b>\$10,928,281</b>	<b>\$10,768,986</b>	<b>\$11,109,156</b>	<b>\$13,686,494</b>	<b>\$14,529,914</b>
<b>Revenues</b>					
Fines & Forfeitures	\$0	\$221,160	\$260,850	\$271,744	\$271,744
Use Of Money & Property	37,206	38,088	38,212	39,566	39,566
Charges For Services	5,615	5,508	4,431	5,552	5,552
Miscellaneous Revenue	50,545	29,394	46,739	48,630	48,630
State Categorical Aid	213,123	189,710	177,736	188,297	188,297
Federal Categorical Aid	0	94	0	0	0
<b>Total Revenues</b>	<b>\$306,489</b>	<b>\$483,954</b>	<b>\$527,968</b>	<b>\$553,789</b>	<b>\$553,789</b>
<b>Local Tax Funding</b>	<b>\$10,621,792</b>	<b>\$10,285,032</b>	<b>\$10,581,188</b>	<b>\$13,132,705</b>	<b>\$13,976,125</b>
<b>FTE Summary</b>	<b>145.71</b>	<b>140.80</b>	<b>144.80</b>	<b>170.94</b>	<b>168.94</b>

### FY 2014 Board Action

The FY 2014 Adopted Fiscal Plan for the Department of Library Services includes an increase of \$843,420 in local tax funding. The overall expenditures increased by \$843,420. Personnel expenditures increased \$442,674 in salaries and decreased \$5,777 in fringe benefits. Personnel expenditures also increased due to the Board's addition of a 2% merit increase for employees. Operations and maintenance expenditures increased \$3,979 in communications, \$88,960 in materials and supplies, \$17,279 in travel and miscellaneous, \$319,657 in capital outlay; and decreased \$23,352 in contractual and internal services. Included are expenditures for a onetime \$440,000 use of prior year's fund balance for the implementation of RFID technology at the Ashburn and Cascade branches, the Board's reduction of \$100,012 and 2.00 FTE from Public Services program, and full year costs of Gum Spring Library.

### Budget History

FY 2011: The Board reduced Library Services by 4.91 FTE in the Public Services Program.

FY 2012: The Board added 4.00 FTE manager positions in the Public Services Program to prepare for the opening of the Gum Spring Library.

FY 2013: The Board added 26.14 FTE for the opening of the Gum Spring Library.

<sup>1</sup> Expenditures associated with the Library Board of Trustees are now combined with the Department. Prior years also reflect the combined expenditures.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Library Services

<b>Expenditures by Program<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Support Services	\$3,171,034	\$3,352,768	\$3,171,067	\$3,249,458	\$3,691,761
Public Services	6,526,879	6,612,394	7,193,856	9,824,902	10,205,033
Administration	1,230,368	803,824	744,233	612,134	633,120
<b>Total Expenditures</b>	<b>\$10,928,281</b>	<b>\$10,768,986</b>	<b>\$11,109,156</b>	<b>\$13,686,494</b>	<b>\$14,529,914</b>

<b>Revenues by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Support Services	\$214,370	\$232,795	\$237,577	\$192,992	\$192,992
Public Services	90,815	251,159	290,391	360,797	360,797
Administration	1,304	0	0	0	0
<b>Total Revenues</b>	<b>\$306,489</b>	<b>\$483,954</b>	<b>\$527,968</b>	<b>\$553,789</b>	<b>\$553,789</b>

<b>Local Tax Funding by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Support Services	\$2,956,664	\$3,119,973	\$2,933,490	\$3,056,466	\$3,498,769
Public Services	6,436,064	6,361,235	6,903,465	9,464,105	9,844,236
Administration	1,229,064	803,824	744,233	612,134	633,120
<b>Total Local Tax Funding</b>	<b>\$10,621,792</b>	<b>\$10,285,032</b>	<b>\$10,581,188</b>	<b>\$13,132,705</b>	<b>\$13,976,125</b>

<b>Staffing Summary by Program<sup>2</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Support Services	22.53	22.53	19.47	19.47	19.00
Public Services	114.30	109.82	119.09	146.23	144.69
Administration	8.88	8.45	6.24	5.24	5.25
<b>Total FTE</b>	<b>145.71</b>	<b>140.80</b>	<b>144.80</b>	<b>170.94</b>	<b>168.94</b>

<sup>1</sup> The increase in expenditures for FY 2014 includes an additional two months of personnel and operating expenditures to fully fund the opening of the Gum Spring Library and an enhancement for the implementation of RDIF technology at Ashburn and Cascades libraries.

<sup>2</sup> The Board of Supervisors reduced 2.00 FTE for FY 2014.





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Library Services Support Services

### Program Goal and Service Description

Support Services provides the materials and resources that the citizens of the County need to enrich their lives through providing interlibrary loans as well as selection, acquisition, cataloging, and processing of print and electronic resources. Support Services also provides system administration and technical training and support for all library automated systems, including the Radio Frequency Identification System (RFID), Interlibrary Loan Management Software (ILLIAD), the Integrated Library System (ILS), the Smart Access Manager System (SAM) for public access computers, the wireless network, and the Loudoun County Public Library website.

Automated systems:

RFID – Returned items are automatically checked-in and rough sorted; it also allows patrons to self-checkout items

ILLIAD – Acquiring and tracking of interlibrary requested items

ILS – Acquisition, cataloging, circulation, reporting and inventory control

SAM – PC reservation for patrons and overdue fine payment system

### Budget Overview

#### FY 2014 Issues

- There is a need for sufficient materials in a variety of formats for the increasingly large and diverse population. E-books and downloadable publications are very costly but are in high demand.
- There is a lack of funding to complete the transition to RFID technology to all branches. RFID technology will reduce the amount of time staff spend on checking in books and other library materials, therefore allowing staff to provide more direct and higher level assistance to patrons. It will also allow the library system to meet the immediate needs of the growing population.
- The need to replace an outdated automation system, the Integrated Library System (ILS), will necessitate exploration and engaging the services of a consultant.

#### FY 2014 Major Work Plan Initiatives

- Expand and refine the library collection to address public demand and the increasing diversity of the community.
- Explore funding opportunities to complete the transition to RFID technology.
- Monitor progress of the library automation system vendors' product development; explore trends in this area and assist DIT with the acquisition of a new library automation system.

<b>Program Financial Summary<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,351,355	\$1,357,642	\$1,493,029	\$1,562,635	\$1,635,183
Operations & Maintenance	1,819,679	1,867,670	1,671,774	1,686,823	1,616,578
Capital Outlay & Capital Acquisitions	0	127,456	6,264	0	440,000
<b>Total Expenditures</b>	<b>\$3,171,034</b>	<b>\$3,352,768</b>	<b>\$3,171,067</b>	<b>\$3,249,458</b>	<b>\$3,691,761</b>
<b>Revenues</b>					
Fines & Forfeitures	\$0	\$36,791	\$49,566	\$0	\$0
Use Of Money & Property	0	5,051	2,730	4,695	4,695
Charges For Services	0	231	348	0	0
Miscellaneous Revenue	1,247	918	7,197	0	0
State Categorical Aid	213,123	189,710	177,736	188,297	188,297
Federal Categorical Aid	0	94	0	0	0
<b>Total Revenues</b>	<b>\$214,370</b>	<b>\$232,795</b>	<b>\$237,577</b>	<b>\$192,992</b>	<b>\$192,992</b>
<b>Total Local Tax Funding</b>	<b>\$2,956,664</b>	<b>\$3,119,973</b>	<b>\$2,933,490</b>	<b>\$3,056,466</b>	<b>\$3,498,769</b>
<b>FTE Summary</b>	<b>22.53</b>	<b>22.53</b>	<b>19.47</b>	<b>19.47</b>	<b>19.00</b>

<sup>1</sup> The increase in expenditures is due to the RFID enhancement. The decrease of 0.47 FTE is due to position cost allocation changes within the Department.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Library Services Support Services

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Provide patrons' satisfaction through increased Loudoun County Public Library (LCPL) website visits and on-line catalog searches by maintaining the per capita for homepage visits at 4.0 and catalog searches at 12.0.</b>				
• LCPL homepage visits	1,391,769	1,268,327	1,371,280	1,412,418
• LCPL homepage visits per capita	4.70	3.89	4.05	4.03
• Online catalog searches	3,748,581	3,823,177	4,066,416	4,233,354
• Online catalog searches per capita	12.60	11.64	13.20	12.10
<b>Objective: Develop e-book collections that meet the emerging demand and preferences of users by increasing the availability of e-books.<sup>1</sup></b>				
• Annual number of e-book downloads	28,262	77,409	102,410	132,110
• Number of downloadable e-books in collection	6,977	7,853	13,000	17,000
• Percentage growth in e-book usage	49%	174%	32%	29%
<b>Objective: Provide a broad and relevant collection of new library materials in various formats by processing materials within 3.5 business days upon receipt and ensuring 40% of the collection has been purchased within the past 3 years.</b>				
• Days to process new materials	4.70	2.80	4.70	3.50
• Library materials expenditures per capita	\$4.82	\$4.76	\$4.59	\$5.47
• New items added to the collection	80,897	79,139	81,656	93,321
• Percentage of new items in the collection	50%	37%	52%	50%

<sup>1</sup> FY 2014 projection is based on the eBook demands leveling off as demand is met and new technologies are developed.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Library Services Public Services

### Program Goal and Service Description

Public Services are provided through branch libraries and Mobile Outreach Services. The Public Services Program provides patrons with assistance, readers' advisory, books, online resources, magazines, and audiovisual items for informational, cultural, educational, and recreational reading, listening, and viewing. This Program also provides computer access for internet and personal data processing, and promotes lifelong learning through early literacy programs, cultural presentations, and educational opportunities. Outreach Services delivers materials to those who cannot easily access the branch libraries due to age or disability.

### Budget Overview

#### **FY 2014 Issues**

- The demand for services is expected to continue to increase, which may result in strain on personnel and operating resources.
- The demand for different programs for a variety of audiences and age groups is increasing as the County's population continues to grow. Patrons will need more library programs on technology training, e-reader training, early literacy programs, and job searching skills.

#### **FY 2014 Major Work Plan Initiatives**

- Meet the increasing demands and service needs from patrons by using new technologies, such as mobile apps, downloadables, and a redesigned website.
- Continue examining services and programs for efficiencies and to enhance each patron's experience.
- Purchase more e-books and downloadable publications to meet community's needs.

<b>Program Financial Summary<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$6,206,543	\$6,310,245	\$6,702,624	\$8,628,462	\$9,030,537
Operations & Maintenance	320,336	302,149	489,376	1,076,097	1,174,496
Capital Outlay & Capital Acquisitions	0	0	0	120,343	0
Transfer to Central Services Fund	0	0	1,856	0	0
<b>Total Expenditures</b>	<b>\$6,526,879</b>	<b>\$6,612,394</b>	<b>\$7,193,856</b>	<b>\$9,824,902</b>	<b>\$10,205,033</b>
<b>Revenues</b>					
Fines & Forfeitures	\$0	\$184,369	\$211,284	\$271,744	\$271,744
Use Of Money & Property	35,902	33,037	35,482	34,871	34,871
Charges For Services	5,615	5,277	4,083	5,552	5,552
Miscellaneous Revenue	49,298	28,476	39,542	48,630	48,630
<b>Total Revenues</b>	<b>\$90,815</b>	<b>\$251,159</b>	<b>\$290,391</b>	<b>\$360,797</b>	<b>\$360,797</b>
<b>Total Local Tax Funding</b>	<b>\$6,436,064</b>	<b>\$6,361,235</b>	<b>\$6,903,465</b>	<b>\$9,464,105</b>	<b>\$9,844,236</b>
<b>FTE Summary</b>	<b>114.30</b>	<b>109.82</b>	<b>119.09</b>	<b>146.23</b>	<b>144.69</b>

<sup>1</sup> The increase in expenditures includes an additional two months of personnel and operating expenditures to fully fund the opening of the Gum Spring Library. The decrease of 1.54 FTE is due to the Board's reduction of 2.00 FTE and a position cost allocation changes of 0.46 FTE within the Department.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Library Services**  
**Public Services**

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Increase the usage of Loudoun County Public Library (LCPL) by 10% through diverse programming for all ages.</b>				
• Children, teen and adult program attendance	147,266	163,221	188,361	213,361
• Number of programs offered for adults (19 years & older)	698	787	500	688
• Number of programs offered for children (0 - 11 years old)	3,448	3,383	4,000	4,224
• Number of programs offered for teens (12 - 18 years old)	466	565	500	688
• Programming attendance per LCPL Public Service FTE	1,341	1,425	1,320	1,495
<b>Objective: Increase usage of the Loudoun County Public Library by proactively seeking new patrons; including onsite visits to community service locations.</b>				
• Registered cardholders	166,453	168,541	171,541	174,500
• Registered cardholders added annually	17,540	17,096	19,676	21,000
• Registered cardholders as a percentage of the population	52%	51%	51%	52%
• Residents Reached through Outreach Services	4,482	6,727	6,634	6,966
• Residents served per Outreach FTE	2,929	4,099	4,336	4,553
• Students reached through school visits	13,732	20,065	21,068	22,121
<b>Objective: Increase usage of LCPL by providing outstanding patron support, providing access to internet based materials, and circulating at least 20 items per capita per year.</b>				
• Annual circulation of all materials	6,395,744	5,299,254	6,085,280	7,185,717
• Annual circulation of all materials per capita	20.00	16.10	17.90	20.50
• Annual internet sessions provided at LCPL	246,499	241,765	343,255	422,600
• Annual library visits	1,673,888	1,588,332	1,748,297	1,972,248
• Annual library visits per capita	5.22	4.83	5.16	5.64



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Library Services Administration

### Program Goal and Service Description

Administration enacts the policies of the Library Board of Trustees and the initiatives of County government. Administration provides administrative support and oversees the operation of Public Services and Support Services. It also manages the budget, accounting, human resources, Equal Employment Opportunity and the Capital Improvement Program operations. Administration plans system-wide programs, solicits grants, and performs community outreach and public information functions to inform citizens about the services and programs provided by the Loudoun County Public Library System (LCPL).

### Budget Overview

#### **FY 2014 Issues**

- Ever-changing technologies (e-readers, mobile apps, hand held devices, social media, etc.) and their impact on library services require constant monitoring of the environment and in-depth training of all library staff. Finding the time to update staffs' skill set while balancing the demand of their daily work will continue to be a challenge.

#### **FY 2014 Major Work Plan Initiatives**

- Enhance library staff and Library Board of Trustees training and development.
- Increase partnerships with strategic community organizations.
- Expand LCPL's social networking communication channels.
- Continue the implementation of the Library's Strategic Plan.
- Develop a branding program for the web page, social media, and print publications which will deliver a consistent and effective message.

<b>Program Financial Summary<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$992,485	\$635,122	\$509,565	\$523,562	\$485,836
Operations & Maintenance	237,883	168,702	234,668	88,572	147,284
<b>Total Expenditures</b>	<b>\$1,230,368</b>	<b>\$803,824</b>	<b>\$744,233</b>	<b>\$612,134</b>	<b>\$633,120</b>
<b>Revenues</b>					
Use Of Money & Property	\$1,304	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$1,304</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$1,229,064</b>	<b>\$803,824</b>	<b>\$744,233</b>	<b>\$612,134</b>	<b>\$633,120</b>
<b>FTE Summary<sup>2</sup></b>	<b>8.88</b>	<b>8.45</b>	<b>6.24</b>	<b>5.24</b>	<b>5.25</b>

<sup>1</sup> \$1,670 of expenditures associated with the Library Board of Trustees are now combined with the Program. Prior years also reflect the combined expenditures.

<sup>2</sup> The decrease of 0.01 FTE is due to position cost allocation changes within the Department.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Library Services  
Administration**

<b>Program Objectives and Performance Measures<sup>1</sup></b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014 Projected</b>
<b>Objective: Continue development of the Library Board of Trustees and staff as part of the Library Strategic Plan.</b>				
• Work/ training session hours for the Library Board of Trustees <sup>2</sup>	0	17	20	14
• Work/ training session hours per FTE	n/a	n/a	15	20
<b>Objective: Maintain an overall customer satisfaction rate of 90% or higher.</b>				
• Overall survey result	n/a	n/a	n/a	90%
• Satisfaction level with library collection	n/a	n/a	n/a	90%
• Satisfaction with customer service	n/a	n/a	n/a	90%
• Satisfaction with Library website	n/a	n/a	n/a	90%
• Satisfaction with programming	n/a	n/a	n/a	90%

---

<sup>1</sup> Measures with an n/a are new for the year in which numerical data begins.

<sup>2</sup> During FY 2011, no Library Board of Trustees work/training sessions were conducted because the Department director position was vacant during part of the year.



---

---

## Parks, Recreation & Community Services

### Parks, Recreation & Community Services

**Children's Programs**

**Maintenance Services**

**Sports**

**Parks**

**Community Centers**

**Adaptive Recreation**

**Aging Services**

**Youth Services**

**Facilities Planning & Development**

**Administration**



## **Parks, Recreation & Community Services**

### **Mission Statement**

The mission of the Department of Parks, Recreation and Community Services is to provide outstanding recreational and leisure opportunities, outcome-focused community services, and stewardship of the County's natural resources to promote quality of life for Loudoun's residents and visitors.

### **Description**

The Department of Parks, Recreation and Community Services (PRCS) provides recreational, educational, wellness, cultural and supportive opportunities to County residents. Services are delivered from facilities located throughout the County in order to reach the most residents. Service delivery sites include a recreation center, community centers, athletic fields, swimming pools, senior centers, and adult day care centers, the Central Kitchen, parks, trails, historic properties, schools and private locations. Offerings include sports activities for youth and adults, instructional and interpretive classes, programs for senior citizens, visual and performing arts, child care, preschool, before and after school activities, trips, camps, special events, volunteer opportunities, educational and prevention programs for youth, and programs for individuals with disabilities.

Divisions include Children's Programs, Maintenance Services, Sports, Parks, Community Centers, Adaptive Recreation, Aging Services, Youth Services, Facilities Planning and Development, and Administration which also includes the County's Horticulture Program and Volunteer Loudoun. The Department also works closely with the Board of Supervisors appointed Parks, Recreation and Open Space Board, the Commission on Aging, and the Advisory Commission on Youth which provide advice regarding citizen needs, program and facility input, and new initiatives. Numerous volunteers, advisory boards and committees work with staff to provide input and support so that high quality programs are available through partnerships with local businesses, community groups and other agencies.

### **Budget Overview**

#### **FY 2014 Issues**

- A variety of programs are needed to meet the needs of a growing and increasingly diverse population.
- New facility development and operational needs will require funding and partnerships with a variety of organizations.
- Staff must continue to be recognized as a valuable resource and supported in their efforts to provide safe, high-quality, customer focused programs and services to the public.
- Staff will continue to strive to reduce local tax funding by increasing revenues and decreasing spending when possible.

#### **FY 2014 Major Work Plan Initiatives**

- Continue developing new partnerships while fostering and improving existing community collaborations and seeking grant funding to enhance service delivery and support or enhance capital improvements.
- Continue to plan effectively for proffers, asset preservation and capital projects through coordination with other agencies and community groups.
- Implement the Department wide strategic plan.
- Continue work on Hal and Bernie Hanson Regional Park and Lovettsville Park.
- Increase distribution of Department news via email and social media.
- Implement the Board of Supervisors initiated School field initiative.
- Assist as required with the design and build of Lovettsville Community Center, phase 2 Dulles South Recreation Center, and phase 3 of Dulles South Senior Center with Transportation & Capital Infrastructure (DTCI).

#### **FY 2013 Major Achievements**

- Reopened the newly renovated Bluemont Community Center and Lucketts Community Center.
- Celebrated the Grand Opening of the Eastern Loudoun Adult Day Care Center.
- Developed new partnerships with other County departments, community organizations, businesses, and youth leagues to enhance services and facilities in partnership with community volunteers.
- Opened Hampshire Park and Goshen Corner Park.
- Developed new alternative marketing and communication methods to reach the public and increased the Department's presence on two social networking sites, YouTube and Twitter.
- Continued the RecTrac registration software competency testing and training for all staff using the system.
- Supported and/or sponsored sports tournaments including approximately 1,000 teams with an estimated positive economic impact to the County in excess of several million dollars in revenue.
- Utilized the planning process to develop and guide the delivery of capital facilities, operations, programming and services through the implementation of the Department strategic plan.
- Continued to work with DTCI on the renovation of the Sterling and Lovettsville Community Center's relocation and construction.
- Worked with the Parks, Recreation, and Open Space Board and LCPS on the Athletic Field Initiative.
- Opened Scott Jenkins Park and Brambleton Parks.





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Parks, Recreation & Community Services

<b>Departmental Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$23,915,870	\$24,059,914	\$25,495,653	\$28,114,585	\$28,928,903
Operations & Maintenance	7,170,444	7,423,056	7,609,138	8,024,591	8,723,944
Capital Outlay & Capital Acquisitions	124,370	273,809	46,897	0	0
Transfer to School Fund	1,100	0	0	0	0
Transfer to General Capital Improvement	6,555	0	0	0	0
Transfer to Central Services Fund	0	54,544	55,845	0	0
<b>Total Expenditures</b>	<b>\$31,218,339</b>	<b>\$31,811,323</b>	<b>\$33,207,533</b>	<b>\$36,139,176</b>	<b>\$37,652,847</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$2,465	\$6,048	\$17,068	\$8,911	\$15,228
Use Of Money & Property	1,076,866	1,070,176	1,331,557	1,587,492	1,562,492
Charges For Services	13,729,590	14,867,137	15,433,706	16,270,797	16,959,842
Miscellaneous Revenue	197,807	161,018	141,095	88,330	88,330
Recovered Costs	805,710	331,491	394,551	187,138	266,713
State Categorical Aid	137,470	130,310	136,232	136,884	161,124
Federal Categorical Aid	371,803	352,986	308,073	303,256	373,020
Other Financing Sources	517,000	2,717,833	209,538	124,232	124,232
<b>Total Revenues</b>	<b>\$16,838,711</b>	<b>\$19,636,999</b>	<b>\$17,971,820</b>	<b>\$18,707,040</b>	<b>\$19,550,981</b>
<b>Local Tax Funding</b>	<b>\$14,379,628</b>	<b>\$12,174,324</b>	<b>\$15,235,713</b>	<b>\$17,432,136</b>	<b>\$18,101,866</b>
<b>FTE Summary</b>	<b>488.44</b>	<b>490.66</b>	<b>501.58</b>	<b>505.00</b>	<b>515.49</b>

### FY 2014 Board Action

The FY 2014 Adopted Fiscal Plan for the Department of Parks, Recreation and Community Services includes an increase of \$669,353 in local tax funding. The overall expenditures increased by \$1,513,671. Personnel expenditures increased \$618,164 in salaries and \$196,154 in fringe benefits. Personnel expenditures increased due to the Board's addition of a merit based increase of 2% for employees. Operations and maintenance expenditures increased \$353,644 in contractual services, \$136,850 in internal services, \$189,495 in materials and supplies, \$49,750 in miscellaneous operations; and decreased \$4,500 in utilities, \$2,186 in communication, and \$23,700 in materials and supplies. Included are expenditures for the enhancements added by the Board for FY 2014: \$(49,139) and 2.32 FTE for CASA Program staffing at 2 new elementary schools; a revenue increase of \$(18,150) for the Community Center Programs; \$(8,703) and 2.37 FTE for an expansion of the Summer Camp Program; 2.80 revenue offset FTE for Facility Supervisors at lighted ball fields; a revenue fee enhancement of \$(24,746) in Aging Services; and \$427,887 and 4.00 FTE for School Athletic Field Maintenance. Revenues increased by \$843,941 due to the Board's addition of revenue neutral enhancements and increase in revenue for the Board's adopted fee recovery policies.

### Budget History

FY 2011: The Board of Supervisors eliminated 7.90 FTE for budget reductions in various programs and increased by 14.56 FTE for budget enhancements for the CASA Program, Philip A. Bolen Memorial Park and the Scott Jenkins Memorial Park.

FY 2011 Mid-Year: The Department of Parks, Recreation and Community Services received 1.00 FTE from the Department of Management and Financial Services and reduced 2.83 FTE due to the transfer of the Loudoun Heritage Farm Museum's operations from the County to the Board of the Loudoun Heritage Farm Museum.

FY 2012 Mid-Year: A vacant position (1.00 FTE), which was transferred from the Facilities Planning and Development Program to the Administration Program, was reclassified to become the Department's second Deputy Director position.

FY 2013: The Board added 3.42 FTE, including 2.42 FTE for the CASA programs and 1.00 FTE for the Leesburg Senior Center.

FY 2013 Mid-Year: 1.00 FTE was transferred to the Treasurer's Office for an auditor position.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Parks, Recreation & Community Services

<b>Expenditures by Program<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Children's Programs	\$4,444,429	\$4,701,609	\$4,844,878	\$5,596,988	\$5,917,797
Maintenance Services	3,409,890	3,539,643	3,517,243	3,868,333	4,404,426
Sports	1,965,151	2,024,824	2,116,722	2,379,911	2,539,739
Parks	4,840,492	5,131,698	5,426,618	5,784,141	5,916,559
Community Centers	7,555,381	7,687,446	7,872,438	8,139,444	8,406,176
Adaptive Recreation	429,881	414,403	469,245	484,168	476,579
Aging Services	4,875,282	4,862,381	5,283,710	5,984,306	6,135,728
Youth Services	990,143	989,113	1,105,529	1,195,405	1,199,984
Facilities Planning & Development	281,800	230,580	231,900	272,287	271,918
Administration	2,425,890	2,229,626	2,339,250	2,434,193	2,383,941
<b>Total Expenditures</b>	<b>\$31,218,339</b>	<b>\$31,811,323</b>	<b>\$33,207,533</b>	<b>\$36,139,176</b>	<b>\$37,652,847</b>

<b>Revenues by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Children's Programs	\$5,485,396	\$5,831,681	\$5,940,143	\$6,302,456	\$6,702,615
Maintenance Services	265,706	273,833	302,670	445,420	445,420
Sports	1,417,775	1,421,500	1,510,367	1,806,020	1,893,479
Parks	2,961,142	2,531,202	2,607,227	3,391,659	3,412,264
Community Centers	4,749,169	5,111,968	5,467,106	5,025,341	5,235,160
Adaptive Recreation	110,119	118,222	157,856	98,949	99,154
Aging Services	1,656,529	3,488,422	1,800,026	1,449,884	1,569,261
Youth Services	169,398	793,807	154,058	158,400	158,400
Facilities Planning & Development	8,520	38,670	16,768	8,911	15,228
Administration	14,957	27,694	15,599	20,000	20,000
<b>Total Revenues</b>	<b>\$16,838,711</b>	<b>\$19,636,999</b>	<b>\$17,971,820</b>	<b>\$18,707,040</b>	<b>\$19,550,981</b>

<b>Local Tax Funding by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Children's Programs	\$(1,040,967)	\$(1,130,072)	\$(1,095,265)	\$(705,468)	\$(784,818)
Maintenance Services	3,144,184	3,265,810	3,214,573	3,422,913	3,959,006
Sports	547,376	603,324	606,355	573,891	646,260
Parks	1,879,350	2,600,496	2,819,391	2,392,482	2,504,295
Community Centers	2,806,212	2,575,478	2,405,332	3,114,103	3,171,016
Adaptive Recreation	319,762	296,181	311,389	385,219	377,425
Aging Services	3,218,753	1,373,959	3,483,684	4,534,422	4,566,467
Youth Services	820,745	195,306	951,471	1,037,005	1,041,584
Facilities Planning & Development	273,280	191,910	215,132	263,376	256,690
Administration	2,410,933	2,201,932	2,323,651	2,414,193	2,363,941
<b>Total Local Tax Funding</b>	<b>\$14,379,628</b>	<b>\$12,174,324</b>	<b>\$15,235,713</b>	<b>\$17,432,136</b>	<b>\$18,101,866</b>

<sup>1</sup> Expenditures associated with the Commission on Aging and Parks, Recreation and Open Space Advisory Board are now combined with the Department. Prior years also reflect the combined expenditures.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Parks, Recreation & Community Services**

<b>Staffing Summary by Program<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Children's Programs	87.19	88.97	88.85	91.69	95.98
Maintenance Services	38.63	39.96	41.59	41.61	45.61
Sports	32.84	27.71	30.51	30.32	33.03
Parks	83.20	93.57	90.20	90.21	90.21
Community Centers	137.75	132.52	132.50	132.24	132.73
Adaptive Recreation	9.68	9.68	9.68	9.68	9.68
Aging Services	62.04	61.35	70.35	71.35	71.35
Youth Services	19.79	18.65	18.65	18.65	18.65
Facilities Planning & Development	3.00	3.00	3.00	2.00	2.00
Administration	14.32	15.25	16.25	17.25	16.25
<b>Total FTE</b>	<b>488.44</b>	<b>490.66</b>	<b>501.58</b>	<b>505.00</b>	<b>515.49</b>

---

<sup>1</sup> For FY 2014, the Board added 11.49 FTE, including 2.32 FTE for the CASA Program, 2.37 FTE for the Summer Camp Program, 2.80 FTE for facility supervisors for lighted ball fields, and 4.00 FTE for School Athletic Field Maintenance. 1.00 FTE was also transferred to the Treasurer's Office during FY 2013.



## Parks, Recreation & Community Services

### Children's Programs

#### Program Goal and Service Description

The goal of Children's Programs is to provide a continuum of services for all ability levels in a safe and supervised environment for youth from first grade through middle school. This is achieved by planning and implementing the County After School Activities Programs (CASA) with 43 program sites, holiday programs, a wide variety of full day and specialty camps and the Summer Elementary Aged Camps (DAZE) and the Middle School Aged Camps (FEST). The intended outcome is to provide supervised fun, through effective and efficient programs to meet the needs of the children and their families throughout the year. The Division utilizes LCPS space to offer one before school location and after-school programs that build leisure, social, and physical skills through diverse, developmentally appropriate recreational and educational activities.

#### Budget Overview

##### **FY 2014 Issues**

- The CASA and Summer Camp programs must increase after-school, school's-out and summer opportunities in order to meet the needs of the County's growing elementary school aged population year round and middle school children in the summer.
- The CASA and Summer Camp programs must continue to hire and train quality staff members to maximize program performance.

##### **FY 2014 Major Work Plan Initiatives**

- Increase program locations to keep pace with the new school openings due to the County's growing population of children and families.
- Operate programs that are affordable for families within the County while meeting revenue neutrality through efficient operations and program planning using staff skills and thoughtful procurement.
- Ensure that Children's Programs remain of the highest quality and safety by providing site visits and oversight as well as program curriculum planning.
- Recruit, train and retain qualified staff to cover the large number of program sites.
- Create the opportunity for families to register and pay electronically, while maintaining compliance with state licensing standards.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$3,723,943	\$4,006,888	\$4,096,317	\$4,753,336	\$4,992,841
Operations & Maintenance	720,486	694,721	748,561	843,652	924,956
<b>Total Expenditures</b>	<b>\$4,444,429</b>	<b>\$4,701,609</b>	<b>\$4,844,878</b>	<b>\$5,596,988</b>	<b>\$5,917,797</b>
<b>Revenues</b>					
Charges For Services <sup>1</sup>	\$5,485,296	\$5,830,690	\$5,939,893	\$6,302,456	\$6,702,615
Miscellaneous Revenue	100	991	210	0	0
Recovered Costs	0	0	40	0	0
<b>Total Revenues</b>	<b>\$5,485,396</b>	<b>\$5,831,681</b>	<b>\$5,940,143</b>	<b>\$6,302,456</b>	<b>\$6,702,615</b>
<b>Total Local Tax Funding</b>	<b>\$(1,040,967)</b>	<b>\$(1,130,072)</b>	<b>\$(1,095,265)</b>	<b>\$(705,468)</b>	<b>\$(784,818)</b>
<b>FTE Summary<sup>2</sup></b>	<b>87.19</b>	<b>88.97</b>	<b>88.85</b>	<b>91.69</b>	<b>95.98</b>

<sup>1</sup> FY 2014 Charges for Services increased by \$400,159 due to enhancements and changes per the Board's adopted fee recovery program.

<sup>2</sup> The increase of 4.29 FTE for FY 2014 is due to CASA and Summer Camp enhancements of 4.69 FTE and a decrease of 0.40 FTE due to position cost allocation changes within the Department.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Parks, Recreation & Community Services

### Children's Programs

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Achieve 100% of staff completing required training hours by the Commonwealth of Virginia to ensure safe recreational activities for elementary and middle school-aged children during the school year and summer months.</b>				
• CASA staff trained annually to ensure safe recreation <sup>1</sup>	162	174	174	178
• Number of camp staff trained annually to ensure safe recreation	124	124	124	132
• Percentage of staff completing required training hours	98%	100%	100%	100%
<b>Objective: Provide and maintain 98% of customer satisfaction for all recreational activities and summer camps for elementary and middle school-aged children.</b>				
• Customer satisfaction survey rate for Children's Programs	97.75%	98.00%	98.00%	98.00%
• Number of Specialty and Schools' Out Camp Participants	710	589	790	645
• Number of Summer Camp participants	1,916	2,232	2,000	2,286
• Percentage of summer camps expenses recovered through revenue	113%	119%	107%	107%
<b>Objective: Provide County After School Activities (CASA) by maintaining countywide 85% program enrollment of capacity.</b>				
• CASA enrollment percentage of capacity for all CASA sites	82.50%	86.25%	85.00%	85.00%
• Number of CASA participants annually	2,206	2,300	2,284	2,400
• Number of CASA sites	42	42	41	43
• Number of children on waiting list for CASA	276	392	390	390
• Percentage of CASA expenses recovered through revenue	130%	127%	116%	116%

<sup>1</sup> The number of hours of training required by the Commonwealth of Virginia is 24 hours per staff member per year.



## Parks, Recreation & Community Services Maintenance Services

### Program Goal and Service Description

The Maintenance Services Division's goal is to perform effective daily, seasonal, corrective and preventative property and facility maintenance and repairs. The Division also provides vehicle and playground maintenance, manages the county snow removal operations and assists with emergency response. The intended outcome is to provide safe facilities, assistance with vehicles, and support for special events and snow removal. The Division performs maintenance and repair on department property, facilities, vehicles and equipment. Maintenance Services inspects, manages and repairs County owned playgrounds and tot lots, swimming pools, and some mechanical and structural systems that include heating, air conditioning and wastewater. The Division also provides assistance with set up for special events, garbage collection at non staffed sites. The Division coordinates snow removal of all County facilities, assists with debris removal during emergencies, and provides services in emergency response situations. The Division also works with youth sports organizations as requested to implement donated improvements such as irrigation, wells, and field renovations in addition to lending technical support and assistance as requested to Leagues and Parks.

### Budget Overview

#### FY 2014 Issues

- The Division faces challenges providing regular maintenance without additional resources or staff.
- The Division must continue to keep facilities safe and well maintained for a growing population.
- All the Department's playgrounds require daily inspections, prompt repairs and an appropriate replacement schedule to remain safe for children.
- New unmanned facilities must be maintained by the Division with limited new resources.
- Crew coverage of daily field maintenance is slowed by the distance traveled from the central maintenance warehouse to sites throughout the County.

#### FY 2014 Major Work Plan Initiatives

- Maintain current service levels with the addition of new proffered parks and athletic field initiative at new schools without additional operational supplies such as fertilizers, infield mix, field paint, and equipment.
- House the western maintenance crew at Franklin Park.
- Establish a well and irrigation system at Brambleton East.
- Assist with the implementation of field maintenance initiative.

Program Financial Summary	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
<b>Expenditures</b>					
Personnel	\$2,233,178	\$2,332,881	\$2,311,275	\$2,553,059	\$2,790,425
Operations & Maintenance	1,094,556	1,078,404	1,159,071	1,315,274	1,614,001
Capital Outlay & Capital Acquisitions	82,156	128,358	46,897	0	0
<b>Total Expenditures</b>	<b>\$3,409,890</b>	<b>\$3,539,643</b>	<b>\$3,517,243</b>	<b>\$3,868,333</b>	<b>\$4,404,426</b>
<b>Revenues</b>					
Use Of Money & Property	\$13,025	\$17,843	\$16,580	\$15,524	\$15,524
Charges For Services	0	241,104	250,254	423,696	423,696
Miscellaneous Revenue	75	0	0	6,200	6,200
Recovered Costs	252,606	14,886	35,836	0	0
<b>Total Revenues</b>	<b>\$265,706</b>	<b>\$273,833</b>	<b>\$302,670</b>	<b>\$445,420</b>	<b>\$445,420</b>
<b>Total Local Tax Funding</b>	<b>\$3,144,184</b>	<b>\$3,265,810</b>	<b>\$3,214,573</b>	<b>\$3,422,913</b>	<b>\$3,959,006</b>
<b>FTE Summary<sup>1</sup></b>	<b>38.63</b>	<b>39.96</b>	<b>41.59</b>	<b>41.61</b>	<b>45.61</b>

<sup>1</sup> For FY 2014, the Board added 4.00 FTE for School Athletic Field Maintenance.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Parks, Recreation & Community Services**  
**Maintenance Services**

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Ensure clean and safe playground facilities by maintaining Playground Safety Institute Standards and by inspecting the playgrounds a minimum of 16 times per month.</b>				
• Number of playground inspections completed	4,738	4,800	4,800	4,800
• Number of playgrounds	24	24	24	24
<b>Objective: Maintain safe playable athletic fields by mowing once per week and fertilize, aerate and seed as required.</b>				
• Number of athletic fields maintained	266	266	270	280
• Number of ball fields renovated	3	5	2	4
• Number of fields seeded and aerated	255	266	270	280
• Number of Maintenance Division man hours dedicated to maintaining athletic fields	31,630	30,248	32,000	34,000
• Number of projects with assistance from sports leagues	1	3	1	1
<b>Objective: Provide efficient and timely support for maintenance, repairs and projects.</b>				
• # of emergency management events responded (snow/ice removal)	7	5	5	5
• Number of acres maintained at unmanned park sites	1,163	1,213	1,263	1,444
• Number of Maintenance Division man hours required for emergency	1,750	1,183	2,500	2,500
• Number of Maintenance Division non-PRCS event setup and take downs or bus trips to support other county functions	12	16	6	6
• Number of Maintenance man hours to complete event setups and take downs	1,267	1,265	1,275	1,275
• Number of work orders completed in time requested	1,442	1,335	1,500	1,500
• Number of work orders requested	1,450	1,347	1,500	1,500



## **Parks, Recreation & Community Services**

### **Sports**

#### **Program Goal and Service Description**

The Sports Division's goal is to provide youth and adults opportunities to participate in athletics in both a competitive and recreational environment and to learn and develop lifelong skills to improve their health and quality of life. The Sports Division provides guidance and technical support to volunteer sports leagues and independent sports programs for softball, baseball, basketball, volleyball, soccer, lacrosse, football, flag football, in line hockey, golf, rugby, wrestling, field hockey, track, tennis, cricket, and others. The Sports Division manages and coordinates the allocation and reservation of park and school athletic space for sporting events as well as the community groups' use of school facilities. The Sports Division manages facility supervision of all game and practice sites at all indoor school facilities and outdoor lighted facilities to ensure participant and spectator safety. The Sports Division also offers year round specialized classes, camps and clinics to enhance participants' skills while also offering young or first time participants the opportunity to explore different sports or leisure activities in a noncompetitive environment.

Adult sports activities within the County are coordinated through the Division's Adult Sports Program. Services provided include program or league management, scheduling, supervising, procurement of supplies such as, trophies and uniforms as well as managing various officials and vendor contracts. Currently, the Division runs adult leagues for baseball, softball, basketball, cricket, soccer, flag football, and volleyball. The adult sports staff also plan and implement adult sports clinics, tournaments and special events throughout the year including the Northern Virginia Senior Olympics.

The Sports Division also recruits, manages or partners with national governing bodies to host local, regional and national level youth and adult sports tournaments. These tournaments bring opportunities for the citizens to play at a national level here in the County. These events draw visitors from all parts of the United States to Loudoun County while generating a significant positive economic impact for the county as well as our local hotels and businesses.

#### **Budget Overview**

##### **FY 2014 Issues**

- Community demand for additional sports facilities, activities and services continues to increase and, while PRCS and LCPS facilities greatly help to meet demand, the numbers of children in leagues that are served continue to grow.
- Increases in new sports programs, independent teams, and sports requesting additional seasons require the Division to continue to find additional space to meet the needs of the community.
- The Department must continue to maximize use of current resources to meet the growing demand for new, low cost, improved and specialized sports camps and clinics.
- The Division must continue to focus on addressing growing needs of both the adult and youth sports communities to include the growth of the cricket program.
- The high level of community expectations for field quality, scheduling availability and flexibility continues to be a major challenge in this tight fiscal climate.
- The increasing demand for field space by the leagues throughout the year leads to deterioration of field quality. This field demand makes it extremely difficult to take fields off line for renovation. This issue is compounded by required closure of fields for inclement weather and needed repairs.

##### **FY 2014 Major Work Plan Initiatives**

- Educate the public about specialty camps and clinics.
- Balance the demand for limited facility space between new and established sports organizations and the growth in participation.
- Leverage the Department's reputation of hosting high quality national sports events to attract a large national event during non-peak use dates and times.
- Improve scheduling of youth sports league events to maximize field utilization.





Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Parks, Recreation & Community Services**  
**Sports**

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,207,264	\$1,212,481	\$1,322,318	\$1,567,029	\$1,726,291
Operations & Maintenance	756,787	812,343	794,404	812,882	813,448
Transfer to School Fund	1,100	0	0	0	0
<b>Total Expenditures</b>	<b>\$1,965,151</b>	<b>\$2,024,824</b>	<b>\$2,116,722</b>	<b>\$2,379,911</b>	<b>\$2,539,739</b>
<b>Revenues</b>					
Use Of Money & Property	\$6,741	\$12,847	\$22,714	\$37,895	\$37,895
Charges For Services	1,040,742	1,250,916	1,313,504	1,768,125	1,787,917
Miscellaneous Revenue	50,156	32,016	1,175	0	0
Recovered Costs <sup>1</sup>	320,136	65,070	102,715	0	67,667
Other Financing Sources	0	60,651	70,259	0	0
<b>Total Revenues</b>	<b>\$1,417,775</b>	<b>\$1,421,500</b>	<b>\$1,510,367</b>	<b>\$1,806,020</b>	<b>\$1,893,479</b>
<b>Total Local Tax Funding</b>	<b>\$547,376</b>	<b>\$603,324</b>	<b>\$606,355</b>	<b>\$573,891</b>	<b>\$646,260</b>
<b>FTE Summary<sup>2</sup></b>	<b>32.84</b>	<b>27.71</b>	<b>30.51</b>	<b>30.32</b>	<b>33.03</b>

<sup>1</sup> FY 2014, Recovered costs recognizes sports fees not previously budgeted to attain revenue neutrality of facility supervisor enhancement.

<sup>2</sup> The increase of 2.71 FTE for FY 2014 is due to a 2.80 FTE enhancement for facility supervisors for lighted ball fields and a decrease of 0.09 FTE due to position cost allocation changes within the Department.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Parks, Recreation & Community Services**  
**Sports**

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Host sports tournaments to provide Loudoun County athletes a local venue while generating positive economic impact.</b>				
• Number of room nights generated by sports tournaments	4,035	2,612	4,900	4,900
• Number of tournament bids submitted	12	23	15	15
• Number of tournaments hosted by PRCS sites	28	33	30	35
<b>Objective: Promote healthy lifestyles and provide fitness opportunities for youth and adults by increasing participation by 5% in sports camps and clinics.</b>				
• Number of citizens on waiting lists for camps and clinics	6	67	70	74
• Number of participants in sports camps and clinics	5,811	6,388	6,707	7,042
• Number of sports camps and clinics offered	95	100	105	110
• Percentage increase in participation	5%	9%	5%	5%
<b>Objective: Provide all youth in Loudoun County the opportunity to actively participate in youth sports.</b>				
• Estimated number of youth participating on youth sports teams <sup>1</sup>	43,370	49,189	53,000	54,000
• Number of game reservations booked in RecTrac by sports <sup>2</sup>	8,101	7,488	8,000	8,000
• Number of practice reservations booked in RecTrac by sports	11,706	18,401	19,000	19,000
<b>Objective: Provide high quality sports leagues and athletic opportunities for adults in Loudoun County.</b>				
• Number of adults participating in adult sports leagues	5,279	6,125	7,500	7,500
• Number of leagues available for adult participation	71	93	93	93
• Number of teams participating in adult sports leagues	444	399	555	575

---

<sup>1</sup> Estimated increase of 1,000 children paying sports fee in FY 2014 at \$12.50 each.

<sup>2</sup> RecTrac is an online tool used by PRCS staff to register and accept customer payment for PRCS services/classes/events.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Parks, Recreation & Community Services

### Parks

#### Program Goal and Service Description

The Parks Division provides safe, high quality park facilities, programs and services at Claude Moore Park, Franklin Park, Philip A. Bolen Memorial Park, the Potomac Lakes Sportsplex and Banshee Reeks Nature Preserve. In addition, the Parks Division manages specialized facilities, including the Franklin Park Performing and Visual Arts Center and the Claude Moore Recreation Center. The Parks Division provides a wide range of active and passive recreational opportunities to the public. The Division provides the sports fields needed for youth and adult sports programs, which consists of 45 ball fields, 30 of which are lighted. There are six additional ball fields planned to be lighted this year which will bring the total to 36 lighted ball fields within the Division. The Parks Division manages several miles of hiking, running, and equestrian trails as well as several fishing ponds, memorial gardens, outdoor and indoor swimming pools, fitness areas, a gymnasium, picnic pavilions and several state of the art playgrounds. Environmental and cultural programs, as well as school field trips to these facilities, allow citizens to experience a diverse offering of cultural, interpretive, educational, environmental, historic, athletic, passive and active recreational pursuits. The Parks Division also partners with several community groups and volunteers to enhance the amenities located within each park.

#### Budget Overview

##### **FY 2014 Issues**

- A growing and diverse population forces the Division to balance requests for the use of facilities for active, passive, cultural, educational, and recreational activities.
- The Division must continue to create new and innovative ways to provide the same level of service to the growing community with limited resources.

##### **FY 2014 Major Work Plan Initiatives**

- Plan increased nature programs for Philip A. Bolen Memorial Park and Banshee Reeks Nature Preserve.
- Meet citizen demand to expand programs with limited facilities and limited resources.
- Assure the Claude Moore Recreation Center and the Franklin Park Performing and Visual Arts Center meet revenue projections to achieve revenue neutrality through innovative fee-based programs and increased marketing.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$3,957,293	\$3,870,460	\$4,336,262	\$4,610,473	\$4,732,739
Operations & Maintenance	869,037	1,120,444	1,077,011	1,173,668	1,183,820
Capital Outlay & Capital Acquisitions	14,162	86,250	0	0	0
Transfer to Central Services Fund	0	54,544	13,345	0	0
<b>Total Expenditures</b>	<b>\$4,840,492</b>	<b>\$5,131,698</b>	<b>\$5,426,618</b>	<b>\$5,784,141</b>	<b>\$5,916,559</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$500	\$500	\$300	\$0	\$0
Use Of Money & Property	654,787	633,772	871,319	938,267	938,267
Charges For Services	1,773,903	1,669,752	1,614,007	2,260,890	2,272,587
Miscellaneous Revenue	6,951	11,512	7,685	34,000	34,000
Recovered Costs <sup>1</sup>	8,001	15,166	13,666	34,270	43,178
Other Financing Sources	517,000	200,500	100,250	124,232	124,232
<b>Total Revenues</b>	<b>\$2,961,142</b>	<b>\$2,531,202</b>	<b>\$2,607,227</b>	<b>\$3,391,659</b>	<b>\$3,412,264</b>
<b>Total Local Tax Funding</b>	<b>\$1,879,350</b>	<b>\$2,600,496</b>	<b>\$2,819,391</b>	<b>\$2,392,482</b>	<b>\$2,504,295</b>
<b>FTE Summary</b>	<b>83.20</b>	<b>93.57</b>	<b>90.20</b>	<b>90.21</b>	<b>90.21</b>

<sup>1</sup> For 2014, recognizing sports fee not previously budgeted to attain revenue neutrality of facility supervisor enhancement.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Parks, Recreation & Community Services

### Parks

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Increase Park visits annually by 5% by properly maintaining facilities, providing diverse recreational opportunities while developing innovative methods to maintain service levels.</b>				
• Number of cultural programs held in the Parks Division	248	255	315	330
• Number of daily and special event park visits annually	567,415	660,144	695,000	730,000
• Number of fitness, sports and skill development programs held annually in the Parks Division	864	1,859	1,800	2,000
• Number of park program participants	20,947	40,095	42,000	44,000
• Number of swimming pool visits	28,099	27,165	28,523	29,949
• Number of volunteer hours donated for the Parks Division	10,578	13,225	13,000	14,000
• Number of work orders completed in the Parks Division	267	225	230	240
• Value of Parks Division volunteer hours <sup>2</sup>	\$221,386	\$185,439	\$315,770	\$344,960
<b>Objective: Provide a wide variety of safe and healthy recreational opportunities at Claude Moore Recreation Center (CMRC) to achieve a 100% revenue neutral operation.</b>				
• Average number of daily rental reservations at CMRC	10	8	10	10
• Number of 25-pass swipe cards renewed and/or purchased	1,262	1,285	1,500	1,500
• Number of programs planned at CMRC	2,296	2,671	2,600	2,700
• Number of rental reservations	n/a	3,284	3,700	3,800
• Percentage of expenses recovered through revenue at the Recreation Center	85.50%	96.00%	100.00%	100.00%
• Total number of annual memberships purchased and/or renewed at CMRC	179	172	200	200
• Total number of daily visits to CMRC	327,459	499,357	470,000	500,000

<sup>1</sup> Measures with an n/a are new for the year in which numerical data begins.

<sup>2</sup> The value of a volunteer hour is \$24.64 (Source: Office on Volunteerism and Community Services, VA Dept of Social Services).



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Parks, Recreation & Community Services Community Centers

### Program Goal and Service Description

The goal of the Community Centers Division is to provide the recreational needs for all abilities and age levels in child care and preschool programs, special events and classes and activity programs and to provide facility rental needs at 10 community centers located throughout Loudoun County. The Centers are the focal point of the communities that they serve and bring the citizens together for a wide variety of events and activities. The centers include the Dulles South Multipurpose Center, Bluemont, Douglass, Loudoun Valley, Lovettsville, Lucketts, Middleburg, Philomont, Sterling and Claude Moore Community Centers. The outcome of these programs and services is to enhance the education, health and wellness and leisure pursuits of the community citizens. The facilities also provide outdoor amenities such as playgrounds, parks, pavilions, ball fields, an outdoor swimming pool (Lovettsville), an in line hockey rink (Douglass) and a skate park at Dulles South Multipurpose Center. Community Center facilities provide a wide range of recreational, educational, and cultural opportunities, State licensed preschool and childcare programs to County citizens in cooperation with volunteers, other department and County programs, the private sector and citizen advisory boards. Some Community Center services provided are fee recovered, while other services have a fee but are not revenue neutral.

### Budget Overview

#### **FY 2014 Issues**

- The County's growing population demands diverse, high quality, high value services that meet varying needs.
- As the costs continue to rise, the Division will ensure classes, programs and activities are affordable for all communities that are served by the 10 Community Centers.
- The Division needs to be sensitive to the recreational and child care needs of the Lovettsville Community Center customers as the center goes through renovations or construction which could cause the programs to be suspended during that time.

#### **FY 2014 Major Work Plan Initiatives**

- Recruit and retain center staff, instructors and contract vendors to increase levels of program implementation and meet community expectations for quality programs at a good value.
- Implement best practices for management of resources, licensed programs, fee based activities and advisory boards.
- Provide programs aimed at meeting diverse needs of the community for all ages and abilities.
- Provide a variety of affordable activities and programs for all communities served by the 10 Community Centers.
- Maintain safety and security policies and procedures for management of facilities, staff, and participants.
- Work with the DTCI regarding design and build of Lovettsville Community Center.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$6,520,434	\$6,435,056	\$6,655,258	\$6,928,772	\$7,040,240
Operations & Maintenance <sup>1</sup>	1,016,288	1,215,344	1,217,180	1,210,672	1,365,936
Capital Outlay & Capital Acquisitions	18,659	37,046	0	0	0
<b>Total Expenditures</b>	<b>\$7,555,381</b>	<b>\$7,687,446</b>	<b>\$7,872,438</b>	<b>\$8,139,444</b>	<b>\$8,406,176</b>
<b>Revenues</b>					
Use Of Money & Property	\$312,103	\$300,930	\$303,291	\$439,444	\$414,444
Charges For Services	4,372,227	4,748,211	5,090,380	4,584,923	4,816,742
Miscellaneous Revenue	17,013	12,936	5,333	974	974
Recovered Costs	47,826	49,891	68,102	0	3,000
<b>Total Revenues</b>	<b>\$4,749,169</b>	<b>\$5,111,968</b>	<b>\$5,467,106</b>	<b>\$5,025,341</b>	<b>\$5,235,160</b>
<b>Total Local Tax Funding</b>	<b>\$2,806,212</b>	<b>\$2,575,478</b>	<b>\$2,405,332</b>	<b>\$3,114,103</b>	<b>\$3,171,016</b>
<b>FTE Summary<sup>2</sup></b>	<b>137.75</b>	<b>132.52</b>	<b>132.50</b>	<b>132.24</b>	<b>132.73</b>

<sup>1</sup> The increase in FY 2014 includes \$131,230 in expenditures and \$149,380 in revenue for enhancements and \$82,439 for the revenue neutral community center program per the Board adopted the recovery policy.

<sup>2</sup> The increase of 0.49 FTE is due to position cost allocation changes within the Department.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Parks, Recreation & Community Services

### Community Centers

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Demonstrate the cost effectiveness of services offered at the 10 Community Centers by increasing program participants and programs offered by a minimum of 2%.</b>				
• Expenditure per participant hour	n/a	\$5.40	\$5.51	\$5.51
• Percentage rate of cost recovery	68.50%	70.00%	70.00%	70.00%
• Revenue per participant hour	n/a	\$3.79	\$3.84	\$3.84
• Total participant hours	n/a	1,453,963	1,483,042	1,512,703
• Total participants enrolled in Community Center Programs	n/a	34,895	35,593	36,305
• Total programs offered by Community Centers	n/a	5,382	5,490	5,600
<b>Objective: Encourage volunteerism to reduce staff costs, provide meaningful opportunities for contributions of time and talent, and increase program offerings.</b>				
• Estimated value of Advisory Board's contributions	\$50,000	\$56,586	\$57,000	\$57,000
• Number of volunteer hours served	14,555	7,276	8,000	8,000
• Value of volunteer hours for Community Centers <sup>2</sup>	\$304,635	\$160,291	\$194,320	\$197,120
<b>Objective: Meet the demand for programs and services by providing successful programs for each target age population by increasing program offerings by 2%.</b>				
• Number of Community Center programs offered for adults	691	693	700	714
• Number of Community Center programs offered to elementary school youth	1,469	1,425	1,400	1,428
• Number of Community Center programs offered to middle & high school youth	725	710	700	714
• Number of Community Center programs offered to preschool children	1,944	1,921	1,950	1,989
• Number of elementary school aged visitors	173,413	177,340	174,000	180,840
• Number of middle and high school aged visitors	61,903	61,238	62,000	62,462
• Number of preschool aged visitors	173,413	177,340	174,000	178,000
• The # of adults and senior aged visitors in Community Centers	466,607	336,998	344,000	350,880

<sup>1</sup> Measures with an n/a are new for the year in which numerical data begins.

<sup>2</sup> The value of a volunteer hour is \$24.64 (Source: Office on Volunteerism and Community Services, VA Dept of Social Services).



## Parks, Recreation & Community Services

### Adaptive Recreation

#### Program Goal and Service Description

The goal of the Adaptive Recreation Division is to provide accessible programs and activities for County residents with cognitive and physical disabilities that include a Virginia State licensed summer day camp for citizens ages 2 to 22, sports programs through Special Olympics, visual and performing arts through Very Special Arts Loudoun County. Programs and activities are provided in cooperation with volunteers, other department programs, various County agencies, nonprofit, business sectors, and advisory boards. The specific activities are developed to help participants achieve their fullest potential, based on their individual abilities. Adaptive Recreation works cooperatively with advisory boards and other partners, including Very Special Arts, Special Olympics and the Special Recreation Advisory Board, for program implementation.

The specific activities are developed to help participants achieve their fullest potential, based on their individual abilities. Adaptive Recreation works cooperatively with the advisory boards and other partners for program implementation, including Loudoun Very Special Arts, Special Olympics and the Special Recreation Advisory Board for program implementation.

#### Budget Overview

##### **FY 2014 Issues**

- The Division must offer programs and services appropriate for a growing and diverse population of citizens with cognitive and physical disabilities. The current service level is less than the 5% of the children in Loudoun County with disabilities so the program must continue outreach to connect to those citizens.
- Staff must undergo training to meet State licensing requirements and to ensure that seasonal staff is prepared to work effectively with an increased number of participants with severe disabilities.
- Transportation costs rose 23% in comparison to FY 2012 to FY 2013 and will continue to increase in FY 2014, and the Division did not decrease service levels.

##### **FY 2014 Major Work Plan Initiatives**

- Develop and implement new activities and special events for children and adults reflecting current needs and trends.
- Network with LCPS staff and enhance marketing to serve additional participants.
- Maintain Americans with Disabilities Act (ADA) accommodations to support programs.
- Continue to recruit new volunteers.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$378,840	\$365,146	\$409,465	\$437,530	\$428,454
Operations & Maintenance	51,041	49,257	59,780	46,638	48,125
<b>Total Expenditures</b>	<b>\$429,881</b>	<b>\$414,403</b>	<b>\$469,245</b>	<b>\$484,168</b>	<b>\$476,579</b>
<b>Revenues</b>					
Charges For Services	\$106,580	\$111,694	\$142,882	\$98,949	\$99,154
Miscellaneous Revenue	3,529	6,500	14,964	0	0
Recovered Costs	10	28	10	0	0
<b>Total Revenues</b>	<b>\$110,119</b>	<b>\$118,222</b>	<b>\$157,856</b>	<b>\$98,949</b>	<b>\$99,154</b>
<b>Total Local Tax Funding</b>	<b>\$319,762</b>	<b>\$296,181</b>	<b>\$311,389</b>	<b>\$385,219</b>	<b>\$377,425</b>
<b>FTE Summary</b>	<b>9.68</b>	<b>9.68</b>	<b>9.68</b>	<b>9.68</b>	<b>9.68</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Parks, Recreation & Community Services**  
**Adaptive Recreation**

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Maintain 97% customer satisfaction rate for all Adaptive Recreation programs for children and adults with disabilities.</b>				
• Adaptive Recreation customer satisfaction rate	97.53%	97.00%	97.00%	97.00%
• Number of Adaptive Recreation preschool children participants	98	163	105	165
• Number of adult participants in Adaptive Recreation programs	2,212	1,936	2,215	2,000
• Number of elementary school Adaptive Recreation participants	698	854	700	854
• Number of high school Adaptive Recreation participants	1,303	1,241	1,305	1,350
• Number of hours of participation for Adaptive Recreation	71,789	168,397	165,000	169,000
• Number of middle school Adaptive Recreation participants	716	875	700	900
<b>Objective: Maintain and increase program offerings by increasing volunteer hours by 3%.</b>				
• Number of programs supported by volunteers annually	251	258	266	274
• Number of volunteer hours for Adaptive Recreation	2,985	1,750	1,803	1,857
• Number of volunteers recruited	1,190	370	390	400
• Value of volunteer hours for Adaptive Recreation <sup>1</sup>	\$62,476	\$38,553	\$43,794	\$45,756

---

<sup>1</sup> The value of a volunteer hour is \$24.64 (Source: Office on Volunteerism and Community Services, VA Dept of Social Services).





## **Parks, Recreation & Community Services**

### **Aging Services**

#### **Program Goal and Service Description**

Aging Services, through the Area Agency on Aging (AAA), plans, implements and promotes programs and services to enhance the well-being, independence and quality of life for older adults and their caregivers. The Elder Resource Program provides resources through information, referral and assistance services, tax assistance, Medicare counseling, Care Coordination and Caregiver Support programs. Volunteer Services program provides volunteer placement, training and recognition opportunities to adults of all ages. AAA also administers three full service senior centers, one senior activity center and seven congregate meal lunch programs for independent and active seniors; a home delivered meals program for homebound seniors and three adult day centers that serve frail seniors with cognitive and physical disabilities, the majority of which have Alzheimer's disease. The Central Kitchen, administered through Aging Services, prepares and delivers congregate and home delivered meals to Aging Services locations and provides meals to the Juvenile Detention Center. The Central Kitchen also supplies meals for County Government related events and community related emergencies. Aging Services works closely with the Commission on Aging, multiple advisory boards and other human services agencies to identify and support needs and interests of seniors.

#### **Budget Overview**

##### **FY 2014 Issues**

- The aging of our population and the current cohort of seniors seek increasing prevention and wellness programming.
- Population growth coupled with growing utilization of existing facilities, programs and services require increased coordination and resources.
- The senior population in Loudoun County has more than doubled in the past decade, increasing the need for services. This community is growing more diverse as the baby boom populations of younger, more active seniors enter or are preparing to enter retirement.
- Caregiver needs are increasing as elderly parents move in with or near to their adult children.

##### **FY 2014 Major Work Plan Initiatives<sup>1,2</sup>**

- Respond to increasing service needs, including transportation, meals, trips, tax assistance and Medicare Part D counseling without increased resources.
- Plan for and meet the diverse needs of Loudoun County's increasing senior population and their caregivers by increasing the use of volunteers and collaborative partnerships as well as seeking additional grant opportunities.
- Fully staff and support growth of the Eastern Loudoun Adult Day Center and the Senior Center of Leesburg.
- Support implementation of the Commonwealth of Virginia's No Wrong Door initiative and support the Northern Virginia Long Term Care Ombudsman Program.
- Design the phase 3 of Dulles South Senior Center working with DTCL.

---

<sup>1</sup> The Virginia No Wrong Door Initiative is a statewide initiative to create a seamless method of obtaining services for seniors and adults with disabilities through information sharing among various agencies.

<sup>2</sup> The Northern Virginia Long Term Care Ombudsman Program is a regional program among the five jurisdictions to provide oversight and assistance to long term care residents and their families.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Parks, Recreation & Community Services**  
**Aging Services**

<b>Program Financial Summary<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$3,441,747	\$3,447,755	\$3,670,642	\$4,377,556	\$4,381,846
Operations & Maintenance	1,424,142	1,405,233	1,570,568	1,606,750	1,753,882
Capital Outlay & Capital Acquisitions	9,393	9,393	0	0	0
Transfer to Central Services Fund	0	0	42,500	0	0
<b>Total Expenditures</b>	<b>\$4,875,282</b>	<b>\$4,862,381</b>	<b>\$5,283,710</b>	<b>\$5,984,306</b>	<b>\$6,135,728</b>
<b>Revenues</b>					
Use Of Money & Property	\$90,210	\$104,784	\$117,653	\$156,362	\$156,362
Charges For Services	807,212	873,070	932,659	673,358	698,731
Miscellaneous Revenue	82,502	71,875	95,140	27,156	27,156
Recovered Costs	167,332	175,705	171,240	152,868	152,868
State Categorical Aid	137,470	130,310	136,232	136,884	161,124
Federal Categorical Aid	371,803	352,986	308,073	303,256	373,020
Other Financing Sources <sup>2</sup>	0	1,779,692	39,029	0	0
<b>Total Revenues</b>	<b>\$1,656,529</b>	<b>\$3,488,422</b>	<b>\$1,800,026</b>	<b>\$1,449,884</b>	<b>\$1,569,261</b>
<b>Total Local Tax Funding</b>	<b>\$3,218,753</b>	<b>\$1,373,959</b>	<b>\$3,483,684</b>	<b>\$4,534,422</b>	<b>\$4,566,467</b>
<b>FTE Summary</b>	<b>62.04</b>	<b>61.35</b>	<b>70.35</b>	<b>71.35</b>	<b>71.35</b>

<sup>1</sup> Expenditures associated with the Commission on Aging are now combined with Aging Services (\$2,078). Prior years also reflect the combined expenditures.

<sup>2</sup> The FY 2011 entry in Other Financing Sources is an accounting entry for prior period adjustments recording the local match for grants from FY 2010 and earlier.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Parks, Recreation & Community Services

### Aging Services

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Maintain current levels of volunteer services and community outreach events in order to provide community awareness of Aging Services.</b>				
• Number of people at community outreach events	n/a	n/a	265	285
• Number of community outreach events held with AAA representation	n/a	n/a	6	7
• Number of units of service provided to seniors & caregivers	589,673	663,839	670,000	680,000
• Number of volunteers in Aging Services	578	610	640	640
• Number of Aging Services volunteer hours	54,131	52,113	52,500	53,000
• Value of service provided by volunteers <sup>2</sup>	\$1,132,961	\$1,148,050	\$1,275,225	\$1,305,920
<b>Objective: Meet the needs of a growing senior population by maintaining services and contacts with seniors and their families.</b>				
• Number of adult daycare hours assisting clients & families	58,472	59,740	62,000	63,000
• Number of Information & Assistance contacts	37,446	37,891	34,210	35,000
• Number of one way bus trips for Aging Services participants	37,181	43,541	44,000	44,000
• Number of Central Kitchen meals <sup>3</sup>	143,399	154,584	155,000	160,000
• Number of senior meals provided	112,753	117,323	118,000	118,000
<b>Objective: Provide and maintain 90% customer satisfaction rate by providing high quality programs and services at the Senior and Activity Centers.</b>				
• Number of senior and activity center activities	10,926	12,783	12,800	13,500
• Number of senior and activity center activity participants	106,817	124,131	125,000	125,500
• Number of senior and activity center memberships	2,660	2,825	2,900	3,000
• Number of Senior Center rentals	836	896	900	900
• Number of trips through the senior trips program	290	254	240	150
• Number of senior trip participants	7,184	6,262	7,000	6,500
• Percentage of senior trip participants satisfied with trips	n/a	n/a	80%	85%
• Percentage of seniors satisfied with Senior & Activity Centers	n/a	n/a	90%	90%

<sup>1</sup> Measures with an n/a are new for the year in which numerical data begins

<sup>2</sup> The value of a volunteer hour is \$24.64 (Source: Office on Volunteerism and Community Services, VA Dept of Social Services).

<sup>3</sup> Meals for the Juvenile Detention Center (JDC) are included in this number.



## Parks, Recreation & Community Services

### Youth Services

#### Program Goal and Service Description

The Youth Services Division's goal is to provide middle school and high school age youth with opportunities in recreational, educational and cultural events that promote leadership development and positive choices in the community. Services include multi session prevention and intervention programs, numerous special events, and community service opportunities. Prevention and intervention programs that are offered through Youth Service include: Youth After School (YAS) at 9 middle school sites, I Respect, I Inspire, I Support (IRIS), Teens Harvesting Responsibility in Volunteer Experiences (THRIVE), Youth Advisory Council (YAC), school break and summer camps, and Teen Night. Special event programs that are offered through Youth Services include: Youthfest, Battle of the Bands, Step Up, Youth in Government Day, IRIS Spring Celebration, and the Annual Youth Advisory Council Retreat. Community Service opportunities offered through Youth Services include: Work Ordered Repayment by Kids (WORK) and PRCS Teen Volunteer Program.

#### Budget Overview

##### **FY 2014 Issues**

- The YAS program must hire and retain high quality supervisors and leaders to maximize program performance.
- Additional funding sources must be identified by staff, or through creating relationships with community groups and volunteers, in order to expand program offerings that address the changing developmental needs of youth.
- The Department will maintain enrollment at all YAS locations and will find solutions to accommodate youth on waiting lists.
- The Department needs to adequately staff youth programs to meet current need and to expand the scope of services offered to meet the growing youth population in Loudoun County.

##### **FY 2014 Major Work Plan Initiatives**

- Develop programs that promote belonging, healthy living and respecting others that keep pace with the demand for services by a growing and increasingly diverse community.
- Develop and foster partnerships with community groups and volunteers to create greater levels of community involvement in the Divisions' program offerings.
- Develop innovative strategies to accommodate continued increases in the number of youth interested in enrolling in the YAS program, and manage the public demand for YAS at every County Middle School, of which 5 currently do not have a YAS Program.
- Provide additional training for staff to meet the changing needs of the youth in Loudoun County.
- Meet increasing public interest in community service opportunities by developing and enhancing community service programs for youth.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$862,459	\$855,236	\$967,943	\$1,018,985	\$1,023,250
Operations & Maintenance	127,684	133,877	137,586	176,420	176,734
<b>Total Expenditures</b>	<b>\$990,143</b>	<b>\$989,113</b>	<b>\$1,105,529</b>	<b>\$1,195,405</b>	<b>\$1,199,984</b>
<b>Revenues</b>					
Charges For Services	\$143,612	\$141,700	\$150,127	\$158,400	\$158,400
Miscellaneous Revenue	25,786	8,239	3,931	0	0
Other Financing Sources <sup>1</sup>	0	643,868	0	0	0
<b>Total Revenues</b>	<b>\$169,398</b>	<b>\$793,807</b>	<b>\$154,058</b>	<b>\$158,400</b>	<b>\$158,400</b>
<b>Total Local Tax Funding</b>	<b>\$820,745</b>	<b>\$195,306</b>	<b>\$951,471</b>	<b>\$1,037,005</b>	<b>\$1,041,584</b>
<b>FTE Summary</b>	<b>19.79</b>	<b>18.65</b>	<b>18.65</b>	<b>18.65</b>	<b>18.65</b>

<sup>1</sup> The FY 2011 entry in Other Financing Sources is an accounting entry for prior period adjustments recording the local match from grants from FY 2011 and earlier.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Parks, Recreation & Community Services**  
**Youth Services**

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Increase youth engagement by 5% by providing safe, recreational, cultural, and social programs while promoting belonging, healthy living, and respect for others.</b>				
• Annual home page views on the loudounteen.org website	7,204	10,452	11,000	12,000
• Number of one day Youth Services special events	8	8	9	9
• Number of youth attending Youth Services special events	3,535	3,798	4,300	4,500
• Participants in prevention and awareness programs	2,449	1,958	2,055	2,158
<b>Objective: Maintain the WORK program success by performing meaningful community service work in the neighborhood</b>				
• Number of hours of community service completed	3,252	3,867	4,000	4,000
• Number of youth in WORK program	124	354	140	140
• Value of community service work performed <sup>1</sup>	\$68,064	\$85,190	\$97,160	\$98,560
<b>Objective: Offer the YAS program at 9 middle school sites and maintain a utilization rate of at least 80% to provide safe recreational activities while promoting belonging, healthy living and respecting others.</b>				
• Number of YAS programs offered/communities served	9	9	9	9
• Average number of Middle School youth served per month	205.75	296.00	288.00	288.00
• Number of children on the YAS wait list	120	37	50	50
• Number of outreach programs offered	3	5	4	5
• Program utilization rate	80%	82%	80%	80%

<sup>1</sup> The value of a volunteer hour is \$24.64 (Source: Office on Volunteerism and Community Services, VA Dept of Social Services).



## Parks, Recreation & Community Services Facilities Planning & Development

### Program Goal and Service Description

The Facilities Planning and Development Division's goal is to provide technical assistance and oversight for the Department by reviewing land development applications for recreational opportunities and other departmental facilities identified in the Capital Needs Assessment (CNA). This Division also oversees implementation of proffers, provides assistance with short and long range planning, and site specific analysis and design for the improvement of PRCS facilities. The Division supports the Department through facility planning and design, proffer management, trail development, and project management activities, including the Capital Asset Preservation Program (CAPP) and other small projects and donated enhancements and amenities.

### Budget Overview

#### FY 2014 Issues

- The Division needs to meet the increased demand for facilities due to rapid County population growth.
- The Division manages and coordinates departmental proffered, CAPP and CIP projects during construction.

#### FY 2014 Major Work Plan Initiatives

- Review and revise the Department's design and construction standards.
- Continue development of Potomac National Heritage Scenic Trail and develop volunteer programs to install signage and assist with maintenance of the trail.
- Continue with plan reviews by responding to referrals within deadlines.
- Continue efforts to implement the County's greenways and trail plan that links parks and natural and historical resources within Loudoun County by inventorying existing trail segments, right of ways, utility corridors and easements that provide connectivity to park facilities.

Program Financial Summary	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
<b>Expenditures</b>					
Personnel	\$261,783	\$202,977	\$218,335	\$230,145	\$229,776
Operations & Maintenance	13,462	14,841	13,565	42,142	42,142
Capital Outlay & Capital Acquisitions	0	12,762	0	0	0
Transfer to General Capital Improvement	6,555	0	0	0	0
<b>Total Expenditures</b>	<b>\$281,800</b>	<b>\$230,580</b>	<b>\$231,900</b>	<b>\$272,287</b>	<b>\$271,918</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$1,965	\$5,548	\$16,768	\$8,911	\$15,228
Miscellaneous Revenue	6,555	0	0	0	0
Other Financing Sources	0	33,122	0	0	0
<b>Total Revenues</b>	<b>\$8,520</b>	<b>\$38,670</b>	<b>\$16,768</b>	<b>\$8,911</b>	<b>\$15,228</b>
<b>Total Local Tax Funding</b>	<b>\$273,280</b>	<b>\$191,910</b>	<b>\$215,132</b>	<b>\$263,376</b>	<b>\$256,690</b>
<b>FTE Summary<sup>1</sup></b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>

<sup>1</sup> FY 2012, 1.00 FTE was transferred to the Administration Program.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Parks, Recreation & Community Services

### Facilities Planning & Development

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Maintain at least current levels of Capital Asset Preservation Program (CAPP), partnerships, donations and grants for implementation and management of new projects.</b>				
• Number of CAPP projects approved	11	16	11	25
• Number of CAPP projects delivered	2	13	11	25
• Number of facility grants/donations to PRCS	1	6	3	3
<b>Objective: Respond to 100% of staff's request for assistance in strategic planning, project development, management and planning process.</b>				
• Number of administrative and legislative applications	2	14	10	14
• Number of facility amenity improvement projects	7	10	12	8
• Number of requests for assistance of PRCS staff	n/a	n/a	25	25
• Number of strategic planning projects	2	2	5	7
• Percentage of PRCS staff requests responded to	n/a	n/a	100%	100%
<b>Objective: To increase public program space and recreational opportunities through proffer completion and delivery.</b>				
• Miles of trails added	n/a	0.47	1.50	2.00
• Number of acres received from proffers	n/a	49.64	189.50	22.99
• Number of proffered facilities delivered	1	2	8	10
• Number of proffered facilities under development	12	14	12	12
<b>Objective: To perform 100% of reviews on land development applications submitted to the department, within deadline, in order to achieve meaningful proffered facilities, improvements, and/or cash contributions.</b>				
• Number of administrative referrals (SBPL, CPAP, STPL, SBRD)	51	32	45	40
• Number of administrative referrals submitted on time	n/a	n/a	45	40
• Number of legislative referrals (ZMAP, ZCPA, SPEX)	105	82	115	115
• Number of legislative referrals submitted on time	n/a	n/a	115	115

<sup>1</sup> Measures with an n/a are new for the year in which numerical data begins.



## **Parks, Recreation & Community Services Administration**

### **Program Goal and Service Description**

The Administration Division's goal is to provide planning and leadership in managing all of the Department's programs, services, special events and facilities. The intended outcome is to have departmental operational excellence in customer service, human resources management and training, procurement, technical assistance, and financial services. The Division supports the entire department with approximately 500 FTE, which is a mix of regular full time, regular part time, and temporary seasonal staff for a total of 1,939 current employees. Administration coordinates with other County departments including County Administration, Fire, Rescue and Emergency Management, Management and Financial Services, the Treasurer's Office, the Department of Information Technology, General Services, Family Services, the Department of Transportation and Capital Infrastructure (DTCI), the Board of Supervisors and multiple appointed advisory boards. Administration develops, reviews, revises and manages department wide policies and procedures to ensure the divisions perform effectively and efficiently. The overall PRCS budget is managed within this division which also provides purchasing, marketing, public relations, automation, volunteer coordination, customer service and human resources support. Department training, the quarterly PRCS brochure and cell phones are managed centrally in this division to create efficiencies. This Division is also responsible for the oversight of staff training and performance management. Staff also provides professional advice and counsel for the Board of Supervisors through County Administration.

The Horticulture Program, which is a part of the Division, provides planning, and implementation of horticultural, grounds and landscape maintenance services and improvement for the County Government Center, county libraries, group homes, public safety centers and other government facilities.

### **Budget Overview**

#### **FY 2014 Issues**

- The Division is responsible for providing horticulture and grounds maintenance services for new and existing County facilities with no additional funding.
- The Division will maintain service levels and continuity of operations in response to personnel turnover and emergency management.
- The Division will need to continue to support a large and diverse workforce with limited staffing and resources.

#### **FY 2014 Major Work Plan Initiatives**

- Continue to expand web based methodologies to increase public awareness of and participation in PRCS programs and services.
- Develop partnerships with public and private sectors to enhance alternative funding for parkland and recreation programs.
- Develop and implement an annual employee survey to evaluate the effectiveness of communication among all levels of personnel.
- Create a consistent method of grant identification, submission and follow up to manage the grant process.
- Inventory existing trail segments, right of ways, utility corridors, easements, that provide connectivity to park facilities.
- Plan for opening of new preferred facilities and facilities developed through the CIP program or renovations.
- Continue to support staff in providing services to the public through existing and expanded programs in newly opened facilities.
- Optimize usage of PRCS facilities for programs and public recreational utilization.
- Continue to provide leadership and guidance in the implementation of the Department's Strategic Plan.
- Communicate the wide variety of programs, activities and classes offered by all divisions to the public by utilizing the quarterly brochures and other innovative marketing resources (Facebook and YouTube).





Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Parks, Recreation & Community Services  
Administration**

<b>Program Financial Summary<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,328,929	\$1,331,034	\$1,507,838	\$1,637,700	\$1,583,041
Operations & Maintenance	1,096,961	898,592	831,412	796,493	800,900
<b>Total Expenditures</b>	<b>\$2,425,890</b>	<b>\$2,229,626</b>	<b>\$2,339,250</b>	<b>\$2,434,193</b>	<b>\$2,383,941</b>
<b>Revenues</b>					
Charges For Services	\$18	\$0	\$0	\$0	\$0
Miscellaneous Revenue	5,140	16,949	12,657	20,000	20,000
Recovered Costs	9,799	10,745	2,942	0	0
<b>Total Revenues</b>	<b>\$14,957</b>	<b>\$27,694</b>	<b>\$15,599</b>	<b>\$20,000</b>	<b>\$20,000</b>
<b>Total Local Tax Funding</b>	<b>\$2,410,933</b>	<b>\$2,201,932</b>	<b>\$2,323,651</b>	<b>\$2,414,193</b>	<b>\$2,363,941</b>
<b>FTE Summary<sup>2</sup></b>	<b>14.32</b>	<b>15.25</b>	<b>16.25</b>	<b>17.25</b>	<b>16.25</b>

<sup>1</sup> Expenditures associated with the Parks, Recreation and Open Space Advisory Board are now combined with the Program. Prior years also reflect the combined expenditures.

<sup>2</sup> During FY 2013, 1.00 FTE was transferred to the Treasurer's Office.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Parks, Recreation & Community Services Administration

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Increase exposure and utilization of the PRCS web site in order to promote and increase by 10% online transactions.</b>				
• Average monthly WebTrac transactions <sup>2</sup>	1,914.25	2,590.00	2,849.00	3,134.00
• Average number of web site hits on PRCS main web pages	32,623	26,753	29,428	32,371
• Increase percentage of RecTrac transactions done through WebTrac <sup>3</sup>	5%	5%	5%	5%
• Number of "Likes" on the PRCS Facebook Page	n/a	2,032	2,000	3,000
• Value of WebTrac transactions/year	\$6,693,002	\$7,479,747	\$6,700,000	\$7,000,000
<b>Objective: To attract and retain a high quality workforce with a turnover rate of 3% or less.</b>				
• Full time countywide employee turnover rate	8.20%	9.00%	10.00%	10.00%
• Full time department employee turnover rate	2.38%	2.68%	2.50%	2.50%
• Number of individual special recognitions	52	74	55	55
• Number of performance plans and assessments	405	470	450	450
• Number of PRCS employees (includes seasonal and part time staff)	2,400	2,500	1,939	2,000
• Offer training opportunities for professional growth	303	515	325	350
<b>Objective: To effectively manage 100% of contracts for landscaping and maintenance.</b>				
• Number of sites mowed under turf maintenance contract	63	65	66	66
• Percentage of DCWM site plans reviewed as requested	98.88%	96.50%	100.00%	100.00%
• Percentage of sites inspected quarterly	98.88%	76.00%	100.00%	100.00%
<b>Objective: To ensure operational excellence in the procurement of goods and services by completing purchase order approvals within 3 days.</b>				
• Number of purchase orders completed	1,195	753	1,000	1,000
• Number of turnaround days for purchase orders	2.33	2.30	3.00	3.00
• Value of purchase orders	\$3,684,025	\$2,981,808	\$2,500,000	\$2,400,000

<sup>1</sup> Measures with an n/a are new for the year in which numerical data begins.

<sup>2</sup> WebTrac – Used by customers to register and pay for PRCS services/classes/events.

<sup>3</sup> RecTrac – Used by PRCS staff to register and accept customer payment for PRCS services/classes/events.

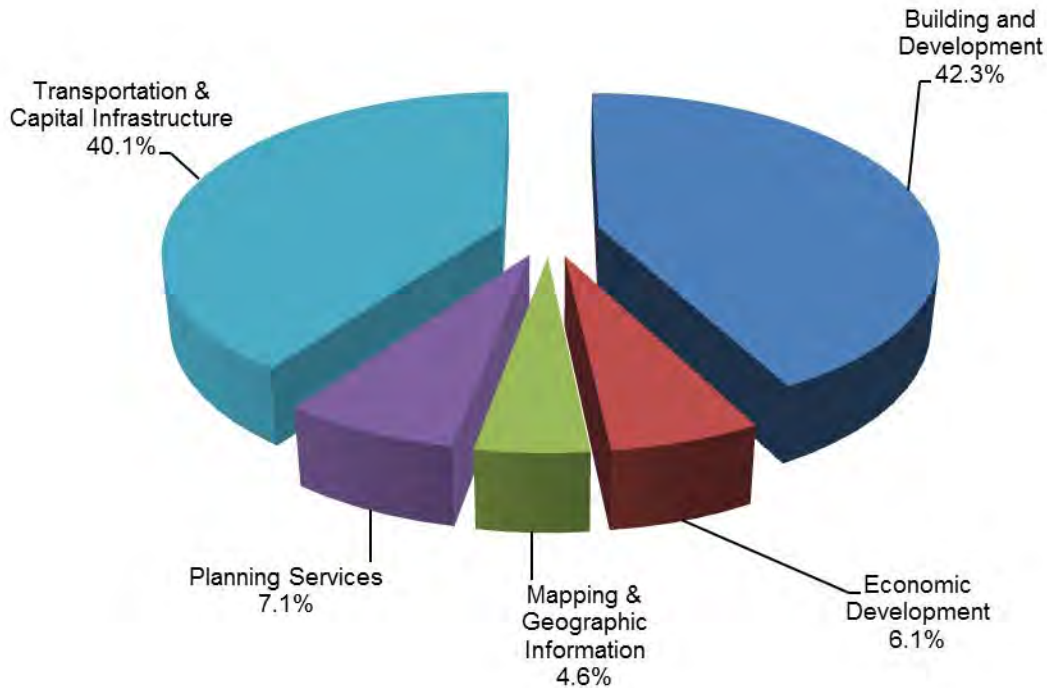


**Community Development**

**COMMUNITY DEVELOPMENT SUMMARY**  
..... Page 5 – 2  
.....  
**Building and Development** ..... Page 5 – 3  
.....  
**Economic Development**..... Page 5 – 21  
.....  
**Mapping & Geographic Information**..... Page 5 – 27  
.....  
**Planning Services** ..... Page 5 – 39  
.....  
**Transportation Services** ..... Page 5 – 53  
.....



## COMMUNITY DEVELOPMENT FY 2014 ADOPTED EXPENDITURES



### Community Development Historical Expenditures

Community Development	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
Building and Development	\$19,952,265	\$18,723,437	\$19,250,962	\$21,058,235	\$21,224,095
Economic Development	2,102,594	1,779,046	2,245,507	2,838,929	3,042,556
Mapping & Geographic Information	2,147,232	2,114,989	2,163,006	2,262,521	2,289,365
Planning Services	3,134,873	3,103,930	3,289,646	3,387,881	3,547,273
Transportation & Capital Infrastructure <sup>1</sup>	18,178,320	16,896,107	17,788,028	19,302,996	20,119,645
<b>Total Community Development</b>	<b>\$45,515,284</b>	<b>\$42,617,509</b>	<b>\$44,737,149</b>	<b>\$48,850,562</b>	<b>\$50,222,934</b>

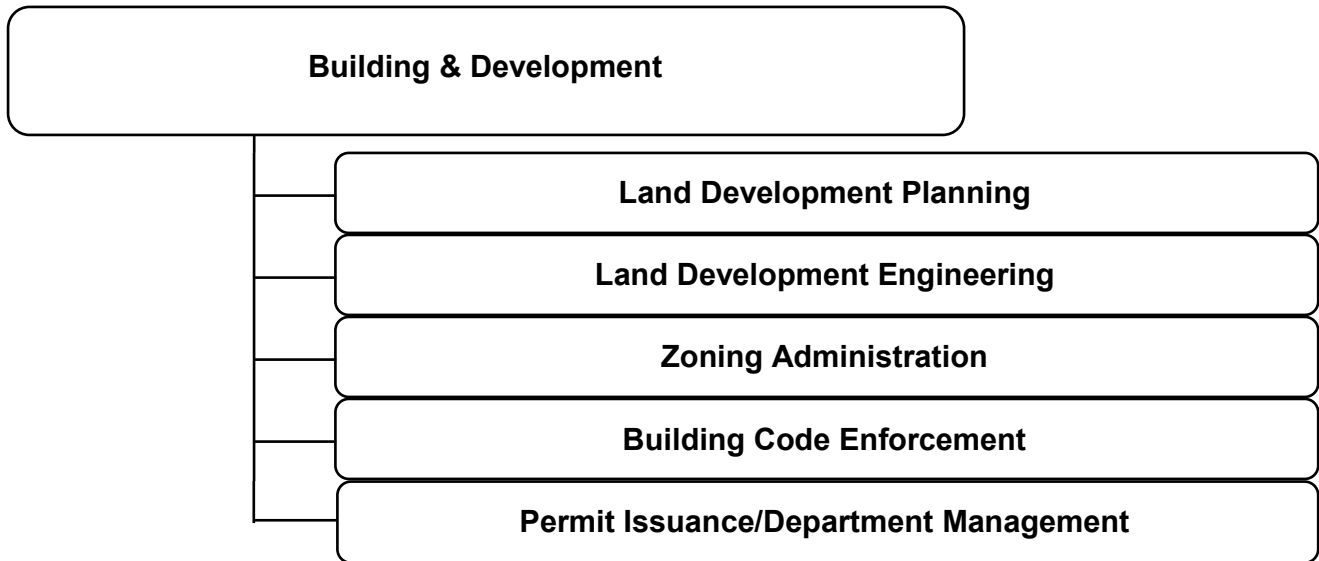
<sup>1</sup> In FY 2013, the Department of Transportation & Capital Infrastructure (DTCI) was established by merging the majority of the Capital Construction Division, formerly part of the Department of Construction and Waste Management (DCWM), with the Office of Transportation Services. The expenditure history of the departments has been combined in the above table.



---

---

## Building & Development





## **Building & Development**

### **Mission Statement**

Building and Development ensures the public's safety and welfare during the design and construction phases of public and private structures in the County by enforcing Best Engineering Practices and the Virginia Uniform Statewide Building Code. The Department enhances the quality of life for all citizens through developing, administering and enforcing the County Zoning Ordinances, the Land Subdivision Ordinance, the Facilities Standards Manual, and other construction standards and ordinances.

### **Description**

Building and Development oversees all phases of new land development throughout the County, including the review/approval of subdivision plans, construction plans, site plans, building plans, all construction related inspections, final occupancy inspections, as well as the issuance of County building, zoning, and grading permits. The Department is also responsible for managing construction sites through its Erosion and Sediment Control Enforcement Program, enforcing the County's Zoning Ordinance through its Inspections/Enforcement Program, and managing public improvements through its Bonding Program and Quality Assurance Team. Other programs managed by the Department include: Proffer Management; management of water resources through its well monitoring program; and implementing strategic Board of Supervisors (BOS) policies by processing amendments to the County's Zoning Ordinance, providing support to the Board of Zoning Appeals, as well as other development ordinances like the Facility Standards Manual (FSM). These services are provided by five Divisions: Land Development Planning/Subdivision, Land Development Engineering, Zoning Administration, Building Code Enforcement, and Permit Issuance/Department Management.

### **Budget Overview**

#### **FY 2014 Issues**

- The Department will continue to implement the priorities set by the Board of Supervisors in the form of processing new Zoning Ordinance Amendments (ZOAMs), including changes to Commercial Districts to promote business friendly activities, and daycare regulations.
- The Department will also continue to implement the priorities set by the Board of Supervisors in the form of processing Development Ordinance Amendments (DOAMs) to the County's Subdivision Ordinance and Facilities Standards Manual. This is being undertaken to improve efficiencies in the Land Development process while ensuring the public's safety and welfare.
- The Department must manage a steadily increasing workload and meet timelines in all segments of the Department without over staffing or jeopardizing timelines. It is critical to monitor caseload and timelines to ensure continuous improvements and timeliness in application review is not compromised.
- Continuing to provide technical expertise to develop scenarios to meet the Watershed Implementation Program (WIP) standards for the Chesapeake Bay Cleanup Program remains a priority.
- Additional enforcement will be required for the new Erosion and Sediment Performance Standards promulgated by the Commonwealth of Virginia. This will also require the development of a new process for the Virginia Stormwater Management Program licensing that will be transferred from the State to the County.
- The first phase of e-permitting continues to evolve and will include adding more Trade Contractors and accepting credit cards from all applicants. Currently, 178 trade contractors are using the e-permitting process, which represents 52% of trade permit applications.
- Electronic submission of Land Development Applications including subdivision plans, site plans, and construction plans is a focus of the Department.
- Zoning Ordinance and Statewide Property Maintenance Code (which includes overcrowding issues) continue to necessitate more proactive enforcement efforts other than complaints. Some areas of the County have already been designated for proactive enforcement by the Board of Supervisors.
- The Department must continue an active training program for all Inspectors in Building Code, Zoning, and Erosion and Sediment Control to ensure that these staff members are properly certified and up to date on the tenets of new regulations.
- The processing and approving of County capital construction plans and new schools development, which account for approximately \$700,000 in waived fees, is becoming an increasing portion of staff workload.
- The processing of an increasing estimated number of land development applications in FY 2014 is projected to include approximately 900 of FY 2013's Land Development Applications of all types that will need to be processed in FY 2014 by staff.
- The Department is to continue managing the substantial \$925,000 FEMA contract and developing new County-wide floodplain maps.



## Building & Development

### FY 2014 Major Work Plan Initiatives

- Continue to digitize past and future land development applications, grading and building permits, and performance bonding documents to reduce costs of storage and the need for file room space. This process is also being undertaken to improve the security of those records and enhance retrieval.
- Continue the process of resolving all aging defaulted performance bond agreements (approximately 40) by bringing them current, having them made eligible for release or by calling the agreement and initiating the work.
- Continue an active water quality monitoring effort through the numerous monitoring wells and stream gauging efforts established throughout the County. This is a collaborative effort with United States Geological Services (USGS) and the Commonwealth of Virginia's Department of Conservation and Recreation (VDCR).
- Continue efforts to improve timelines for processing ministerial land development applications by adding additional efficiency measures, with a goal of 100% in meeting or exceeding State mandated timelines.
- Continue implementation of a strong customer assistance program to help applicants navigate the land development process, including the full implementation of a dedicated Business Assistance Team and an Ombudsman for all customers.
- It is anticipated that the Zoning Ordinance Advisory Group will be submitting proposed changes to the Zoning Ordinance as they will become fully functional during FY 2013 and continue their work effort into FY 2014 and beyond. These proposed changes will require staff to prepare an undetermined number of Zoning Amendments (ZOAMs).
- Focus on the anticipated ordinance revisions associated with Phase II of the business friendly ZOAM process as well as projected revisions to the Facility Standards Manual.
- Further implement the Board of Supervisors' policy of encouraging and assisting businesses by remaining a key member of the Business Assistance Team initiative.

### FY 2013 Major Achievements

- Accepted and processed 20% more building/zoning permits over FY 2012, including 57,000 building permits, 7,900 zoning permits, over 172,000 building code inspections, and 10,000 erosion & sediment (E&S) inspections.
- Approved approximately 530 land development applications, subdivisions, and construction/site plans ministerially.
- Began processing 13 Zoning Amendments (ZOAMs) to enact the Board of Supervisors' Strategic Plan and business friendly initiatives as well as implementing the ZOAMs after Planning Commission and Board approval.
- Created and processed, through the Public Review Committee (PRC) and approved by the Planning Commission and Board of Supervisors, major changes to four sections of the Facility Standards Manual (FSM); Preliminary Soil Review; Tree Canopy Requirements; Archeology Research; and Wetlands Delineation. In addition, implementation of the changes has begun which should streamline these portions of the FSM and the rest of the eight chapters of the FSM with the PRC.
- Conducted a bid and selected a contractor to perform the Upper Broad Run Watershed Analysis Study Pilot Program to determine the impact efficiencies of existing E&S programs and to glean information for the implementation of the Watershed Implementation Program (WIP) scenarios.
- Turned over approximately 50 miles of roadway to the State of Virginia Road Maintenance Program, thereby reducing future County liability for maintenance.
- Processed a scope of work with a contractor to remap all floodplains in the County under a multi-year FEMA Grant of \$925,000.
- Completed the residential trade permits' phase of e-permitting.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Building & Development

<b>Departmental Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$18,559,594	\$17,412,914	\$17,993,251	\$19,112,536	\$19,186,260
Operations & Maintenance	1,392,671	1,310,523	1,203,819	1,945,699	2,037,836
Transfer to Central Services Fund	0	0	53,892	0	0
<b>Total Expenditures</b>	<b>\$19,952,265</b>	<b>\$18,723,437</b>	<b>\$19,250,962</b>	<b>\$21,058,235</b>	<b>\$21,224,095</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$9,323,525	\$12,709,634	\$16,733,847	\$16,201,578	\$18,702,786
Fines & Forfeitures	20,824	28,257	37,288	43,500	28,700
Use Of Money & Property	119	0	0	0	0
Charges For Services	46,724	68,406	33,420	46,250	28,130
Miscellaneous Revenue	0	91,032	21	0	0
Federal Categorical Aid	155,026	4,834	16,713	0	0
Other Financing Sources	0	632,891	9,276	0	0
<b>Total Revenues</b>	<b>\$9,546,218</b>	<b>\$13,535,054</b>	<b>\$16,830,565</b>	<b>\$16,291,328</b>	<b>\$18,759,616</b>
<b>Local Tax Funding</b>	<b>\$10,406,047</b>	<b>\$5,188,383</b>	<b>\$2,420,397</b>	<b>\$4,766,907</b>	<b>\$2,464,479</b>
<b>FTE Summary</b>	<b>225.80</b>	<b>205.80</b>	<b>205.80</b>	<b>208.27</b>	<b>208.27</b>

### FY 2014 Board Action

The FY 2014 Adopted Fiscal Plan for the Department of Building and Development includes a decrease in local tax funding of \$2,302,428. Expenditures increased \$165,860; including a total increase in Personnel of \$73,724 due to an increase of \$173,491 in salaries primarily associated with the Board's addition of a 2% merit based increase for employees; offset by a decrease of \$99,767 in fringe benefits due to employee health plan elections; and an increase of \$92,137 in Operations and Maintenance associated with computer equipment needs. Revenues increased \$2,468,288 primarily due to anticipated increases in the number of legislative and development applications as well as increases in the number of inspections conducted.

### Budget History

FY 2011: The Board eliminated 19.00 FTE in the Divisions of Department Management, Planning, Engineering, and Building Code Enforcement and transferred 1.00 FTE to the Department of Management and Financial Services.

FY 2012 Mid-Year: The Board approved 3.00 FTE in Land Development Engineering for the Erosion & Sediment Control Program and eliminated 0.53 FTE from the Environmental Review Program.





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Building & Development

<b>Expenditures by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Land Development Planning	\$1,495,061	\$1,479,787	\$1,626,377	\$1,710,652	\$1,691,048
Land Development Engineering	6,169,941	5,730,087	5,935,910	6,730,233	6,790,342
Zoning Administration	2,531,362	2,474,732	2,515,319	2,691,638	2,689,924
Building Code Enforcement	6,735,822	6,387,421	6,403,443	6,985,536	7,073,605
Permit Issuance/Department Management	3,020,079	2,651,410	2,769,913	2,940,176	2,979,176
<b>Total Expenditures</b>	<b>\$19,952,265</b>	<b>\$18,723,437</b>	<b>\$19,250,962</b>	<b>\$21,058,235</b>	<b>\$21,224,095</b>

<b>Revenues by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Land Development Planning	\$309,138	\$604,109	\$808,257	\$1,292,924	\$1,141,711
Land Development Engineering	1,545,144	2,677,200	2,825,316	3,231,604	3,452,652
Zoning Administration	155,966	431,204	667,162	1,356,022	689,624
Building Code Enforcement	5,416,292	6,818,370	8,595,541	7,978,179	9,895,722
Permit Issuance/Department Management	2,119,678	3,004,171	3,934,289	2,432,599	3,579,907
<b>Total Revenues</b>	<b>\$9,546,218</b>	<b>\$13,535,054</b>	<b>\$16,830,565</b>	<b>\$16,291,328</b>	<b>\$18,759,616</b>

<b>Local Tax Funding by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Land Development Planning	\$1,185,923	\$875,678	\$818,120	\$417,728	\$549,337
Land Development Engineering	4,624,797	3,052,887	3,110,594	3,498,629	3,337,690
Zoning Administration	2,375,396	2,043,528	1,848,157	1,335,616	2,000,300
Building Code Enforcement	1,319,530	(430,949)	(2,192,098)	(992,643)	(2,822,117)
Permit Issuance/Department Management	900,401	(352,761)	(1,164,376)	507,577	(600,731)
<b>Total Local Tax Funding</b>	<b>\$10,406,047</b>	<b>\$5,188,383</b>	<b>\$2,420,397</b>	<b>\$4,766,907</b>	<b>\$2,464,479</b>

<b>Staffing Summary by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Land Development Planning	17.00	16.00	17.00	17.00	17.00
Land Development Engineering	63.80	59.80	59.80	62.27	62.27
Zoning Administration	28.00	27.00	27.00	27.00	27.00
Building Code Enforcement	80.00	71.00	71.00	71.00	71.00
Permit Issuance/Department Management	37.00	32.00	31.00	31.00	31.00
<b>Total FTE</b>	<b>225.80</b>	<b>205.80</b>	<b>205.80</b>	<b>208.27</b>	<b>208.27</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## **Building & Development Land Development Planning**

### **Program Goal and Service Description**

The Land Development Planning Division provides technical review and oversight of land development applications related to the subdivision of property within Loudoun County. Such reviews ensure conformance with adopted County, State and Federal Regulations. Land development planners review subdivision applications and manage major development projects to ensure compliance with policies and regulations adopted by the Board of Supervisors. Additionally, staff responds to citizen concerns and questions related to specific applications and projects; interprets ordinances; and explains the County's land use regulations and responds to general land use questions. The Division maintains the County's land development application files and provides referral comments on legislative applications. Further, the Division also manages the County's Performance Bond and Grading Bond Program.

### **Budget Overview**

#### **FY 2014 Issues**

- The number of land development application submissions is expected to continue to increase.
- The Division anticipates providing support to amendments to the Facility Standards Manual as well as serving a major role in amendments to the Subdivision Ordinance.
- Customer service inquiries have significantly increased over the last couple of years, which is a trend that anticipated to continue.
- With an expected increase in development in the upcoming years, workload associated with performance bond management is projected to increase.

#### **FY 2014 Major Work Plan Initiatives**

- Resolve all aging, defaulted bond agreements (approximately 40) by having them made current, eligible for release or by calling the agreement.
- Continue digitizing all land development applications to reduce costs and need for file room space.
- Participate in the Business Assistance Team (BAT) to implement the Board's direction of encouraging and assisting businesses that wish to locate in Loudoun County.
- Continuously meet County timelines for processing land development applications.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,467,680	\$1,436,086	\$1,577,332	\$1,642,528	\$1,618,282
Operations & Maintenance	27,381	43,701	49,045	68,124	72,766
<b>Total Expenditures</b>	<b>\$1,495,061</b>	<b>\$1,479,787</b>	<b>\$1,626,377</b>	<b>\$1,710,652</b>	<b>\$1,691,048</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$307,375	\$603,260	\$807,812	\$1,292,924	\$1,141,711
Charges For Services	1,763	849	445	0	0
<b>Total Revenues</b>	<b>\$309,138</b>	<b>\$604,109</b>	<b>\$808,257</b>	<b>\$1,292,924</b>	<b>\$1,141,711</b>
<b>Total Local Tax Funding</b>	<b>\$1,185,923</b>	<b>\$875,678</b>	<b>\$818,120</b>	<b>\$417,728</b>	<b>\$549,337</b>
<b>FTE Summary</b>	<b>17.00</b>	<b>16.00</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Building & Development**  
**Land Development Planning**

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Complete initial setup of all Land Development Applications within five working days.</b>				
• Number of applications set up within 5 working days	n/a	720	713	752
• Percentage of applications set up within 5 working days	n/a	90%	95%	97%
• Total number of land development applications submitted	656	703	750	775
<b>Objective: Improve customer service by returning all hotline calls within one business day.</b>				
• Number of calls returned within one business day	2,968	2,778	3,250	3,465
• Number of hotline calls received per year	2,989	2,800	3,300	3,500
• Percentage of calls returned within one business day	99.00%	99.00%	98.50%	99.00%
<b>Objective: Manage the construction of public improvements through the bonding process.</b>				
• Total number of Extension Agreements submitted	n/a	470	550	600
• Total number of new Agreements submitted	n/a	142	150	160
• Total number of Releases approved	n/a	188	230	240
• Total number of Substitution Agreements approved	n/a	44	30	45
<b>Objective: Provide all review comments within timelines established by the Department.</b>				
• Number of comment letters sent within timelines	n/a	670	750	808
• Number of review comment letters	n/a	760	800	850
• Percentage of comment letters sent within timelines	n/a	88%	94%	95%

---

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



## Building & Development

### Land Development Engineering

#### Program Goal and Service Description

The Land Development Engineering Division 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, other applicable State and Federal regulations, and proffers or conditions of approval negotiated as part of rezoning or special exception application processes. The Division 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 Division 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 sensitive environmental overlay districts. Further, the Division provides support to the Public Review Committee, Water Resources Technical Advisory Committee, Engineers and Surveyors Institute Loudoun Committee, and other groups as required.

#### Budget Overview

##### **FY 2014 Issues**

- In addition to assisting in developing the background data and new standards and strategies for implementation of the Commonwealth's Phase 2 of the Watershed Improvement Program (WIP), staff anticipates receiving the current state responsibility for reviewing and issuing the Virginia Stormwater Management Program (VSMP) permits beginning in 2014, which could have staffing implications.
- Further methods to streamline the processing of land development applications are being evaluated and researched, which is in addition to already outsourcing a large part of the Engineering Division workload.

##### **FY 2014 Major Work Plan Initiatives**

- Coordinate with other Departments to simplify water standards and enforcement, and achieve the greatest efficiency in the planning and regulation of water related issues.
- Achieve improved efficiency in the processing of land development applications by developing the electronic submission and review of plans, and by increasing the use of existing contractual arrangements such as the Engineers and Surveyors Institute.
- Update and continue to adjust as necessary the land development application fee schedule, both to charge applicants directly for the exact effort devoted to their specific applications, and to minimize the amount that must be funded by local tax support.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$5,539,278	\$5,316,116	\$5,527,321	\$5,925,365	\$5,970,874
Operations & Maintenance	630,663	413,971	354,697	804,868	819,468
Transfer to Central Services Fund	0	0	53,892	0	0
<b>Total Expenditures</b>	<b>\$6,169,941</b>	<b>\$5,730,087</b>	<b>\$5,935,910</b>	<b>\$6,730,233</b>	<b>\$6,790,342</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$1,389,918	\$2,019,913	\$2,799,149	\$3,231,604	\$3,452,652
Charges For Services	200	0	178	0	0
Miscellaneous Revenue	0	91,000	0	0	0
Federal Categorical Aid	155,026	4,834	16,713	0	0
Other Financing Sources	0	561,453	9,276	0	0
<b>Total Revenues</b>	<b>\$1,545,144</b>	<b>\$2,677,200</b>	<b>\$2,825,316</b>	<b>\$3,231,604</b>	<b>\$3,452,652</b>
<b>Total Local Tax Funding</b>	<b>\$4,624,797</b>	<b>\$3,052,887</b>	<b>\$3,110,594</b>	<b>\$3,498,629</b>	<b>\$3,337,690</b>
<b>FTE Summary</b>	<b>63.80</b>	<b>59.80</b>	<b>59.80</b>	<b>62.27</b>	<b>62.27</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Building & Development

### Land Development Engineering

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Improve the delivery of needed infrastructure by increasing miles of roadway accepted.</b>				
• Miles of roadway completed and accepted into the State Secondary System annually	41.39	70.47	51.73	53.28
<b>Objective: Meet the state guidelines for Erosion and Sediment Control Permit inspection frequency of one visit every two weeks.</b>				
• Number of active grading permits <sup>1</sup>	429	563	736	758
• Number of Erosion and Sediment Control Permit inspections conducted annually	8,858	10,711	11,806	12,160
• Percentage of inspections conducted on time	97.06%	96.68%	96.00%	97.00%
<b>Objective: Improve citizen satisfaction by reviewing potential Overlot Grading Permit problems with builders, thereby reducing the ratio of homeowner complaints to new home approvals.</b>				
• Number of homeowner complaints	207	174	181	172
• Percentage of homeowner complaints per new home approval	7.54%	3.74%	8.70%	8.26%
<b>Objective: Improve the processing time to approval of Ministerial Land Development applications (LDA) by reducing the processing time for two main types of LDAs: site plans (STPLs) and construction plans and profiles (CPAPs).</b>				
• Average number of days to process CPAPs	56.75	71.75	70.00	70.00
• Average number of days to process STPLs	59.75	47.75	50.00	50.00
• Number of CPAPs	96	86	105	111
• Number of site plans submitted (initial submissions only) <sup>2</sup>	108	202	186	197

<sup>1</sup> The increase of grading permits in FY 2013 and FY 2014 is due to the improved economy and the elimination of "agreements in lieu of plans" which requires individual property owners disturbing over 5,000 square feet to get grading permits starting in FY 2013.

<sup>2</sup> The number of site plans submitted includes Site Plan Amendments (SPAMs) beginning in FY 2012.



## **Building & Development Zoning Administration**

### **Program Goal and Service Description**

The Zoning Administration Division administers and enforces the zoning requirements and proffer language adopted by the Board of Supervisors by updating the Zoning Map, responding to referrals on legislative applications and proffer amendments from the Department of Planning Services, and land development applications from the Land Development Engineering Division. Staff enforces Zoning Ordinances and the Virginia Maintenance Code by educating the public and, where necessary, issuing notices of violation to secure compliance with applicable ordinances and proffers, which may include legal prosecution. Enforcement staff also conducts proactive enforcement initiatives as instructed by the Board of Supervisors and is tasked to coordinate and manage the Sign Collection program. The Division provides support to the Board of Supervisors by preparing and presenting amendments to the Revised 1993 Zoning Ordinance, processing proffer appeals/determinations, and responding to citizen inquires (ZCORs) in writing by email or by telephone. The Division also supports the Board of Zoning Appeals by processing and presenting applications for variances, special exceptions and appeals as mandated by the State Code.

### **Budget Overview**

#### **FY 2014 Issues**

- Zoning Administration must balance its support of Board initiatives, reflected in the Strategic Plan, while processing quality legislative and increasingly complex ministerial referrals which can limit the number of projects staff is able to complete.
- Staff will continue professional development in an effort to retain professional certifications and to keep informed of new ideas, approaches, and trends impacting the practice of zoning administration.
- Enforcement staff will strive to maintain a balanced approach to responding to citizen filed complaints (Zoning and Property Maintenance Code) in a timely manner while continuing the Proactive Enforcement Program within the Sterling residential areas.
- Staff will continue to supervise and monitor the Board initiated sign collection program.
- The Division will continue to address citizen complaints regarding residential overcrowding within the County while closely working with the Town of Leesburg to assist with enforcement of the overcrowding section of the Virginia Property Maintenance Code.
- The administration of multiple Zoning Ordinances, i.e. 1972, 1993, and 1993 revised continues to be a challenge.

#### **FY 2014 Major Work Plan Initiatives**

- Continue to implement enforcement programs initiated by the Board of Supervisors and continue to respond to citizen complaints within approved guidelines.
- Continue to support Board of Supervisors' Strategic Plan initiatives by managing several ZOAMs, including revising the zoning amendment and special exception process, the Commercial and Industrial Regulations, reclassification of special exception uses and the Route 28 project.
- Revise the Zoning Ordinance to reflect changes to the Code of Virginia.
- Continue to support the ongoing effort to use proffer funds for capital improvements and transportation projects by identifying potential funds and issuing determinations regarding the use of the funds.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Building & Development  
Zoning Administration**

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$2,422,666	\$2,366,584	\$2,413,115	\$2,566,340	\$2,568,369
Operations & Maintenance	108,696	108,148	102,204	125,298	121,556
<b>Total Expenditures</b>	<b>\$2,531,362</b>	<b>\$2,474,732</b>	<b>\$2,515,319</b>	<b>\$2,691,638</b>	<b>\$2,689,924</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses <sup>1</sup>	\$134,592	\$331,466	\$629,728	\$1,311,802	\$660,924
Fines & Forfeitures	20,824	28,257	37,288	43,500	28,700
Use Of Money & Property	119	0	0	0	0
Charges For Services	431	29	146	720	0
Miscellaneous Revenue	0	14	0	0	0
Other Financing Sources	0	71,438	0	0	0
<b>Total Revenues</b>	<b>\$155,966</b>	<b>\$431,204</b>	<b>\$667,162</b>	<b>\$1,356,022</b>	<b>\$689,624</b>
<b>Total Local Tax Funding</b>	<b>\$2,375,396</b>	<b>\$2,043,528</b>	<b>\$1,848,157</b>	<b>\$1,335,616</b>	<b>\$2,000,300</b>
<b>FTE Summary</b>	<b>28.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>

<sup>1</sup> In FY 2013, zoning permit revenue was erroneously reflected in the Zoning Administration Division, for which it should have been included in the Permit Issuance Division.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Building & Development Zoning Administration

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: To complete site plan referrals within 4 weeks.</b>				
• Average number of days to provide site plan referral	17	17	17	17
• Number of site plans submitted (includes initial and subsequent)	287	377	350	400
• Site plan referrals provided within established timeframe	88%	90%	88%	93%
<b>Objective: Enforce provisions of the Zoning Ordinance and Property Maintenance Code in accordance with established Board of Supervisor's policy.</b>				
• Complaint inspections conducted within 48 hours	90%	94%	90%	93%
• Number of complaints received	825	669	600	650
• Percent of complaints received with resulting violation	n/a	87%	30%	70%
• Percentage of violations abated	90%	95%	90%	93%
• Proactive inspections in Board initiated target enforcement	12,612	9,883	9,000	9,000
• Total number of inspections conducted	5,877	4,403	4,500	4,500
<b>Objective: Improve timelines for legislative referrals by providing referrals within 30 days.</b>				
• Average number of days to provide legislative referrals	17.75	21.50	40.00	30.00
• Number of legislative pre-applications	100	96	110	200
• Number of legislative referral applications	193	191	210	300
• Percentage of referrals provided within timeline	86%	91%	86%	88%
<b>Objective: Provide support to the Board of Zoning Appeals (BZA) by processing appeals and variances within the state-mandated 90 day guidelines.</b>				
• Average number of days to process BZA applications	68	60	60	60
• Number of BZA applications	8	7	10	8
• Percentage of appeals and variances responded to within State mandated guidelines	100%	100%	100%	100%
<b>Objective: Respond to written correspondence within 4 weeks.</b>				
• Average number of days to provide zoning correspondence	24	30	30	30
• Correspondences provided within established timeframes	72%	82%	75%	90%
• Number of Zoning correspondence requests	248	202	300	300

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





Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Building & Development**  
**Zoning Administration**

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: To ensure that Proffers and Bonds are managed in a timely and efficient manner, within established 60- 90 day timeframe.</b>				
• Average number of days to process appeals	n/a	n/a	120	90
• Average number of days to provide Proffer determinations	n/a	n/a	30	30
• Number of Proffer appeals received	n/a	n/a	6	4
• Number of Proffer determinations received	n/a	n/a	40	45
• Proffer determinations responded to w/n established time frame	n/a	n/a	80%	80%

---

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



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## **Building & Development Building Code Enforcement**

### **Program Goal and Service Description**

The Building Code Enforcement Division protects the public's health, safety and welfare through enforcement of the minimum structural, electrical, mechanical, plumbing, gas and fire protection standards of the Virginia Uniform Statewide Building Code. Code enforcement is only one of many steps in the building construction process, dealing specifically with reviewing building construction plans and specifications, issuing building construction permits, performing critical building construction inspections, and ensuring building code compliance.

### **Budget Overview**

#### **FY 2014 Issues**

- The current level of personnel has a capacity to conduct up to 4,400 inspections per inspector per year; however, based on the upward trends in the number of inspections for FY 2012 and the first quarter of FY 2013, the anticipated future workload may require additional personnel to ensure that inspections continue to take 18 minutes to avoid impacting the quality of inspections.
- The State Building Code requires staff to take continuing education courses, training, and certification requirements which reduces the amount of time available for field inspections.
- Inspections and workload are impacted by larger homes, new technologies, and additional inspection requirements that demand extra time per inspection, which may reduce the number of inspections per inspector.

#### **FY 2014 Major Work Plan Initiatives**

- Successfully train and retain qualified staff in order to meet State requirements for recertification.
- Refine present systems to minimize the time required to address customer complaints for owners demanding greater levels of attention.
- Reduce the backlog of open permits by developing and implementing an automated activity screening program.
- Provide Code Enforcement Inspectors with modern, faster processing field computing devices (i.e. notebooks/tablets). These units would replace the aged Toughbook units that have reached their end of life expectancy cycle. In conjunction with the expected roll out of the Web LMIS Software Application in FY 2013, the staff will have the ability to access the Loudoun County LMIS application using a Wireless Internet Browser thus leading to an increase in customer contact, real time Management reporting, and efficient information processing in support of Loudoun County residents.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$6,163,962	\$5,691,015	\$5,770,862	\$6,119,110	\$6,136,747
Operations & Maintenance	571,860	696,406	632,581	866,426	936,858
<b>Total Expenditures</b>	<b>\$6,735,822</b>	<b>\$6,387,421</b>	<b>\$6,403,443</b>	<b>\$6,985,536</b>	<b>\$7,073,605</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$5,416,292	\$6,818,370	\$8,595,541	\$7,978,179	\$9,895,722
<b>Total Revenues</b>	<b>\$5,416,292</b>	<b>\$6,818,370</b>	<b>\$8,595,541</b>	<b>\$7,978,179</b>	<b>\$9,895,722</b>
<b>Total Local Tax Funding</b>	<b>\$1,319,530</b>	<b>\$(430,949)</b>	<b>\$(2,192,098)</b>	<b>\$(992,643)</b>	<b>\$(2,822,117)</b>
<b>FTE Summary</b>	<b>80.00</b>	<b>71.00</b>	<b>71.00</b>	<b>71.00</b>	<b>71.00</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Building & Development**  
**Building Code Enforcement**

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Improve construction plans turnaround time and work with the private sector to limit average number of times plans are returned for review.</b>				
• Average number of times plans are reviewed prior to approval	1.20	1.20	1.20	1.20
• Number of plans submitted for review	8,794	11,713	10,900	12,000
• Percentage of plans reviewed within 10 working days	98%	98%	98%	98%
<b>Objective: Improve inspection services by completing the mobilization of inspectors and maintaining an average of no less than 18 minutes per inspection.</b>				
• Average minutes per inspection (minutes:seconds)	21:18	17:58	18:00	18:00
• Cross-trained inspectors	36%	37%	36%	37%
• Number of failed inspections	41,551	44,505	44,000	46,000
• Number of inspections performed	142,900	165,917	172,500	171,000
• Number of inspectors	38.00	37.50	38.00	38.00
<b>Objective: Resolve Building Code-related complaints and respond to inquiries in a timely manner.</b>				
• Number of code-related inquiries per year	1,555	2,108	1,650	2,200
• Number of complaints received per year	166	176	110	181
• Percentage of complaints resolved within 10 working days	73%	72%	72%	72%
• Percentage of complaints responded to within 24 hours	98%	98%	98%	98%



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**Building & Development  
Permit Issuance/Department Management**

**Program Goal and Service Description**

Permit Issuance and the Department Management Division issue: building permits for the entire County; Zoning and Grading Permits for property located outside the incorporated towns; collects proffers attached to new construction; and performs the administrative services for the Department of Building and Development. Furthermore, administrative services performed for the Department include purchasing supplies and services, accounts payable, human resources, payroll services, maintaining the County Zoning Map, LMIS functions, providing administrative support to the Board of Zoning Appeals, budget preparation, and monitoring expenditures.

**Budget Overview**

**FY 2014 Issues**

- An increasing number of permits issued combined with additional State erosion and sediment and building code requirements will challenge staff to increase the use of technology for improved efficiency.
- Zoning Ordinance changes, especially relating to improving business related services, will make zoning permit issuance more time consuming in order to maintain a high level of accuracy.

**FY 2014 Major Work Plan Initiatives**

- Complete work to open e-permitting system to the public for online application and issuance of permits.
- Expand credit card payment method from e-permitting to front counter payment to better serve customers.
- Maintain a high level of customer service while implementing new State building code requirements.
- Guide existing and new small businesses through the County's development and permitting process.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$2,966,008	\$2,603,113	\$2,704,621	\$2,859,193	\$2,891,988
Operations & Maintenance	54,071	48,297	65,292	80,983	87,188
<b>Total Expenditures</b>	<b>\$3,020,079</b>	<b>\$2,651,410</b>	<b>\$2,769,913</b>	<b>\$2,940,176</b>	<b>\$2,979,176</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$2,075,348	\$2,936,625	\$3,901,617	\$2,387,069	\$3,551,777
Charges For Services	44,330	67,528	32,651	45,530	28,130
Miscellaneous Revenue	0	18	21	0	0
<b>Total Revenues</b>	<b>\$2,119,678</b>	<b>\$3,004,171</b>	<b>\$3,934,289</b>	<b>\$2,432,599</b>	<b>\$3,579,907</b>
<b>Total Local Tax Funding</b>	<b>\$900,401</b>	<b>\$(352,761)</b>	<b>\$(1,164,376)</b>	<b>\$507,577</b>	<b>\$(600,731)</b>
<b>FTE Summary</b>	<b>37.00</b>	<b>32.00</b>	<b>31.00</b>	<b>31.00</b>	<b>31.00</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Building & Development**  
**Permit Issuance/Department Management**

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Issue permits requiring plans review over the counter and via the internet.<sup>2</sup></b>				
• Number of Building/Zoning permits issued	40,348	48,591	40,000	50,000
• Number of waived permits issued	11,958	14,283	12,000	14,500
• Percentage of e-permitting programming completed	99%	99%	100%	100%
<b>Objective: Achieve 100% of all calls being answered within 20 seconds</b>				
• Average number of phone calls per day	141.50	185.25	200.00	210.00
• Average number of seconds callers are on hold	11.75	17.25	12.00	12.00
• Percentage of calls answered within 20 seconds	n/a	n/a	99%	99%
<b>Objective: Manage proffer collection linked to development projects.</b>				
• Value of cash proffers collected with zoning permits	\$12,805,514	\$29,661,200	\$20,000,000	\$30,000,000

---

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

<sup>2</sup> Approximately 50 % of trade permits are issued via e-permitting.





---

---

## Economic Development

**Economic Development**

**Economic Development**



## Economic Development

### Mission Statement

The Department of Economic Development provides excellent customer focused economic development services to attract, grow and retain targeted businesses and to promote entrepreneurship, in order to diversify and strengthen Loudoun's economy.

### Description

The Department's work is guided by the policies set forth in the County's Revised General Plan, and by the Economic Development Strategic Plan, adopted by the Board of Supervisors in 2004. The Economic Development Strategic Plan identifies five goals which are implemented with the assistance of the Department's community and regional partners. The goals are: to become a recognized center for innovation, offer a prosperous business environment, provide a favored visitor destination, create a high quality of place, and contribute to the County's sound fiscal health.

To accomplish the Department's mission and strategic goals, the Department's business plan includes the following initiatives:

- Recruit new companies in targeted sectors.
- Expand, retain and grow existing businesses, small businesses and entrepreneurship.
- Promote existing rural businesses and their products to consumers and the public.
- Ensure diversification of targeted sectors and commercial product types.
- Create, market and communicate Loudoun's economic development message to appropriate audiences using a diverse array of media and communication vehicles.
- Develop relevant research and data about Loudoun's economy, businesses and workforce.
- Partner with public and private organizations and the business community.
- Build and sustain a positive team oriented environment that supports staff growth, development and organizational excellence.

### Budget Overview

#### **FY 2014 Issues**

- While the national economy continues to struggle with high unemployment and declining housing prices, Loudoun's unemployment rate is 3.6% as of April 2013. Loudoun's unemployment rate has been consistently below the rate for the nation, Virginia and Northern Virginia.
- Lack of affordable housing negatively impacts availability of certain segments of the workforce in Loudoun County.
- Sequestration and uncertainty about the direction of federal government spending have slowed the growth in federal government contracting and aerospace, which are both targeted clusters.
- High vacancy rates in Northern Virginia, particularly in Fairfax County, and the lack of contiguous office space over 100,000 square feet in Loudoun, make attracting significant new office tenants to Loudoun a challenge.
- While Loudoun's highly skilled workforce (59% with Bachelor's degree) attracts businesses to Loudoun, some companies are reluctant to invest in Loudoun due to the low unemployment rate (3.6%) and the potential limited availability of a highly trained and educated workforce.
- Small businesses continue to dominate Loudoun's economy (87% of Loudoun's businesses have less than 20 employees). Continued County support of the Small Business Development Center, Mason Enterprise Center and other small business and entrepreneurship efforts is needed to help expand this important sector of Loudoun's economy.
- The Department's advertising budget is not sufficient to enable the Department to leverage marketing opportunities such as print ads that are larger and additional electronic advertising on Google, Facebook and LinkedIn, which drives traffic to the website.
- Implementation of recommendations of the Rural Business Development Strategy will require additional resources to leverage private, state and federal grants.
- The agricultural sector in Loudoun County is mirroring the national trend with an increase in the total number of farms, but a decrease in the average farm size, trending toward smaller scale, higher value production with accessory value added processing. Financing and credit are becoming less available on land for farming for those moving operations from leased property.

#### **FY 2014 Major Work Plan Initiatives**

- Increase qualified prospects by maintaining cluster strategy, researching industry vertical publications in order to identify and subsequently contact uncovered prospects, increasing attendance at cluster study events, researching specific geographies where cluster participants would benefit by moving to Loudoun and continuing to look at international opportunities especially in Europe.
- Implement marketing plan; a major focus of which is to leverage social media to disseminate news stories in order to raise awareness of the advantages of Loudoun as a business location.
- Partner with Metropolitan Washington Airports Authority (MWAA) and Virginia Economic Development Partnership (VEDP) to expand cargo infrastructure and related commercial facilities in and around Dulles Airport.





## Economic Development

- Develop, monitor and report real estate intelligence by holding four roundtable discussions with brokers and developers.
- Expand and implement the Department's small business and entrepreneurial program by engaging partner organizations in an effort to provide the tools necessary to start and grow small business in the County.
- Expand and implement the Department's business retention program, including the development of a robust existing business visitation program utilizing partnership organizations and local leadership in order to retain and grow the existing commercial tax base in the County.
- Develop business development action plan to capitalize on the findings of the cluster study research study.
- Implement recommendations from the Sustainable Energy Task Force that have an impact on business development.
- Increase the farm to school/institution program by one new institution sign up per year.
- Implement Board of Supervisor approved Phase I recommendations from the Rural Economic Business Development Strategy by spring 2014.

### FY 2013 Major Achievements

- Attracted and/or expanded the following companies: Eastern Automotive Group, IGate Corporation, Equinix, Digital Realty and Cavalier Logistics.
- Attracted 926,300 square feet of space from companies in the targeted business clusters as of March 30, 2012, including: Amazon (expansion), Rackspace and Codero Hosting.
- Proactively engaged a wide range of national site selector professionals and logistics developers at events such as CoreNet and NAIOP, business development trips to New York and west coast cities, and a familiarization tour of Loudoun utilizing assets provided by the Washington Redskins partnership.
- Worked with 139 prospects; of which 43 were categorized as "wins" as of March 30, 2012.
- Produced the Department's first printed annual report, which was distributed to key stakeholders and an electronic version was made available to the public on the website.
- Leveraged marketing partnership with the Washington Redskins for business retention and recruitment purposes with representatives from more than 50 companies attending events provided by this partnership.
- Marketing agreement with the Washington Redskins allowed the Department to put economic development messages in front of fans who watched Redskins TV, listened to Redskins radio shows, viewed the Redskins' website, read the Redskins' newsletter and saw the jumbotron ad at the November 4, 2012 game.
- Launched an advertising campaign that reached thousands of potential business contacts across the U.S. and abroad through printed publications and social media.
- Produced short YouTube videos to enhance the effectiveness of marketing activities.
- Achieved high-visibility articles in important local and national media that increased awareness of the Department's work and the advantages of Loudoun County as a business location.
- Managed the Sustainable Energy Task Force and produced a final report of recommendations.
- In coordination with a stakeholder group including developers, engineers and brokers, the Fast Track process (launched August 1, 2012) has been updated to further encourage new commercial development.
- Established a cross-departmental Business Assistance Team (BAT), to assist businesses through the county processes including: business licenses, zoning verification, permitting, etc.
- Completed re-organization of the department with the hiring of three (3) Board approved business development positions.
- Established the Loudoun Sourcelink website by compiling more than 40 resource partners which provide direct assistance to entrepreneurs at any stage of their growth and development.
- Produced a "start-up checklist" which provides step by step instructions to help new businesses negotiate the necessary steps in establishing their company.
- Completed the Rural Economy Business Development Strategy and presented it to the Board of Supervisors.
- Worked with an economic development consulting firm to conduct a cluster study to identify industry sectors of opportunity for business development efforts.
- Developed a product brand for Loudoun farms and farm products. Rebranded, redesigned and launched the new [www.loudounfarms.org](http://www.loudounfarms.org) website.
- Facilitated the creation of the Loudoun County Equine Alliance.
- Produced a newsletter for Loudoun's agribusiness community, which was mailed to 3,000 rural economy producers in the fall along with two email editions produced in the winter.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Economic Development

<b>Departmental Financial Summary<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,616,705	\$1,414,326	\$1,543,562	\$2,033,021	\$2,188,962
Operations & Maintenance	485,889	364,720	701,945	805,908	853,594
<b>Total Expenditures</b>	<b>\$2,102,594</b>	<b>\$1,779,046</b>	<b>\$2,245,507</b>	<b>\$2,838,929</b>	<b>\$3,042,556</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$5,816	\$7,758	\$14,664	\$13,305	\$15,096
Recovered Costs	307,465	140,000	0	0	0
Other Financing Sources	140,087	85,555	556,642	537,997	446,207
<b>Total Revenues</b>	<b>\$453,368</b>	<b>\$233,313</b>	<b>\$571,306</b>	<b>\$551,302</b>	<b>\$461,303</b>
<b>Local Tax Funding</b>	<b>\$1,649,226</b>	<b>\$1,545,733</b>	<b>\$1,674,201</b>	<b>\$2,287,627</b>	<b>\$2,581,253</b>
<b>FTE Summary</b>	<b>17.77</b>	<b>16.77</b>	<b>17.77</b>	<b>20.77</b>	<b>21.77</b>

### FY 2014 Board Action

The FY 2014 Adopted Fiscal Plan for the Department of Economic Development includes an increase of \$293,626 in local tax funding. The increase in expenditures of \$203,627 is comprised of the following: \$118,367 in salaries, \$37,574 in fringe benefits, \$38,607 in contractual services, \$17,956 in internal services, \$2,246 in materials and supplies, \$1,890 in travel, \$13,987 in miscellaneous operations and a decrease of \$27,000 in contributions to other entities. Included in the increase are 1.00 FTE and \$62,677 for a Rural Business Development Assistant, \$27,000 in operating funds for the implementation of the Rural Economic Business Development Strategy (REBDS) and the combination of the budgets for the Economic Development Commission (EDC) and Rural Economic Development Commission (REDC) with the Department. Personnel expenditures also increased due to the Board's addition of a 2% merit increase for employees. Revenues decreased by \$89,999 due to reallocation of Restricted Use Transient Occupancy Tax revenue that formerly went to the Department as a stipulation of the County's Memorandum of Understanding with Visit Loudoun.

### Budget History

FY 2011: The Board eliminated 1.00 FTE, the Agricultural Marketing Manager.

FY 2012: The Board added 1.00 FTE for a Business Retention Manager.

FY 2013: The Board added 3.00 FTE for Business Development Managers.

<sup>1</sup> Expenditures for the Economic Development Commission (EDC) and Rural Economic Development Commission (REDC) are now combined with the Department. Prior years also reflect the combined expenditures.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

## Economic Development

<b>Expenditures by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Economic Development	\$2,102,594	\$1,779,046	\$2,245,507	\$2,838,929	\$3,042,556
<b>Total Expenditures</b>	<b>\$2,102,594</b>	<b>\$1,779,046</b>	<b>\$2,245,507</b>	<b>\$2,838,929</b>	<b>\$3,042,556</b>

<b>Revenues by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Economic Development	\$453,368	\$233,313	\$571,306	\$551,302	\$461,303
<b>Total Revenues</b>	<b>\$453,368</b>	<b>\$233,313</b>	<b>\$571,306</b>	<b>\$551,302</b>	<b>\$461,303</b>

<b>Local Tax Funding by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Economic Development	\$1,649,226	\$1,545,733	\$1,674,201	\$2,287,627	\$2,581,253
<b>Total Local Tax Funding</b>	<b>\$1,649,226</b>	<b>\$1,545,733</b>	<b>\$1,674,201</b>	<b>\$2,287,627</b>	<b>\$2,581,253</b>

<b>Staffing Summary by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Economic Development <sup>1</sup>	17.77	16.77	17.77	20.77	21.77
<b>Total FTE</b>	<b>17.77</b>	<b>16.77</b>	<b>17.77</b>	<b>20.77</b>	<b>21.77</b>

<sup>1</sup> In FY 2014, the Board added 1.00 FTE for a Rural Business Development Assistant as part of the implementation of the Rural Economic Business Development Strategy (REBDS).



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Economic Development

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Maintain and support a prosperous business environment by executing business retention, expansion and attraction programs.</b>				
• Customer service satisfaction rating	n/a	n/a	90.00%	91.00%
• Members of DED-supported rural associations/groups	n/a	546	575	595
• Number of current active prospects in pipeline	79	142	150	180
• Number of rural business development educational events	n/a	9	5	7
• Number of visits to existing businesses to build new/renew relationships	339	367	350	400
• Ombudsman assistance (total number of projects, including rural)	83	88	90	100
• Ombudsman assistance (total square footage for new construction)	n/a	n/a	3,000,000	3,375,000
• Ombudsman assistance (total square footage for tenant upfit)	n/a	n/a	1,000,000	1,125,000
• Percentage increase in small businesses	n/a	n/a	5.00%	5.00%
• Percentage of existing business issues resolved	n/a	n/a	75.00%	75.00%
• Website visits (biz.loudoun.gov) <sup>2</sup>	221,823	68,344	52,000	35,000
<b>Objective: Contribute to Loudoun's sound fiscal health.</b>				
• Commercial vacancy rate (excluding retail)	n/a	12.60%	10.00%	10.00%
• New and retained jobs by projects (announced)	n/a	n/a	1,350	1,400
• New capital investment (announced; in millions)	n/a	n/a	\$290	\$290
<b>Objective: Make Loudoun a favored visitor destination by marketing and promoting rural events.</b>				
• Promotion events/campaigns	3	3	3	4
• Rural unique website user sessions (loudounfarms.org)	n/a	n/a	39,000	45,000
• Sales from select direct market products	n/a	\$3,450,000	\$3,750,000	\$3,950,000
<b>Objective: Drive to be a recognized center for innovation by developing industry clusters.</b>				
• Associated square footage for cluster sector companies announced	2,287,331	2,398,926	1,500,000	2,000,000
• Forums and events attended to develop targeted clusters	149	139	75	100
• International program - number of qualified prospects	10	12	12	15

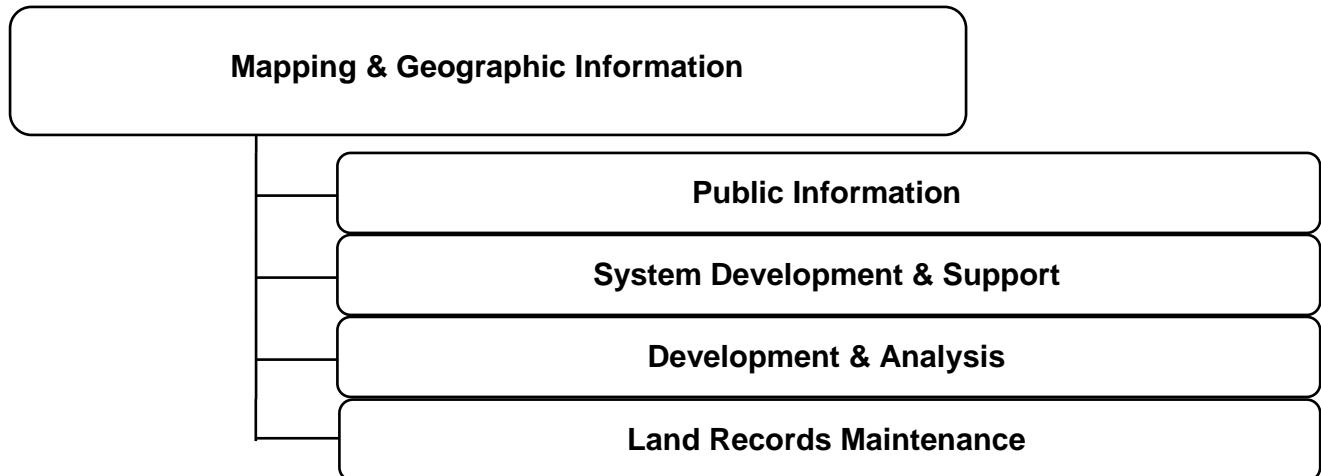
<sup>1</sup> Measures with an n/a were new for the year in which numerical data begins.

<sup>2</sup> In FY 2011, website visits were not being counted correctly causing a large fluctuation that does not accurately represent individual website visits. For subsequent years the problem has been corrected. FY 2011 and FY 2012 also capture visits to loudounfarms.org which were not being tracked separately.



---

## Mapping & Geographic Information





## Mapping & Geographic Information

### Mission Statement

The mission of the Office of Mapping & Geographic Information is to improve the efficiency and effectiveness of Loudoun County Government by providing core services on the County's Geographic Information System to ensure current and accurate land related information for County government agencies, residents and businesses.

### Description

The Office of Mapping and Geographic Information provides centralized Geographic Information System (GIS) services to County departments, the public and the private sector. While the Office does make a large number of maps to assist the Board and other departments, the vast majority of the work involves creating, maintaining, managing, and distributing data. GIS's qualitative benefits improve collaboration, allow for better decision making and more efficient business processes. County staff, with the assistance of GIS, is able to view placement of emergency vehicles for 911 calls, conduct planning studies, analyze transportation data, manage floodplains, and perform many other services. County staff also has access to the Office's web mapping system including intranet mapping programs for the County's building inspectors, assessors, and the Emergency Operations Center (EOC). The public users, many of whom are in the real estate industry, access the County's mapping site about 1,600 times per day. The Department is able to accomplish its mission through four distinct programs: Public Information, System Development and Support, Development and Analysis, and Land Records Maintenance.

### Budget Overview

#### **FY 2014 Issues**

- The GIS industry is focusing on mobile applications that make staff more efficient and improve services to the public, but developing mobile applications for multiple platforms requires that staff learn several new technologies.
- The Office will need to maintain GIS support for the existing Computer Aided Dispatching (CAD) system while implementing the mapping components of the new CAD system.
- The demand for web mapping sites is growing and will have to be met with existing staff.

#### **FY 2014 Major Work Plan Initiatives**

- Implement the GIS component of a new CAD System including mobile and the regional street centerline.
- Continue to expand the County's contribution to the National Capital Region Geospatial Data Exchange (NCR GDX) Hub for public safety. The NCR GDX is a web portal for discovering and sharing GIS and other data to plan and help manage emergencies. Loudoun is a partner with every other county in the National Capital area, the District of Columbia, the states of Maryland and Virginia, all branches of the military, and many federal agencies.

#### **FY 2013 Major Achievements**

- Developed a mobile damage assessment application for the EOC.
- Developed a land cover detection process that has been used for open-space easement monitoring and other programs.
- Completed phase one of the Loudoun's portion of the NCR GDX Hub.
- Created a Sheriff's facility locator application for the public.
- Provided extensive mapping support to Assessor's residential property inventory.
- Created a polling place locator application for the public.
- Supported a year-long effort to write a Request For Proposal (RFP) for a new CAD system.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

## Mapping & Geographic Information

Departmental Financial Summary	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
<b>Expenditures</b>					
Personnel	\$1,935,679	\$1,948,668	\$2,017,348	\$2,133,523	\$2,160,367
Operations & Maintenance	211,553	166,321	145,658	128,998	128,998
<b>Total Expenditures</b>	<b>\$2,147,232</b>	<b>\$2,114,989</b>	<b>\$2,163,006</b>	<b>\$2,262,521</b>	<b>\$2,289,365</b>
<b>Revenues</b>					
Charges For Services	\$25,499	\$24,283	\$23,213	\$26,569	\$20,200
Miscellaneous Revenue	3,255	3,792	4,477	5,000	5,000
<b>Total Revenues</b>	<b>\$28,754</b>	<b>\$28,075</b>	<b>\$27,690</b>	<b>\$31,569</b>	<b>\$25,200</b>
<b>Local Tax Funding</b>	<b>\$2,118,478</b>	<b>\$2,086,914</b>	<b>\$2,135,316</b>	<b>\$2,230,952</b>	<b>\$2,264,165</b>
<b>FTE Summary</b>	<b>22.80</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>

### FY 2014 Board Action

The FY 2014 Adopted Fiscal Plan for the Office of Mapping and Geographic Information includes an increase of \$33,213 in local tax funding. Personnel expenditures increased by \$26,844 due to an increase of \$31,509 in salaries due to the Board's addition of a 2% merit based increase for employees and a decrease of \$4,665 in fringe benefits due to employee health plan elections. Revenues decreased by \$6,369 due to a projected decline in map sales.

### Budget History

FY 2010 Mid-year: The Board added 0.20 FTE to increase a part time position to full-time.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Mapping & Geographic Information

<b>Expenditures by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Public Information	\$186,007	\$182,008	\$194,209	\$197,836	\$201,578
System Development & Support	761,009	753,461	725,811	752,414	749,728
Development & Analysis	562,305	563,131	589,577	623,170	644,982
Land Records Maintenance	637,911	616,389	653,409	689,101	693,077
<b>Total Expenditures</b>	<b>\$2,147,232</b>	<b>\$2,114,989</b>	<b>\$2,163,006</b>	<b>\$2,262,521</b>	<b>\$2,289,365</b>

<b>Revenues by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Public Information	\$28,754	\$28,075	\$27,690	\$31,569	\$25,200
<b>Total Revenues</b>	<b>\$28,754</b>	<b>\$28,075</b>	<b>\$27,690</b>	<b>\$31,569</b>	<b>\$25,200</b>

<b>Local Tax Funding by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Public Information	\$157,253	\$153,933	\$166,519	\$166,267	\$176,378
System Development & Support	761,009	753,461	725,811	752,414	749,728
Development & Analysis	562,305	563,131	589,577	623,170	644,982
Land Records Maintenance	637,911	616,389	653,409	689,101	693,077
<b>Total Local Tax Funding</b>	<b>\$2,118,478</b>	<b>\$2,086,914</b>	<b>\$2,135,316</b>	<b>\$2,230,952</b>	<b>\$2,264,165</b>

<b>Staffing Summary by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Public Information	2.10	2.10	2.10	2.10	2.10
System Development & Support	6.20	6.40	6.40	6.40	6.40
Development & Analysis	7.30	7.30	7.30	7.30	7.30
Land Records Maintenance	7.20	7.20	7.20	7.20	7.20
<b>Total FTE</b>	<b>22.80</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>





## Mapping & Geographic Information Public Information

### Program Goal and Service Description

The Public Information Division provides land data and assistance to the public, the private sector, and other County agencies. General assistance to the public involves: maintenance of maps and information review; focusing on helping individuals comply with floodplain and mountainside ordinances; complying with 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). Additionally, staff provides responses to inquiries on properties and their characteristics (parcel boundaries, soils, floodplains, etc.). The creation of a self-service, on line map gallery through Flickr has reduced the need for the public to visit the counter and has allowed the Office to keep staffing at a reduced level. Staff also plots maps, photocopies plats, and writes data to CD and DVD for sale to customers, and provides help desk support for WebLogis (the County's online mapping program). The Division assists customers, who are in the market for land purchases or in need of building permits, to research land maps and plats. Local surveyors and engineering firms access the data for project planning. Public Information is also responsible for sales and management of the County Store.

### Budget Overview

#### **FY 2014 Issues**

- The proliferation of web mapping tools such as those created for the Sheriff and the Registrar of Voters will likely result in additional phone calls for support at the front counter from both internal and external customers.

#### **FY 2014 Major Work Plan Initiatives**

- Maintain a high level of service to the public by answering questions, distributing maps, and producing and distributing spatial data.
- Develop training material and provide help desk support for voluntary or public GIS applications and other web platforms to help the public and staff make effective use of new technology.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$162,783	\$164,290	\$171,576	\$178,579	\$180,722
Operations & Maintenance	23,224	17,718	22,633	19,257	20,856
<b>Total Expenditures</b>	<b>\$186,007</b>	<b>\$182,008</b>	<b>\$194,209</b>	<b>\$197,836</b>	<b>\$201,578</b>
<b>Revenues</b>					
Charges For Services <sup>1</sup>	\$25,499	\$24,283	\$23,213	\$26,569	\$20,200
Miscellaneous Revenue	3,255	3,792	4,477	5,000	5,000
<b>Total Revenues</b>	<b>\$28,754</b>	<b>\$28,075</b>	<b>\$27,690</b>	<b>\$31,569</b>	<b>\$25,200</b>
<b>Total Local Tax Funding</b>	<b>\$157,253</b>	<b>\$153,933</b>	<b>\$166,519</b>	<b>\$166,267</b>	<b>\$176,378</b>
<b>FTE Summary</b>	<b>2.10</b>	<b>2.10</b>	<b>2.10</b>	<b>2.10</b>	<b>2.10</b>

<sup>1</sup> For FY 2014, the decline in Charges For Services revenue is due to decline in map sales.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

## Mapping & Geographic Information Public Information

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Develop and maintain a training program that provides the users of spatial data with the skills necessary to access, understand, and use the data by maintaining a customer service rating of 6.0 or higher.</b>				
• Average new user evaluation (scale of 1-7)	6.57	6.54	6.70	6.70
• Number of new users trained <sup>1</sup>	160	144	80	100
<b>Objective: Facilitate public access to maps and spatial data through the maintenance of public information counter services during all normal business hours (M-F 8:00- 4:30) while maintaining a customer rating of 5.</b>				
• Number of data CD's or DVD's mastered	234	197	228	225
• Number of parcel/address maps produced and distributed	4,940	3,607	2,800	2,700
• Number of phone calls received	2,472	2,419	2,700	2,800
• Number of walk-in customers	3,251	2,975	3,260	3,200
• Overall customer service response rating (scale of 1-5)	5	5	5	5
• Requested plotted and copied maps	6,017	5,110	5,400	4,000

<sup>1</sup> The increase in users trained is due to the introduction of a new version of the County's web mapping system, WebLOGIS 2.0. More County staff and the public require training to make effective use of the technology.



## Mapping & Geographic Information System Development & Support

### Program Goal and Service Description

The System Development and Support Division provides the critical services and products that support the functions of the Geographic Information System (GIS). The Division provides database management, application development, and support services that permit the system's other functions (data development, data maintenance, data distribution, and data analysis) to be performed. Database management tasks, which consume about one third of the Division's resources, include the update and maintenance of the County's entire geospatial database and associated software, maintenance of computer system directory structures, and security on the GIS database. Data are routinely monitored for integrity and documentation.

Application development is undertaken to automate operations in other departments, to provide web based mapping sites, to support data maintenance, distribution, analysis, and management, which specifically includes analysis of existing business practices, programming, testing, training of staff, and the documentation of programs and processes. Web based mapping sites are expanding rapidly and include internal services devoted to the Assessment system, a building inspector's application, Customer Response Management, and others, which result in improved efficiency for County staff. External web services include a Sheriff's application, a Registrar of Voter's "find my polling place" application, and a web site for emergency management.

Help desk support, software and system troubleshooting, and management of upgrades of the GIS software are also included within this Division. The Division supports land records maintenance and the transfer of parcel, address, and other data to the Land Management Information System (LMIS) and other County systems. The Division also provides for data distribution through the development and maintenance of web programming and assists in the development of complex data analysis tools.

### Budget Overview

#### **FY 2014 Issues**

- The implementation of the new Computer Aided Dispatching system will likely require considerable programming support from existing staff.
- Adding additional web programs will tax existing hardware and may impact existing software licensing.

#### **FY 2014 Major Work Plan Initiatives**

- Implement the mapping components of the new CAD system.
- Upgrade to the latest release of GIS desktop and web software.
- Develop more public service web applications for mobile users.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$637,478	\$627,152	\$633,051	\$682,667	\$679,547
Operations & Maintenance	123,531	126,309	92,760	69,747	70,181
<b>Total Expenditures</b>	<b>\$761,009</b>	<b>\$753,461</b>	<b>\$725,811</b>	<b>\$752,414</b>	<b>\$749,728</b>
 <b>Total Local Tax Funding</b>	 <b>\$761,009</b>	 <b>\$753,461</b>	 <b>\$725,811</b>	 <b>\$752,414</b>	 <b>\$749,728</b>
 <b>FTE Summary</b>	 <b>6.20</b>	 <b>6.40</b>	 <b>6.40</b>	 <b>6.40</b>	 <b>6.40</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

## Mapping & Geographic Information System Development & Support

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Ensure that critical geospatial data are stored and accessible by managing SDE database and security.</b>				
• Data sets managed in Spatial Database Engine	355	342	392	435
• Data sets managed per FTE	59.10	64.00	57.03	67.97
<b>Objective: Maintain GIS functionality to a level that supports all users of the Loudoun County GIS by ensuring the system is current and available.</b>				
• Average number of internet visits per day	952.00	1,787.50	1,643.00	2,200.00
• Average number of intranet visitors per day	130.00	158.50	159.00	190.00
• Number of software upgrades managed	44	50	65	70
<b>Objective: Provide support to both internal GIS users and external users (web based customers).</b>				
• Number of applications supported	41	43	41	50
• Number of applications supported per FTE	6.83	7.16	6.83	8.30
• Number of calls for support	65	72	64	40
• Number of internal users supported	219	219	230	220



## Mapping & Geographic Information Development & Analysis

### Program Goal and Service Description

The Development and Analysis Division develops data or geographic information that is mapped for other departments (such as open space easements for the County Attorney); often maintains those data sets; and produces maps, models, queries, and analyses that help other departments to maintain or improve their services. The primary users today are the Board of Supervisors; Planning Commission; County Administrator; Assessment; County Attorney; Building and Development; Planning, Fire, Rescue and Emergency Management Services; Department of Transportation and Capital Infrastructure; Economic Development; Transportation; and Parks, Recreation and Community Services. Recently, this Division has provided extensive support to the Office of the General Registrar and Management and Financial Services for redistricting; the department of Planning Services for area plans, and the Department of Family Services for the Neighborhood Stabilization Program. This Division also manages the base map which is used in the Computer Aided Dispatch (CAD) system, the Assessor's system, and various web mapping tools, among other systems and processes. The Division's maintenance of aerial photography contracts allow for annual updates to portions of the County mapping system.

### Budget Overview

#### FY 2014 Issues

- Planning, particularly related to transportation and public safety, for the Silver Line will likely require additional mapping support.
- Increased demand for more sophisticated maps, models, and analyses to support County functions will require continued training for staff.

#### FY 2014 Major Work Plan Initiatives

- Continue to expand the County's contribution to the National Capital Region Geospatial Data Exchange Hub for public safety throughout the region.
- Support requirements for transportation and public safety planning for the Silver Line of the Metro Rail Project.
- Map businesses and amenities for Economic Development that contribute to business location decisions.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$545,833	\$550,396	\$578,363	\$604,123	\$627,116
Operations & Maintenance	16,472	12,735	11,214	19,047	17,866
<b>Total Expenditures</b>	<b>\$562,305</b>	<b>\$563,131</b>	<b>\$589,577</b>	<b>\$623,170</b>	<b>\$644,982</b>
 <b>Total Local Tax Funding</b>	 <b>\$562,305</b>	 <b>\$563,131</b>	 <b>\$589,577</b>	 <b>\$623,170</b>	 <b>\$644,982</b>
 <b>FTE Summary</b>	 <b>7.30</b>	 <b>7.30</b>	 <b>7.30</b>	 <b>7.30</b>	 <b>7.30</b>



## Mapping & Geographic Information Development & Analysis

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Provide all users and maintainers of geospatial data with sufficient skills and knowledge to access, use, and understand the information by developing and offering training on advanced tools.</b>				
• Average overall evaluation rating (scale of 1-7)	n/a	5.80	6.50	6.50
• Number of new users trained <sup>2</sup>	0	8	12	10
<b>Objective: Develop maps, spatial models, and software tools that facilitate service delivery and policy decisions.</b>				
• Number of applications developed <sup>3</sup>	3	0	4	3
• Number of map gallery page views	n/a	31,896	42,000	70,000
• Number of maps developed	407	416	400	400
• Number of spatial models developed	2	5	3	3
<b>Objective: Develop new data sets as needed and develop new maintenance processes that support County business practices.</b>				
• Number of data layers developed	12	29	16	20
• Number of data layers edited	86	61	60	80
<b>Objective: Ensure that complete, consistent, clear, useable, and current documentation (metadata) is available for all County data.</b>				
• Layers with metadata (documentation used to screen and evaluate data)	122	137	140	155
<b>Objective: Maintain quality control of base map contract deliverables to meet or exceed national standards.</b>				
• Number of square miles of base map data updated and reviewed <sup>4</sup>	517	150	80	150

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

<sup>2</sup> There was no demand for training by county staff in FY 2011.

<sup>3</sup> In FY 2012, the County departments did not request that any applications be developed.

<sup>4</sup> In FY 2011, the topography layer, a component of the base map, was completely replaced.



## Mapping & Geographic Information Land Records Maintenance

### Program Goal and Service Description

The Land Records Maintenance Division maintains parcels, addresses, and streets information then transfers these and other data to the Computer Aided Dispatching (CAD) system, the Computer Aided Mass Appraisal (CAMA) system, the Land Management Information System (LMIS), and the Customer Response Management (CRM) and other County systems. Maintenance of the data occurs hourly to ensure that there are no delays in the issuance of permits and other services. The workflow requires close coordination with the Department of Building and Development, the Office of the Clerk of the Circuit Court, and with the private sectors. Staff uses digital plats provided voluntarily by private sector surveying and engineering firms to update the County's data as plats are recorded.

### Budget Overview

#### FY 2014 Issues

- Implementation of the new CAD will likely require changes to both data and processes which will strain the current staff time.
- Implementation of the regional centerline will take place as part of the new CAD.
- Increased land development or subdivision activity will strain current staffing resources and the increase in referrals may eventually result in new parcels and addresses.

#### FY 2014 Major Work Plan Initiatives

- Implement the GIS component of a new CAD system including mobile and the regional street centerline.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$589,585	\$606,830	\$634,358	\$668,154	\$672,982
Operations & Maintenance	48,326	9,559	19,051	20,947	20,095
<b>Total Expenditures</b>	<b>\$637,911</b>	<b>\$616,389</b>	<b>\$653,409</b>	<b>\$689,101</b>	<b>\$693,077</b>
 <b>Total Local Tax Funding</b>	 <b>\$637,911</b>	 <b>\$616,389</b>	 <b>\$653,409</b>	 <b>\$689,101</b>	 <b>\$693,077</b>
 <b>FTE Summary</b>	 <b>7.20</b>	 <b>7.20</b>	 <b>7.20</b>	 <b>7.20</b>	 <b>7.20</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Mapping & Geographic Information**  
**Land Records Maintenance**

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Adopt the Virginia data model for street centerline and maintain the Loudoun portion of the State's centerline in order to improve data accessibility and functionality.</b>				
• Number of miles of street centerline transferred	42.40	57.40	71.60	53.00
<b>Objective: Maintain parcel, address, and street data on an hourly basis to a level that supports E-911, LMIS, CAMA, CRM, and AVL.</b>				
• Number of addresses assigned and transferred to LMIS	2,854	4,007	3,436	3,300
• Number of addressing customer calls	567	529	488	552
• Number of data update or correction projects	159	164	128	144
• Number of miles of new public roads added to the database.	42.40	57.40	71.60	53.00
• Number of plats mapped, scanned, and transferred to LMIS	258	307	396	288
• Number of record plat and site plans addressed	39	35	40	36
• Number of spatial and tabular updates to supported applications	632	615	812	684
• Number of street name referrals	514	617	724	724
• Number of updates to computer programs	61	59	60	85

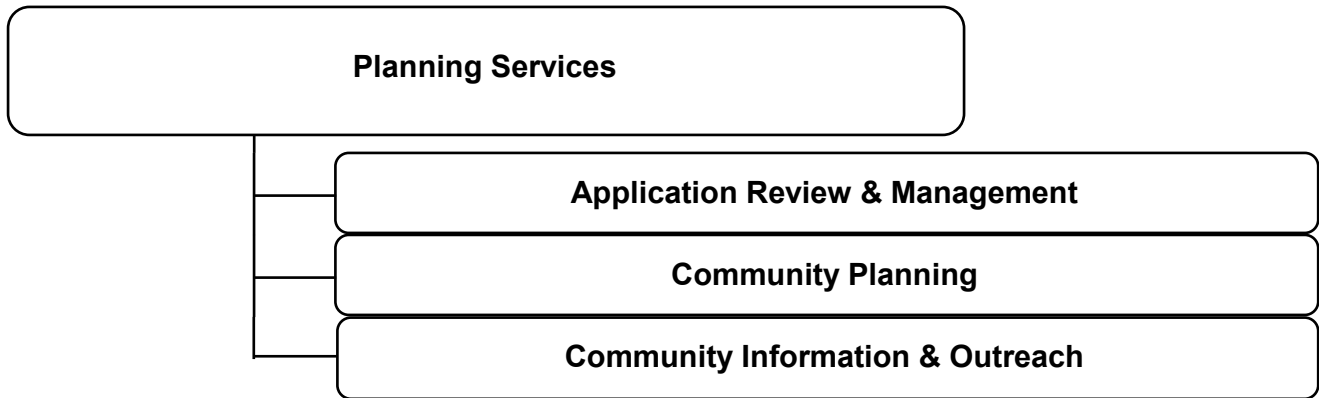




---

---

## Planning Services





## Planning Services

### Mission Statement

The Department of Planning Services assists decision makers in shaping and managing the County's land use goals through ongoing community outreach, comprehensive policy recommendations and timely development review.

### Description

Planning Services programs are largely mandated by the Code of Virginia (Section 15.2, Chapter 22 "Planning, Subdivision of Land and Zoning"), which requires jurisdictions to prepare and maintain a current comprehensive plan and, if they choose, adopt a zoning ordinance to regulate land development. Planning Services includes three programs: Application Review and Management, which oversees the evaluation and processing of legislative land development applications; Community Planning, which oversees the policy development process; and Community Information and Outreach, which oversees historic resource protection efforts, inter-jurisdictional coordination and conducts community outreach efforts in support of Board initiatives.

### Budget Overview

#### **FY 2014 Issues**

- Toward the end of FY 2012, there was an increase in rezoning applications submitted and in overall case volume, some of which will continue to be processed in FY 2013 and FY 2014.
- The total number of legislative applications has increased by approximately 20% over the previous year. Current active rezoning applications include a number of residential and mixed use residential proposals that would add approximately 9,000 housing units, many in areas planned for employment uses. In FY 2012, 1,944 residential units were approved in three cases.
- The County fee policy eliminates application fees for cases that are "batched" with another case. As an example, combined with the County's fee waiver policy and Board initiated cases (public facilities), 34% of the legislative cases in FY 2012 did not pay fees to recover County costs.
- The Board of Supervisors eliminated a Development Review Planner position in FY 2013; however, the Department has managed to meet the increased land use application activity by reassigning personnel from other programs to take on case manager responsibilities. Land use review activity is projected to continue to accelerate and increase in complexity and as a result the scope and schedule of work on the Board of Supervisors' numerous strategic initiatives may have to be adjusted.
- The Board of Supervisors' Commercial and Industrial Zoning Ordinance Amendments (ZOAMs) includes changes to the legislative review process that will be considered in FY 2013 and FY 2014. These changes may impact review schedules, procedures and workloads and could warrant changes to the application fee schedule.
- Planning Services continues to work with other Departments, particularly with the Zoning Administration Division of the Department of Building and Development regarding regulatory matters such as ZOAMs and regulatory compliance reviews, which require a substantial allocation of Planning Services resources.
- Frontline, direct customer contact which responds to inquiries from the public and County officials as well as requests for information from applicants, continues to be a major function of the Department due to the complexity and property specific nature of the inquiries.
- Ongoing Freedom of Information Act requests and general litigation support will continue to require considerable staff time.
- Board appointed bodies supported by Planning Services include the Planning Commission, the Historic District Review Committee and the Heritage Commission. While support to the newly formed Heritage Commission has been absorbed within the existing resources of Planning Services, the longer term resource implications have yet to be addressed.
- Resources available to support the towns were reduced in FY 2012; however, staff has continued to provide land use and policy comments to the Town of Leesburg, Lovettsville, and Purcellville. New initiatives are envisioned that may extend into FY 2014, such as Leesburg annexation proposals.

#### **FY 2014 Major Work Plan Initiatives**

- Manage land development applications in accordance with County and State regulations and develop recommendations to improve the timing and efficiency of the process. An improving housing market, the introduction of transit, and development incentives in the Route 28 corridor are expected to lead to increased development activity.
- Propose and implement changes to Article VI of the Zoning Ordinance regulating the legislative review process as part of the Board of Supervisors' Commercial and Industrial ZOAM initiative. Article VI changes may include revamped application submittal requirements (checklists) intended to reduce the time and materials required for new applications.
- Support inter-jurisdictional coordination and associated land use activity in general as well as that specifically associated with the Metro Silver Line.
- Lead the policy development and support subsequent implementation processes for Plan Amendments and land use policy initiatives of the Board of Supervisors such as considering increased densities in the "Silver Line Tax District" to encourage more intense business development and updating the land use policies for the northern portion of the Lower Sycolin subarea near the Town of Leesburg.
- Continue to provide essential services to Loudoun County towns and neighboring jurisdictions to ensure consistency with the jointly adopted Comprehensive Plan policies and inter-jurisdictional agreements.
- In 2013, the County's Demographer position was moved from Management and Financial Services to Planning Services. The position will support policy and strategic initiatives and continue to support the efforts of the Fiscal Impact Committee and the budget process.



## Planning Services

### **FY 2013 Major Achievements**

- A total of 124 land use cases were received in FY 2012, exceeding budget estimates by 20 percent. The Board acted on 71 cases in FY 2012 and 18 cases through the first quarter of FY 2013. The Department has held 27 pre-application conferences in the first quarter of FY 2013, and is on track to exceed 92 active cases.
- Special exceptions and minor special exceptions related to businesses and other nonresidential uses accounted for 67 cases in 2012 and resulted in, among other uses, approximately eight million square feet of data center potential. Applicants also took advantage of the Board's streamlined applications to convert approximately 140 acres of Route 28 Tax District land to the Revised 1993 Zoning Ordinance.
- The Planning Commission implemented the use of iPads and the use of internet for packet distribution, which is projected to significantly reduce production and paper costs.
- The Department will review and manage plan amendments in accordance with Board of Supervisors' priorities. During FY 2012, five plan amendments were active with resources and one amendment to the Countywide Transportation Plan was completed. Two additional plan amendments are expected to be completed in 2013.
- In FY 2013, staff provided policy support to other County agencies on 17 additional Board of Supervisors' initiatives from the Strategic Plan, including the Commercial and Industrial ZOAM (Packages 1 and 2), Phase II Watershed Implementation Plan, Route 28 Implementation, Facilities Standards Manual revisions, and Schools By-Right ZOAM.
- The Route 28 Zoning Implementation effort is actively working with area stakeholders in establishing regulatory standards and development and process incentives to implement the recently adopted Route 28 Corridor Plan.
- The Department has been a participating team member in the Business Assistance Team initiative to improve customer service and business development activities.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

<b>Planning Services</b>					
<b>Departmental Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures<sup>1</sup></b>					
Personnel	\$2,930,158	\$2,957,571	\$3,002,150	\$3,137,910	\$3,292,678
Operations & Maintenance	204,715	146,359	287,496	249,971	254,595
<b>Total Expenditures</b>	<b>\$3,134,873</b>	<b>\$3,103,930</b>	<b>\$3,289,646</b>	<b>\$3,387,881</b>	<b>\$3,547,273</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$182,187	\$207,385	\$381,597	\$296,704	\$425,848
Charges For Services	1,608	230	226	1,800	0
Miscellaneous Revenue	0	0	100	0	0
Other Financing Sources	0	52,700	0	0	0
<b>Total Revenues</b>	<b>\$183,795</b>	<b>\$260,315</b>	<b>\$381,923</b>	<b>\$298,504</b>	<b>\$425,848</b>
<b>Local Tax Funding</b>	<b>\$2,951,078</b>	<b>\$2,843,615</b>	<b>\$2,907,723</b>	<b>\$3,089,377</b>	<b>\$3,121,425</b>
<b>FTE Summary</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>28.00</b>	<b>29.00</b>

#### **FY 2014 Board Action**

The FY 2014 Adopted Fiscal Plan for the Department of Planning Services includes an increase of \$32,048 in local tax funding. Expenditures increased for Personnel by \$154,768 as a result of the County Demographer position (1.00 FTE) being transferred from the Department of Management and Financial Services during FY 2013 and the Board's addition of a merit based increase of 2% for all employees. Furthermore, expenditures for Operation and Maintenance increased by \$4,624 due to central service costs associated with the Demographer position. The increase in expenditures is offset by additional estimated revenue of \$127,344 associated with a projected increase in total fees resulting from anticipated permits and applications.

#### **Budget History**

FY 2011: 1.00 FTE was transferred to the Department of Construction & Waste Management.

FY 2011 Mid-Year: 1.00 FTE was transferred from the Department of Health.

FY 2012 Mid-Year: 1.00 FTE was transferred to the Department of Construction & Waste Management.

FY 2013: The Board eliminated 1.00 FTE for a Planner position.

FY 2013 Mid-Year: 1.00 FTE was transferred from the Department of Management and Financial Services.

<sup>1</sup> Expenditures associated with the Planning Commission are included in the actuals for FY 2010 and FY 2011, and are budgeted in FY 2013 and FY 2014.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Planning Services

<b>Expenditures by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Application Review & Management <sup>1</sup>	\$1,877,010	\$1,858,268	\$1,887,471	\$2,016,122	\$2,054,471
Community Planning	631,087	614,667	596,975	674,944	716,277
Community Information & Outreach	626,776	630,995	805,200	696,815	776,525
<b>Total Expenditures</b>	<b>\$3,134,873</b>	<b>\$3,103,930</b>	<b>\$3,289,646</b>	<b>\$3,387,881</b>	<b>\$3,547,273</b>

<b>Revenues by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Application Review & Management	\$182,491	\$206,486	\$378,096	\$296,704	\$421,237
Community Planning	1,306	84	210	1,800	0
Community Information & Outreach	(2)	53,745	3,617	0	4,611
<b>Total Revenues</b>	<b>\$183,795</b>	<b>\$260,315</b>	<b>\$381,923</b>	<b>\$298,504</b>	<b>\$425,848</b>

<b>Local Tax Funding by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Application Review & Management	\$1,694,519	\$1,651,782	\$1,509,375	\$1,719,418	\$1,633,234
Community Planning	629,781	614,583	596,765	673,144	716,277
Community Information & Outreach	626,778	577,250	801,583	696,815	771,914
<b>Total Local Tax Funding</b>	<b>\$2,951,078</b>	<b>\$2,843,615</b>	<b>\$2,907,723</b>	<b>\$3,089,377</b>	<b>\$3,121,425</b>

<b>Staffing Summary by Program<sup>2</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Application Review & Management	16.90	16.70	16.90	15.90	16.00
Community Planning	6.10	5.90	6.60	5.90	6.20
Community Information & Outreach	7.00	7.40	6.50	6.20	6.80
<b>Total FTE</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>28.00</b>	<b>29.00</b>

<sup>1</sup> Expenditures associated with the Planning Commission are included in Application Review and Management Program.

<sup>2</sup> 1.00 FTE was transferred from the Department of Management and Financial Services, which is distributed among the three Programs within the Department.



## **Planning Services**

### **Application Review & Management**

#### **Program Goal and Service Description**

The Application Review and Management (ARM) Program ensures that legislative development applications, such as re-zonings and special exceptions, are processed in compliance with County and State requirements and provide the Board of Supervisors and the Planning Commission with complete land use analysis in support of their public review.

The Program's staff analyzes applications and assesses conformity with adopted plans, the potential impact on County services, existing development, utilities and fiscal resources. The Program staff coordinates input from numerous County and State agencies with respect to these potential impacts and maintains legislative case data for the Land Management Information System (LMIS) and web-based Loudoun Online Land Applications (LOLA) system serving internal agencies and the public. The Program staff directly support the Planning Commission for schedules and records, policy and administrative support. Administrative and professional support is also provided to the Historic District Review Committee (HDRC). Beginning in FY 2013, the Planning Commission's budget expenditures have been combined with the ARM Program.

The Planning Commission regularly meets twice a month; a work session and a monthly Public Hearing. State Code requires the Commission to hear all applications for Zoning Map amendments, amendments to approved proffers or concept development plans, Special Exception uses, proposed text changes to the Zoning Ordinance, and Commission Permits. In both FY 2010 and FY 2011, the Commission met more than 50 times to review proposed Ordinance and Plan Amendments. While there was a marked decline in meetings in FY 2012 due to economic conditions, the Planning Commission expects that the number of Board of Supervisors' strategic initiatives including the Commercial and Industrial Zoning Ordinance Amendments could lead to a more active meeting schedule. The Commission also anticipates reviewing between 70 and 80 land use applications in FY 2014 as the economy improves.

#### **Budget Overview**

##### **FY 2014 Issues**

- Based on current trends for pre-application conferences, land development case activity is increasing and will require corresponding resources.
- The types of legislative applications filed include proposals for new residential and mixed use communities, some of which are in locations contrary to the adopted land use plan which calls for nonresidential development. Staff will continue to be focused on bringing forward major land use policy issues on these types of cases in FY 2014 for the Planning Commission and Board of Supervisors to consider. Depending on the Planning Commission and the Board of Supervisors' direction, significant time may need to be devoted to resolving issues in these cases.
- While the trend to smaller applications has continued in large part, there are a number of active cases, which are complex and require the program's more experienced project managers. Smaller, less complex cases are being shifted to staff in the other Planning Services divisions to balance project planner workloads.
- The Board of Supervisors has directed zoning ordinance amendments (ZOAMs) that may alter the number/type of development applications processed in the future and modify the review process for legislative land use cases. While not yet adopted, these changes may affect revenue forecasts relative to application fees.
- The Planning Commission will review a number of Board of Supervisors' strategic initiatives including the second and third Commercial and Industrial ZOAM packages that will likely necessitate additional meetings.

##### **FY 2014 Major Work Plan Initiatives**

- Continue to process land development applications in accordance with County and State regulations.
- Complete the development review process amendments including Article VI of the Zoning Ordinance and application submittal requirements.
- Support efforts to update zoning standards and land use policies that impact the legislative review process.
- Process Certificate of Appropriateness (CAPP) and Certification of Appropriateness Administrative (CAPA) applications in accordance with Historic District Guidelines and County and State Regulations.
- The Division has been a participating team member in the Business Assistance Team initiative to improve customer service and business development activities.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Planning Services**  
**Application Review & Management**

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures<sup>1</sup></b>					
Personnel	\$1,760,821	\$1,766,268	\$1,809,755	\$1,882,688	\$1,921,037
Operations & Maintenance	116,189	92,000	77,716	133,434	133,434
<b>Total Expenditures</b>	<b>\$1,877,010</b>	<b>\$1,858,268</b>	<b>\$1,887,471</b>	<b>\$2,016,122</b>	<b>\$2,054,471</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$182,189	\$206,340	\$377,980	\$296,704	\$421,237
Charges For Services	302	146	16	0	0
Miscellaneous Revenue	0	0	100	0	0
<b>Total Revenues</b>	<b>\$182,491</b>	<b>\$206,486</b>	<b>\$378,096</b>	<b>\$296,704</b>	<b>\$421,237</b>
<b>Total Local Tax Funding</b>	<b>\$1,694,519</b>	<b>\$1,651,782</b>	<b>\$1,509,375</b>	<b>\$1,719,418</b>	<b>\$1,633,234</b>
<b>FTE Summary<sup>2</sup></b>	<b>16.90</b>	<b>16.70</b>	<b>16.90</b>	<b>15.90</b>	<b>16.00</b>

<sup>1</sup> Expenditures associated with the Planning Commission are included in Application Review and Management Program. The total budgeted amount for the Planning Commission in FY 2014 is \$230,719.

<sup>2</sup> An increase of 0.10 FTE is associated with the Demographer position transferred from the Department of Management and Financial Services as a mid-year adjustment in FY 2013.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Planning Services

### Application Review & Management

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Ensure that legislative development applications, such as rezoning and special exceptions, are submitted and reviewed by the Board of Supervisors and the Planning Commission in compliance with County and State Code requirements.</b>				
• Number of active cases	79	80	80	92
• Number of legislative cases received	79	124	108	119
• Number of pre-application conferences	98	95	96	96
<b>Objective: Provide a forum for public review of land development proposals. Provide the Commission and Board with a professional analysis of the implications of each application for County services, existing development, adopted plans, utilities and fiscal resources. Continue to make improvements to the development review process. Continue to provide the appropriate administrative support to the Planning Commission.</b>				
• Number of cases acted upon by the Board of Supervisors	71	71	80	80
• Number of Planning Commission hearings	12	10	12	12
• Number of Planning Commission meetings <sup>2</sup>	43	15	40	20
<b>Objective: Advise the Board of Supervisors in efforts to preserve and protect historic places and areas in the County. Coordinate the review and deliberations on Certificate of Appropriateness (CAPP) and Certificate of Appropriateness Administrative (CAPA) applications. Provide administrative and professional support to the Historic District Review Committee, ensuring the consistent and current interpretation of the Historic District Guidelines.</b>				
• Number of CAPA applications approved	n/a	n/a	5	5
• Number of CAPA applications submitted	n/a	n/a	5	5
• Number of CAPP applications approved	23	14	19	16
• Number of CAPP applications submitted	28	16	20	16
• Number of Historic District Review Committee meetings	11	11	11	11

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

<sup>2</sup> The number of meetings is directly related to increased or decreased development activity and the number and complexity of policy and regulatory amendments before the Planning Commission.





## Planning Services Community Planning

### Program Goal and Service Description

The Community Planning Program supports the Board of Supervisors in developing land use and growth management policies 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 policy related issues, and provides technical and administrative support. The Program supports the plan development and amendment process and determines the need for Commission Permits and compliance with State and Federal environmental regulations such as Environmental Impact Statement (EIS) reviews. Currently, all staff resources within the Program are engaged in processing policy initiatives and providing support to other agencies on Board of Supervisors' initiatives. Several Board of Supervisors' initiated plan amendments remain in queue awaiting staff resources.

### Budget Overview

#### **FY 2014 Issues**

- The Community Planning Program supports planning and zoning initiatives in accordance with Board of Supervisors' priorities. As these priorities are determined, staff flexibility is necessary to ensure that program resources are aligned in accordance with the scope and complexity of the initiative. Careful coordination and management of the public review process for plans and plan amendments within the schedule and scopes assigned by the Board is also required.
- Due to the complexity and staff intensive work required during policy development and increasing development activity, staff resources are projected to remain at full capacity into the next fiscal year.

#### **FY 2014 Major Work Plan Initiatives**

- Continue to engage in processing Board of Supervisors' initiated comprehensive plan amendments and provide staff support to several land use initiatives and zoning ordinance amendments currently underway. Other priority Board of Supervisors initiatives remain in queue that will require lead staff support from the Community Planning Program including the possibility of an area study of land use patterns and potential areas for increasing density in the Metro Silver Line district, as well as supporting a community outreach effort for the Dulles community.
- Lead the multi-disciplinary team and consultant contract for the Route 28 Corridor Zoning Implementation project. This effort will continue in FY 2014 when draft amendments to the Revised 1993 Zoning Ordinance are expected to go through the legislative review and adoption process.
- Provide planning support to other county departments, as well as other government agencies, to ensure consistency with the Comprehensive Plan.
- Maintain staffing flexibility to be responsive to increased land development activity and application caseloads.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$586,864	\$600,525	\$587,731	\$630,051	\$671,384
Operations & Maintenance	44,223	14,142	9,244	44,893	44,893
<b>Total Expenditures</b>	<b>\$631,087</b>	<b>\$614,667</b>	<b>\$596,975</b>	<b>\$674,944</b>	<b>\$716,277</b>
<b>Revenues</b>					
Charges For Services	\$1,306	\$84	\$210	\$1,800	\$0
<b>Total Revenues</b>	<b>\$1,306</b>	<b>\$84</b>	<b>\$210</b>	<b>\$1,800</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$629,781</b>	<b>\$614,583</b>	<b>\$596,765</b>	<b>\$673,144</b>	<b>\$716,277</b>
<b>FTE Summary<sup>1</sup></b>	<b>6.10</b>	<b>5.90</b>	<b>6.60</b>	<b>5.90</b>	<b>6.20</b>

<sup>1</sup> An increase of 0.20 FTE in FY 2014 is associated with the Demographer position transferred from the Department of Management and Financial Services as a mid-year adjustment in FY 2013. In addition, an increase of 0.10 FTE is due to a position being reallocated between the Programs for operational purposes.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Planning Services Community Planning

Program Objectives and Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: To manage and facilitate the development of land use and growth management policies through area, strategic and amendment planning processes in accordance with Board of Supervisors priorities.</b>				
• Number of plans/amendments active with resources <sup>1, 2</sup>	4	5	2	5
• Number of plans/amendments completed/or action taken	4	1	1	2
• Number of plans/amendments initiated <sup>3</sup>	2	3	1	2
• Number of project management/technical team meetings and planning meetings that support plan/amendment efforts <sup>4</sup>	212	26	125	150
<b>Objective: To manage, support and provide policy expertise in the development of Board of Supervisors initiated regulatory changes and strategic planning efforts through intra departmental teams and other activities (e.g., ordinance amendments and planning/programmatic efforts led by other agencies).</b>				
• Number of Initiatives <sup>5</sup>	17	17	12	15
• Number of project management/support meetings for initiatives other than plans/plan amendments <sup>4</sup>	54	151	75	100

<sup>1</sup> As plans/amendments are completed, the next plan/amendment in queue (based on Board priority) will become active with resources.

<sup>2</sup> FY 2014 Plans/ Amendments include: North Lower Sycolin; Unmet Housing Needs Policy Review; Miller Drive CTP; Silver Line District Plan; and Proffer Guidelines.

<sup>3</sup> FY 2014 Plans/ Amendments Initiated include: Unmet Housing Needs Policy Review and Silver Line District Plan.

<sup>4</sup> The number of meetings fluctuates depending on the number and/or the degree of complexity of the planning efforts active in any given year.

<sup>5</sup> FY 2014 Initiatives include: Phase II WIP; Route 28 Implementation; FSM revisions; Commercial & Industrial ZOAM (Packages 1 and 2); Data Centers; Inactive Apps./Article 6; Ashburn/Sterling Traffic Analysis; Schools By-right ZOAM; Child Care ZOAM; Violations Appeals; Kennels ZOAM; Ball field initiatives; Silver Line District Plan ZOAM; Water/Wastewater plan implementation; and Rural Strategy.



## **Planning Services**

### **Community Information & Outreach**

#### **Program Goal and Service Description**

The Community Information and Outreach (CIO) Program increases community awareness and understanding of the County's planning policies and initiatives as well as provides opportunities for constructive citizen engagement and community input regarding planning efforts and initiatives. The CIO Program also coordinates with other county departments, jurisdictions, and regional organizations to assist with the design and implementation of their programs and strategic initiatives consistent with County's adopted Comprehensive Plan policies and inter-jurisdictional agreements. These objectives are accomplished by: 1. Developing and coordinating Board directed community outreach activities, 2. Coordinating educational activities and preparing print and web-based outreach and educational materials to inform the public about land use planning and heritage resource preservation, 3. Reviewing neighboring jurisdiction land development applications and working with Loudoun's towns on cooperative planning efforts, such as the Joint Review Committees, 4. Supporting local, state, and regional committees and the review of the County's planning, programming, and budgeting of capital facilities including the Capital Needs Assessment (CNA); and 5. Providing effective and timely frontline customer service to the public, applicants, agencies and County officials related to planning activities, comprehensive plan policies and legislative development applications.

CIO is also the source for the County's current demographic information, development status, and demographic and employment forecasts. The County Demographer provides assistance in the interpretation and correct use of data to a wide range of users, including county officials and the general public. The Demographer also provides support to the Metropolitan Washington Council of Governments and the Board's Fiscal Impact Committee, Capital Improvement Program and the budget process.

#### **Budget Overview**

##### **FY 2014 Issues**

- Despite efficiencies afforded through technology, front counter assistance requests, telephone inquiries, and email postings are increasing and require additional direct customer contact. Frontline customer service staff continues to be a major function due to the complexity and property specific nature of these inquiries.
- While support to the newly formed Heritage Commission has been absorbed within the existing resources of Planning Services, the longer term resource implications have not yet been fully identified or addressed. The allocation of staff could impact ongoing program projects and deadlines.
- Required referrals will continue to be provided to Loudoun's seven incorporated towns; however, staffing for cooperative planning efforts continues to be limited.

##### **FY 2014 Major Work Plan Initiatives**

- Continue to develop and coordinate community outreach plans in conjunction with related comprehensive plan amendments, other area planning initiatives, and Board directed community outreach activities such as the Dulles Community outreach effort.
- Support the Leesburg Annexation Area Development Policies Committee in discussions of potential Town of Leesburg annexations and other inter-jurisdictional issues.
- Continue educational initiatives to increase the community's awareness of County land use policies, historic districts, and heritage resources.
- Continue to provide demographic information and support to internal and external customers including the Fiscal Impact Committee and Metropolitan Washington Council of Governments.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Planning Services**  
**Community Information & Outreach**

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$582,473	\$590,778	\$604,664	\$625,171	\$700,257
Operations & Maintenance	44,303	40,217	200,536	71,644	76,268
<b>Total Expenditures</b>	<b>\$626,776</b>	<b>\$630,995</b>	<b>\$805,200</b>	<b>\$696,815</b>	<b>\$776,525</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$(2)	\$1,045	\$3,617	\$0	\$4,611
Other Financing Sources	0	52,700	0	0	0
<b>Total Revenues</b>	<b>\$(2)</b>	<b>\$53,745</b>	<b>\$3,617</b>	<b>\$0</b>	<b>\$4,611</b>
<b>Total Local Tax Funding</b>	<b>\$626,778</b>	<b>\$577,250</b>	<b>\$801,583</b>	<b>\$696,815</b>	<b>\$771,914</b>
<b>FTE Summary<sup>1</sup></b>	<b>7.00</b>	<b>7.40</b>	<b>6.50</b>	<b>6.20</b>	<b>6.80</b>

---

<sup>1</sup> An increase of 0.60 FTE in FY 2014 is associated with an increase of 0.70 FTE as a result of the Demographer position transferring from the Department of Management and Financial Services as a mid-year adjustment in FY 2013 and a decrease of 0.10 FTE due to a position being reallocated between Programs for operational purposes.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Planning Services

### Community Information & Outreach

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: Provide planning support in the monitoring and implementation of projects, programs, and initiatives by coordinating with County departments, Loudoun County Public Schools, Towns and other neighboring jurisdictions, State and Federal agencies and regional committees to achieve consistency with the Comprehensive Plan policies and inter-jurisdictional agreements, community and specific area planning, and other strategic planning efforts.<sup>2</sup></b>				
• Environmental support meetings	35	21	20	20
• Federal, State, and Regional Meetings	6	15	5	20
• Planning/implementation support meetings	41	70	40	100
• Town and Neighboring jurisdiction meetings	30	53	30	50
<b>Objective: Provide customer service by responding to inquiries and requests for information to the general public, local, State and Federal government agencies, County officials and applicants to ensure the timely, accurate and efficient flow of information on growth and developmental activity in the County.</b>				
• Number of front counter customer assistance requests	2,371	2,116	2,000	2,000
• Number of telephone inquiries/comments and email inquiries	2,657	4,280	2,500	4,000
<b>Objective: Perform community education and information activities and reports to inform the public, local, State, and Federal government agencies, County departments, County officials, and applicants on County land use planning and policies, historic districts and heritage and environmental preservation resource and management.</b>				
• Educational materials produced <sup>3</sup>	2	2	2	2
• Meeting attendance <sup>4</sup>	149	331	200	400
• Number of community outreach and educational meetings <sup>5</sup>	5	7	5	8
• Training sessions conducted	5	11	10	10
<b>Objective: Manage Board of Supervisors directed community outreach and strategic planning efforts.</b>				
• Project deliverables <sup>6</sup>	n/a	n/a	2	3
• Project team meetings <sup>7</sup>	26	127	30	100
• Public/stakeholder participation <sup>8</sup>	n/a	1,850	1,000	2,000

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

<sup>2</sup> Includes support to the Fiscal Impact Committee, Joint Policy Review Committees, Heritage Commission, Council of Governments and special project committees and meetings.

<sup>3</sup> Educational materials include maps, brochures, newsletters and demographic profiles.

<sup>4</sup> Attendance reflects additional unanticipated Heritage Commission resource outreach and educational meetings.

<sup>5</sup> Meetings include brown bag series, heritage resource workshops, architectural review board trainings, and demographic presentations.

<sup>6</sup> Deliverables can include Fact Sheets; Discussion Papers; Existing Conditions; Discovery; Results; and Final Reports.

<sup>7</sup> Number of project team meetings in FY 2012 reflects the Ashburn Community Outreach project.

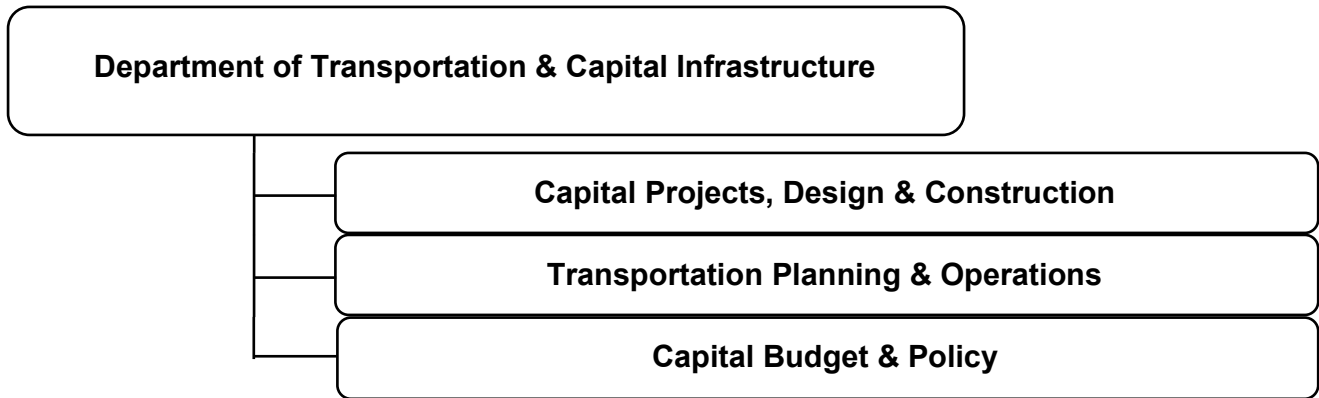
<sup>8</sup> Performance measure reflects the number of people reached through public meetings and other methods of outreach, including surveys.





---

## Department of Transportation & Capital Infrastructure





## Department of Transportation & Capital Infrastructure

### Mission Statement

The Department of Transportation & Capital Infrastructure provides assistance to the Board of Supervisors, County Administration, Loudoun County residents and businesses through the development and delivery of a quality, safe and sustainable multi-modal transportation system. The Department effectively manages all facets of the Capital Improvement Plan in providing safe, functional, cost effective, energy efficient and environmentally sustainable facilities that serve the citizens and employees of Loudoun County. The Department ensures the County develops public facilities that meet or exceed all federal, state, and local codes and Board of Supervisors' policies.

### Description

In FY 2013, the Department of Transportation & Capital Infrastructure (DTCI) was established by merging the majority of the Capital Construction Division, formerly part of the Department of Construction and Waste Management (DCWM), with the Office of Transportation Services. Further, the Environmental Assurance & Strategic Planning, Disposal Operations and Solid Waste Diversion & Recycling Divisions within the former DCWM and three positions, or 3.00 FTE, associated with the environmental compliance function within the Capital Construction Division were merged with the Department of General Services.

DTCI handles matters relating to the construction of the County's buildings and facilities as well as the intermodal transportation system, which includes: the development and administration of the County's Capital Improvement Program by providing planning, budget, technical expertise, and design and construction oversight services; roadway planning, development, construction and management of locally administered road projects; the implementation of pedestrian and bicycle accommodations as well as traffic calming and operational improvements; and planning and management of County transit and commuter services. Staff also represents the County in regional and local transportation matters, including coordination for the Dulles Corridor Metrorail Project, and serves as the referral agency on transportation related land development issues. The Department works collectively to develop and administer the County's Capital Improvement Program.

### Budget Overview

#### **FY 2014 Issues**

- The County's continuous population growth generates more demand for transportation options and solutions.
- The Department faces the challenge of accommodating the demand for local solutions to transportation issues resulting from the general decline in State funding and escalating costs for transit and road construction. Additionally, funding for transportation projects is scarce due to the current economic climate.
- As the Virginia Department of Transportation (VDOT) manages its funding crisis, more responsibility for data collection, citizen response and project implementation is transferred to localities.
- Due to the loss of Federal funding for regional transit operations beginning in FY 2014, the Board has appropriated additional County funding to maintain the current level of service; however, the sustainability of this funding is uncertain. As such, a consultant study is being conducted through the assistance of the Department of Rail and Public Transportation in preparation of the FY 2015 budget development process and has part of a process to evaluate the effectiveness and efficiency of the system in anticipation of the completion of Phase I of the Dulles Corridor Metrorail Project.
- The Department must sustain knowledge of the ever changing state and federal legal and regulatory requirements.
- Transitioning from an emphasis on building construction to road and transportation improvement construction will be a new challenge.
- The Department must effectively manage capital projects to deliver public facilities in a timely manner.
- The implementation of two new software initiatives, the County's ERP and the Department's E-Builder, require major work effort and challenges for staff.
- Key senior management and other critical personnel will need to be recruited and hired as a result of resignations and retirements.

#### **FY 2014 Major Work Plan Initiatives**

- Promote alternatives to the single occupancy vehicle to meet the lifestyle needs of residents, while helping to reduce regional road congestion and air pollution.
- Work with VDOT and the Virginia Department of Rail and Public Transportation (VDRPT), the development community, Homeowner Associations (HOAs), educational and health organizations, and businesses through established programs and procedures and using innovative solutions and partnerships to address completing necessary highway and transit projects.
- Design, fund and construct park and ride lot facilities at Eastgate, Sterling, Dulles Town Center and Stone Ridge, and pursue alternatives for an additional park and ride in Leesburg.
- Complete the construction of the Transit Maintenance and Operations Facility (TMOF) and finish planning and preparing procedures and contract language for contractor operations of the TMOF.
- Provide continued oversight of the engineering of the Dulles Corridor Metrorail Project (Phase II), and represent the County's interest in the project's implementation.
- Continue the design of planned improvements to the intersection of Waxpool Road and Pacific Boulevard; Tall Cedars Parkway and Claiborne Parkway; and road improvements on Crosstrail Boulevard between Kincaid Boulevard and Russell Branch Parkway.
- Actively participate in the County's newly created Business Assistance Team further promoting transportation as a component of economic development.





---

## Department of Transportation & Capital Infrastructure

### FY 2014 Major Work Plan Initiatives (continued)

- Complete the Ashburn/Sterling Traffic Study and update the County's Travel Demand Forecasting Model to better support long range planning efforts.
- Initiate design and complete an Interchange Justification Report for the planned improvements at Routes 7 and 690.
- Provide staff support for the construction of Riverside Parkway and Russell Branch Parkway.
- Coordinate outstanding issues with developers to advance the planned interchange at Route 7 and Ashburn Village Parkway to the project's construction phase.
- Coordinate with VDOT to advance planned improvements at the intersection of Braddock Road and Pleasant Valley Parkway, the planning of the North-South corridor study, and the construction of Belfort Park improvements.
- Manage the programming, design and construction of capital projects in accordance with the Capital Improvement Program schedule.
- Continue the implementation of construction management software for greater efficiencies in managing project schedules and financial management.

### FY 2013 Major Achievements

- Developed a methodology, conducted an analysis and identified bicycle and pedestrian priority projects for Board of Supervisors' review.
- Completed National Environmental Policy Act (NEPA) documentation for planned interchange at Routes 7 and 659, which was approved by VDOT and is eligible for \$72 million in State and Federal funding for construction.
- Completed the design of Alder School Road improvements and Riverside Parkway improvements including traffic calming measures, and continued design of Crosstrail Boulevard improvements with the planned extension to Route 7 as recommended by the Government Support Center Master Plan Steering Committee.
- Utilized cash proffers to initiate the design of Claiborne Parkway and Tall Cedars Parkway.
- Collected a full proportional share of both Federal Congestion Mitigation and Air Quality Improvement program (CMAQ) funding and Regional Surface Transportation Program (RSTP) funding for Loudoun County transportation projects.
- Completed the design of the Transit Maintenance and Operations Facility, and submitted an application for a State Capital grant to equip and furnish the new facility.
- Opened and commenced transit service from two proffered park and ride lots; Goose Creek Village and Brambleton.
- Assisted the developer of the Dulles Town Center to complete the first phase of the planned park and ride lot and interim transit center.
- Began implementation of Transportation Demand Management strategies identified in the Board of Supervisors endorsed Loudoun Transportation Demand Management (TDM) Plan.
- Worked with Virginia Regional Transit staff to revamp and improve the Loudoun Fixed Routes, and developed schedules to introduce evening hours of operation on two of the most patronized fixed routes.
- Staff negotiated an effective cost share agreement with the developer to coordinate and partner in the construction of improvements on Riverside Parkway and Fort Evans Road.
- Developed partnerships with the developer of Goose Creek Preserve and Stonegate to advance improvements of Route 659 from Broadlands Boulevard to Truro Parish Road, and to Smith Switch Road.
- Obtained state funding for the Route 287 Corridor Study, Claiborne Parkway construction funds, the Woods Road, and the planned overpass at Lexington Drive.
- Coordinated with VDOT to complete the design of the Route 7 Climbing Lane and the Sycolin Road Overpass.
- Finalized design for the planned trail improvements along Atlantic Boulevard between Nokes Boulevard and Magnolia Road.
- Finalized construction plans for the intersection improvements at Waxpool Road and Ashburn Village Parkway.
- Completed the construction of the following projects: Adult Detention Center Video Visitation System, Youth Shelter Addition, Eastern Loudoun Respite Center, Bluemont Community Center Renovation, Lucketts Community Center Renovation, Byrnes Ridge Park Public Bathrooms, Fire and Rescue Training Center Prop Lots, Wayfinding Signage Phase I, Waterford Foundation Phillips Farm Pull-off, Station 16 Fire and Rescue Station, Gum Spring Library, Goose Creek Bridge Demolition, Scott Jenkins Memorial Park, Kincora Fire and Rescue Station, Middleburg Fire and Rescue Station, Potomac View Road Bus Shelters, Claude Moore Park Pedestrian and Bike Improvements, Briar Patch Park Public Bathrooms, BLES Park Public Bathrooms, Ashburn Park Public Bathrooms, Trailside Park Public Bathrooms, Animal Shelter Addition, and Lower Sycolin Road Infrastructure.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Department of Transportation & Capital Infrastructure

<b>Departmental Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$4,414,644	\$4,671,444	\$4,803,465	\$5,172,912	\$5,280,469
Operations & Maintenance	8,662,873	10,979,771	12,004,175	13,413,678	14,565,977
Capital Outlay & Capital Acquisitions	95,817	264,269	68,017	0	0
Transfer to General Fund	4,309,558	0	0	0	0
Transfer to General Capital Improvement	174,266	245,667	177,415	0	0
Transfer to General Debt Service Fund	521,162	734,956	734,956	716,406	273,199
<b>Total Expenditures</b>	<b>\$18,178,320</b>	<b>\$16,896,107</b>	<b>\$17,788,028</b>	<b>\$19,302,996</b>	<b>\$20,119,645</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$94,464	\$114,524	\$201,637	\$115,446	\$190,639
Use Of Money & Property	452	0	0	0	0
Charges For Services	5,644,432	6,893,534	7,702,972	7,580,524	8,237,562
Miscellaneous Revenue	2,250	3,854	94,150	0	0
Recovered Costs	7,599	7,599	7,599	0	0
State Categorical Aid	2,069,903	2,613,907	2,981,456	2,814,583	3,026,069
Federal Categorical Aid	34,586	35,254	37,628	0	0
Other Financing Sources	8,955,007	5,564,954	5,809,246	7,413,619	7,684,049
<b>Total Revenues</b>	<b>\$16,808,693</b>	<b>\$15,233,626</b>	<b>\$16,834,688</b>	<b>\$17,924,172</b>	<b>\$19,138,319</b>
<b>Local Tax Funding</b>	<b>\$1,369,627</b>	<b>\$1,662,481</b>	<b>\$953,340</b>	<b>\$1,378,824</b>	<b>\$981,326</b>
<b>FTE Summary</b>	<b>45.77</b>	<b>44.77</b>	<b>46.54</b>	<b>46.54</b>	<b>47.77</b>

**Note: The Transit and Commuter Services Bus Program included in the Departmental Financial Summary Table does not require local tax funding and is revenue neutral. The Departmental local tax funding is associated with the transportation planning function within the Transportation Services Division.**

### FY 2014 Board Action

The FY 2014 Adopted Fiscal Plan for the newly established Department of Transportation and Capital Infrastructure includes a decrease in local tax funding of \$397,498 and an increase of 1.23 FTE. Personnel expenditures increased \$107,557 primarily due to the Board's addition of a 2% merit based increase for all employees. Operations and Maintenance expenditures increased \$1,152,299 due to contractual and operational costs for expanded transit and commuter services. The increase of 1.00 FTE is a result of the reallocation of 1.00 FTE from the Division of Solid Waste Diversion and Recycling Division in the former Department of Construction and Waste Management as a result of the reorganization that established this Department and is not an increase in total County-wide FTE. The Revenue increase of \$1,214,147 is attributed to: an increase in the transfer from the Capital Fund to offset personnel and operating costs associated with capital project management, which now includes three positions within the Transportation Planning & Operations Division dedicated for additional transportation projects included in the Capital Improvement Plan; a projected increase in commuter bus fare revenue; and an increase in State funding for transit and commuter services.

### Budget History

FY 2010: The Board eliminated 1.00 FTE in the Capital Construction Division.

FY 2011 Mid-Year: The Board of Supervisors approved an increase of 0.77 FTE in the former Office of Transportation Services for a Dulles Rail Coordinator position. Further, 1.00 FTE was transferred to the Capital Construction Division from the Department of Planning Services.

FY 2013 Mid-Year: The Board of Supervisors approved an increase of 0.23 FTE for the Dulles Rail Coordinator position and 1.00 FTE was reallocated from the Division of Solid Waste Diversion and Recycling Division in the former Department of Construction and Waste Management as part of the reorganization and establishment of the Department of Transportation and Capital Infrastructure.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Department of Transportation & Capital Infrastructure**

<b>Expenditures by Program<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Capital Project Design & Construction	\$5,982,721	\$2,369,781	\$1,952,608	\$2,019,406	\$2,108,037
Transportation Planning & Operations	10,729,037	12,466,288	13,752,803	15,467,191	16,176,157
Capital Budget & Policy	1,466,562	2,060,038	2,082,617	1,816,399	1,835,451
<b>Total Expenditures</b>	<b>\$18,178,320</b>	<b>\$16,896,107</b>	<b>\$17,788,028</b>	<b>\$19,302,996</b>	<b>\$20,119,645</b>

<b>Revenues by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Capital Project Design & Construction	\$5,989,644	\$1,750,918	\$2,019,558	\$2,019,406	\$2,108,037
Transportation Planning & Operations	9,352,487	11,422,670	12,732,513	14,088,367	15,194,831
Capital Budget & Policy	1,466,562	2,060,038	2,082,617	1,816,399	1,835,451
<b>Total Revenues</b>	<b>\$16,808,693</b>	<b>\$15,233,626</b>	<b>\$16,834,688</b>	<b>\$17,924,172</b>	<b>\$19,138,319</b>

<b>Local Tax Funding by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Capital Project Design & Construction	\$(6,923)	\$618,863	\$(66,950)	\$0	\$0
Transportation Planning & Operations	1,376,550	1,043,618	1,020,290	1,378,824	981,326
Capital Budget & Policy	0	0	0	0	0
<b>Total Local Tax Funding</b>	<b>\$1,369,627</b>	<b>\$1,662,481</b>	<b>\$953,340</b>	<b>\$1,378,824</b>	<b>\$981,326</b>

<b>Staffing Summary by Program</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Capital Project Design & Construction	17.00	16.00	17.00	17.00	17.00
Transportation Planning & Operations	16.77	16.77	17.54	17.54	18.77
Capital Budget & Policy	12.00	12.00	12.00	12.00	12.00
<b>Total FTE</b>	<b>45.77</b>	<b>44.77</b>	<b>46.54</b>	<b>46.54</b>	<b>47.77</b>

---

<sup>1</sup> All previous fiscal year data reflects estimated expenditures and revenues for Capital Construction and the Planning, Budgeting & Design Services Divisions to reflect the reorganization of the former Department of Construction and Waste Management that established this Department in FY 2013.



## Department of Transportation & Capital Infrastructure Capital Project Design & Construction

### Program Goal and Service Description

The Capital Project Design & Construction Division provides design and construction administration for General Government public use facilities. The Division provides design and construction oversight services to manage all phases of the County's public facility development to provide safe, functional, cost effective, and energy and environmentally sustainable facilities. Design and construction oversight includes activities such as: the procurement of consulting services, project development, design, management of the project budget, field inspections and documentation of the work to insure compliance with contract documents, resolution of design and construction site issues that arise during construction, coordination of all work involving other agencies such as utility companies and third party testing agencies, review and monitoring of the construction schedule, and all aspects of contract management for the various contracts in place during the construction phase.

### Budget Overview

#### **FY 2014 Issues**

- The construction workload will transition from vertical capital projects to horizontal capital projects in support of the Board of Supervisors prioritization of transportation projects. New operating processes and procedures will need to be developed.
- Transportation projects require different documentation and inspections than vertical construction in order to meet VDOT requirements. Adequate resources need to be available for the successful management of these projects and turnover to VDOT.
- Key senior management and other critical personnel will need to be recruited and hired as a result of resignation and retirements.

#### **FY 2014 Major Work Plan Initiatives**

- Based on direction from the Board of Supervisors, define, prioritize and integrate transportation projects into the construction work plan based on a dedicated recurring revenue of \$0.02 of the proposed property tax rate to fund transportation needs.
- The Division will coordinate and develop new working protocols between the Transportation Planning & Operations and the Capital Budget & Policy Divisions.
- In coordination with the Procurement Department and Capital Budget & Policy Division, new IFB language and procedures for transportation projects will be developed to improve the delivery time of projects. This will include standard IFB language tailored to transportation projects and standard procedures for VDOT review.
- Provide the required VDOT training to construction managers and field representatives in order to effectively manage transportation projects.

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,497,914	\$1,451,631	\$1,478,253	\$1,674,240	\$1,776,861
Operations & Maintenance	153,200	592,908	431,335	345,166	331,176
Capital Outlay & Capital Acquisitions	22,049	264,269	43,021	0	0
Transfer to General Fund	4,309,558	0	0	0	0
Transfer to General Capital Improvement	0	60,973	0	0	0
<b>Total Expenditures</b>	<b>\$5,982,721</b>	<b>\$2,369,781</b>	<b>\$1,952,608</b>	<b>\$2,019,406</b>	<b>\$2,108,037</b>
<b>Revenues</b>					
Charges For Services	\$0	\$82	\$213	\$0	\$0
Miscellaneous Revenue	2,250	3,854	94,150	0	0
Other Financing Sources <sup>1</sup>	5,987,394	1,746,982	1,925,195	2,019,406	2,108,037
<b>Total Revenues</b>	<b>\$5,989,644</b>	<b>\$1,750,918</b>	<b>\$2,019,558</b>	<b>\$2,019,406</b>	<b>\$2,108,037</b>
<b>Total Local Tax Funding</b>	<b>\$(6,923)</b>	<b>\$618,863</b>	<b>\$(66,950)</b>	<b>\$0</b>	<b>\$0</b>
<b>FTE Summary<sup>2</sup></b>	<b>17.00</b>	<b>16.00</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>

<sup>1</sup> Other Financing Sources reflects a transfer from the Capital Fund to cover personnel associated directly with the capital construction projects. As a result, no local tax funding is required in FY 2014, as all personnel within this Division are aligned with capital project management.

<sup>2</sup> As part of the establishment of this newly formed Department, 12.00 FTE included in the Capital Construction Division of the former Department of Construction & Waste Management are included in the newly created Planning, Budget & Design Services Division. Personnel associated with the environmental compliance function of the former Capital Construction Division or 3.00 FTE were transferred to the Department of General Services. All previous fiscal year data reflects estimated expenditures and revenues.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Department of Transportation & Capital Infrastructure**  
**Capital Project Design & Construction**

<b>Program Objectives and Performance Measures<sup>1</sup></b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014 Projected</b>
<b>Objective: Deliver approved capital projects in accordance with the Capital Improvement Plan schedule.</b>				
• Annual cash flow (excluding land acquisition)	\$45,585,000	\$43,819,465	\$60,000,000	\$65,000,000
• Capital projects completed	15	8	17	16
• Cost to administer current project volume (% of annual cash)	5.30%	5.00%	5.00%	5.00%
• Current active projects under construction	25	13	21	27
• Percentage of active capital projects on schedule	81.25%	100.00%	86.00%	100.00%
• Percentage of projects completed within planned timeframe	n/a	n/a	88%	95%
<b>Objective: Deliver approved capital projects within budget.</b>				
• Capital project final cost growth compared to initial cost estimate	n/a	n/a	0%	0%
• Percent of projects bid within budget	100%	100%	100%	100%
• Percent of projects completed within budget	100%	100%	100%	100%

---

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



## Department of Transportation & Capital Infrastructure Transportation Planning & Operations

### Program Goal and Service Description

The Transportation Planning & Operations Division handles matters relating to the long range planning of the intermodal transportation system which includes: roadway planning, development, implementation of pedestrian and bicycle accommodations; traffic calming and operational improvements; and planning and management of County transit and commuter services. Staff also represents the County in regional and local transportation matters, including coordination for the Dulles Corridor Metrorail Project, and serves as the referral agency on transportation related land development issues; promotes and administers rideshare program activities, including the carpool/vanpool match system, transportation fairs, and the distribution of informational materials as well as local advertising. Additionally, staff manages the local employer outreach program which promotes awareness of alternative commuting modes to Loudoun County employers.

### Budget Overview

#### **FY 2014 Issues**

- Increased regional road congestion, higher tolls, increases in transit incentive payments to Federal workers and unstable fuel prices continue to spur the demand for additional transit and commuting options, as well as the capacity expansion of existing services.
- Expanding transit service requires not only additional equipment and funds, but also supporting infrastructure, such as additional park and ride lot spaces in western and eastern Loudoun County and bus storage and maintenance facilities.
- Planning for the arrival of Phase II of the Dulles Metrorail project requires that major decisions be made regarding future participation levels in the Northern Virginia Transportation Commission (NVTC), Washington Metropolitan Area Transit Authority (WMATA), as well as planning for funding of WMATA Metrorail service and supportive transit.
- Roads with a high level of vehicular traffic must be continuously monitored to ensure quality of life and safety.
- Workloads will increase as the County takes on additional design responsibilities for new road construction projects as a result of reduced statewide funding for the secondary road program.
- Due to the loss of Federal funding for regional transit operations beginning in FY 2014, the Board has appropriated additional County funding to maintain the current level of service, however, the sustainability of this funding is uncertain. As such, a consultant study is being conducted through the assistance of the Department of Rail and Public Transportation in preparation of the FY 2015 budget development process; and as part of a process to evaluate the effectiveness and efficiency of the system in anticipation of the completion of Phase I of the Dulles Corridor Metrorail Project.

#### **FY 2014 Major Work Plan Initiatives**

- Implement and administer additional efficient Intelligent Transportation Systems information solutions for transit riders, such as cellphone applications, bus arrival displays at select Park and Ride lots, bus stop annunciators, and website enhancements such as trip planning resources.
- Work within the land development application process to acquire and/or develop transit infrastructure, such as park and ride lots, bus stops, and bus shelters.
- Design, fund and construct park and ride lot facilities at Eastgate, Sterling, Dulles Town Center and Stone Ridge, and pursue alternatives for an additional Leesburg park and ride lot.
- Complete the construction of the Transit Maintenance and Operations Facility (TMOF) and complete planning and prepare procedures and contract language for contractor operations of the TMOF.
- Refine timeline, funding and implementation plans for the recommendations contained in the state mandated six-year Transit Development Plan.
- Provide continued oversight of the engineering of the Dulles Corridor Metrorail Project (Phase II), and represent the County's interest in the project's implementation.
- Facilitate the incorporation of alternative modes, including bicycle and pedestrian accommodations, into the transportation network.
- Review developer initiated land development applications in a timely and efficient manner while adhering to County-wide Transportation Plan requirements and protecting the public's interest, including seeking appropriate transportation proffers/conditions.
- Develop appropriate transportation improvements that address quality of life and safety issues, while still meeting the requirements to accommodate high traffic volumes on the County's road network.
- Continue to monitor statewide legislation with respect to use of proffers for transportation and efforts by the state to implement devolution of operations and maintenance of the road network, currently a State responsibility to localities.
- Initiate the design phase for the traffic signal project at the Tall Cedars Parkway and Poland Road Intersection as well as at the Sycolin Road and Loudoun Center Place Intersection.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Department of Transportation & Capital Infrastructure**  
**Transportation Planning & Operations**

<b>Program Financial Summary</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,606,247	\$1,763,824	\$1,791,041	\$2,033,925	\$2,034,814
Operations & Maintenance	8,353,594	9,782,814	11,024,395	12,716,860	13,868,150
Capital Outlay & Capital Acquisitions	73,768	0	24,996	0	0
Transfer to General Capital Improvement	174,266	184,694	177,415	0	0
Transfer to General Debt Service Fund	521,162	734,956	734,956	716,406	273,199
<b>Total Expenditures</b>	<b>\$10,729,037</b>	<b>\$12,466,288</b>	<b>\$13,752,803</b>	<b>\$15,467,191</b>	<b>\$16,176,157</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$94,464	\$114,524	\$201,637	\$115,446	\$190,639
Use Of Money & Property	452	0	0	0	0
Charges For Services	5,644,432	6,893,452	7,702,759	7,580,524	8,237,562
Recovered Costs	7,599	7,599	7,599	0	0
State Categorical Aid	2,069,903	2,613,907	2,981,456	2,814,583	3,026,069
Federal Categorical Aid	34,586	35,254	37,628	0	0
Other Financing Sources <sup>1</sup>	1,501,051	1,757,934	1,801,434	3,577,814	3,740,561
<b>Total Revenues</b>	<b>\$9,352,487</b>	<b>\$11,422,670</b>	<b>\$12,732,513</b>	<b>\$14,088,367</b>	<b>\$15,194,831</b>
<b>Total Local Tax Funding</b>	<b>\$1,376,550</b>	<b>\$1,043,618</b>	<b>\$1,020,290</b>	<b>\$1,378,824</b>	<b>\$981,326</b>
<b>FTE Summary<sup>2</sup></b>	<b>16.77</b>	<b>16.77</b>	<b>17.54</b>	<b>17.54</b>	<b>18.77</b>

**Note:** The Transit and Commuter Services Bus Program included in the Program Financial Summary Table does not require local tax funding and is revenue neutral. The local tax funding is associated with the transportation planning function within the Transportation Services Division.

<sup>1</sup> FY 2014 Other Financing Sources reflects an additional transfer of \$316,041 from the Capital Fund to cover personnel and 3.00 FTE associated directly with the capital construction projects.

<sup>2</sup> An increase of 1.23 FTE is attributable to the Board of Supervisors approved increase of the Dulles Rail Coordinator position from 0.77 FTE to 1.00 FTE or an increase of 0.23 FTE in FY 2013 as well as 1.00 FTE that was reallocated from the Division of Solid Waste Diversion and Recycling Division in the former DCWM to the Division of Transportation Services as a result of the reorganization that established this Department.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Department of Transportation & Capital Infrastructure

### Transportation Planning & Operations

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: To effectively and efficiently enhance, supplement and improve the multi-modal transportation system in Loudoun County, in a cost-effective manner, by maintaining the ratio of design cost as a percentage of total project cost in the range of 15-25% to recognize that design cost ratios vary by infrastructure type and complexity.</b>				
• Design costs of standard projects as a % of total project costs	n/a	n/a	19%	19%
• Design costs of basic projects as a % of total project costs	n/a	n/a	15%	15%
<b>Note:</b> For purposes of this objective, roadway design projects are categorized as basic, standard, or complex depending upon their complexity. Projects requiring structure(s) and/or complex environment analyses will be categorized as complex, whereas other straightforward projects will be categorized as basic or standard depending on whether the design fee exceeds \$5 million.				
<b>Objective: To respond to requests from the Board of Supervisors and citizens on traffic calming, parking and signage issues immediately (within 24 hours) and set forth a plan of action for any traffic calming and/or parking issue within 45 days of receiving the request.</b>				
• Percent of residential parking permit requests responded to in 24 hours	n/a	n/a	100%	100%
• Percentage of projects where action is developed within 45 days	n/a	n/a	100%	100%
• Residential Permit Parking Districts (expansion, addition, modification)	n/a	n/a	5	5
• Traffic Calming Projects Implemented	n/a	n/a	5	5
<b>Objective: To achieve and/or maintain a high level of performance in the processing of legislative Land Development Referrals (LDRs) and applications by ensuring 95% of all LDRs are processed on time, as set forth by the Code of Virginia and County policies. Legislative applications received by the Office of Transportation are categorized as basic, standard, complex, or highly complex cases depending upon the complexity of the application.</b>				
• Percent of applications processed on time	n/a	n/a	92%	100%
• Basic and Standard LDRs processed on time	n/a	n/a	100%	100%
• Basic and Standard LDRs received	n/a	103	104	105
• Complex LDRs processed on time	n/a	n/a	85%	100%
• Complex LDRs received	n/a	14	14	14
• Highly Complex LDRs processed on time	n/a	n/a	50%	100%
• Highly Complex LDRs received	n/a	7	7	7

**Note:** The four categorizations of LDRs are defined by the following criteria: Highly Complex – LDRs with extensive traffic study review and policy analysis required, often due to size and type of development proposed and requires extensive mitigation measures. Complex – LDRs with significant transportation analysis required and/or unique site specific issues due to location of development, which requires off-site mitigation. Standard and Basic – LDRs with typical level of transportation analysis and only a traffic memo or statement is required and any mitigation is limited to on-site improvements or in close proximity.

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





Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Department of Transportation & Capital Infrastructure

### Transportation Planning & Operations

Program Objectives and Performance Measures <sup>1</sup>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
<b>Objective: To appropriately manage and administer the local project development program, project managers should maintain a project load of no more than 6 to 10 projects, which vary in level of complexity and time commitment, for which projects are defined by three categorizations: basic, standard and complex.</b>				
• Average weighed project points per project manager <sup>2</sup>	n/a	n/a	25	25
• Number of Basic projects	n/a	3	3	3
• Number of Complex projects	n/a	11	11	13
• Number of Standard projects	n/a	6	6	6
• Total number of projects	n/a	20	22	22
<b>Objective: To process requests for traffic signs related to traffic calming and pedestrian safety with the larger goal of holding pedestrian fatalities at or below a level of .010 per 1,000 residents and pedestrian injuries at or below a level of .25 per 1,000 residents.</b>				
• Special Studies <sup>3</sup>	n/a	n/a	5	5
• Pedestrian injuries within residential areas of County	n/a	n/a	2	2
• Signage Requests	n/a	n/a	5	5
•				
<b>Objective: Provide a cost efficient, safe and reliable transit system to meet the increasing needs of Loudoun residents as well as promote and coordinate availability of commuting options for Loudoun residents, through a results driven Transportation Demand Management (TDM) program that includes strategies of marketing campaigns, transportation fairs, and informational displays; and increase participation in alternative commute programs at targeted Loudoun County private employer sites through various outreach activities.</b>				
• Net operating cost per hour	n/a	n/a	\$35	\$35
• Rideshare applications processed	n/a	n/a	250	250
• Commuter Services inquiries <sup>4</sup>	n/a	n/a	22,500	22,500
• Transportation outreach events	n/a	n/a	20	20
• Annual commuter bus ridership	n/a	n/a	1,296,000	1,345,150

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

<sup>2</sup> Projects are weighed in points to evaluate performance and work load of project managers by the following criteria and with an overall goal of 32 points per project manager: Basic= 1 point; Standard= 3 points; and Complex=8 points.

<sup>3</sup> FY 2013 and FY 2014 projects primarily include speeding fines and multi-way stop requests.

<sup>4</sup> Inquires include inquiries by phone, email and visits to website.



## Department of Transportation & Capital Infrastructure

### Capital Budget & Policy

#### Program Goal and Service Description

The Capital Budget & Policy Division develops and administers the County's Capital Facility Standards, Capital Intensity Factor, Capital Needs Assessment and Capital Improvement Program which provide a plan and budget for the development of public facilities in Loudoun County. The Division provides planning, budget, technical expertise, and design oversight to manage all phases of the County's public facility development to provide safe, functional, cost effective, and energy and environmentally sustainable facilities. The Division plans and manages the County land acquisition process. Identifies and resolves planning and land use issues related to developing county facilities, acquires land and buildings for county government facilities, manages cash, land and in-kind capital facility proffers in support of CIP project development and develops project budgets to design and construct county facilities. The Division also integrates the Loudoun County Public School System's facility needs into the County planning, budgeting and development plans.

#### Budget Overview

##### **FY 2014 Issues**

- The Division will continue to be challenged by the implementation of two new software initiatives: the County's ERP implementation and the Department's E-Builder implementation, which are both supported by staff in this Division. Furthermore, the integration of the new Department's staff into the new ERP and E-Builder operating requirements will be a major work effort for the staff in this Division in FY 2014.
- The limited availability as well as the rising costs of acquiring land continues to be a concern and can have impacts on the timeliness of completing projects within the planned timeframes included in the Capital Improvement Plan.

##### **FY 2014 Major Work Plan Initiatives**

- Effectively manage the planning, budgeting, and design of capital projects in accordance with the Capital Improvement Plan schedule.
- Provide training opportunities to general contractors and design contractors to promote the utilization of E-Builder to increase work process improvements and efficiencies.
- Integrate transportation project planning and budgeting into the six-year Capital Improvement Program.
- Develop an effective land acquisition plan and process to achieve the Board of Supervisors' capital facility development goals.

<b>Program Financial Summary<sup>1</sup></b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,310,484	\$1,455,989	\$1,534,171	\$1,464,747	\$1,468,794
Operations & Maintenance	156,079	604,049	548,445	351,652	366,657
<b>Total Expenditures</b>	<b>\$1,466,562</b>	<b>\$2,060,038</b>	<b>\$2,082,617</b>	<b>\$1,816,399</b>	<b>\$1,835,451</b>
<b>Revenues</b>					
Other Financing Sources	\$1,466,562	\$2,060,038	\$2,082,617	\$1,816,399	\$1,835,451
<b>Total Revenues</b>	<b>\$1,466,562</b>	<b>\$2,060,038</b>	<b>\$2,082,617</b>	<b>\$1,816,399</b>	<b>\$1,835,451</b>
<b>Total Local Tax Funding</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>FTE Summary<sup>2</sup></b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>

<sup>1</sup> FY 2014 Other Financing Sources reflects a transfer from the Capital Fund to cover personnel associated directly with the capital construction projects. As a result, no local tax funding is required, as all personnel within this Division are aligned with capital project management.

<sup>2</sup> As part of the establishment of this newly formed Department, 12.00 FTE included in the Capital Construction Division of the former Department of Construction & Waste Management were reallocated to establish this Division. All previous fiscal year data reflects estimated expenditures and revenues.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**Department of Transportation & Capital Infrastructure**  
**Capital Budget & Policy**

<b>Program Objectives and Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014 Projected</b>
<b>Objective: Develop the County's approved Capital Facility Standards, Capital Needs Assessment and Capital Improvement Programs</b>				
• Number of Capital Facility Standards developed	46	46	46	40
• Number of capital projects processed for planning and budget requirements	245	163	64	165
<b>Objective: Provide project and contract management of external architectural, civil, mechanical and electrical engineering firms during the design phase of capital facility development.</b>				
• Active projects in design development	29	30	30	42
• Percentage of design projects completed on schedule	n/a	n/a	85%	90%
<b>Objective: Provide services to acquire real property, easements, and right of way to develop public facilities in accordance with Board of Supervisors adopted Capital Improvement Program.</b>				
• Number of real property transactions	n/a	27	65	75
• Percent of land acquisitions purchased within budget	100%	100%	100%	100%





## Miscellaneous

### MISCELLANEOUS SUMMARY

.....	
Landfill Fee Waivers.....	Page 6 – 3
.....	
Non-Departmental .....	Page 6 – 6
.....	
Non-Profit Organizations .....	Page 6 – 8
.....	
Regional Organizations and Intergovernmental Contributions .....	Page 6 – 16
.....	





---

---

## **FY 2014 LANDFILL FEE WAIVERS**

### **JULY 1, 2012 – JUNE 30, 2014**

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

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

Interested organizations may apply for the landfill fee waiver on a biennial basis. The adopted fee waiver period is from July 1, 2013 through June 30, 2014, the first year of the biennium. Organizations receiving fee waivers include Loudoun County Government departments, towns in the County, Fire and Rescue Companies, other government entities, and nonprofit organizations. The total estimated annual landfill fee waiver for FY 2014 is \$1,816,252. Approximately 64% of the waivers recommended are for Loudoun County Government departments and agencies (including the Loudoun County Public School System), 11% for town governments, less than 1% for volunteer fire companies, 21% for other government entities (primarily the Virginia Department of Transportation) and 3% for non-profits.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**FY 2014 LANDFILL FEE WAIVERS  
JULY 1, 2012 – JUNE 30, 2014**

	<b>FY 2012 Adopted</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Provisional</b>
<b>Loudoun County Government &amp; Public Schools</b>			
Loudoun Animal Services	240	240	240
Loudoun Building & Development	600	150	150
Loudoun Transportation and Capital Infrastructure <sup>1</sup>	0	2,980	2,980
Loudoun Family Services	490	480	480
Loudoun General Services <sup>1</sup>	479,780	654,345	678,645
Loudoun Parks & Recreation	56,725	53,400	53,400
Loudoun Sheriff's Office Community Workforce	2,769	2,705	2,780
Loudoun County Public Schools	<u>495,000</u>	<u>408,575</u>	<u>438,875</u>
Total, County Govt. & LCPS	1,035,604	1,122,875	1,177,550
<b>Towns in County</b>			
Town of Hamilton	7,200	10,500	10,500
Town of Hillsboro	255	-	-
Town of Leesburg	109,235	136,060	136,060
Town of Purcellville	15,335	18,000	19,200
Town of Round Hill	<u>17,600</u>	<u>29,042</u>	<u>29,042</u>
Total, Towns	149,625	193,602	194,802
<b>Loudoun Fire and Rescue Companies</b>			
Ashburn Volunteer Fire & Rescue Co.	153	205	205
Lovettsville Volunteer Fire Co	495	-	-
Purcellville Volunteer Rescue Squad	190	157	157
Round Hill Volunteer Fire Co.	333	261	261
Philomont Volunteer Fire Co.	<u>-</u>	<u>-</u>	<u>-</u>
Total, Fire/Rescue Companies:	1,171	623	623
<b>Other Government Entities</b>			
City of Fairfax	197	258	258
Loudoun Water	34,465	34,470	34,470
No. Va. Community College	1,315	1,590	2,080
No. Va. Regional Park Authority	3,365	3,290	3,290
VPI -- Middleburg Agricultural Center (VA Tech. Univ.)	375	-	-
Virginia Department of Transportation	350,000	346,515	346,515
Federal Aviation Administration	<u>250</u>	<u>370</u>	<u>370</u>
Total, Other Government Entities:	389,967	386,493	386,983
<b>Nonprofit Organizations</b>			
Blossom & Bloom	30	-	-
Christmas in April	380	510	510
Friends of Homeless Animals	1,580	1,555	1,555
Gladyin School & Camps	775	1,280	1,280
Good Shepherd Alliance	1,759	1,699	1,699

<sup>1</sup> The fee waivers for Transportation and Capital Infrastructure and General Services departments are adjusted to reflect the reorganization of construction Waste Management department which occurred in FY 2013 mid-year.





Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

**FY 2014 LANDFILL FEE WAIVERS**  
**JULY 1, 2012 – JUNE 30, 2014**

	<b>FY 2012 Adopted</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Provisional</b>
Grafton (formerly Graydon Manor)	204	263	263
Highroad Program Center	1,126	1,143	1,143
Hillsboro Ruritan Club	4,500	4,500	4,500
Keep Loudoun Beautiful	\$750	\$3,200	\$3,200
Ladies Board - INOVA Loudoun Hospital Center	660	660	660
Loudoun Fair & Associates	2,112	1,510	1,510
Loudoun Abused Women Shelter	60	60	60
Loudoun Cares	60	10,950	625
Loudoun Habitat for Humanity	655	813	813
Loudoun Interfaith Relief, Inc.	2,970	480	780
Lovettsville Community Center Advisory Board	4,500	4,500	4,500
Lucketts Ruritan Club	28,500	27,010	28,510
Middleburg Community Center	5,038	895	895
Middleburg Academy (formerly Notre Dame Academy)	1,575	1,848	1,848
Salvation Army	14,725	1,425	1,535
Sterling Ruritan Club	315	-	-
Sycolin Creek PTA	9,000	-	-
Waterford Foundation	<u>534</u>	<u>408</u>	<u>408</u>
Total, Nonprofit Organizations:	81,808	64,709	56,294
<b>Grand Total Landfill Fee Waivers</b>	<b>\$1,658,175</b>	<b>\$1,768,302</b>	<b>\$1,816,252</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Non-Departmental Expenditures

The Non-Departmental Expenditures budget is a constructed category within the General Fund that contains funding to pay for expenditures not attributable to specific agencies or departments. This category also includes County-maintained reserves for unforeseen, unpredictable, and unusual events. Most expenditures are treated as reserves that are subsequently allocated to the various programs during the fiscal year. Itemized expenditures and transfers are followed by a summary description of each category.

	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
<b><u>Major Expenditures and Transfers</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Annual Leave Payout (Termination) <sup>1</sup>	\$ 794,655	\$ 899,321	\$ 1,188,025	\$ 600,000	\$ 1,100,000
Exceptional Achievement Awards <sup>1</sup>	39,538	139,239	190,558	250,000	250,000
Retiree Health Savings Plan	0	0	0	0	2,389,250
Personnel Vacancy Savings <sup>1</sup>	(11,166,752)	(12,992,290)	(9,626,128)	(8,570,246)	(8,570,246)
Retiree Health Insurance <sup>2</sup>	7,065,382	8,179,782	8,414,437	10,500,000	8,100,000
Tax relief - Elderly and Handicapped	6,849,041	7,065,020	7,205,600	6,807,000	7,500,000
Training and Professional Development <sup>1</sup>	463,965	639,843	695,975	344,602	344,602
Interest Expense	581,808	524,475	838,454	250,000	250,000
Payment/Contributions to Community and Regional Organizations	2,000,000	0	0	0	400,000
Computer Hardware and Software <sup>3</sup>	563,475	906,870	2,0776,846	400,000	1,225,000
Contingency for Litigation <sup>4</sup>	187,580	326,231	722,437	750,000	750,000
Contingency for Emergency Repair and Organization	0	0	0	1,370,000	700,000
Contingency for Fuel Increases	0	0	0	210,000	300,000
Transfer to Local Transportation District	0	0	0	0	495,903
Transfer to Self-Insurance Fund	3,293,923	5,773,709	2,800,000	2,800,000	2,800,000

### DESCRIPTION OF MAJOR EXPENDITURES AND TRANSFERS

**Annual Leave Payout (Termination).** Payout of annual leave balances upon employees' departure from employment is included in the Non-Departmental budget and allocated to departments' personnel budgets as needed. The Adopted FY 2014 Fiscal Plan includes an increase of \$500,000 for this allowance following the trend in recent years.

**Exceptional Achievement Awards.** County policies include provisions to permit individual and team bonus awards in recognition of outstanding achievement. These provisions are important tools for supporting an organization that recognizes and rewards excellent performance. The FY 2014 Adopted Fiscal Plan maintains this allowance at the FY 2013 Adopted Fiscal Plan level.

**Personnel Vacancy Savings.** The County budgets savings resulting from employee turnover in the Non-Departmental Expenditures budget. Actual savings occur through expenditure balances in departments' personnel budgets. The FY 2014 Adopted Fiscal Plan includes the vacancy savings estimate of \$8,570,246 in response to current and anticipated trends.

**Retiree Health Plan and Retiree Health Savings Plan.** Expenditures for the retiree health plan as well as the county's contribution to the Other Post- Employment Benefits (OPEB) Fund are included in this category. For FY 2014, retiree health is budgeted at \$2,600,000, a reduction from the FY 2013 Adopted budget of \$3,000,000. The county's contribution to the OPEB fund has also decreased from \$7,500,000 to \$5,500,000 in the FY 2014 Adopted budget, a reduction of \$2,000,000. Several cost savings measures have been implemented over the last several years which have resulted in notable savings. Effective January 2013 additional cost savings measures have been implemented by Loudoun County to further mitigate future liabilities to include a Retiree Health Savings Plan (RHSP) for designated eligible employees and new employees hired on or after January 1, 2013. This program will transition the county's retiree health plan from a defined benefit approach to a defined contribution approach. The FY 2014 Adopted Fiscal Plan

<sup>1</sup> Expenditures in the annual leave payoff, exceptional achievement awards, personnel vacancy savings, training and professional development and computer replacement are shown in each agency's budget. Prior year actuals are shown for illustrative purposes only.

<sup>2</sup> Expenditures for Retiree Health Care include the County's contribution to the General Fund OPEB Fund. Prior year actuals are shown for illustrative purposes only.

<sup>3</sup> Expenditures for computer hardware and software replacement are incurred in the Department of Information Technology's budget; prior year actuals are shown for illustrative purposes only.

<sup>4</sup> Funding from the Litigation Contingency is allocated to the Office of the County Attorney as needed, subject to Board approval.



## Loudoun County Government FY 2014 Adopted Fiscal Plan

---

### Non-Departmental Expenditures

includes \$2,389,250 to cover the estimated employer contribution to the RHSP. For current and future retirees an overall 10% cost sharing shift and contribution caps limiting the county's future contributions were implemented. This change will have an immediate and direct impact on the county's Other Post-Employment Benefits (OPEB) liability.

**Tax Relief for the Elderly and Handicapped.** The County provides for real property tax relief for the elderly and disabled. The amount budgeted for FY 2014 is \$7,500,000 and is a reduction of real property revenues. This category is included in Non-Departmental Expenditures for display purposes only.

**Training and Professional Development.** The Board established a centrally-managed resource to be managed by the County Administrator. The amount included in Non-Departmental budget for training and professional development is \$344,602 in FY 2014. These funds are allocated as requested by departments for approved travel and training with the actual expenditures occurring in the departments' O&M budgets. The FY 2014 Adopted budget is based on allocations from the central pool since its inception.

**Interest Expense.** The County budgets interest payments on real and personal property tax refunds in the Non-Departmental Expenditures budget. The FY 2014 Adopted Fiscal Plan maintains this allowance at the FY 2013 Adopted Fiscal Plan level.

**Payment/Contributions to Communities and Regional Organizations.** The FY 2010 expenditures represent the County's settlement with the Town of Purcellville. Included in this category is an enhancement of \$400,000 for a contingency should the Board decide to create an Economic Development Authority.

**Computer Hardware and Software.** Scheduled replacement of personal computer hardware, software, printers, and related items is included in the Non-Departmental Expenditures budget and managed centrally by the Department of Information Technology. The County historically has planned for personal computer replacement on a five-year cycle and accelerated the schedule to a four-year cycle beginning in FY 2007; in the FY 2011 Adopted Fiscal Plan the replacement cycle was extended to six years due to funding constraints. The FY 2014 Adopted Fiscal Plan includes an enhancement request for \$1,225,000 which uses FY 2012 fund balance for this purpose per prior direction of the Board to include this in the budget process.

**Contingencies.** The County budgets contingency funding for new initiatives and anticipated, but not definite, expenses in the Non-Departmental Expenditures budget. The FY 2014 Adopted Fiscal Plan continues the established practice of budgeting a litigation contingency for potential litigation expenses which is allocated as needed, subject to Board approval. In FY 2013, this contingency was reduced by the Board to \$750,000 and this is continued in 2014. The allowance for emergency repairs and unanticipated County needs has been reduced to \$700,000 based upon a recommendation to fully fund the identified needs within the Capital Asset Preservation Program. Also included is \$300,000 for anticipated increases in fuel costs for FY 2014.

**Transfer to Transportation District Fund.** Funding of \$495,903 was approved by the Board as part of the budget development process to address the loss of federal funding for regional transit services. Transit services have been historically funded through state operating assistance grant funding, federal 5311 funding and local gasoline tax revenue. Beginning in FY 2014, the County is no longer eligible for federal 5311 funding for the majority of the non-rural fixed routes. In order to maintain the level of service \$495,903 of additional local funding was required for FY 2014. The County in conjunction with the Virginia Department of Rail and Public Transportation are currently studying the transit services in Loudoun and will be developing recommendations for the Board's consideration for FY 2015 services.

**Transfer to Self-Insurance Fund.** Risk management and workers' compensation are funded by annual transfers to the County's Self-Insurance Fund. This appropriation is recalculated annually based on fund performance.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Non-Profit Organizations

Based on available resources, the County provides funding allocations to Non-Profit Organizations (NPOs) that provide services with a direct benefit to Loudoun County residents. NPOs generally fall into one of three categories: Economic Development, Health and Welfare, and Recreation and Culture. Requests for funding are solicited by the County once per year. Requests are reviewed by an internal review committee comprised of subject matter experts, who make recommendations on funding. In addition, the Department of Management and Financial Services conducts an analysis of each applicant's financial ratios, trends, and economic impact. These discretionary contributions are based on the availability of funding resources and subject to a competitive process. Allocations are subject to reduction or discontinuation mid-year or at the beginning of a new budget year. An allocation in one year does not guarantee future allocations.

The FY 2014 Adopted Fiscal Plan includes funding for 26 NPOs (40 groups applied and requested funding). Applications were reviewed and 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 the breadth of services provided through County funding.
- There are documented efforts by the organization to secure funding from other sources.
- There is not an over-reliance on County funding.
- The organization has the administrative resources to administer funds and to implement/oversee the program or service.

<b>Financial Summary</b>	<b>FY 2010 <u>Actual</u></b>	<b>FY 2011 <u>Actual</u></b>	<b>FY 2012 <u>Actual</u></b>	<b>FY 2013 <u>Adopted</u></b>	<b>FY 2014 <u>Adopted</u></b>
<b>Expenditures</b>					
Operations & Maintenance	\$1,019,677	\$1,156,677	\$1,286,349	\$1,196,589	\$1,255,529
<b>Total Expenditures</b>	<b>\$1,019,677</b>	<b>\$1,156,677</b>	<b>\$1,286,349</b>	<b>\$1,196,589</b>	<b>\$1,255,529</b>
<b>Revenues</b>					
Restricted Transient Occupancy Tax	\$ 0	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
<b>Total Revenues</b>	<b>\$ 0</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>
<b>Local Tax Funding:</b>	<b>\$1,019,677</b>	<b>\$1,106,677</b>	<b>\$1,236,349</b>	<b>\$1,146,589</b>	<b>\$1,205,529</b>

### FY 2014 Board Action

The FY 2014 Adopted Fiscal Plan for Non Profit Organizations' contributions includes an increase of \$58,940 in local tax funding. Total expenditures of \$1,255,529 consist of the following contributions; \$257,400 for Economic Development organizations; \$917,650 for Health & Welfare organizations; and \$80,479 for Recreation & Culture organizations.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

---

**PROGRAM EXPENDITURE DETAIL**

---

	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
	<u><b>Actual</b></u>	<u><b>Actual</b></u>	<u><b>Actual</b></u>	<u><b>Adopted</b></u>	<u><b>Adopted</b></u>
<b>Economic Development</b>					
Greater Washington Initiative (GWI)	\$5,000	\$5,000	\$25,000	\$0	\$0
Loudoun Small Business Development Center	111,328	111,328	150,000	170,000	170,000
Mason Enterprise Center	0	42,000	58,000	0	37,400
Washington Airports Task Force <sup>1</sup>	<u>5,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>
<b>Total Economic Development</b>	<b>\$121,328</b>	<b>\$208,328</b>	<b>\$283,000</b>	<b>\$220,000</b>	<b>\$257,400</b>
<b>Health &amp; Welfare</b>					
American Red Cross in the National Capital Region	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Blue Ridge Speech & Hearing Center	80,000	80,000	80,000	80,000	80,000
Brain Injury Services	19,149	19,149	19,149	19,149	15,246
Capital Caring (formerly Capital Hospice)	10,000	10,000	10,000	10,000	10,500
ENDependence Center of Northern Virginia	0	50,000	50,000	50,000	50,000
Friends of Loudoun Mental Health	0	15,000	15,000	15,000	15,000
Help for Others, Inc.	0	0	0	5,625	4,479
INMED Partnerships for Children	40,000	40,000	40,000	40,000	42,000
La Voz of Loudoun	26,500	26,500	26,500	0	0
Legal Services of Northern Virginia	80,031	80,031	80,031	72,028	72,028
Loudoun Cares	50,000	50,000	75,000	75,000	75,000
Loudoun Citizens for Social Justice, Inc./LAWS	60,000	60,000	60,000	80,000	84,000
Loudoun Community Health Center	125,000	125,000	125,000	157,500	165,375
Loudoun Free Clinic	75,000	75,000	75,000	75,000	75,000
Loudoun Interfaith Relief	25,000	45,000	45,000	52,500	52,500
Loudoun Volunteer Caregivers	29,664	29,664	29,664	29,664	31,147
Metropolitan Washington Ear	882	882	882	0	0
Northern Virginia Dental Clinic	0	0	0	25,000	25,000
Northern Virginia Family Service	0	15,000	15,000	15,000	15,375
Northern Virginia Resource Center for Deaf & Hard of Hearing Persons	20,000	20,000	20,000	20,000	20,000
The Good Shepherd Alliance, Inc.	60,000	60,000	60,000	60,000	60,000
YMCA of Loudoun	<u>20,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Health &amp; Welfare</b>	<b>\$746,226</b>	<b>\$826,226</b>	<b>\$851,226</b>	<b>\$906,466</b>	<b>\$917,650</b>

---

<sup>1</sup> The FY 2011 Actual, FY 2012 Actual, FY 2013 Adopted, and FY 2014 Adopted include the use of \$50,000 in Restricted Use Transient Occupancy Tax (TOT) to fund the contribution to the Washington Airports Task Force. All other Non-Profit Organizations are funded by local tax funding.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
<b>Recreation &amp; Culture</b>					
All-Night Graduation Party	\$5,000	\$5,000	\$0	\$0	\$0
Bluemont, the Cultural Spirit of our Communities (formerly Bluemont Concert Series)	0	25,000	25,000	0	0
Loudoun Arts Council	5,000	3,000	3,000	0	0
Loudoun Literacy Council <sup>1</sup>	7,123	7,123	7,123	7,123	7,479
Loudoun Museum	115,000	70,000	70,000	63,000	63,000
Loudoun Symphony Association, Inc.	2,500	1,000	1,000	0	5,000
Loudoun Youth, Inc.	0	0	35,000	0	5,000
Round Hill Arts Center	<u>12,500</u>	<u>6,000</u>	<u>6,000</u>	<u>0</u>	<u>0</u>
<b>Total Recreation &amp;, Culture</b>	<b>\$147,123</b>	<b>\$117,123</b>	<b>\$147,123</b>	<b>\$70,123</b>	<b>\$80,479</b>
<b>Local Government Challenge Grant<sup>2</sup></b>	<b><u>\$5,000</u></b>	<b><u>\$5,000</u></b>	<b><u>\$5,000</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>
<b>Total Non-Profit Organizations</b>	<b><u>\$1,019,677</u></b>	<b><u>\$1,156,677</u></b>	<b><u>\$1,286,349</u></b>	<b><u>\$1,196,589</u></b>	<b><u>\$1,255,529</u></b>

<sup>1</sup> The Loudoun Literacy Council contribution was previously listed under Health & Welfare.

<sup>2</sup> In April each year, the County Government applies for the Virginia Commission for the Arts' Local Government Challenge Grant and distributes the grant funds awarded to arts related Non-Profit Organizations to which the County has contributed local tax funding. These grant funds are budgeted and distributed when received.



## Loudoun County Government FY 2014 Adopted Fiscal Plan

---

### **Economic Development**

#### **Loudoun Small Business Development Center**

FY 2013 Adopted: \$170,000  
FY 2014 Adopted: \$170,000

The Loudoun County Small Business Development Center (SBDC) educates and assists small business owners with increasing their opportunity for entrepreneurial success. The SBDC provides management counseling, technical assistance and training to businesses. The SBDC's training program is provided by volunteers and covers such topics as taxation, bookkeeping, financing, business plan development, website design, human resources, business law, site location and communications. Funding will support training seminars and one-on-one and peer-to-peer counseling.

[www.loudounsbdc.org](http://www.loudounsbdc.org)

#### **Mason Enterprise Center**

FY 2013 Adopted: \$0  
FY 2014 Adopted: \$37,400

The Mason Enterprise Center is a university-based economic development enterprise that focuses the energy, skills and intellectual capital of George Mason University on enterprise creation and expansion. Specializing in the areas of small business services, government contracting, international business, entrepreneurship, technology ventures, and telework initiatives, the Center offers a unique combination of programs, services, and resources. Through a broad array of activities that include business counseling, seminars, publications, sponsored research programs, and information services, the Center strengthens the decision-making and operations of businesses, governments, and other institutions throughout the Greater Washington region. The Mason Enterprise Center provides business owners throughout the region with access to faculty, students, alumni, researchers, information sources, inventions, and other resources required to help them expand their businesses, improve their organizations, and strengthen the regional economy.

[www.mec-leesburg.org](http://www.mec-leesburg.org)

#### **Washington Airports Task Force**

FY 2013 Adopted: \$50,000 (Restricted Use Transient Occupancy Tax Fund)  
FY 2014 Adopted: \$50,000 (Restricted Use Transient Occupancy Tax Fund)

The mission of the Washington Airports Task Force (WATF) is to promote the growth of passenger, cargo and other aviation services at Washington Dulles International Airport and the convenience of service at National Airport in order to stimulate job creation and economic expansion in Virginia and the National Capital region and to position Dulles as the location of choice on the U.S. East Coast for domestic and international air service expansion. Funding will be used to maximize Dulles Airport's ability to stimulate jobs and economic prosperity. Funding for the WATF is provided through the County's Restricted Use Transient Occupancy Tax (TOT) Fund. Information on the TOT Fund may be found in the *Other Funds* section of this document.

[www.washingtonairports.com](http://www.washingtonairports.com)

### **Health and Welfare**

#### **American Red Cross in the National Capital Region**

FY 2013 Adopted: \$25,000  
FY 2014 Adopted: \$25,000

The American Red Cross in the National Capital Region serves the District of Columbia; cities of Fairfax, Falls Church, Manassas City, Manassas Park and Alexandria and the counties of Arlington, Fairfax, Loudoun, and Prince William in Virginia, and Montgomery and Prince George's Counties in Maryland. The mission of the Red Cross is to prevent, prepare for, and cope with emergencies. The organization provides food, lodging, clothing, prescriptions, communication, financial assistance, and illness/death notifications in emergency situations. The Red Cross has focused all resources on emergency services due to budget constraints and outsourced health and safety training. Funding will be used for Emergency Services, including Disaster Services, Armed Forces Emergency Services, and International Tracing Services in Loudoun County. Funding will also be used to support Health and Safety Services to ensure Loudoun residents can obtain necessary training and certifications.

[www.redcrossnca.org](http://www.redcrossnca.org)



## Loudoun County Government FY 2014 Adopted Fiscal Plan

---

### **Blue Ridge Speech and Hearing Center**

FY 2013 Adopted: \$80,000  
FY 2014 Adopted: \$80,000

Blue Ridge Speech and Hearing Center provides speech and hearing services to Loudoun County residents. The organization provides hearing screenings and evaluations, hearing aid sales and service, assistive listening device sales and service, speech evaluations, speech therapy, accent modification and dysphasia (swallowing) treatment. These services are provided at little or no cost to those who are unable to afford them. County funding will offset costs to Loudoun County residents and will help cover the operating expenditures for the clinic.

[www.SpeechHearing.org](http://www.SpeechHearing.org)

### **Brain Injury Services**

FY 2013 Adopted: \$19,149  
FY 2014 Adopted: \$15,246

The mission of Brain Injury Services, Inc. (BIS) is to provide survivors of brain injuries and their families with individualized case management services, education and advocacy. Case managers assist individuals with brain injuries attain their goals and remain in the most integrated setting possible. Outcomes include employment, volunteer work and other meaningful productive activities in the community of the individual's choice. In the past few years, BIS has partnered with the Commonwealth of Virginia in providing space for State vocational rehabilitation staff to provide vocational services to Loudoun citizens with brain injuries.

[www.braininjurysvcs.org](http://www.braininjurysvcs.org)

### **Capital Caring (Formerly Capital Hospice)**

FY 2013 Adopted: \$10,000  
FY 2014 Adopted: \$10,500

Capital Caring works to improve care for those facing life-limiting illnesses through direct support of patients and their families. Care is provided for Loudoun residents in patients' homes and residential care facilities. Services include pain management, bereavement counseling and education programs. Funds are for the Patient Care Fund which financially supports hospice care for low-income or indigent patients.

[www.capitalcaring.org](http://www.capitalcaring.org)

### **Friends of Loudoun Mental Health**

FY 2013 Adopted: \$15,000  
FY 2014 Adopted: \$15,000

Friends of Loudoun Mental Health assists residents with disabling mental illnesses to live independently. Programs assist residents with rental subsidies, temporary financial assistance, representative payee services, social support, In Our Own Voice public education programs, and the Hike with Hope.

[www.loudounfriends.org](http://www.loudounfriends.org)

### **Help for Others, Inc.**

FY 2013 Adopted: \$5,625  
FY 2014 Adopted: \$4,479

Help for Others, Inc. serves families, individuals and children in the Holiday Coalition/Neighbors Helping Neighbors Program, which allows eligible families to select new donated items in the store and receive food for the holiday. Donors give clothing, toys, food, gifts, and gift cards for the program participants.

[www.givingothers.org](http://www.givingothers.org)

### **INMED Partnerships for Children – MotherNet Loudoun**

FY 2013 Adopted: \$40,000  
FY 2014 Adopted: \$42,000

INMED is a community-based family support program for at-risk pregnant women, teens, and new parents and their children who face social, ethnic, economic and situational risk factors that compromise their health and quality of life. INMED offers intensive case management, support, and home visitation for high risk parents. The family-centered preventive services offered encompass a wide range of health and social factors and are intended to significantly reduce the need for future intervention. Programs include MotherNet/Healthy Families Loudoun which is an intensive, long-term prenatal home visiting and case management program for families at highest risk for poor outcomes in child health, development, safety and academic success; Spanish-language parent education and support groups open to the community at large, increasing knowledge and use of positive health and parenting practices, promoting family stability and self-sufficiency; Opening Doors, an intensive case management program to help pregnant women and families with young children in Loudoun's emergency homeless shelters and transitional housing facilities; and the Family Homelessness Prevention Program, an intensive home-based case management program to prevent homelessness among low-income families.

[www.inmed.org](http://www.inmed.org)





## Loudoun County Government FY 2014 Adopted Fiscal Plan

---

### Legal Services of Northern Virginia

FY 2013 Adopted: \$72,028  
FY 2014 Adopted: \$72,028

Legal Services of Northern Virginia (LSNV) was established to serve individuals who, without legal assistance, face the loss or deprivation of a critical human need including food, shelter, medical care, income, family stability or personal safety. LSNV seeks to achieve equal access to the civil justice system for those residents of Loudoun County. These services are provided without charge to the clients and provide assistance in family law, housing law, elder law, public benefits, child advocacy, employment, consumer law, and AIDS/HIV matters. County funding will be used to help support the expenses of two attorneys and one paralegal/office manager in the Loudoun office.

[www.lsnv.org](http://www.lsnv.org)

### Loudoun Cares

FY 2013 Adopted: \$75,000  
FY 2014 Adopted: \$75,000

Loudoun Cares's mission is to improve the quality of life of Loudoun residents and the collective efficiency of Loudoun's nonprofit organizations by building an infrastructure of shared services and collaborative programs. To strengthen communication, collaboration and service delivery within the health and human services nonprofit community, Loudoun Cares initiated the development of the Loudoun Cares Nonprofit Center, which currently provides stable and affordable office space to four nonprofit organizations. Loudoun Cares services include the following: Information and Referral Telephone Helpline, NEW Faith Winter Fuel Fund, Claude Moore Community Builders, and the Multi-tenant Nonprofit Center. Funding is for general operating support.

[www.loudouncares.org](http://www.loudouncares.org)

### Loudoun Citizens for Social Justice/Loudoun Abused Women's Shelter

FY 2013 Adopted: \$80,000  
FY 2014 Adopted: \$84,000

The mission of the Loudoun Citizens for Social Justice (LCSJ)/Loudoun Abused Women's Shelter (LAWS) is to serve women and children who are victims of domestic violence, sexual assault, and child abuse and to advocate for women and children by educating the community about domestic violence, sexual assault and child abuse and working towards the elimination of personal and societal violence. LCSJ/LAWS serves Loudoun residents at a shelter and at the Child Advocacy Center in Leesburg, operates the 24-hour crisis line, and provides shelter, food, emergency clothing, counseling, support groups, information and referral services, and advocacy. LAWS is provided space in the Inova Loudoun Hospital Cornwall Campus for the Child Advocacy Center. Free legal services and representation are provided for domestic violence, sexual assault, and stalking victims. The funding provides general organizational support.

[www.lcsj.org](http://www.lcsj.org)

### Loudoun Community Health Center

FY 2013 Adopted: \$157,500  
FY 2014 Adopted: \$165,375

The mission of the Loudoun Community Health Center (LCHC) is to provide medical, dental and mental health care to anyone in need, regardless of age or ability to pay, whether they have health insurance or not. The LCHC provides primary medical and preventive care; a Clinical Laboratory Improvement Amendments (CLIA)-waived diagnostic laboratory; electrocardiogram (EKG) and spirometry; urgent medical care; 24-hour coverage; family planning services; Human Immunodeficiency Virus (HIV) patient care; immunizations; gynecological care; mental health and substance abuse counseling; hearing and vision screening; prescription assistance; case management and health education.

[www.loudounchc.org](http://www.loudounchc.org)

### Loudoun ENDependence (ENDependence Center of Northern Virginia)

FY 2013 Adopted: \$50,000  
FY 2014 Adopted: \$50,000

Loudoun ENDependence (LEND) is a Center for Independent Living (CIL) Satellite Program of the ENDependence Center of Northern Virginia. LEND provides peer counseling, mentoring, and other self-help services that are designed to increase the independence and self-sufficiency of Loudoun County residents who have disabilities and to promote those residents full participation in community life.

[www.ecnv.org](http://www.ecnv.org)



## Loudoun County Government FY 2014 Adopted Fiscal Plan

---

### Loudoun Free Clinic

FY 2013 Adopted: \$75,000  
FY 2014 Adopted: \$75,000

The mission of the Loudoun Free Clinic is to provide quality healthcare services to low-income, uninsured residents of Loudoun County. The Clinic works out of donated space and operates with volunteer physicians, nurses, phlebotomists, pharmacists, interpreters and admissions staff. The Clinic is open to patients four to five days and evenings each week. Services include the specialty clinic for diabetics and patients with pulmonary and rheumatoid conditions; nutrition counseling; well-woman exams; full pharmacy services; and primary, preventive and acute care for patients.

[www.loudounfreeclinic.org](http://www.loudounfreeclinic.org)

### Loudoun Interfaith Relief

FY 2013 Adopted: \$52,500  
FY 2014 Adopted: \$52,500

Loudoun Interfaith Relief (LIR) provides food pantry services to needy residents of Loudoun County. In FY 2013 LIR provided emergency food assistance to 91,055 people from 22,066 households. The Emergency Food Distribution Program provides a three-day supply of food sufficient for three meals to each client household, up to twice a month. For those in more desperate situations, food is provided on a weekly basis. Funding is to help cover operating expenses.

[www.interfaithrelief.org](http://www.interfaithrelief.org)

### Loudoun Volunteer Caregivers

FY 2013 Adopted: \$29,664  
FY 2014 Adopted: \$31,147

Loudoun Volunteer Caregivers (LVC) provides the elderly and adults with disabilities the assistance to maintain independence and quality of life through volunteers. LVC provides assisted transportation to critical and non-critical medical appointments, grocery shopping for clients, meal preparation, chores, yard work, simple home repairs, respite for family caregivers and visits to adult care facilities and mental health group homes. LVC receives referrals from and collaborates with many local agencies.

[www.lvcaregivers.org](http://www.lvcaregivers.org)

### Northern Virginia Dental Clinic

FY 2013 Adopted: \$25,000  
FY 2014 Adopted: \$25,000

The mission of the Northern Virginia Dental Clinic (NVDC) is the establishment of a health care dental facility in which volunteer dentists, dental hygienists, and auxiliaries provide health care services for the indigent population of Northern Virginia. The NVDC is the only clinical oral health program dedicated to providing comprehensive oral health care to low-income adults. NVDC operates a dental clinic in Falls Church and in Sterling. County funding will help cover the lease expenditures for the NVDC Sterling clinic and the personnel expenditures for a part-time dentist at the Sterling clinic to augment the services provided by professional volunteers. The NVDC utilizes professional volunteers (dentists and dental hygienists) to provide the majority of services.

[www.nvds.org](http://www.nvds.org)

### Northern Virginia Family Service

FY 2013 Adopted: \$15,000  
FY 2014 Adopted: \$15,375

Northern Virginia Family Services (NVFS) empowers individuals and families to improve their quality of life and to promote community cooperation and support in responding to family needs. NVFS provides two programs in Loudoun County. Loudoun Accessible Medication Program (LAMP) secures free prescription medications for low-income and uninsured County residents. Early Head Start is a child development program for families at or below the Federal Poverty level.

[www.nvfs.org](http://www.nvfs.org)



## Loudoun County Government FY 2014 Adopted Fiscal Plan

---

### **Northern Virginia Resource Center for the Deaf and Hard of Hearing**

FY 2013 Adopted: \$20,000  
FY 2014 Adopted: \$20,000

The Northern Virginia Resource Center for the Deaf and Hard of Hearing empowers deaf and hard-of-hearing individuals and their families through services which include information, education, outreach, advocacy, and a community center. The County's contribution partially supports a contractual outreach position, materials, supplies, education and central office staff. Funding will be used to disseminate information and provide information programs; conduct educational programs for seniors aging into hearing loss; and respond to information requests from Loudoun residents and organizations.

[www.nvrc.org](http://www.nvrc.org)

### **The Good Shepherd Alliance**

FY 2013 Adopted: \$60,000  
FY 2014 Adopted: \$60,000

The Good Shepherd Alliance provides emergency and transitional housing and outreach programs leading to self-sufficiency and self-worth. It also operates four thrift stores which provide additional revenue to assist its mission. Funding will be used for operating support for housing and outreach programs serving the homeless and others in need in Loudoun County.

[www.loudounhomeless.org](http://www.loudounhomeless.org)

## **Recreation & Culture**

### **Loudoun Literary Council**

FY 2013 Adopted: \$7,123  
FY 2014 Adopted: \$7,479

The Loudoun Literacy Council's mission is to improve literacy throughout Loudoun County and to change lives by improving literacy skills, increasing independence and integration into the community. The Council offers instruction to adults in English for Speakers of Other Languages (ESOL), General Equivalency Diploma (GED) preparation, Basic Literacy (grades 0-4), citizenship and health literacy.

[www.loudounliteracy.org](http://www.loudounliteracy.org)

### **Loudoun Museum**

FY 2013 Adopted: \$63,000  
FY 2014 Adopted: \$63,000

The Loudoun Museum collects, preserves, and interprets Loudoun County's history. This includes the collection and preservation of objects that interpret and document the history of Loudoun; accurately and completely interpreting all aspects of the County's history; and governing and managing the Museum according to the highest standards of the profession. Funds will be used for general operating expenses.

[www.loudounmuseum.org](http://www.loudounmuseum.org)

### **Loudoun Symphony Association**

FY 2013 Adopted: \$0  
FY 2014 Adopted: \$5,000

The Loudoun Symphony Association presents classical music, provides educational programs and offers performing opportunities to local musicians and music students of all ages, enriching the lives and cultural climate of the community. In FY 2012, the Loudoun Symphony served an estimated 3,700 Loudoun residents. Funding will be used for general operating support.

[www.loudounsymphony.org](http://www.loudounsymphony.org)

### **Loudoun Youth, Inc.**

FY 2013 Adopted: \$0  
FY 2014 Adopted: \$5,000

Loudoun Youth's mission is to work in the community to develop and deliver youth serving programs that empower, connect, and provide leadership opportunities for middle and high school students throughout the county. Loudoun Youth offers a variety of programs throughout the year that impact both the youth of the county as well as the community as a whole. Funding will be used for general operating support.

[www.loudounyouth.org](http://www.loudounyouth.org)



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Regional Organizations and Intergovernmental Contributions

Contractual and formulary contributions are made to Regional Organizations that provide services on a multi-jurisdictional level on behalf of a number of localities in the region. Funding is defined by contractual agreements and funding requests submitted by each organization are generally based on a formulary approach. Requests are reviewed by the Department of Management and Financial Services. Regional Organizations contribute to the economic development, education, recreation, culture, health and/or wellbeing of the community. Examples include the Northern Virginia Community College, with a Loudoun Campus which offers students a variety of academic programs, continuing education classes, events and campus facilities. The Northern Virginia Regional Park Authority, as another example, is a collective effort of all Northern Virginia governments to provide recreational and park opportunities for its member jurisdictions.

Intergovernmental contributions are awarded to public entities that provide specific services within their jurisdiction. The contribution to the Town of Leesburg for School Resource Officers (SRO) is considered an intergovernmental contribution. This contribution provides partial funding for the cost for SROs at Loudoun County Public School System middle and high schools in the Town of Leesburg. Capital related intergovernmental contributions are displayed in the Capital Improvement Program, Transportation Projects section of the FY 2014 Adopted Fiscal Plan.

<b>Financial Summary</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
	<u><b>Actual</b></u>	<u><b>Actual</b></u>	<u><b>Actual</b></u>	<u><b>Adopted</b></u>	<u><b>Adopted</b></u>
<b>Expenditures</b>					
Operations & Maintenance <sup>1</sup>	\$3,303,108	\$3,732,138	\$4,545,962	\$4,848,080	\$5,137,377
<b>Total Expenditures</b>	<b>\$3,303,108</b>	<b>\$3,732,138</b>	<b>\$4,545,962</b>	<b>\$4,848,080</b>	<b>\$5,137,377</b>
<b>Revenues</b>					
Recovered Costs	\$ 381,396	\$ 302,229	\$ 306,900	\$ 306,900	\$ 315,418
<b>Total Revenues</b>	<b>\$ 381,396</b>	<b>\$ 302,229</b>	<b>\$ 306,900</b>	<b>\$ 306,900</b>	<b>\$ 315,418</b>
<b>Local Tax Funding:</b>	<b>\$2,921,712</b>	<b>\$3,429,909</b>	<b>\$4,239,062</b>	<b>\$4,541,180</b>	<b>\$4,821,959</b>

### FY 2014 Board Action

The FY 2014 Adopted Fiscal Plan for Regional Organizations and Intergovernmental Contributions includes an increase of \$280,779 in local tax funding. Expenditures increased due to the use of updated population estimates by Regional Organizations with formulary contractual agreements.

<sup>1</sup> Expenditures and revenues associated with the Loudoun Soil and Water Conservation District Board are now combined with Regional Organizations and Intergovernmental Contributions. Prior years also reflect the combined expenditures and revenues. Previously these expenditures were budgeted in the former Boards, Commissions and Committees section.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**PROGRAM EXPENDITURE DETAIL**

	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Regional Organizations</b>					
Birmingham Green - Nursing Home Facility	\$266,195	\$245,212	\$276,519	\$336,741	\$344,757
Birmingham Green - Adult Care Residence	308,352	249,765	312,547	382,658	418,202
Loudoun Heritage Farm Museum	0	137,178	137,178	137,178	137,178
Metropolitan Washington Council of Governments	227,967	228,426	228,426	239,847	249,885
Northern Virginia Community College	300,395	385,112	473,015	581,309	675,316
Northern Virginia Regional Commission	133,412	134,010	138,269	187,606	192,867
Northern Virginia Regional Park Authority	575,047	908,063	1,291,555	1,291,555	1,451,306
Peumansend Creek Regional Jail	524,567	522,192	522,192	514,318	509,677
Ocoquan Water Monitoring Program	12,607	12,607	12,607	12,607	12,607
<b>Total Regional Organizations:</b>	<b>\$2,348,542</b>	<b>\$2,822,565</b>	<b>\$3,392,308</b>	<b>\$3,683,819</b>	<b>\$3,991,795</b>
<b>Intergovernmental Contributions</b>					
Town of Leesburg Police School Resource Officers (SRO) Program	\$247,200	\$296,640	\$463,036	\$473,643	\$445,195
Town of Hamilton Sewer District Contribution <sup>1</sup>	88,000	88,000	88,000	88,000	88,000
Soil and Water Conservation District Board	619,366	524,933	602,618	602,618	612,387
<b>Total Intergovernmental Contributions</b>	<b>\$954,566</b>	<b>\$909,573</b>	<b>\$1,153,654</b>	<b>\$1,164,261</b>	<b>\$1,145,582</b>
<b>Total Regional Organizations and Intergovernmental Contributions</b>	<b>\$3,303,108</b>	<b>\$3,732,138</b>	<b>\$4,545,962</b>	<b>\$4,848,080</b>	<b>\$5,137,377</b>
<b>Revenue</b>					
Soil and Water Conservation District Board	\$381,396	\$302,229	\$306,900	\$306,900	\$315,418
<b>Total Revenue:</b>	<b>\$381,396</b>	<b>\$302,229</b>	<b>\$306,900</b>	<b>\$306,900</b>	<b>\$315,418</b>
<b>Local Tax Funding</b>					
Regional Organizations	\$2,348,542	\$2,822,565	\$3,392,308	\$3,683,819	\$3,991,795
Intergovernmental Contributions	\$573,170	\$607,344	\$846,754	\$857,361	\$830,164
<b>Total Local Tax Funding:</b>	<b>\$2,921,712</b>	<b>\$3,429,909</b>	<b>\$4,239,062</b>	<b>\$4,541,180</b>	<b>\$4,821,959</b>

<sup>1</sup> The Town of Hamilton Sewer District contribution was previously listed under Regional Organizations.



## Loudoun County Government FY 2014 Adopted Fiscal Plan

---

### **Regional Organizations**

#### **Birmingham Green**

Northern Virginia Healthcare Center Commission (Nursing Home Facility)

FY 2013 Adopted: \$336,741

FY 2014 Adopted: \$344,757

Birmingham Green Adult Care Residence (formerly the District Home)

FY 2013 Adopted: \$382,658

FY 2014 Adopted: \$418,202

Birmingham Green provides nursing home services to indigent and low-income residents of the region. It provides nursing care with a 180-bed nursing home licensed by the Virginia Department of Health. The separate assisted living facility (92 apartments) for adults is licensed by the Virginia Department of Social Services. Funding is used to cover operating costs for Loudoun residents under a service agreement. The cost is based on the five-year historic bed usage by Loudoun residents who are not covered by General Assistance Grants. For FY 2014, a total of 8,670 Loudoun residents are expected to utilize Nursing Home Facility services, up from 8,517 in the prior year. FY 2014 Adult Care Residence utilization by Loudoun County Residence is estimated at 4,321 bed days, up from 4,033.

[www.birminghamgreen.org](http://www.birminghamgreen.org)

#### **Loudoun Heritage Farm Museum**

FY 2013 Adopted: \$137,178

FY 2014 Adopted: \$137,178

The funding for the operations of the Loudoun Heritage Farm Museum in Claude Moore Park was part of the Department of Parks, Recreation and Community Services budget until August 1, 2010 when the operations of the museum were transferred to the Loudoun Heritage Farm Museum, a nonprofit organization. The Board of Directors of the Loudoun Heritage Farm Museum has worked with Loudoun County to develop the museum. The mission of this facility is to promote and preserve Loudoun's agricultural heritage through exhibits and activities at the museum. The museum is dedicated to collecting, housing, researching, and exhibiting artifacts, objects, documents and photographs related to the history of agriculture and rural life in Loudoun. The Board of Supervisors and the Loudoun Heritage Farm Museum signed the Loudoun County Farm Museum Management Agreement transferring the operations of the museum for the three-year period from August 1, 2010 through July 31, 2013. FY 2014 Adopted funding is at the FY 2013 level.

[www.heritagefarmmuseum.org](http://www.heritagefarmmuseum.org)

#### **Metropolitan Washington Council of Governments**

FY 2013 Adopted: \$239,847

FY 2014 Adopted: \$249,885

The Metropolitan Washington Council of Governments (MWCOC) 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, MWCOC works on regional issues such as growth, transportation, the environment, public safety and housing. Loudoun's general contribution is based on its formula share of the population of the metropolitan area (6.6%). Loudoun's share of the various MWCOC regional funds in which it participates is based on sharing arrangements approved by the participating member jurisdictions. The FY 2014 funding is \$210,799 for the General Local Contribution and \$39,086 for the Regional Environmental Fund.

Member contributions are calculated based on a prorata share of the region's population. Based on work program priorities and revenue requirements, each fiscal year an assessment rate is applied to population forecasts for each MWCOC member jurisdiction resulting in the total assessment for each MWCOC member government. Thus, a change in a member government's assessment derives from a combination of population change and a change in the assessment rate.

[www.mwcog.org](http://www.mwcog.org)



## Loudoun County Government FY 2014 Adopted Fiscal Plan

---

### Northern Virginia Community College

FY 2013 Adopted: \$581,309  
FY 2014 Adopted: \$675,316

The mission of the Northern Virginia Community College (NVCC) is to ensure that individuals in the Northern Virginia area are given an opportunity for the continuing development and extension of their skills and knowledge through programs and courses of instruction up to the Associate Degree level. Allocation of Loudoun's share is based on an approved population-based formula by contributing jurisdictions of which Loudoun County is a participating member. The FY 2014 amount includes \$26,642 for operations and \$648,674 for capital needs.

[www.nvcc.edu](http://www.nvcc.edu)

### Northern Virginia Regional Commission

FY 2013 Adopted: \$187,606  
FY 2014 Adopted: \$192,867

Northern Virginia Regional Commission (NVRC) is a public body created in 1969 to "promote the orderly and efficient development of the physical, social and economic elements of the region." NVRC serves as a neutral forum for decision-making, and provides professional and technical services and analyses at the request of member governments. NVRC's work is supported by annual contributions from local government members, appropriations from the Virginia General Assembly, and by grants from Federal and State governments and private foundations. Additionally, NVRC is a recipient and administrator of several Federal entitlement grants. The FY 2014 amount includes \$144,104 in general dues, \$9,518 for the Northern Virginia Waste Management Program; \$4,245 for the Occoquan Watershed Management Program; and \$35,000 for the Regional Energy Strategy, a program addressing energy challenges and strategies. Allocation of Loudoun's share is based on a population-based formula applied to a per capita rate.

[www.novaregion.org](http://www.novaregion.org)

### Northern Virginia Regional Park Authority

FY 2013 Adopted: \$1,291,555  
FY 2014 Adopted: \$1,451,306

The Northern Virginia Regional Park Authority (NVRPA) is a multi-jurisdictional special purpose agency established for the purpose of providing a system of regional parks for the Northern Virginia area. NVRPA strives to offer regionally significant parks, open space and recreation opportunities and facilities not provided by local parks and recreation departments. NVRPA presently operates 36 regional parks and recreation facilities. 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. \$615,015 of this contribution is for the operating fund and \$836,291 is for the capital fund. Allocation of Loudoun's share is based on a population-based formula applied to a per capita rate.

[www.nvrpa.org](http://www.nvrpa.org)

### Occoquan Watershed Monitoring Program

FY 2013 Adopted: \$12,607  
FY 2014 Adopted: \$12,607

The Occoquan Watershed Monitoring Program is a multi-jurisdictional program established for the purpose of monitoring and protecting water quality at the Occoquan Creek. The County's contribution is determined by a 1988 agreement with the Occoquan Watershed Monitoring Subcommittee of the Virginia State Water Control Board.

[www.owml.vt.edu](http://www.owml.vt.edu)

### Peumansend Creek Regional Jail Authority

FY 2013 Adopted: \$514,318  
FY 2014 Adopted: \$509,677

The County entered into a regional jail service agreement with the Cities of Alexandria and Richmond and the Counties of Arlington, Caroline, and Prince William to construct and operate a medium security regional detention facility located at Fort A. P. Hill in Caroline County. The land for the construction of the jail was donated by the Federal Government. The regional jail is a 336 bed facility, of which Loudoun is allocated 40 beds. Each of the participating jurisdictions is committed to funding a portion of the capital and operating costs, based on the *pro rata* share of the total costs of the facility. Revenue bonds were issued by the Authority to finance the capital costs of the facility. The County is billed quarterly for its prorated share of the operating costs and is responsible for paying for additional beds if it goes over its prorated share limit. Each member jurisdiction's capital contribution for debt service for the Regional Jail is determined by the bond agreement and is billed quarterly. The original bonds were issued in 1997, with a refunding occurring in 2005. The FY 2014 amount includes \$417,305 for operations and \$92,372 for debt service.

[www.pcrj.org](http://www.pcrj.org)



## Loudoun County Government FY 2014 Adopted Fiscal Plan

---

### **Intergovernmental Contributions**

#### **Town of Leesburg for School Resource Officers (SROs)**

FY 2013 Adopted:	\$473,643
FY 2014 Adopted:	\$445,195

This contribution provides partial funding for the cost for SROs at Loudoun County Public School System middle and high schools in the Town of Leesburg as follows: Harper Park Middle School, Simpson Middle School, Smart's Mill Middle School, Heritage High School, Loudoun County High School and Tuscarora High School. The Town has one sergeant and six police officers in this program, which provided safety and security to 7,099 students in FY 2013.

[www.leesburgva.gov/index.aspx?page=326](http://www.leesburgva.gov/index.aspx?page=326)

#### **Town of Hamilton (Sewer)**

FY 2013 Adopted:	\$88,000
FY 2014 Adopted:	\$88,000

Loudoun County formed the Hamilton Sewer Service District on July 15, 1998 as a service district pursuant to Virginia Code Section 15.2-2400. The provision of a sewage collection system and the availability of public sewage treatment protect the health and safety of residents and conserve property values within the district. The district, as established, includes properties located within the Hamilton Joint Land Management Area. All taxes levied and collected are pledged to repay a \$2.8 million loan from the Virginia Department of Environmental Quality. This loan is financed by a combination of special tax assessments on the residents of the sewer district and an annual contribution of \$88,000 from the County General Fund. This contribution expires in FY 2019.

[www.town.hamilton.va.us](http://www.town.hamilton.va.us)

#### **Loudoun Soil and Water Conservation District Board (LSWCDB)**

FY 2013 Adopted:	\$602,618
FY 2014 Adopted:	\$612,387

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

[www.loudounsoilandwater.com](http://www.loudounsoilandwater.com)





**Capital Improvement Program**

**CAPITAL IMPROVEMENT PROGRAM EXECUTIVE  
SUMMARY**

.....

Executive Summary ..... Page 7 – 3

.....





## **Capital Improvement Program**

### **Purpose of the Capital Improvement Program**

Loudoun County's Capital Improvement Program is an important element of the comprehensive capital planning process prescribed by Chapter 3 of the County's Revised General Plan (General Plan), *Fiscal Planning and Public Facilities*. The General Plan requires the development of a ten-year Capital Needs Assessment (CNA) every two years, and the development and adoption of a six-year Capital Improvement Program (CIP) by the Board of Supervisors annually. The six-year CIP is one of the definitive products of the County's process for forecasting and planning its future capital facility growth, in conjunction with agency service plans, the Fiscal Impact Model, the Capital Needs Assessment, and the General Plan. This planning process attempts to address the County's projected capital needs associated with new development.

Forecasting the County's highest priority capital projects over a six-year period provides an extended look at facilities recommended for development and appropriation to the Board of Supervisors. The CIP is developed as a biennial budget; the same six-year planning period remains in place for two years, and two new additional years are added to the six-year capital plan every other year. The development of the six-year capital plan occurs in the first year of the biennium. The second year of the biennium is an "amendment" year"; amendments to the capital plan are made as necessary to reflect changing circumstances and priorities. New project requests are typically not considered for inclusion in the CIP in the second year of the biennium.

As a planning and development tool, the CIP ensures that capital improvements are coordinated and well-timed to maximize the County's financial resources. Typically, only projects that have first been identified in the CNA are considered for inclusion in the CIP. The CNA helps determine what projects should be considered for funding consideration in the CIP based upon population and demographic trends in relation to the County's Capital Facility Standards. The CIP then helps prioritize these requests for new facilities in relation to Department Service Plans, opportunities for co-location, availability of funding and land sites, and the demonstrated need for new facilities to provide services to residents of the County.

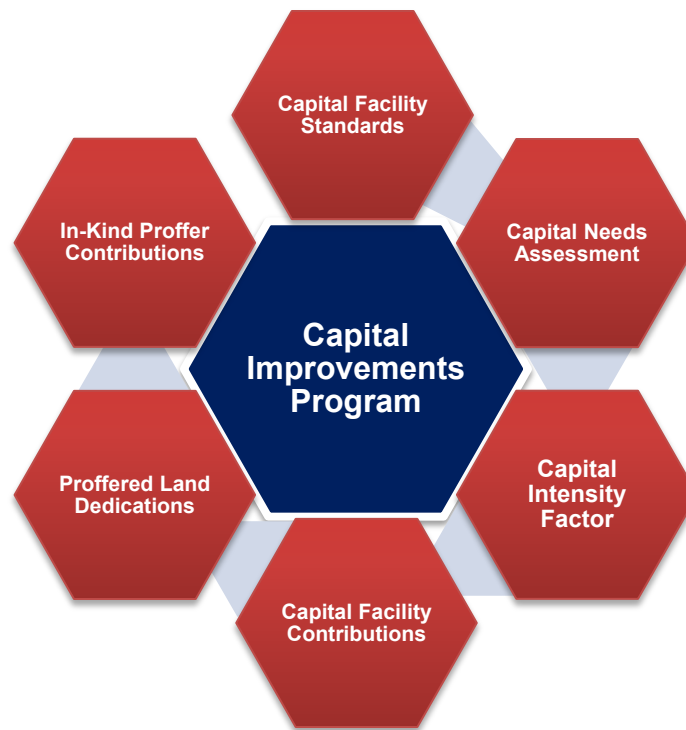
As a financial plan, the CIP provides a six-year forecast of the County's General Government and Public Schools' land, facility and equipment needs with a financing plan to implement each need. Specifically, the CIP facilitates land acquisition, capital equipment procurement, and facility design and construction in an environment of fiscal limitations. Potential projects are evaluated in relation to each other to ensure that the highest priority projects receive public funding, with essential improvements planned in a manner commensurate with the County's ability to pay. The CIP strives to take into account not only the construction costs of completing a capital project, but also the project's impact on the County's operating budget in subsequent years and projected debt service payments.

### **The Capital Planning Process**

Loudoun County uses an integrated approach to land use and fiscal planning. This approach uses economic and demographic forecasting models, as well as service and facility standards, to help determine current and future capital facilities needs in the County.

The capital facility planning and budgeting processes are distinctly different, but completely interrelated. The development of the Capital Improvements Program (CIP) budget is substantially impacted by the development of the three main aspects of the capital facility planning process:

- Capital Facility Standards (CFS)
- Capital Needs Assessment (CNA)
- Capital Intensity Factor (CIF)



The capital planning processes are integral in the development of:

- Capital facility related cash, land and in-kind proffer dedications to the County as a result of approved land use applications (rezonings).
- The development of the type, timing and geographical placement of capital projects to be considered for funding in the CIP.
- The programmed use of proffers for capital facility development in the CIP.

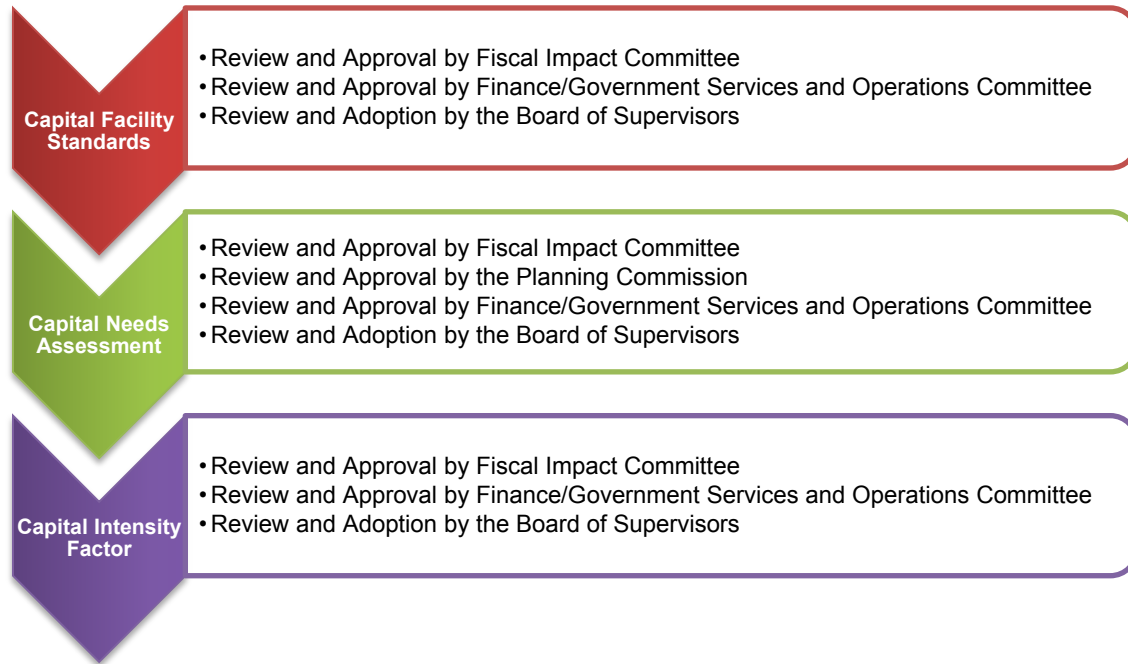
The overall capital facility planning process begins with the development of the County's Capital Facility Standards (CFS). The Capital Facility Standards determine the type, acreage and size (square footage) of capital facilities to be developed in the County. These standards determine the types of capital facilities the County would like to develop in quantities that are driven by demographic and geographic factors.

The CFS are reviewed at least one time during each Board of Supervisors' term in office. The review of the CFS begins with the Board of Supervisors' appointed Fiscal Impact Committee. The Fiscal Impact Committee is comprised of one member of the Board of Supervisors who chairs the Committee, as well as representatives of the development community and residents of Loudoun County. The Committee, supported by County and School staff, reviews the County's and School's Capital Facility Standards and makes a recommendation to the Board of Supervisors on the set of capital facility standards the Board should adopt to guide its Capital Planning and Capital Improvement Program development. Besides reviewing the County's Capital Facility Standards (CFS), the Fiscal Impact Committee also reviews the County's Capital Needs Assessment (CNA), Capital Intensity Factors (CIF), and provides annual forecasts of development activity and service costs projected out over a twenty-year period.

After the Fiscal Impact Committee's review is complete, the CFS are forwarded to the Board of Supervisors' Finance/Government Services and Operations Committee for review and approval. Once approved by the Finance and Government Services Committee, the CFS are forwarded to the Board of Supervisors for review and adoption.



The capital facility planning process relies upon the adoption of the CFS by the Board of Supervisors. The CFS determine the number, type, and size of facilities planned in the CNA. Without the CFS, these facility details cannot be determined and the CNA cannot be developed. Likewise, the CIF cannot be calculated without the standards for facility acreage and building square footage using the approved CFS.



### Capital Facility Standards

The County's Capital Facility Standards (CFS) are adopted by the Board of Supervisors to guide the development of new capital facilities by establishing "triggers" that determine the need for, and initiate the process to plan and develop, new facilities. The CFS use population forecasts, demographic trends, and geographic considerations to identify the number, size, general location and type of facilities that will provide desired levels of service to the residents of the County.

- **Type** - The CFS determine the types of capital facilities the County would like to develop in quantities that are driven by demographic and geographic factors.
- **Triggers** - The CFS are based on specific demographic factors (total population, age cohorts, per capita, etc.) and/or geographic factors that provide the County identifiable triggers to develop new public facilities.
- **Acreage** – Each facility standard provides an approximate acreage required to develop that type of facility on a stand-alone site. The approved acreage is provided on an "up to" basis, meaning the facility can be developed on a site of "up to" the approved standard acreage, within reason. The acreage estimate provides adequate useable space for required site features such as setbacks, landscape buffers, surface parking, storm water management, drainfields, etc.
- **Size** – The CFS provide for a typical square footage for each type of facility. The size standards help the County develop cost estimates for capital projects in the CIP.



- **General Location** – The CFS are used to determine the need for new facilities based upon population growth in specific geographical areas of the County, known as the County's Planning Subareas.

The basis for setting Capital Facility Standards is found in the County's Revised General Plan, which provides, "The County will determine the need for new public facilities and will identify suitable sites based on the Revised General Plan, appropriate area plans, land use, and growth policies" (Revised General Plan, Chapter 3, General Public Facilities Policy 2). The Revised General Plan places an emphasis on the development of agency service plans and the adoption of capital facility standards as the mechanism to guide the County's capital facility development.

Once approved by the Board of Supervisors, the Capital Facility Standards are used to develop the County's Capital Needs Assessment and Capital Intensity Factor.

### **Capital Needs Assessment**

The Capital Needs Assessment (CNA) uses the County's projected population growth and adopted Capital Facility Standards to identify the type and number of capital facilities needed over a ten-year planning period, beyond the end of the current Capital Improvements Program (CIP) timeframe, to maintain the County's desired levels of service.

The purpose of the Capital Needs Assessment (CNA) is to:

- Provide a more complete understanding of future capital needs, their location, and their impact on the County;
- Define priorities necessary to achieve the Board of Supervisors' public facility goals and objectives;
- Better plan for the future co-location of County/School capital facilities; and
- Bridge the gap between the long-range planning documents (the Comprehensive Plan) and the six-year Capital Improvement Plan.

More practically, the CNA is used:

- To identify potential projects for future funding consideration in the CIP; and
- To help identify the County's future capital facility needs when negotiating potential cash, land and in-kind proffer contributions as part of a rezoning application.

The CNA uses the adopted Capital Facility Standards to determine the types of public facilities to be considered for development, and the population thresholds by which new facilities are triggered for development. The Capital Needs Assessment not only includes a projection of the County's future capital facility needs, it also provides an inventory of capital facilities currently owned or operated by the County. By providing a capital facility inventory of County-operated facilities, the CNA provides a "facility deficit analysis" based upon the County's adopted CFS.

The CNA is a planning document; detailed analysis of the availability of land and projected cost estimates of capital facilities are not provided. The final scope and design of a given facility will ultimately determine a project's cost, which is determined in the CIP. Certain projects in the CNA may be selected by the Board of Supervisors for appropriations in the Capital Improvements Program (CIP) during the budget process. Not all projects listed in the CNA are included in the CIP for funding consideration. The inclusion of projects in the CIP depends upon the perceived need for the facility, available land, the amount of local tax funding available for the required 10% "Pay As You Go" financing in the CIP, and the amount of debt available for issuance in accord with the County's debt policies.



### **Capital Intensity Factor**

The Capital Intensity Factor (CIF) helps determine the value of capital facility contributions paid by developers on a per housing unit basis as a result of an approved rezoning application, which helps provide funding for County capital projects in the CIP. The CIF represents the calculated cost per housing unit required to offset the impact to the County's development of capital facilities as a result of increased population density allowed by an approved rezoning.

The CIF serves as a guide to help the County determine the value of capital facilities that will need to be developed as a result of increased population growth due to increasing the residential density allowed on a property. Staff develops cost estimates for each type of capital facility developed by the County using the adopted Capital Facility Standards. The CFS determine the types of facilities for which cost estimates are developed, and the CFS's acreage and square footage assumptions are used to determine the cost estimates for each type of facility. The cost estimates are developed as a per capita cost, and are then applied to the average population factor for each of the main three housing unit types developed in the County— Multi-family (MF), Single Family Attached (SFA) and Single Family Detached (SFD) – to determine capital facility contributions on a per housing unit basis that are applied during proffer negotiations for rezoning applications.

### **The Interaction of the Capital Planning and Capital Budget Process**

The Capital Planning and Budgeting Processes interact when a zoning map amendment application (ZMAP), otherwise known as a "rezoning", is submitted to the County for consideration. Rezoning applications seek to change the zoning district and allowable uses for a specific area of land, often to a higher or more intense use. When rezonings involve increasing the density of housing units on a property, the County determines the impact this increased population density will have on the County's cost of doing business. More residents in the County require increased levels of service, and often results in the need for additional capital facilities in which to provide these services.

The County has an interdepartmental team that provides referrals regarding capital facility development for land use applications that involve increased residential densities. This team is known as the "Proffer Referral Team" and consists of members of the following County Departments:

Transportation and Capital Infrastructure  
General Services  
Parks, Recreation and Community Services  
Library Services  
Building and Development – Zoning Administration  
Loudoun County Sheriff's Office  
Fire, Rescue and Emergency Management  
Mental Health, Substance Abuse and Developmental Services  
Family Services

The Team reviews land use applications and provides analysis of the application's impact to the County's development of capital facilities. The Team provides input regarding the following:

- Analysis of proposed Public Use Sites to be dedicated to the County
- Analysis of potential uses for proffered Public Use Sites
- Analysis of proposed in-kind proffer contributions



The County's capital facility planning process has a direct impact on the Proffer Referral Team's review of rezoning applications:

- The CIF is used to determine the per housing unit capital facility cash contributions provided;
- The CNA is used to determine what facilities are needed in the area of the rezoning, and helps determine what land sites or in-kind contributions may be proffered by the applicant to the County; and
- The CFS helps determine required buildable acreages for proffered Public Use sites.

Once approved by the Board of Supervisors, proffer conditions related to capital facility development are tracked by County staff and incorporated into the CIP where applicable. This includes the use of proffered Public Use Sites for County or School facilities, the use of cash proffers to help offset capital facility expenses in the CIP, and the programming of in-kind proffer contributions to provide County services.

Capital Budget staff works with the Zoning Administrator to track the payment of capital facility contributions by developers, the dedication of proffered Public Use Sites to the County, and the provision of in-kind proffers within a development. Capital Budget Staff puts together a cash proffer spending plan in the CIP to use proffered cash contributions for capital projects, as well as the use of proffered land sites for public facilities to be developed in the CIP.

There are restrictions to the amount of cash proffers that can be used for capital projects in the CIP. These restrictions include:

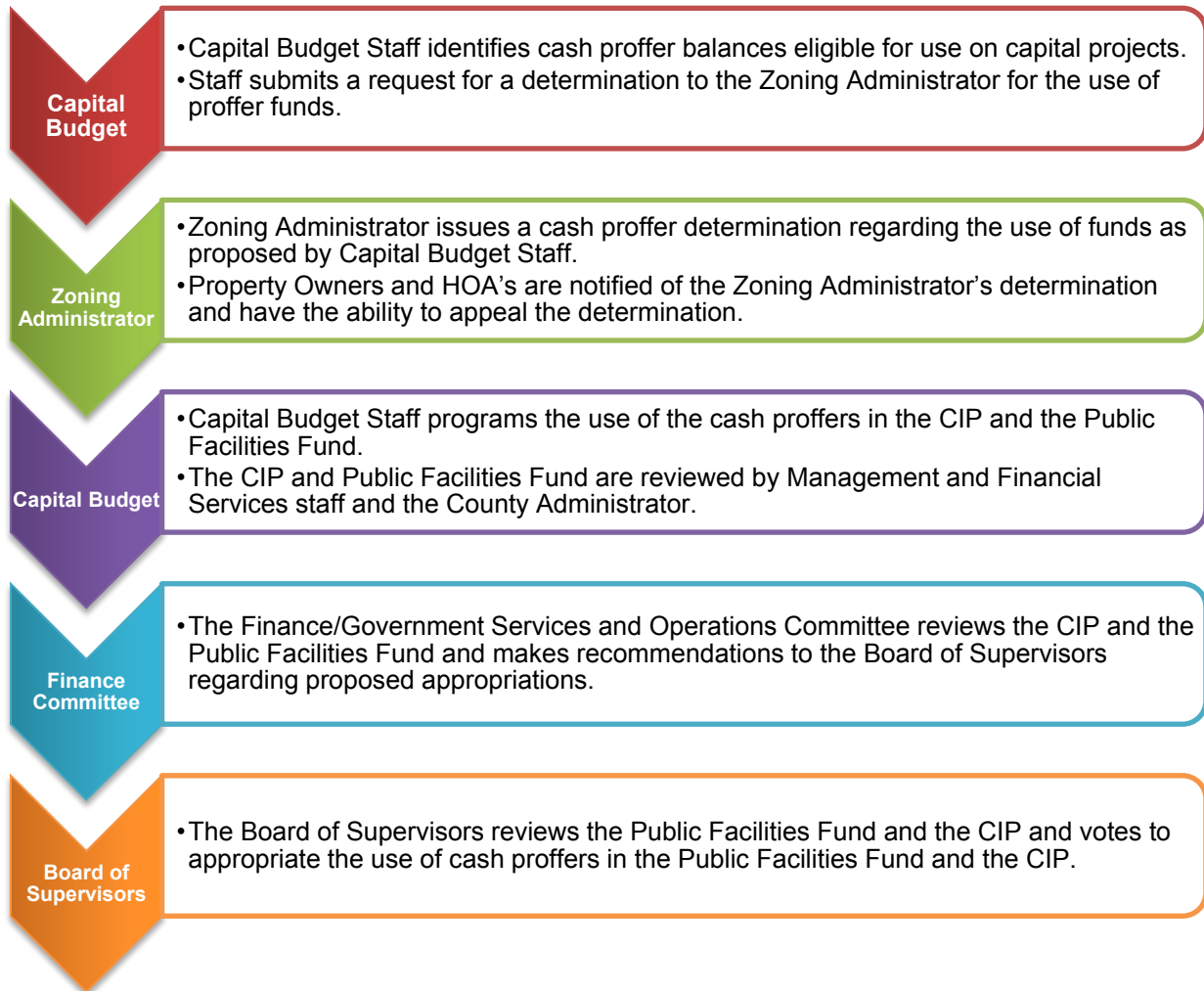
- Cash proffers can only be spent on projects in the programmatic category in which they are proffered.
- Cash proffers can only be spent in the Planning Subarea of the County where the rezoning application resides.
- The Proffer Flexing Process to change the use of a cash proffer from what it was originally proffered for requires a review by the County Attorney, a Public Hearing, and formal approval by the Board of Supervisors.
- The use of cash proffers is subject to a cash proffer determination issued by the Zoning Administrator. The Zoning Administrator can deny the proposed use of a cash proffer if the proposed use does not conform to the intent of the proffer statement.
- All cash proffer determinations are subject to appeal by the applicant, or the subsequent land owners of the rezoning area.
- The overall size of the CIP is dictated by the availability of local tax funding that provides 10% of the total CIP funding. The fewer local tax dollars available to provide to the CIP, the fewer projects may be developed, which lowers the amount of cash proffers that can be programmed for capital projects in the CIP.
- County debt limits put a cap on the amount of debt that can be issued each year in the CIP. Low debt limits can also put a limit on the total amount of cash proffers programmed in the CIP if the debt limits cause the County to reduce the overall funding in the CIP.
- Capital projects in the CIP may be located in areas of the County where cash proffers are not available.
- Cash proffers do not count towards the County's 10% local tax funding requirement in the CIP. Therefore, the CIP is limited not by the amount of cash on hand, but by the amount of local tax funding on hand.





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

The following table outlines the process to authorize the use of cash proffers in the CIP:



**Capital Improvements Program**

The CIP provides a six-year forecast of the County's General Government and Public Schools' land, facility, and equipment needs, with a financing plan to implement each need. The CIP facilitates land acquisition, design, construction, and capital equipment procurement for each project. Potential projects are evaluated in relation to each other to ensure that the highest priority projects receive public funding, with essential improvements planned in a manner commensurate with the County's ability to pay.

The CIP is developed biennially, with the six-year period moving out an additional two years every other fiscal year. The current six-year CIP planning period extends from FY 2013 – FY 2018. Appropriations were already made for FY 2013 of the CIP; projects listed in FY 2014 received appropriations during the FY 2014 budget deliberations. The CIP is a multi-year plan that does not constitute or require an appropriation of funds beyond those for the current fiscal year. The projects in the FY 2015 - FY 2018 planning years contain projects that should be considered for future appropriations in subsequent fiscal years.

Funding decisions concerning the CIP are made in conjunction with decisions regarding the County's operating budget. Final authority to spend public funds for purposes specified in the County's operating and capital budgets is accomplished through the adoption of an appropriations resolution by the Board of Supervisors.

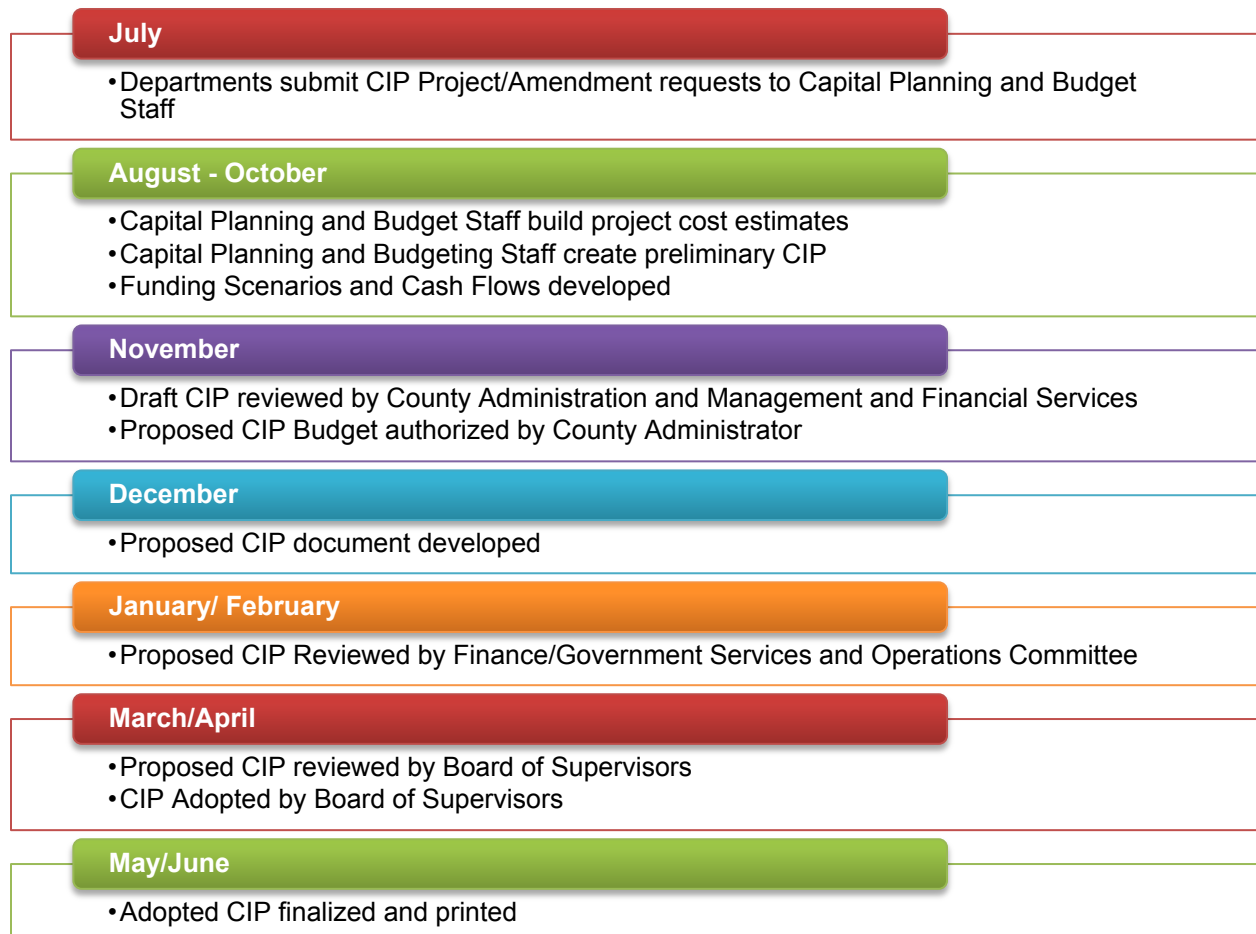


### Capital Budget Process

The Capital Budget process begins approximately ten months before the Board of Supervisors adopts the annual County budget. County departments submit proposed CIP project requests, which include project scope, justification, and a discussion of alternatives, to Capital Planning and Budget Staff in the Department of Transportation and Capital Infrastructure in July. Capital Planning and Budget Staff then build cost estimates for each CIP project request. A capital projects review committee comprised 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 and Senior Staff in County Administration and the Department of Management and Financial Services for review. The County Administrator forwards the recommended CIP to the Board of Supervisors in February as part of the Proposed Fiscal Plan.

A parallel process of CIP project development occurs within the Public School System, with review and approval of a Proposed CIP for the Loudoun County Public Schools by the School Board.

The following timeline provides an overview of the Capital Budgeting Process:





### **Navigating the CIP Document**

The CIP document is divided into three sections, each containing the following program areas:

#### **1. County Capital Projects**

- **Administration** – includes land, capital vehicle and technological systems acquisition projects.
- **General Government** – includes general capital projects such as government offices, warehouses, support space, stormwater management, and projects at the County Landfill.
- **Public Safety** – includes capital projects in support of the Loudoun County Sheriff, the Department of Fire, Rescue and Emergency Management, the Loudoun County Courts, and the Department of Animal Services.
- **Health and Welfare** – includes capital projects for program space and group residences for the Department of Family Services and the Department of Mental Health, Substance Abuse and Developmental Services.
- **Parks, Recreation and Culture** – includes recreational capital projects such as libraries, parks, recreation centers, community centers, senior centers and teen centers.

#### **2. Transportation Capital Projects** – includes design and construction projects for roads, interchanges, trails, sidewalks, traffic signals, Park and Ride lots, and the acquisition of transit buses. The Transportation section of the document is divided into the following three programs:

- **Roads**
- **Transit**
- **Sidewalks/Trails/Signals**

#### **3. School Capital Projects** - includes design and construction projects for the Loudoun County Public Schools. The School section of the document is divided into the following three programs:

- **Elementary Schools**
- **Middle Schools**
- **High Schools**

Summary appropriation and financing schedules for each programmatic area are found at the beginning of each section of the CIP.



Each individual capital project has its own project page that contains specific information regarding:

- Timing of Appropriations
- Funding Sources
- Projected expenditures related to design, construction, and furniture, fixtures and equipment (FFE) costs
- Projected operations and maintenance costs
- Projected debt service costs
- Project narratives explaining the scope of the project
- Status updates for projects already in progress
- Project map depicting the Planning Subarea where the project is proposed to be located

The funding table at the bottom of each project page provides estimates of the project's sources of funding and expenditures for each of the six years within the CIP, and any prior year appropriations made by the Board of Supervisors through FY 2012 for the project. One column of the funding table represents future fiscal years (FFY), reflecting project funding and expenditure estimates that occur beyond the six-year CIP planning period for the project.

Estimated operations and maintenance costs have been included on project pages where applicable, as well as estimates of debt service expenses for projects funded using general obligation bond financing or other debt financing.

Project operating impact estimates include the following:

- The effect of operating enhancements for personnel required to operate the facility (FTE's);
- Projections for direct costs to County departments and Schools for maintenance, internal services and utilities expenses; and
- Annual debt service on debt issued for the project during the six-year CIP period.

Land acquisition, design, construction, equipment procurement, and operations and maintenance expenses for both County and School facilities are adjusted 4.0% annually to account for market inflation.

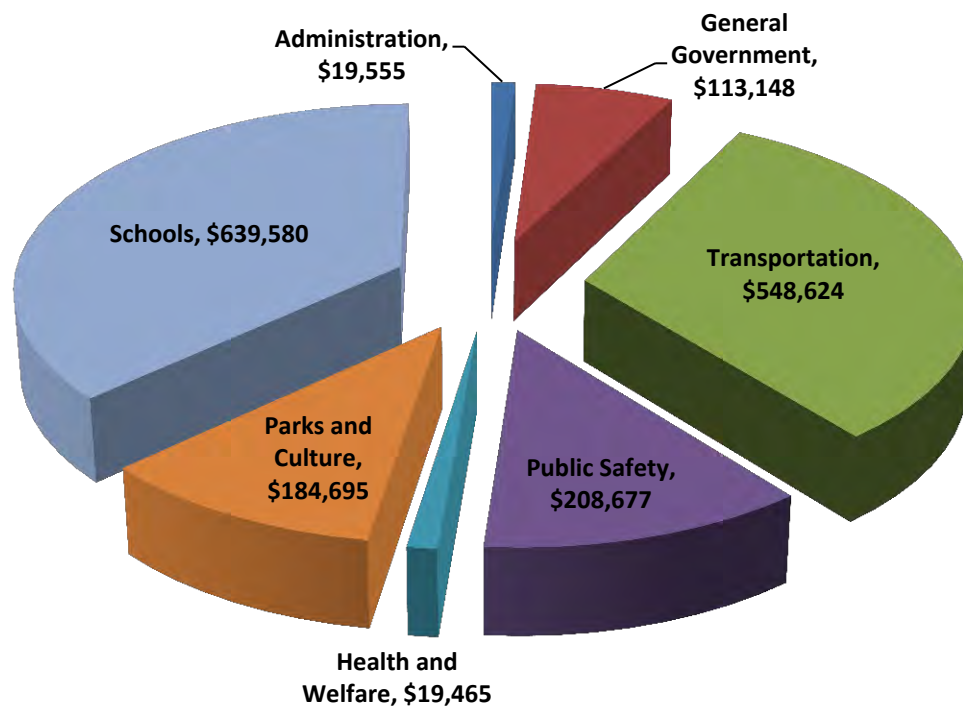
The per-pupil cost for operating a school is calculated differently by the County and the School System. The School System's calculations are based on a State formula that removes all capital facilities, pre-school, and detention center expenditures. In addition, enrollment numbers are adjusted for pre-school aged children, with only 85% of kindergarten students included in the calculations. For the purposes of the capital plan, the County calculates per-pupil costs using the School Board's FY 2013 appropriated operating budget, including the cost of capital bus leases. The School Board's appropriated per pupil cost is \$11,639 for FY 2014. The County's FY 2014 per pupil cost calculation, which includes the cost of capital leases, is \$11,995.



### **FY 2013 – FY 2018 Capital Improvement Program Summary**

The Adopted FY 2014 CIP includes expenditures totaling \$1.73 billion during the FY 2013 – FY 2018 timeframe. School construction and renovation projects total \$640 million, while County construction projects total \$1.09 billion.

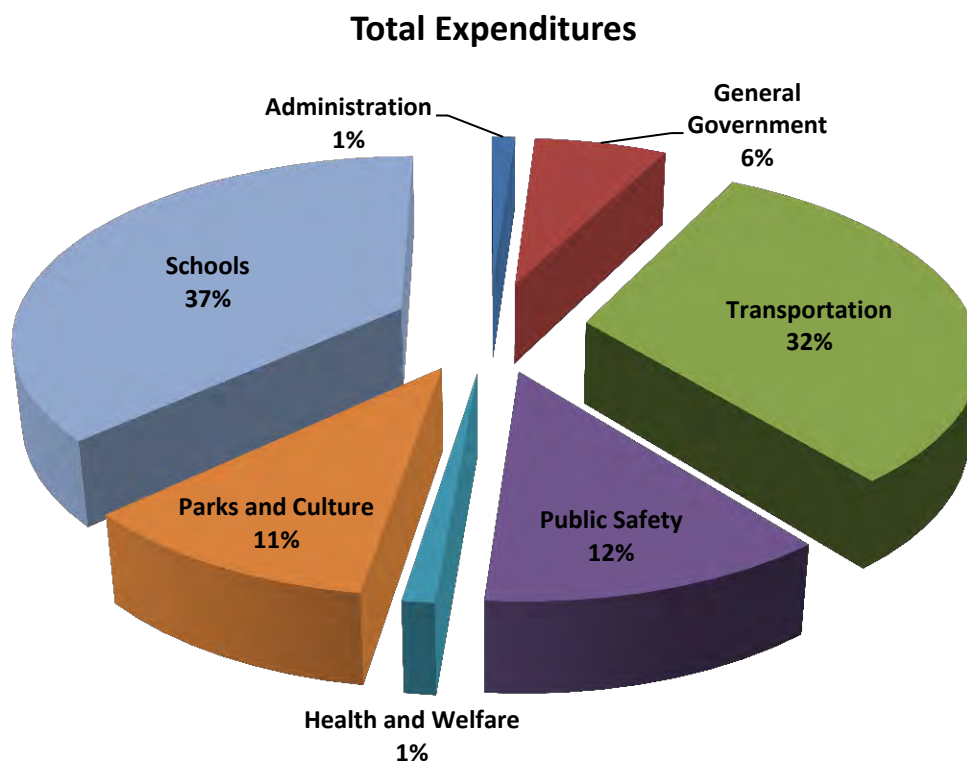
#### **Total Expenditures**



***Graph 7-1: Total Expenditures by Function (\$ in 1,000's)***

This represents an increase in CIP funding from the Adopted FY 2013 CIP of \$305,363,000.

- Funding for Transportation projects increased \$272,944,000.
- Funding for School capital projects decreased \$48,680,000.
- Funding for non-transportation related County capital projects increased \$81,099,000.



**Graph 7-2: Total Percentage of Expenditures by Function**

School projects comprise approximately 37% of the total expenditures in the six-year capital plan, while County projects comprise 63% of the CIP's estimated expenditures.

In the FY 2013 Adopted CIP, School expenditures equaled 48% of total CIP expenditures during the six-year period. School funding decreased by 11% in the FY 2014 Adopted CIP, largely due to the Board of Supervisors' accelerating ES-21 from FY 2014 into FY 2013 saving \$6.3 million, and the decision of the County Administrator to slide the CS Monroe Center Conversion from FY 2018 to a future fiscal year.

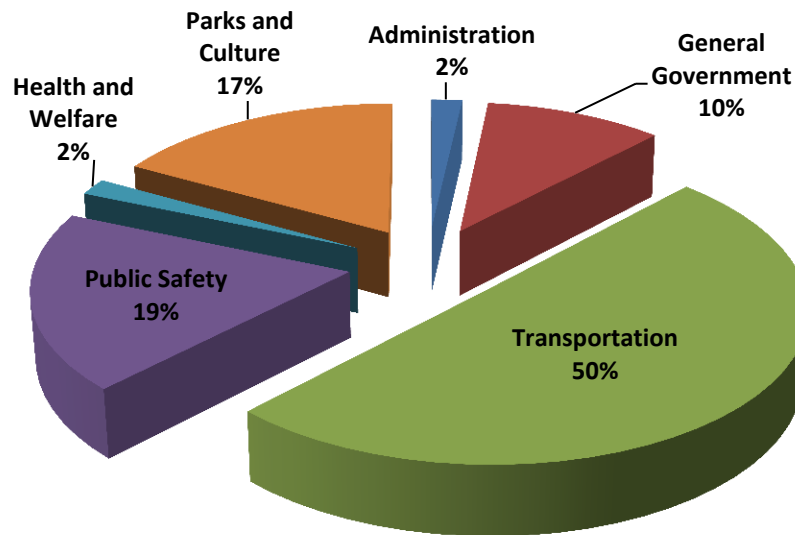
In the FY 2013 Adopted CIP, transportation projects totaled 19% of total CIP expenditures during the six-year period. In the Adopted FY 2014 CIP, transportation expenditures represent 32% of total CIP expenditures, an increase of 13% over the six-year CIP planning period. \$272,944,000 in new transportation related capital expenditures were added in the FY 2013 – FY 2018 CIP timeframe. \$20,668,000 in mid-year CIP amendments were authorized by the Board of Supervisors in FY 2013 for transportation projects, and an additional \$252,276,000 was added for transportation projects from FY 2014 to FY 2018.

General Government capital project expenditures decreased 2% over the six-year CIP planning period from the FY 2013 Adopted CIP (8%) to the FY 2014 Adopted CIP (6%). Health and Welfare related expenditures (1%) decreased by 1%, while Public Safety capital project expenditures (12%) increased 1%. The overall percentage of Parks, Recreation and Culture (11%) and Administration (1%) related capital expenditures remained the same.

The graphs on the following pages outline the percentage of expenditures for only County capital projects (Graph 7-3), and for only School capital projects (Graph 7-4).



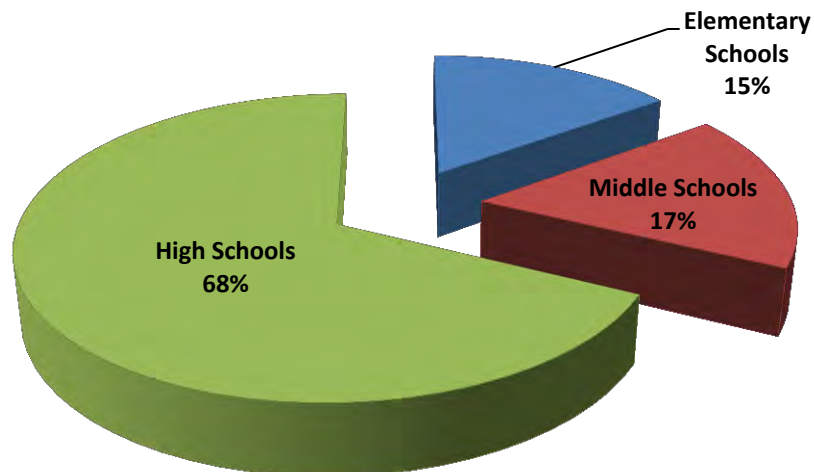
### County Expenditures



**Graph 7-3: County Project Expenditures by Function**

Transportation projects comprise approximately 50% of County Government capital spending (\$548 million). To accommodate the percentage increase in Transportation spending, capital spending decreased 6% for General Government projects, 4% for Parks and Culture projects, 2% for Public Safety projects, and 1% Health and Welfare projects as a total percentage of County Government capital spending during the six-year CIP period.

### School Expenditures



**Graph 7-4: School Project Expenditures by Type**



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

The Board of Supervisors added \$52,125,000 to the FY 2013 CIP as mid-year amendments for the following projects:

Project	FY 2013 CIP Amendment Amount
ES-21	\$28,820,000
Philip A. Bolen Park	\$477,000
Fire and Rescue Training Prop Lots	\$350,000
Traffic Signal at Belmont Ridge and Truro Parish	\$20,000
Traffic Signal at Route 606 and Commerce Center	\$91,000
Traffic Signal at Atlantic and Warp	\$294,000
Traffic Signal at Sycolin and Loudoun Center Drive	\$325,000
Smith Switch Road	\$950,000
Braddock Road/Pleasant Valley Road	\$2,000,000
Route 606 Preliminary Engineering	\$500,000
Waxpool Road at Pacific and Broderick	\$1,000,000
Tall Cedars Signal and Turn Lane	\$625,000
Crosstrail/Kincaid Boulevard	\$9,000,000
Transit Buses	\$1,110,000
Developmental Services Group Residence	(\$615,000)
Route 772 Transit Station Bridge	\$446,000
Byrne's Ridge Park	\$985,000
Claude Moore Park Trails	\$220,000





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

<b>Project</b>	<b>FY 2013 CIP Amendment Amount</b>
Western Loudoun Sheriff Station	\$1,220,000
Gloucester Parkway	\$4,000,000
Route 7/Ashburn Village Boulevard Interchange	\$262,000
Palisade Parkway Sidewalk Project	\$45,000
<b>Total FY 2013 CIP Amendments</b>	<b>\$52,125,000</b>

**Summary of County Capital Projects**

**Administration:** The Administration program area includes four projects that total \$19.56 million, or 1% of the total CIP expenditures, during the six-year CIP planning period. The Department of Transportation and Capital Infrastructure provides project management for these projects. The table below outlines total costs in the Adopted FY 2013 CIP compared to total costs in the Adopted FY 2014 CIP for capital projects in the Administration program area.

<b>Project</b>	<b>Adopted FY 2013 CIP</b>	<b>Adopted FY 2014 CIP</b>	<b>Funding Amendments</b>
Land Acquisition	\$5,965,000	\$12,310,000	\$6,345,000
Major Computer Systems	\$5,600,000	\$5,600,000	\$0
MAP-21 Projects	\$1,000,000	\$1,000,000	\$0
Capital Vehicles	\$605,000	\$645,000	\$40,000
<b>Total</b>	<b>\$13,170,000</b>	<b>\$19,555,000</b>	<b>\$6,385,000</b>

Major Computer Systems. In November 2010, the Board of Supervisors took action to re-classify capital costs for Major Computer Systems from the Capital Asset Preservation sub-fund to the Capital Improvement Program. Previously, major computer systems capital expenditures were reflected in the Other Funds – Computer System Replacement Fund section of the Fiscal Plan. The Adopted CIP includes the following:

Library Management System..... \$ 2.60 million  
E-911 Phone System Upgrade..... \$ 3.00 million

Capital Vehicles. The Adopted FY 2014 CIP includes \$645,000 in fees collected to offset capital costs at the County landfill to procure a Landfill Compactor in support of County solid waste disposal operations.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

Land Acquisition. Historically, land acquisition for capital projects has been primarily dependent upon the availability of proffered sites. When proffered sites are not available, land acquisition becomes necessary. Typically, the Land Acquisition functional area includes land acquisition funding for both the County and School projects during the six-year planning period. The Adopted FY 2014 CIP provides funds to acquire land for the following sites:

FY 2013	Lucketts Fire Station Replacement	\$475,000
FY 2014	DS Group Residence	\$420,000
FY 2015	Leesburg Park-and-Ride Lot	\$1,500,000
	School Vehicle Facilities	\$9,000,000
FY 2016	DS Group Residence	\$450,000
FY 2017	MH Group Residence	\$465,000

MAP-21 Transportation Enhancement Projects (formerly SAFETEA-LU). The Adopted FY 2013 CIP included \$1 million in local tax funding to provide additional appropriations to two MAP-21 grant programs – The EE Lake General Store and the Purcellville to Round Hill Trail.

- The EE Lake General Store project requires a supplemental appropriation of \$200,000 to complete the renovation of the historic country store into a bicycle stop along the W&OD Trail near the Town of Bluemont.
- The Purcellville to Round Hill Trail project requires a supplemental appropriation of \$800,000 to construct sidewalks and mixed use asphalt trails to provide pedestrian and bicycle conductivity between the Town of Round Hill, Franklin Park, and the Town of Purcellville.

**General Government.** The General Government program area includes six projects for a total of \$113.15 million over the six-year CIP planning period. The Department of General Services and the Department of Transportation and Capital Infrastructure provide project management direction for these facilities. The table below outlines total costs in the Adopted FY 2013 compared to total costs in the Adopted FY 2014 CIP for capital projects in the General Government program area.

Project	Adopted FY 2013 CIP	Adopted FY 2014 CIP	Funding Amendments
Capital Project Management	\$27,844,000	\$29,176,000	\$1,332,000
Storm Water Management	\$17,750,000	\$17,750,000	\$0
Consolidated Shops and Warehouse	\$33,895,000	\$37,525,000	\$3,630,000
Landfill Sequence V Closure	\$5,930,000	\$5,930,000	\$0
Landfill Mining Project	\$21,480,000	\$21,480,000	\$0
Landfill Debt Service	\$648,000	\$1,287,828	\$639,828
<b>Total</b>	<b>\$107,547,000</b>	<b>\$113,148,828</b>	<b>\$5,601,828</b>



Capital Project Management. Capital Project Management is provided by several County departments. The Department of Transportation and Capital Infrastructure functions as the principal staff contact for matters relating to the County's capital projects, including planning and budgeting, land acquisition, design and engineering, construction management, and project support. Resources in the Office of the County Attorney and the Department of Management and Financial Services provide program support to insure that projects advance appropriately related to legal and procurement matters. These staff positions are supported by local tax funding in the Capital Projects Fund and are included in their departments' respective operating budgets. Additional information on the Department of Transportation and Capital Infrastructure, as well as the Office of the County Attorney, and Management and Financial Services may be found in the operating budget section of this document.

Storm Water Management. This project funds the County's storm water management program to meet the Environmental Protection Agency's Phase II Storm Water Discharge Permit requirements, which stipulate the repair, maintenance, and restoration of County-owned storm water infrastructure.

Consolidated Shops and Warehouse. This project co-locates administrative offices for the Department of General Services, maintenance shop operations, and a warehouse dedicated to general government warehouse and storage needs. This project will enable an existing warehouse to be utilized solely for the Loudoun County Public School's warehousing operations.

Solid Waste Management. All landfill projects are completely funded with landfill fees, either on a cash basis or through the issuance of Virginia Resources Authority bonds, which will be retired using landfill fees.

- The Sequence V Closure project continues the Solid Waste Management Plan's scheduled cell development and closure activities at the County Landfill.
- The Landfill Mining Project remediates the oldest closed, un-lined portion of the County Landfill, located in the middle of the existing landfill between Phases I and II. The anticipated benefits of executing this project are to 1.) remove the source of groundwater contamination at the landfill, 2.) remediate current groundwater contamination, and 3.) gain cost effective, new landfill capacity life without expanding the disposal footprint or constructing new infrastructure. This project is anticipated to be contracted out over a multi-year period.
- The Landfill Debt Service project reports the known debt service payment amounts to retire debt issued for the development or closure of cells at the County Landfill. Landfill Debt Service payments are paid using landfill fees collected to offset capital project costs.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**Public Safety.** The Public Safety program area includes projects totaling \$208.68 million over the six-year CIP planning period. These facilities are programmed and operated by the Department of Animal Services, the Courts, the Loudoun County Sheriff's Office, the Department of Fire, Rescue and Emergency Management Services, the Juvenile Court Services Unit, and the Department of Family Services. The Department of Transportation and Capital Infrastructure manages the development and construction of these projects. The table below outlines total costs in the Amended FY 2013 CIP compared to total costs in the Adopted FY 2014 CIP for projects in the Public Safety program area.

Project	FY 2013 Amended CIP	FY 2014 Adopted CIP	Funding Amendments
Eastern and Western Animal Shelters	\$15,040,000	\$15,165,000	\$125,000
Emergency Communications Center	\$7,165,000	\$12,065,000	\$4,900,000
Courts Phase III	\$46,375,000	\$55,900,000	\$9,525,000
Leesburg South Fire and Rescue Station	\$12,615,000	\$12,420,000	(\$195,000)
Round Hill Fire Station Replacement	\$11,775,000	\$12,920,000	\$1,145,000
Lucketts Fire Station Replacement	\$10,505,000	\$11,490,000	\$985,000
Fire and Rescue Capital Apparatus	\$17,750,000	\$17,435,000	(\$315,000)
Adult Detention Center Phase III	\$12,750,000	\$14,950,000	\$2,200,000
Ashburn Sheriff Station	\$9,170,000	\$9,170,000	\$0
Public Safety and General Government Office Center	\$5,000,000	\$5,000,000	\$0
Juvenile Probation Residence	\$6,550,000	\$6,170,000	(\$380,000)
Juvenile Detention Center Phase II	\$3,550,000	\$3,550,000	\$0
Kirkpatrick Fire and Rescue Station	\$0	\$11,945,000	\$11,945,000
Ashburn Volunteer Fire Station Renovations	\$0	\$3,650,000	\$3,650,000
Sterling Fire Station Replacement	\$0	\$12,892,000	\$12,892,000
Aldie Fire and Rescue Station	\$0	\$3,605,000	\$3,605,000
Fire and Rescue Training Prop Lots	\$350,000	\$350,000	\$0
<b>Total</b>	<b>\$158,595,000</b>	<b>\$208,677,000</b>	<b>\$50,082,000</b>



Animal Shelters. This project renovates the existing Animal Shelter in western Loudoun and constructs a new Animal Shelter in eastern Loudoun to better meet the animal care and control service demands throughout in the County. In FY 2009, the Board of Supervisor's Fiscal Impact Committee recommended an eastern shelter be included in the six-year planning cycle due to animal and human population densities in eastern Loudoun that required quicker, more efficient response times to incident calls.

Courts Complex (Phase III). The Courts project provides expanded facilities for the General District Court and the Clerk of the Court's administrative support functions, increasing the current space by approximately 85,000 square feet for courtroom and judicial offices, with sufficient parking for Court-owned and visitor vehicles.

Ashburn Sheriff Station. In FY 2009, the Board of Supervisors directed capital planning staff to develop a plan for a Sheriff's Station in the Ashburn Planning subarea, north of the Greenway and south of Route 7, using only cash proffers to fund design and construction. The CIP utilizes \$9.17 million in cash proffers for the development of this station in the FY 2013–FY 2014 planning period.

Leesburg South Fire and Rescue Station. This project provides funding for the construction of a 13,000 to 15,000 square foot fire and rescue station at a proffered 19-acre site in the Leesburg Planning Subarea. The Fire Station is planned to be co-located with the Public Safety Firing Range on the proffered site.

Lucketts and Round Hill Fire Station Replacements. The FY 2011-2016 Adopted CIP provided funding to renovate the Lucketts and Round Hill Fire Stations at their existing locations. Subsequent studies of the facilities revealed that the current station locations and condition of the buildings do not provide the necessary space or functionality to provide the full array for Fire and Rescue services required. This project provides funding to acquire new sites, design, and construct a new Round Hill Fire Station in the Route 7 West Planning Subarea of the County, in the vicinity of the Town of Round Hill, and a new Lucketts Fire Station in the Route 15 North Planning Subarea, in the vicinity of the Village of Lucketts.

Kirkpatrick Fire and Rescue Station. This project provides funding to design and construct a new 13,000 to 15,000 square foot Fire Station in the Dulles Planning Subarea of the County. The Station is planned to be located on a 5-acre site proffered to the County as part of the Kirkpatrick West rezoning (ZMAP-2002-0001).

Ashburn Volunteer Fire Station Renovations. During the FY 2014 budget deliberations, the Board of Supervisors voted to approve funding to contribute to the Ashburn Volunteer Fire Department to help with the renovation of their Fire Station. The Ashburn Volunteer Fire Company began the process to design and construct improvements and renovations to their existing Fire Station. The Board of Supervisors authorized \$3.65 million in general obligation bond funding to assist the Volunteer Fire Company to complete the renovations and capital improvements to their Station.

Sterling Fire and Rescue Station Replacement. This project provides funding to acquire additional land, design and construct a new, 22,000 square foot replacement station for the Sterling Volunteer Fire and Rescue Companies. The replacement station will be located on the site of the current Sterling Volunteer Fire and Rescue Station. The project requires the acquisition of an adjacent property to develop the required program for the new Station, and to provide enough space for Station parking to meet Zoning Ordinance requirements. Design and land acquisition is scheduled to occur in FY 2015, with construction of the replacement station beginning in FY 2016.

Aldie Fire and Rescue Station. The Board of Supervisors decision to pursue another site for the Aldie Fire and Rescue Station requires additional funding to acquire a new site for the Station, funding for any required land use applications (Special Exception or Rezoning), site development costs, renovations to the existing Station, and cost increases above the current budget related to project delays and inflation.



Fire and Rescue Capital Apparatus. This project funds the annual purchase of Fire/Rescue capital vehicles in support of the Career Fire Staff and Volunteer Fire Station network within the County.

Fire and Rescue Training Prop Lots. This project provides for the construction of four prop lots, and the procurement of essential training props, to simulate a range of potential threats or emergencies. These prop lots will provide a safe, realistic and effective environment for public safety personnel to train in the efficient response to and mitigation of difficult and dangerous events.

Juvenile Probation Residence. The Juvenile Probation Residence is planned as an approximately 8,800 square foot, 12-24 bed residence located in close proximity to the new Juvenile Detention Center south of Leesburg. This facility is programmed and operated by the Juvenile Court Services Unit.

Juvenile Detention Center Phase II. Phase II of the Juvenile Detention Center designs and constructs an addition to the planned, new Juvenile Detention Center located at the Government Support Center site off of Sycolin Road in the Leesburg Planning Subarea. The addition will include additional bunk spaces, program areas, as well as a Juvenile Assessment Center.

Public Safety and General Government Office Center. In FY 2011, the Board of Supervisors amended the Capital Improvement Program through the purchase of two existing office buildings at 801 and 803 Sycolin Road in the Leesburg area to provide administrative space for public safety and general government offices. The buildings provide approximately 140,000 square feet of office space to house the Sheriff's Office and Fire, Rescue and Emergency Management's Administrative Offices, as well as provide space for several County agencies currently operating in leased space throughout the County. This project provides funding to renovate the facilities for office uses for County Public Safety and General Government agencies.

Adult Detention Center Phase III. Phase III of the ADC would include an expansion to the current facility of 160,000 square feet, accommodating an additional 416 inmates. The CIP provides \$250,000 in FY 2015 to conduct a study with the State to determine the appropriate size and programming to be provided in Phase III. This study will impact the final scope of the Phase III addition, which would begin design in FY 2018.

Emergency Communications Center. This project constructs approximately 11,000 square feet of office space at the Fire and Rescue Services Administration building at 801 Sycolin Road for the Emergency Communications Center (ECC) and E-911 Call Center. Emergency and non-emergency fire and rescue calls are processed at the Center, and police related incident calls are transferred to the appropriate law enforcement agency from the Center.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Health and Welfare.** The Health and Welfare program area includes projects totaling \$19.47 million during the six-year CIP planning period. These facilities are managed by the Department of Family Services and the Department of Mental Health, Substance Abuse and Developmental Services. The Department of Transportation and Capital Infrastructure will manage the development and construction of these projects. The table below outlines total costs in the Adopted FY 2013 CIP compared to total costs in the Adopted FY 2014 CIP for capital projects in the Health and Welfare program area.

Project	FY 2013 Adopted CIP	FY 2014 Adopted CIP	Funding Amendments
MHSADS Group Residence	\$2,370,000	\$2,370,000	\$0
DS Group Residences	\$1,990,000	\$3,130,000	\$1,140,000
MH Group Residence	\$745,000	\$1,695,000	\$950,000
Emergency Homeless Shelter	\$5,665,000	\$670,000	(\$4,995,000)
Adolescent Independent Living Residence	\$9,800,000	\$10,600,000	\$800,000
Youth Shelter Renovation	\$1,000,000	\$1,000,000	\$0
<b>Total</b>	<b>\$21,570,000</b>	<b>\$19,465,000</b>	<b>(\$2,105,000)</b>

**Emergency Homeless Shelter.** This project provides for the construction of a 9,000 square foot Emergency Homeless Shelter at the Government Support Center site in Leesburg. The facility will contain eight apartments to accommodate one family, or up to four individuals, to provide temporary emergency housing for homeless persons for up to 89 days, and provide assistance with the identification of more permanent housing.

**Adolescent Independent Living Residence.** This project provides for the construction of a 14,900 square-foot building with office space and a 12-bed capacity to serve homeless or near-homeless youth, 16 to 21 years of age, who have no realistic expectation of returning to their home environment. The office area will house several ancillary services, currently located in leased space, which would be used by residents as well as non-residents.

**Youth Shelter Renovation.** The County completed construction of the second Youth Shelter in April of 2012. With the completion of the new facility, enough program space is available to renovate and update the current Youth Shelter facility. This project provides funding to renovate the interior of the County's original Youth Shelter, located at the Government Support Center facility off of Sycolin Road. The building is dated and in need of many basic renovations in order to meet current life safety and ADA Codes. Additionally, the renovations will allow staff better visual inspection of the living areas of the facility.

**Department of Mental Health, Substance Abuse and Developmental Services (MHSADS) Group Residences.** The CIP includes funding to construct a MHSADS Group Residence at the Government Support Facility in FY 2015, and to purchase three residential living facilities in eastern Loudoun during the CIP planning period to serve MH/SA/DS clients. This capital model increases vendor-operated facilities and opts for purchases of facilities versus construction.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**Parks, Recreation and Culture.** The projects in the Parks, Recreation and Culture program area totals \$184.70 million over the six-year CIP planning period. This category includes facilities programmed by the Department of Parks, Recreation and Community Services and the Department of Library Services. The Department of Transportation and Capital Infrastructure will manage the development and construction of these projects. The table below outlines total costs in the Amended FY 2013 CIP compared to total costs in the Adopted FY 2014 CIP for capital projects in the Parks, Recreation and Culture program area.

Project	FY 2013 Amended CIP	FY 2014 Adopted CIP	Funding Amendments
Sterling Library	\$0	\$3,950,000	\$3,950,000
Dulles South Multi-Purpose Center Phase II	\$31,250,000	\$36,500,000	\$5,250,000
Dulles Multi-Purpose Center Phase III	\$0	\$6,420,000	\$6,420,000
Hal and Berni Hanson Regional Park	\$25,210,000	\$27,255,000	\$2,045,000
Sterling Community Center Renovation	\$0	\$3,683,000	\$3,683,000
Fields Farm Park	\$12,275,000	\$12,275,000	\$0
Lovettsville District Park	\$9,000,000	\$9,000,000	\$0
Moorefield Station Community Park	\$9,990,000	\$9,990,000	\$0
Ashburn Recreation Center	\$61,700,000	\$54,965,000	(\$6,735,000)
Ashburn Senior Center	\$0	\$8,025,000	\$8,025,000
Franklin Park Athletic Field Lighting	\$1,750,000	\$1,750,000	\$0
Potomac Green Community Park	\$500,000	\$750,000	\$250,000
Fireman's and Haske Fields	\$450,000	\$450,000	\$0
Phil Bolen Regional Park	\$477,000	\$477,000	\$0
Lovettsville Community Center Replacement	\$0	\$5,380,000	\$5,380,000
Athletic Field Irrigation and Turf Improvements	\$0	\$2,100,000	\$2,100,000
Franklin Park to Purcellville Trail	\$0	\$520,000	\$520,000
Byrne's Ridge Park Improvements	\$985,000	\$985,000	\$0
Claude Moore Park Trails	\$220,000	\$220,000	\$0
<b>Total</b>	<b>\$153,807,000</b>	<b>\$184,695,000</b>	<b>\$30,888,000</b>





Sterling Library. This project re-locates the Sterling Library to storefront space in the heart of the Sterling community, providing 15,000 square feet of space for Library programs and circulation materials. The current Sterling Library contains only 8,000 square feet of program space and is co-located with the Sterling Community Center. Re-locating the Library to leased or lease/purchase storefront space enables the Library to double its program space, while providing necessary program space for the Sterling Community Center to expand in its current location.

Dulles South Multipurpose Center Phase II. Phase I of the Dulles Multipurpose Center opened in FY 2009 providing a 23,900 square-foot community center. The funding for Phase II, which expands the facility by approximately 65,000 gross square feet, will add recreation and fitness areas, program facilities and an aquatics center.

Dulles Multipurpose Center Phase III. This project provides funding to design and construct a 15,000 square foot addition to the Dulles Multi-Purpose Center for Phase III development of the project as the Dulles Senior Center. Current Senior activities are held at the Dulles Multi-Purpose Center. In order to free up space for community programming and activities in the Multi-Purpose Center, and to provide specific space for Senior programs, the development of the Dulles Senior Center component of the Dulles Multi-Purpose Center was accelerated in FY 2014 for design, and FY 2015 for construction by the Board of Supervisors during their FY 2014 budget deliberations.

Hal and Berni Hanson Regional Park. This project funds the construction phase of the Hal and Berni Hanson Regional Park located on Evergreen Mills Road in the Dulles Planning Subarea. The funding includes the construction of active and passive recreational amenities, to include up to 17 athletic fields, recreational trails, park offices, picnic pavilions, maintenance shops, and associated infrastructure such as parking and public restrooms.

Sterling Community Center Renovation. This project is part of the Sterling Master Plan project initiated by the Board of Supervisors. The project involves the replacement of the Sterling Volunteer Fire and Rescue Station adjacent to the current Sterling Community Center, the relocation of the Sterling Library to leased, storefront space in the Sterling community, and the renovation of the Sterling Community Center in its current location and expansion into the vacated Sterling Library space. The renovated Sterling Community Center will occupy 18,000 square feet of space at its current location, an expansion of 8,000 square feet vacated by the re-location of the Sterling Library. The additional space will allow for new programmatic opportunities for community programs and meeting space.

Fields Farm Park. This project develops a park facility within a County-owned tract of land, known as Fields Farm, in the Route 7 West Planning Subarea. The Park will include athletic fields and supporting amenities such as athletic field lighting, fencing, utilities, parking, access from a public road, landscaping, public restrooms, concessions, groundwater wells, irrigation, staff offices, meeting rooms, storage, scorekeeper and umpire areas, maintenance facilities, picnic pavilions, and bleachers.

Lovettsville District Park. This project develops a 91-acre tract of land as a District Park in FY 2014. A portion of the park property is located within the Town of Lovettsville, and the remainder of the Park is located in the County. This project constructs the athletic fields, trails, equestrian area, nature area, infrastructure, and other amenities within the park.

Moorefield Station Community Park. This project develops a Community Park co-located on the same site as Elementary School #16 in the Moorefield Station development. The community park and school will be developed on an approximately 84-acre proffered site dedicated to the County by the developer of Moorefield Station (ZMAP-2001-0003). The community park would contain two regulation size soccer fields, one baseball field, an internal trail and sidewalk system, public restrooms and concessions, and associated parking.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

---

Ashburn Recreation Center. This project develops a Recreation Center on an approximately 18-acre proffered site in the Broadlands development in the Ashburn Planning Subarea. The Recreation Center would be approximately 80,000 square feet to include daycare program space, meeting rooms, a gymnasium, a kitchen, a fitness center, multi-purpose rooms, and a running track. The facility would also include an aquatics center with an Olympic sized lap pool, leisure pool, pool seating areas, wet classroom, and associated locker rooms.

Ashburn Senior Center. This project constructs a Senior Center of up to 15,000 square feet on a 5-acre proffered site in the Ashburn Planning Subarea. The 5-acre site is proffered to be dedicated to the County by the developer of the Regency at Ashburn (ZMAP-2005-0023). The site has not been dedicated to the County yet. The Senior Center would provide administrative and program space for staff and volunteers at the Center, as well as a gymnasium, multi-purpose rooms, a small commercial kitchen, exercise/fitness room, classrooms, a game room, computer lab, arts and crafts areas, restrooms and storage areas.

Fireman's and Haske Field Improvements. This project provides funding to the Town of Purcellville to make improvements to Fireman's Field and Haske Field. The improvements to Fireman's Field include the construction of an entrance plaza and ticket booth, new permanent storage facilities, paved access to the new storage facilities, the reconstruction of the football concession stand/umpire changing room in center field, and expanded ADA compliant restrooms. The improvements to Haske Field include upgrades to the backstop and first base/third base safety netting to prevent foul balls from damaging cars parked in the main parking lot at Fireman's Field.

Franklin Park Athletic Field Lighting. Franklin Park contains two baseball fields and three smaller baseball/softball fields. In FY 2011, the Board of Supervisors appropriated \$320,000 to bring electric service to the baseball fields and light one of the baseball fields at Franklin Park. This project will allow the County to light the remaining four baseball/softball fields within the Park, pursue a Special Exception to permit athletic field lighting for the rectangle athletic fields, and begin lighting the four rectangle athletic fields in the Park.

Potomac Green Community Park. This project completes the proffered 28-acre Potomac Green Community Park. The County's portion of the project includes the provision of public restrooms, soccer goals, baseball backstops, bleachers, maintenance equipment, fencing, and safety netting.

Phil Bolen Regional Park. The Board of Supervisors approved a mid-year amendment to the FY 2013 CIP by appropriating \$477,000 in CIP Contingency funds to complete the remaining work in the Park.

Lovettsville Community Center Replacement. This project provides funding to design and construct a new Lovettsville Community Center on the site of the current community center in FY 2014. An option to construct a new Lovettsville Community Center on the site of the current Community Center, instead of renovating the current facility, was presented to the Board of Supervisors during the FY 2014 CIP budget deliberations. This replacement project is a cost effective way of delivering a modern, community center facility for County residents without additional land acquisition costs.

Athletic Field Irrigation and Turf Improvements. This project provides funding to upgrade and irrigate 25 athletic fields at Elementary School and Middle School sites throughout the County to improve playing field conditions for County sports leagues. The improvements will include installing irrigation systems for the natural grass athletic surfaces and re-seeding fields to get rid of over-worn areas of fields that will be used and programmed by Loudoun County Parks and Recreation sports leagues for games and practices.



Franklin Park to Purcellville Trail. The Purcellville to Round Hill Trail project involves the design and construction of sidewalks and mixed use asphalt trails to provide pedestrian and bicycle conductivity between the Town of Round Hill, Franklin Park, and the Town of Purcellville. This project provides funding in FY 2015 to design a trail segment from Franklin Park to the Town of Purcellville. Further funding will be required to finalize construction of the trail from Franklin Park to the Town of Purcellville

Byrne's Ridge Park Improvements - The Board of Supervisors amended the FY 2013 CIP by providing an additional \$985,000 to Byrne's Ridge Park to install safety netting at the park and to provide funding to light all of the athletic fields within the park.

Claude Moore Park Trails - The Board of Supervisors amended the FY 2013 CIP by providing an additional \$220,000 in cash proffer funding to complete the construction of pedestrian access improvements and trails at Claude Moore Park.



### Summary of Transportation Capital Projects

The Transportation program area contains projects totaling \$548.62 million over the six-year CIP planning period. The largest project expenditure is for the Dulles Corridor Rapid Transit project which extends Metrorail to Loudoun County. Loudoun County's share of the Dulles Rail extension is \$300 million, with \$140 million in expenditures occurring during the six-year CIP planning period. The Department of Transportation and Capital Infrastructure provides project management direction for these facilities. The table below outlines total costs in the Amended FY 2013 CIP compared to total costs in the Adopted FY 2014 CIP for capital projects in the Transportation program area.

Project	Amended FY 2013 CIP	Adopted FY 2014 CIP	Funding Amendments
Transit Buses	\$7,100,000	\$9,400,000	\$2,300,000
Park and Ride Lots	\$12,435,000	\$12,890,000	\$455,000
Dulles Corridor Rapid Transit (Metrorail)	\$155,000,000	\$140,000,000	(\$15,000,000)
Transit Bus Maintenance Facility	\$1,000,000	\$1,000,000	\$0
Route 772 Transit Station Bridge	\$446,000	\$446,000	\$0
Kincaid/Crosstrail	\$75,500,000	\$67,000,000	(\$8,500,000)
Route 7/659 Interchange	\$2,745,000	\$2,745,000	\$0
Belfort Area Road Improvements	\$8,000,000	\$8,000,000	\$0
Claiborne Parkway	\$4,000,000	\$6,000,000	\$2,000,000
Riverside Parkway	\$375,000	\$375,000	\$0
Tall Cedars Parkway	\$7,635,000	\$7,635,000	\$0
Waxpool Road	\$1,500,000	\$1,500,000	\$0
Route 690 Engineering	\$1,500,000	\$1,500,000	\$0
Metro Parking Garages	\$0	\$130,000,000	\$130,000,000
Tall Cedars Signal and Turn Lane	\$625,000	\$625,000	\$0
Gloucester Parkway	\$0	\$40,000,000	\$40,000,000
Waxpool Road at Pacific and Broderick	\$1,000,000	\$7,400,000	\$6,400,000



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

Project	Amended FY 2013 CIP	Adopted FY 2014 CIP	Funding Amendments
Route 606 Widening	\$500,000	\$40,500,000	\$40,000,000
Braddock/Pleasant Valley Road	\$2,000,000	\$2,400,000	\$400,000
Belmont Ridge Road Improvements	\$0	\$44,835,000	\$44,835,000
Smith Switch Road	\$950,000	\$950,000	\$0
Mooreview Parkway	\$0	\$6,300,000	\$6,300,000
Murray's Ford Bridge	\$0	\$420,000	\$420,000
Woodgrove HS/Fields Farm Park Road	\$0	\$3,815,000	\$3,815,000
Woods Road	\$0	\$2,800,000	\$2,800,000
Shreve Mill Road	\$0	\$1,000,000	\$1,000,000
W&OD Trail at Belmont Ridge Road	\$0	\$1,000,000	\$1,000,000
Route 7/ Williams Gap Road	\$0	\$1,350,000	\$1,350,000
Sugarland Run Drive	\$0	\$530,000	\$530,000
Cascades Parkway Shared Use Trail	\$0	\$400,000	\$400,000
Ashburn Sidewalks	\$0	\$638,000	\$638,000
County Road Projects	\$0	\$3,300,000	\$3,300,000
Traffic Signal Projects	\$730,000	\$960,000	\$230,000
Town of Hamilton Solar Radar Signs	\$0	\$30,000	\$30,000
Town of Purcellville Sidewalk Project	\$0	\$730,000	\$730,000
Town of Leesburg – Tuscarora HS Signal	\$0	\$150,000	\$150,000
<b>Total</b>	<b>\$283,041,000</b>	<b>\$548,624,000</b>	<b>\$265,583,000</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

---

Commuter Transit Buses. This project provides for the acquisition of transit buses in support of the County's bus service. Subject to actual State Capital Grant awards, the County plans to acquire transit buses according to the following schedule:

FY 2013	Two Commuter Buses	\$	1.11 million
FY 2014	Five Transit Buses	\$	2.01 million
FY 2015	Two Transit Buses	\$	0.84 million
FY 2016	Five Transit Buses	\$	2.18 million
FY 2017	Two Transit Buses	\$	0.91 million
FY 2018	Five Transit Buses	\$	2.35 million

The Office of Transportation Services has identified a combination of state capital assistance, cash proffers and excess Commuter Bus program revenues to fund the acquisition of these buses.

Transit Maintenance and Operations Facility. This project constructs a maintenance facility to service the County's transit bus fleet. The facility will be constructed on the Government Support Center site near the current joint County/School fleet maintenance facility. State aid will provide 50% of the funding toward the project with the County's 50% coming from a combination of FY 2010 fund transfers, cash proffers, gas tax funds, and excess Commuter Bus revenues.

Dulles Corridor Rapid Transit. State, regional and local authorities have jointly proposed an extension of Metrorail service along the Dulles Corridor from Fairfax County's West Falls Church Metrorail Station to Loudoun County. This project involves a 23 mile Metrorail extension via Tyson's Corner and the Dulles Airport that would terminate at the Dulles Greenway and Ryan Road (Route 772). At its completion, Loudoun riders can take the Silver Line to the last stop at Armory Station or transfer at one of several points within the Metrorail system to travel another line. Constructed in two phases, Phase I would implement Metrorail service past Tyson's Corner with an interim terminus at Wiehle Avenue in Fairfax County. Phase II would complete the project, bringing Metrorail to Route 772 by 2019. The entire project would include a rail yard on the Dulles Airport property and a total of 11 stations, including three stations in Loudoun County.

Metro Parking Garages. This project provides funding to construct three parking garages at the two planned Metrorail Stations in the County. The Route 772 Station contains two parking garages - one parking garage will be located on the southern side of the Route 772 Station in the Moorefield Station development; one garage will be located on the northern side of the Route 772 Station in the Loudoun Station development. The third parking garage will be constructed for the Route 606 Metro Station.

Route 772 Transit Station Connector Bridge. The Route 772 Metrorail Station Connector Bridge is contained in the Loudoun County Countywide Transportation Plan (CTP). This bridge is a key element of the CTP roadway extension linking Croson Lane on the west of the Dulles Greenway with Shellhorn Road on the east. Additionally, the bridge provides an integral connection linking both sides of the Route 772 station areas including the two Metro station garages. This eliminates the need for private vehicles, transit buses, and bicycles to revert to using the local roads to access the other station parking garage or station area on the north, including future station-area development. The Board of Supervisors amended the FY 2013 CIP providing \$446,000 in gas tax funds to initiate the design of the bridge to determine the locations of bridge abutments and piers in relation to the Route 772 Station platform.



Regional Park-and-Ride Lots. The CIP includes five park-and-ride lot projects, which are managed by the County's Department of Transportation and Capital Infrastructure. These projects add park-and-ride lots for commuters at East Gate, Dulles Town Center, One Loudoun, Leesburg, and an expansion to the Stone Ridge Park-and-Ride Lot.

Rt. 7/Route 659 (Belmont Ridge Road) Interchange. The Virginia Department of Transportation (VDOT) allocated \$72 million in State funds for the construction of the Route 7/659 Interchange. This project also provides cash proffer appropriations totaling \$2.75 million in FY 2013 to offset the costs of constructing a four-lane segment of Route 659 from the interchange to Gloucester Parkway.

Kincaid/Crosstrail Boulevards. This project provides funding to design and construct Crosstrail and Kincaid Boulevards in the vicinity of Philip A. Bolen Memorial Park and the Leesburg Airport in the Leesburg Planning Subarea of the County. The project includes the design of a four-lane facility, within a six-lane right-of-way, and the construction of a four-lane section of Crosstrail Boulevard from Sycolin Road to the eastern most boundary of the County owned property, including a connection to the existing terminus of Kincaid Boulevard. In addition, this project includes appropriations that are estimated to complete design plans and construct a two lanes of Crosstrail Boulevard from the eastern most boundary of the County owned property to Russell Branch Parkway near Route 7 in the vicinity of the Villages at Leesburg, and the extension of Crosstrail Boulevard from Sycolin Road west to the Dulles Greenway.

Claiborne Parkway. This project provides funding to design and construct the segment of Claiborne Parkway between Ryan Road and Croson Lane. This is the final section of Claiborne Parkway necessary to complete the road, allowing for a continuous facility from Route 7 to Loudoun County Parkway.

Belfort Area Road Improvements. The funding for this project will allow for the design, right of way acquisition, and construction of: 1) reconstruction of the intersection of Cedar Green Road with Glenn Drive; 2) a new two lane section of Cedar Green extending it between Glenn Drive and Davis Drive; 3) a four lane extension of Glenn Drive to Cedar Green Road; 4) a right turn lane from Cedar Green Road to Shaw Road; 5) reconstruction of Cedar Green Road from Shaw Road to 180 feet west of Glenn Drive to a curb and gutter urban section; and 6) a storm water management pond to accommodate the drainage.

Waxpool Road. This project provides funding for the design and construction of a four-lane section of Waxpool Road between Faulkner Parkway and Unbridled Way. The project also includes the installation of a traffic signal at the intersection of Waxpool Road and Ashburn Village Parkway.

Riverside Parkway. This project provides funding to design and construct the two eastbound lanes of Riverside Parkway between River Creek Parkway and Kingsport Drive, in the Leesburg Planning Subarea, which will complete the full four lane section of the road.

Tall Cedars Parkway. This project provides funding to complete the design and construction of a four lane section of Tall Cedars Parkway between Pinebrook Road and Gum Spring Road in the Dulles Planning Subarea of the County. This segment would complete the missing segment of Tall Cedars Parkway, and connect the Dulles South area from the East Gate development through to the Stone Ridge development.

Tall Cedars Signal and Turn Lane. On October 3, 2012, the Board of Supervisors approved an amendment to the FY 2013 Capital Improvement Program in the amount of \$625,000 for the engineering design services and installation of the proposed traffic signal and left-turn lane at the intersection of Tall Cedars Parkway and Poland Road.



Route 690 Interchange Engineering. This project provides funding for preliminary design (30%), surveys, environmental and geotechnical due diligence, and an interchange justification report for an interchange at Route 7 and Route 690 at the Town of Purcellville. The reports and design will be coordinated with VDOT, the Federal Highway Administration (FHWA), the Town of Purcellville and local residents.

The Woods Road. This project realigns and constructs two lanes of The Woods Road (Route 771) from Evergreen Mills Road (Route 621) to just north of the Loudoun County Landfill. The project is being administered by VDOT. The County will provide partial funding to the project as a pass-through payment.

Gloucester Parkway. This project designs and constructs a four-lane missing link section of Gloucester Parkway between Loudoun County Parkway and Pacific Boulevard (approximately 3,400 linear feet of roadway with a bridge over the Broad Run). This missing segment, when completed, will provide badly needed relief to traffic congestion along Routes 7 and 28 by providing an additional, east-west roadway to distribute traffic to and from Ashburn and Sterling.

Belmont Ridge Road Improvements. This project provides funding to design and construct two additional lanes to Belmont Ridge Road from Gloucester Parkway to Hay Road, and from Truro Parish Road to Croson Lane. The two segments will be built to four-lanes, increasing the overall capacity of Belmont Ridge Road. Funding for the design of both sections occurs in FY 2014. Funding for construction is phased in the following manner to take advantage of the Board of Supervisors' allocation of \$0.02 of the tax rate for transportation improvement projects to reduce the County's debt burden:

Belmont Ridge Road from Gloucester Parkway to Portsmouth Boulevard - FY 2016

Belmont Ridge Road from Portsmouth Boulevard to Hay Road - FY 2017

Belmont Ridge Road from Truro Parish Road to Croson Lane - FY 2018

Waxpool Road Intersection Improvements. This project designs and constructs intersection improvements and turn lanes at the intersections of Waxpool Road and Pacific Boulevard, and Waxpool Road and Broderick Drive.

Route 606 Widening. This project provides funding for preliminary engineering, design and construction of two additional lanes to widen Route 606 from Evergreen Mills Road to the Dulles Greenway to four lanes. This project is required to provide additional and improved access to Dulles Airport for transporting freight and passengers to the Airport, as well as to improve traffic circulation to the Airport and Route 606 Metro Stations.

Braddock Road/Pleasant Valley Road Improvements. This project designs and constructs intersection improvements at Braddock Road and Pleasant Valley Road. The project is being administered by VDOT. The County funds will be a pass through to VDOT.

Mooreview Parkway. This project provides funding to construct the segment of Mooreview Parkway between Amberleigh Farm Drive and Old Ryan Road. This segment of Mooreview Parkway is critical to have in place in time for the opening of the Route 772 Metro Station in order to get commuters to the Metro Station and Commuter Parking areas within the Moorefield Station development, as well as to provide public road access to ES-16 and the future County-owned Moorefield Station Community Park. The Claude Moore Foundation is entering into a reimbursement agreement with the County to facilitate the construction of this road.

Murray's Ford Bridge Removal. This project provides funding to remove Murray's Ford Bridge from the Goose Creek. The bridge is located over the Goose Creek just south from the Sycolin Road Bridge. The bridge has not been in use as a road since the 1970's, and is acting as a dam on the creek which is causing harmful sediment and debris buildup.





Woodgrove High School/Fields Farm Park Road. This project provides funding to design and construct a two-lane road connecting Woodgrove High School to Route 690 through the County-owned Fields Farm property. The road will provide a second access to Woodgrove High School to help alleviate traffic backups and safety concerns at the high school. One entrance/access point is provided to Alder School Road on the northern side of the Field Farm property, and one entrance access point will be provided as part of this project to Route 690 on the southern portion of the property. This project also provides an access point to the County's future Fields Farm Park from Route 690.

Smith Switch Road. This project designs and constructs the paving of Smith Switch Road, and provides a ten (10) foot shared use trail, between Gloucester Parkway and the W&OD Trail. The project is being administered under contract with Loudoun County by Capretti Land, LLC, the developer of Stonegate, in furtherance of their proffer to improve Smith Switch Road.

Shreve Mill Road. This project paves 0.40 miles of Shreve Mill Road between Evergreen Mill Road (Route 621) and the Dulles Greenway (Route 267). The project is being administered by VDOT. The County will provide partial funding to the project as a pass-through payment.

Belmont Ridge Road at the W&OD Trail. This project installs a rural splitter on Belmont Ridge Road (Route 659) at its intersection with the W&OD Trail. The project is being administered by VDOT. The County will provide partial funding to the project as a pass-through payment.

Route 7/Route 719 (Williams Gap Road). This project designs a westbound turn lane at the intersection of Route 7 and Williams Gap Road (Route 719). The project is being administered by VDOT. The County will provide partial funding to the project as a pass-through payment.

Sugarland Run Drive. This project provides a pavement overlay (resurfacing) on Sugarland Run Drive from Potomac View Road to Abbey Circle (3 miles). The project is being administered by VDOT. The County will provide partial funding to the project as a pass-through payment.

Cascades Parkway Shared Use Trails. This project designs and constructs an 8 foot shared use trail on Cascades Parkway (Route 637) between Old Vestal Gap Road and Loudoun Park Lane, to be administered by the County. This project also designs an eight (8) foot shared use trail on Cascades Parkway (Route 637) between Old Vestal Gap Road and Potomac View Road, to be administered by the County.

Ashburn Sidewalks. This project provides funding to construct sidewalks along the western side of Ashburn Road between Partlow Road and the W&OD Trail in FY 2014.

Traffic Signals. This project provides funding to design and install traffic signals at the following key intersections throughout the County: Belmont Ridge Road and Truro Parish, Route 606 and Commerce Center Drive, Atlantic Boulevard and Warp Drive, Sycolin Road and Loudoun Center Drive, Northstar Boulevard and Ryan Road, and a signal in the Town of Leesburg at the entrance to Tuscarora High School as part of the FY 2014 Regional Organizations and Intergovernmental Aid funding program.

County Road Projects. This project provides local tax funding, equivalent to two cents of the tax rate, annually to provide funding for County road design and construction projects in the Capital Improvements Program. The current annual funding placeholder is \$12 million, which may be subject to change each fiscal year according to the valuation of the equivalent cash value of two cents on the tax rate. All of the local tax funds have been placed on the Gloucester Parkway and Belmont Ridge Road Improvements projects to reduce the County's debt obligations for those projects, except for \$3.3 million in local tax funding in FY 2015 that is unallocated on any specific road projects.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

---

Town of Hamilton Solar Radar Signs. This project provides funding to the Town of Hamilton to install two solar radar speed signs at the eastern and western entrances to the Town of Hamilton along Route 7 (Colonial Highway). This appropriation is part of the FY 2014 Regional Organizations and Intergovernmental Aid funding program.

Town of Purcellville Sidewalk Project. This project provides funding to the Town of Purcellville to install a sidewalk from the Blue Ridge Middle School to the Town's sidewalk network. The sidewalk segment would extend from the Middle School to Valley Springs Drive, heading west to the intersection of 20th Street and A Street. The sidewalk segment helps to connect the Locust Grove and Hirst Farms neighborhoods to the Middle School, helping to promote pedestrian safety for schoolchildren who walk to school. This appropriation is part of the FY 2014 Regional Organizations and Intergovernmental Aid funding program.



### **Loudoun County Public Schools' Capital Project Summary**

The Adopted FY 2014 Capital Improvement Program (CIP) includes school construction projects totaling \$639.58 million. In the six-year expenditure plan for school facilities, 68% goes toward construction of high schools, 17% for middle schools, and 15% for elementary schools.

**Elementary School Projects.** The Elementary School program area includes school construction projects totaling \$96.19 million during the six-year CIP planning period. The table below outlines total costs in the Amended FY 2013 CIP compared to total costs in the Adopted FY 2014 CIP for capital projects in the Elementary School program area.

Project	FY 2013 Amended CIP	FY 2014 Adopted CIP	Funding Amendments
ES-21	\$35,120,000	\$28,820,000	(\$6,300,000)
ES-27	\$31,480,000	\$31,460,000	(\$20,000)
ES-28	\$35,930,000	\$35,910,000	(\$20,000)
<b>Total</b>	<b>\$102,530,000</b>	<b>\$96,190,000</b>	<b>(\$6,340,000)</b>

Project funding for Elementary Schools provides resources to design and construct approximately 91,100 square foot elementary schools on sites of up to 20 usable acres. Elementary Schools are designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade. Elementary Schools contain a media center, cafeteria, multipurpose room, classrooms, and two unlighted outdoor playing fields (soccer and softball). The Loudoun County Public Schools System employs a prototypical two-story elementary school design which will be used for school sites that have development constraints.

**Middle School Projects.** The Middle School program area includes school construction projects and one addition to an existing middle school totaling \$109.65 million during the six-year CIP planning period. The table below outlines total costs in the Adopted FY 2013 CIP compared to total costs in the Adopted FY 2014 CIP for capital projects in the Middle School program area.

Project	FY 2013 Adopted CIP	FY 2014 Adopted CIP	Funding Amendments
Mercer Middle School Addition	\$4,460,000	\$4,310,000	(\$150,000)
MS-7	\$54,030,000	\$54,990,000	\$960,000
MS-9	\$49,470,000	\$50,350,000	\$880,000
<b>Total</b>	<b>\$107,960,000</b>	<b>\$109,650,000</b>	<b>\$1,690,000</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

Project funding for Middle Schools provide resources to develop 168,780 square foot middle schools located on sites of approximately 35 usable acres. Middle Schools are designed for an anticipated program capacity of 1,350 students enrolled in grades six through eight. Each Middle School will utilize the school “house” concept for individual grades and contain classrooms, a media center, cafeteria, auditorium, gymnasium, auxiliary gymnasium, and three unlighted outdoor playing fields (two soccer and one softball).

**High School and Academy School Projects.** The High School program area includes new high school and academy school projects totaling \$433.74 million during the six-year CIP planning period. The table below outlines total costs in the Adopted FY 2013 CIP compared to total costs in the Adopted FY 2014 CIP for capital projects in the High School program area.

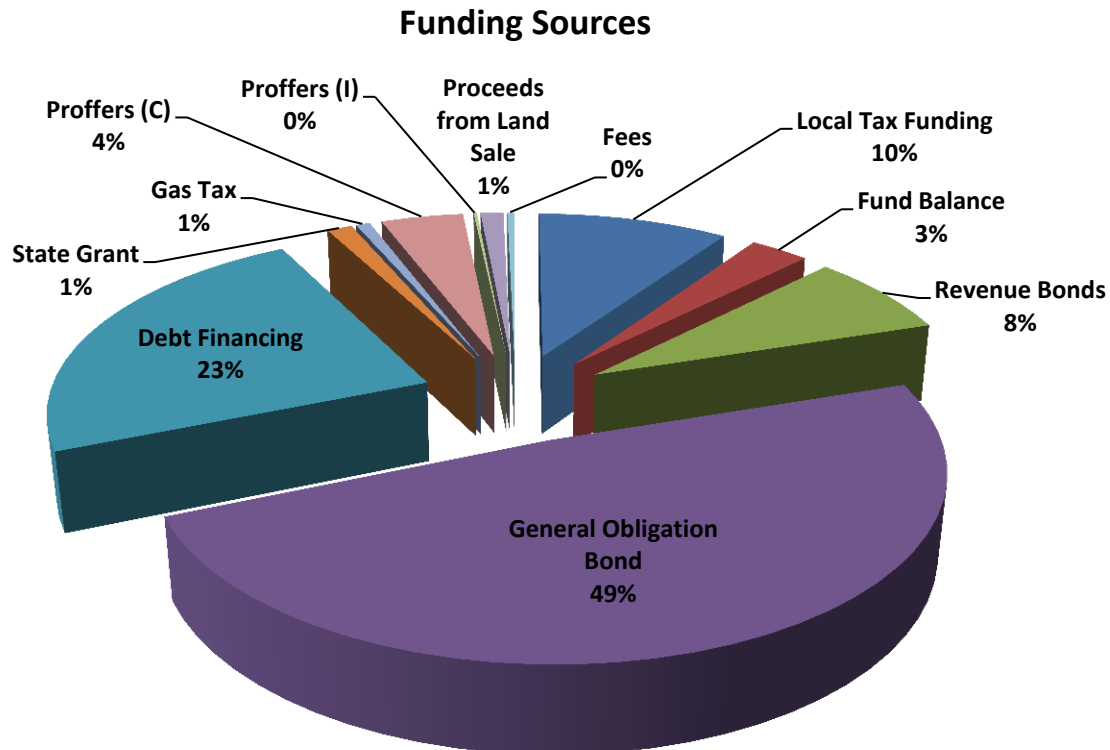
Project	FY 2013 Adopted CIP	FY 2014 Adopted CIP	Funding Amendments
Loudoun Valley High School Renovation	\$29,000,000	\$29,000,000	\$0
HS-6	\$90,240,000	\$90,240,000	\$0
HS-8	\$85,510,000	\$85,510,000	\$0
HS-11	\$112,440,000	\$112,330,000	(\$110,000)
Freedom High School Addition	\$5,160,000	\$5,010,000	(\$150,000)
Advanced Technology Academy	\$101,770,000	\$109,020,000	\$7,250,000
CS Monroe Conversion	\$53,650,000	\$0	(\$53,650,000)
Loudoun County High School Stadium Upgrades	\$0	\$2,630,000	\$2,630,000
<b>Total</b>	<b>\$477,770,000</b>	<b>\$433,740,000</b>	<b>(\$44,030,000)</b>

Project funding provides resources to design and construct approximately 279,000 square foot high schools located on sites of approximately 75 useable acres. High Schools are designed for an anticipated program capacity of 1,800 students enrolled in the ninth through twelfth grades. The facility will contain classrooms, a media center, cafeteria, gymnasium, auxiliary gymnasium, outdoor playing fields, and other associated spaces to support the high school program.



### Funding the CIP

The CIP is financed through a number of cash and debt instruments. These include local tax funding from the General Fund, either from budgeted tax revenues or the use of fund balance, general obligation bond financing, debt financing, revenue bonds, user fees, local gasoline tax funds, and developer contributions, or “proffers”, in the form of dedicated land, in-kind services, or cash.



**Table 7-5: Sources of Funding for CIP projects**

“Pay-as-you-go” Local Tax Funding. The Board of Supervisors’ fiscal policy has a goal of 10% “pay-as-you-go” cash funding in the CIP. This 10% cash funding can be comprised of local tax funding or fund balance, which denotes monies from the General Fund. The Adopted FY 2014 CIP includes \$217.44 million in local tax funding and use of fund balance. The inclusion of these funds to offset the cost of General Government and School projects in the CIP totals 13% of total CIP expenditures.

Rollback Taxes. Board policy requires that rollback tax allocations be used in the planning subarea where the taxes are derived. There are no appropriations from rollback tax collections to fund any projects in the Adopted FY 2014 CIP.

Intergovernmental Aid. The Adopted FY 2014 CIP includes \$21.95 million in intergovernmental funds, mostly in the form of State Capital Assistance for transportation and transit projects from the Commonwealth of Virginia’s Department of Transportation (VDOT). Typical State Capital Assistance comes from the State’s Revenue Sharing Program, where the State allocates up to 50% of an eligible project’s development costs to be matched by local funds from the County.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

---

Debt Financing. The Adopted FY 2014 CIP relies on \$1.25 billion in debt financing to fund projects in the six-year capital plan. A total of \$844.50 million in general obligation bond financing requiring voter approval is included in the six-year financing plan. Projects requiring general obligation bond financing are included on the November ballot as referendum questions the election before the bond financing is required. Without voter approval, the bond financing is not available for the project.

An additional \$405 million in other debt financing is planned to finance capital projects using debt instruments that do not require voter approval.

Revenue Bond Financing. The County is pursuing contracts with private groups to operate the three Metro Parking garages planned to be developed at the Route 772 and Route 606 Metro Stations. In the event an agreement with a private firm cannot be reached, the County has placeholder funding in the CIP totaling \$130 million in FY 2016 to use Revenue Bond Financing to construct the three parking garages. Fees generated from the parking garages will pay off the debt service on the Revenue Bonds issued to construct the parking facilities.

Local Gasoline Tax Funds. The Adopted FY 2014 CIP utilizes \$12.22 million in local gasoline tax funds on capital projects related to transportation or transit improvements. Most of the local gasoline tax funding is being used to provide the 50% match to State Revenue Sharing projects, primarily for road and intersection improvement projects.

User Fees. The Adopted FY 2014 CIP utilizes \$6.20 million in user fees to help offset capital project costs. The fees are typically related to revenues generated from the Commuter/Transit Bus system bus fares that are used to match State funding towards transit bus acquisitions, and fees collected at the County landfill to pay off debt service on debt issued for landfill cell development and/or closures, or to acquire capital vehicles in support of landfill operations.

Developer Contributions (Proffers). Developer contributions, also known as proffers, offset 4% of total capital expenditures during the six-year CIP planning period. Proffers typically consist of cash, dedicated land, and/or in-kind services that are voluntarily granted to the County by the development community to partially offset the future capital facility costs associated with development. Proffer contributions are typically gained from rezonings (e.g., a change of land use permitting higher residential densities). This change in development of land may result in land use patterns that generate significant capital facility costs to the County. For example, if a developer is awarded a rezoning that changes the use of land parcels from commercial to residential use, the new residential units will generate a higher need for County services and capital facilities such as schools, parks, libraries, etc. Therefore, the development community offers capital contributions to help offset these future capital costs to the County. The Adopted FY 2014 CIP utilizes \$75.95 million in proffers during the six-year capital plan. \$72.93 million in cash proffers are programmed in the CIP to deliver capital facilities in the County without having to issue additional debt to finance the projects. An additional \$3 million in "in-kind" proffers are provided to the County as actual capital assets dedicated to the County by a developer for immediate use by operating departments. A detailed description of these proffer related expenditures is provided in the Public Facilities Fund section of the "Other Funds" section of the Adopted FY 2014 Fiscal Plan.



### **Summary of the Board of Supervisors' Changes to the Proposed CIP (February 2013)**

The Adopted FY 2013 – FY 2018 Capital Improvement Program (April 2013) includes \$1.73 billion in combined general government and school expenditures. In the FY 2014 Proposed CIP, the County Administrator recommended approximately \$280 million in new capital projects above the FY 2013 Adopted CIP. Most of the recommended expenditures were related to developing critical transportation projects highlighted by the Board of Supervisors as top priorities to accomplish during their term in office. During the FY 2014 CIP budget deliberations, the Board of Supervisors tasked staff to develop cost estimates and project timelines for an additional 30 capital projects that were not included in the FY 2014 Proposed CIP. Capital Planning and Budgeting Staff provided an analysis of the 30 projects and the Finance/Government Services and Operations Committee and the full Board of Supervisors voted on which of these 30 additional projects to include in the FY 2014 Adopted CIP. The projects were evaluated based on their estimated cost, the County's ability to fund the project, the perceived need for the project, as well as the ability to remain compliant with all of the County's debt policies and ratios.

The result of the Capital Improvement Program amendments made during the FY 2014 budget deliberations increased expenditures towards capital projects by \$25.61 million during the six-year CIP planning period. County Government capital project expenditures increased \$34.16 million from the Proposed FY 2014 CIP, while capital project expenditures for Loudoun County Public School projects decreased \$8.55 million. The Adopted FY 2014 CIP is compliant with all of the County's debt policies and ratios within the six-year CIP planning period. A summary of the projects that were eliminated, modified, and added to the Adopted FY 2014 CIP are provided below:

#### **Projects Eliminated from the Six-Year CIP:**

##### **County Projects:**

Major Computer Systems: The Board of Supervisors eliminated \$2.5 million in funding for the Loudoun County Public Schools' Student Information System in FY 2014.

Recycling Convenience Center: The Board of Supervisors eliminated \$1.33 million in funding for a Recycling Convenience Center in FY 2015. The Recycling Convenience Center was planned to be located at the County Landfill and would have been funded using landfill fees generated for capital projects at the landfill.

Fireman's Field Temporary Parking: The Board of Supervisors eliminated \$260,000 in fund balance in FY 2014 to the Town of Purcellville to demolish a house on a parcel adjacent to Fireman's Field and develop a temporary parking lot to serve as overflow parking for the Park. The request for funding was made by the Town of Purcellville as part of the FY 2014 Regional Organization Program.

##### **Loudoun County Public School Projects:**

Artificial Turf for High School Stadiums: The Board of Supervisors eliminated \$8.55 million to install artificial turf in the football stadiums at eight high schools in the County during the six-year CIP planning period. The project intended to install artificial turf at two high schools per year from FY 2014 through FY 2017. The funding reduction included \$860,000 in local tax funding and \$7,690,000 in General Obligation Bond financing.



**Projects Amended from the Proposed to the Adopted CIP:**

**County Projects:**

Land Acquisition Fund: \$9 million in General Obligation Bond funding was shifted from FY 2014 to FY 2015 for the Loudoun County Public Schools to acquire two sites for the Eastern and Western Vehicle Facilities. Shifting the project to FY 2015 helped spread out the amount of debt the County has to issue in order to remain within its debt ratios and limits.

Capital Project Management: This project provides capital project management support in the Departments of Transportation and Capital Infrastructure, Management and Financial Services, and the County Attorney. Due to increases in salary compensation granted by the Board of Supervisors, the funding required to fund these positions increased \$1.16 million from the Proposed CIP.

Fire and Rescue Capital Apparatus: The Middleburg Volunteer Fire Company rescinded their request for \$355,000 in funding to acquire a Pumper Truck in FY 2014. The Sterling Volunteer Rescue Company needed an ambulance in FY 2014, so \$165,000 in funding was added to assist in acquiring the ambulance. The resulting cost savings totaled \$190,000 in the Adopted FY 2014 CIP.

Hal and Berni Hanson Regional Park: The Board reduced \$5,745,000 in General Obligation Bond financing from this project in FY 2015 in order to shift the debt capacity for the construction of Phase III of the Dulles South Multi-Purpose Center in FY 2015.

Ashburn Recreation and Teen Center: The Board of Supervisors eliminated the Teen Center component of this facility and provided appropriations in FY 2017 for the development of the Ashburn Recreation Center. This action reduced \$7,535,000 in General Obligation Bond financing from this project in FY 2017 and shifted that debt capacity to the design and construction of the Ashburn Senior Center in FY 2017.

Park Improvements (Byrne's Ridge Park): The Board of Supervisors amended the FY 2013 CIP by providing an additional \$985,000 in cash proffers to the Byrne's Ridge Park project to install safety netting at the park and to light all of the athletic fields in the park.

**Transportation Projects:**

Transit Buses: The Board of Supervisors approved the acquisition of an additional two transit buses in FY 2014, which requires an additional \$800,000 in funding above the Proposed CIP. The County will acquire five transit buses in FY 2014. Half of the project cost will come from State Capital Assistance. The required local match will come from cash proffers and excess commuter and transit bus fare revenue.

Dulles Corridor Rapid Transit: The County's projected share of the cost for the Metrorail Silver Line extension to Route 772 (Ryan Road) has decreased. Originally, the County's share of the project cost was \$315 million. Loudoun's share of the cost to extend the Silver Line to the Route 772 Station has decreased to below \$300 million. The Board of Supervisors voted to reduce debt funding for the project by \$15 million, reducing CIP financing towards the Metrorail project to \$300 million.

Kincaid/Crosstrail Boulevard: The Board of Supervisors provided an additional \$1.5 million in debt financing in FY 2015 to accelerate and complete the design of Crosstrail Boulevard from the eastern parcel boundary of the County owned Government Support Center site to Russell Branch Parkway. In the Proposed CIP, design funding for this segment of Crosstrail Boulevard was allocated in FY 2017.

Gloucester Parkway: The Board of Supervisors amended the FY 2013 CIP by accelerating \$4 million in fund balance into FY 2013 to start the design of this project. Total project funding remains at \$40 million.





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

---

Braddock/Pleasant Valley Road Improvements: The Board of Supervisors added \$400,000 to this project in FY 2014. Half of the additional funding will come from the State; the local match will come from local gasoline tax funding.

County Road Projects: The Board of Supervisors allocated \$0.02 of the tax rate annually to fund transportation projects beginning in FY 2014 of the CIP. This \$0.02 allocation equals approximately \$12 million per year in local tax funding, totaling \$60 million in local tax funding for transportation projects from FY 2014 to FY 2018. During the FY 2014 CIP budget deliberations, the Board of Supervisors allocated the \$12 million in FY 2014 and \$8.7 million in FY 2015 for the Gloucester Parkway project. The Board allocated \$12 million in FY 2016, FY 2017 and FY 2018 for the Belmont Ridge Road Improvements project. \$3.3 million of the \$60 million in local tax funding remains unallocated towards a specific project in FY 2015 of the CIP. This unallocated funding may be programmed for use by the Board of Supervisors during their FY 2015 CIP budget deliberations.

Route 772 Transit Station Connector Bridge: The Board of Supervisors voted to amend the FY 2013 CIP and appropriate \$446,000 in local gasoline tax funding to design the Route 772 Transit Station Connector Bridge in FY 2013. Funding for construction of the bridge has not been identified in the six-year CIP and will be discussed during the FY 2015 CIP budget deliberations.

**Loudoun County Public School Projects:**

Advanced Technology Academy: The Board of Supervisors shifted this project from FY 2016 to FY 2018 in the CIP. The planned funding for the project did not change, only the timing of the funding allocation. In order to be compliant with all of the County's debt policies and ratios, the school could only fit within the CIP if it were moved out to FY 2018.

**Projects Added to the Six-Year CIP:**

**Transportation Projects:**

Mooreview Parkway: The Board of Supervisors added \$6,300,000 in fund balance in FY 2014 to fund the construction of Mooreview Parkway between Amberleigh Farm Drive and Old Ryan Road. The road is designed. This funding ensures construction of the road to provide public road access to ES-16 and the future Moorefield Station Community Park, as well as to ensure the road segment is in place prior to the opening of the Route 72 Metro Station. The Claude Moore Foundation is entering into a reimbursement agreement with the County to facilitate the construction of this road segment.

Murray's Ford Bridge: The Board of Supervisors added \$420,000 in fund balance in FY 2014 of the CIP to remove Murray's Ford Bridge from the Goose Creek.

Woodgrove High School/Fields Farm Park Road: The Board of Supervisors added \$3,815,000 in debt financing in FY 2015 to design and construct a two-lane road connecting Woodgrove High School to Route 690 through the County-owned Fields Farm property. The road will also provide access to the future Fields Farm Park from Route 690.

Ashburn Sidewalks: The Board of Supervisors added \$638,000 in fund balance in FY 2014 to construct sidewalks along the western side of Ashburn Road between Partlow Road and the W&OD Trail.



Belmont Ridge Road: The Board of Supervisors added \$44,835,000 to the CIP to design and construct two additional lanes of Belmont Ridge Road (Route 659) from Gloucester Parkway to Hay Road, and from Truro Parish Road to Croson Lane. \$36,000,000 of the project's funding is provided using the \$12 million allocation of local tax funding for transportation projects (\$0.02 of the tax rate) in FY 2016, FY 2017 and FY 2018. \$8,835,000 in General Obligation Bond financing is used to cover the portion of the project cost not using local tax funding. Design commences in FY 2014, with construction phased according to the following schedule: FY 2016 – Gloucester Parkway to Portsmouth Boulevard, FY 2017 – Portsmouth Boulevard to Hay Road, and FY 2018 - Truro Parish Road to Croson Lane.

### **County Projects:**

Ashburn Volunteer Fire and Rescue Station Renovation: The Board of Supervisors added \$3,650,000 in General Obligation Bond financing in FY 2014 to contribute to the Ashburn Volunteer Fire and Rescue Company to help renovate their Station. The County will utilize previously authorized General Obligation Bond financing for Fire Station renovations to pay for the improvements, thus saving the need to authorize new debt for the project.

Sterling Fire and Rescue Station Replacement: The Board of Supervisors added \$12,892,000 in General Obligation Bond financing in FY 2015 and FY 2016 to acquire additional land, design and construct a new, replacement station for the Sterling Volunteer Fire and Rescue Companies.

Sterling Library: The Board of Supervisors added \$3,950,000 in General Obligation Bond financing in FY 2015 to re-locate the Sterling Library to new, leased storefront space in the Sterling community. The project will build-out the interior space leased by the County and provide additional furnishings and equipment to operate an expanded library.

Sterling Community Center Renovation: The Board of Supervisors added \$3,683,000 in General Obligation Bond financing in FY 2016 to renovate the existing Sterling Community Center, allowing the community center to expand by an additional 8,000 square feet vacated by the re-location of the Sterling Library to leased, storefront space.

Dulles South Multi-Purpose Center Phase III: The Board of Supervisors added \$675,000 in fund balance in FY 2014, and re-distributed \$5,745,000 in General Obligation Bond financing from the Hal and Berni Hanson Regional Park project to Phase III of the Dulles South Multi-Purpose Center in FY 2015 to develop the Senior Center component of the Multi-Purpose Center.

Ashburn Senior Center: The Board of Supervisors reduced the scope of the Ashburn Recreation and Teen Center project included in the Proposed CIP to develop a Recreation Center in the Ashburn community. This reduction decreased the required debt funding for Recreation Center by \$7,535,000. The Board used this debt capacity to add \$8,025,000 in General Obligation Bond financing in FY 2017 to design and construct the Ashburn Senior Center.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

---

**Athletic Field Improvements:** The Board of Supervisors added \$2,100,000 in General Obligation Bond financing in FY 2014 to upgrade and irrigate 25 athletic fields at Elementary and Middle Schools in the County that are used by athletic leagues programmed by the Department of Parks, Recreation and Community Services.

**Franklin Park to Purcellville Trail:** The Board of Supervisors added \$520,000 in fund balance in FY 2015 to design a trail segment from Franklin Park to the Town of Purcellville. Funding for construction of this trail segment will need to be identified in a future CIP.

**Changes in Debt Financing**

The amount of debt financing in the FY 2014 Adopted CIP reflects an \$18 million increase from what was projected in the Proposed CIP. General Obligation Bond financing increased \$22,340,000 from the Proposed CIP, but debt financing from other debt instruments not requiring voter approval decreased \$4,305,000 from the Proposed CIP. The FY 2013 – FY 2018 Adopted Capital Improvements Program is fully compliant with all of the County's debt limits and ratios. An analysis for the County's Debt Ratios can be found in the "Debt Service" section of Volume Two of the FY 2014 Adopted Fiscal Plan.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

<b>Capital Improvement Program Summary Schedule of Appropriations</b>										
<b>Capital (\$ in 1000s)</b>	<b>Prior To Date</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>	<b>Future FY's</b>	<b>CIP Total</b>
<b><u>Budgetary Cost</u></b>										
<b>General Capital Projects Fund</b>										
Administration	285,317	4,475	1,165	13,000	450	465	0	19,555	0	304,872
General Government	40,689	7,596	18,253	8,120	13,490	13,635	52,055	113,149	3,000	156,838
Transportation	297,392	81,581	166,003	59,175	170,660	53,130	18,075	548,624	0	846,016
Public Safety	162,328	16,595	24,175	66,950	42,327	26,000	32,630	208,677	106,080	477,085
Health and Welfare	120	0	0	4,875	0	2,880	11,710	19,465	4,830	24,415
Parks, Recreation and Culture	28,122	5,442	54,405	37,470	13,673	62,990	10,715	184,695	0	212,817
General Capital Projects Fund Total	813,968	115,689	264,001	189,590	240,600	159,100	125,185	1,094,165	113,910	2,022,043
<b>School Capital Projects Fund</b>										
Elementary Schools	0	28,820	0	31,460	0	0	35,910	96,190	0	96,190
Middle Schools	0	0	4,310	50,350	0	54,990	0	109,650	0	109,650
High Schools	4,500	204,750	7,640	0	0	0	221,350	433,740	45,395	483,635
School Capital Projects Fund Total	4,500	233,570	11,950	81,810	0	54,990	257,260	639,580	45,395	689,475
Budgetary Cost	818,468	349,259	275,951	271,400	240,600	214,090	382,445	1,733,745	159,305	2,711,518
<b><u>Funding Source</u></b>										
Revenue Bonds	0	0	0	0	130,000	0	0	130,000	0	130,000
Debt Financing	316,402	73,665	77,780	99,715	33,375	47,330	73,620	405,485	110,910	832,797
GO Bonds	88,277	215,860	89,975	131,560	31,965	134,780	240,355	844,495	40,855	973,627
Local Tax Funding	137,852	14,748	21,453	30,320	27,320	26,150	46,120	166,111	7,540	311,503
Fund Balance	72,919	23,872	26,938	520	0	0	0	51,330	0	124,249
Landfill Fees	0	1,148	1,285	0	0	0	0	2,433	0	2,433
Sale of Land	5,000	0	0	0	0	0	20,000	20,000	0	25,000
Gifts & Donations	235	0	0	0	0	0	0	0	0	235
Proffers (Cash)	18,964	11,226	37,801	8,445	10,540	4,920	0	72,932	0	91,896
Proffers (Land)	51,409	0	0	0	0	0	0	0	0	51,409
Proffers (In-kind)	0	2,100	0	0	915	0	0	3,015	0	3,015
State Grant Program	18,528	0	0	0	0	0	0	0	0	18,528
State Capital Assistance	100,556	3,555	10,945	420	5,395	455	1,175	21,945	0	122,501
Gas Tax/Transportation Fund	8,326	3,085	9,774	420	1,090	455	1,175	15,999	0	24,325
Total Funding Source	818,468	349,259	275,951	271,400	240,600	214,090	382,445	1,733,745	159,305	2,711,518



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

<b>Capital Improvement Program by Fund Schedule of Appropriations</b>										
<b>Capital (\$ in 1000s)</b>	<b>Prior To Date</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>	<b>Future FY's</b>	<b>CIP Total</b>
<b>General Capital Projects Fund</b>										
<b><u>Budgetary Cost</u></b>										
Administration	285,317	4,475	1,165	13,000	450	465	0	19,555	0	304,872
General Government	40,689	7,596	18,253	8,120	13,490	13,635	52,055	113,149	3,000	156,838
Transportation	297,392	81,581	166,003	59,175	170,660	53,130	18,075	548,624	0	846,016
Public Safety	162,328	16,595	24,175	66,950	42,327	26,000	32,630	208,677	106,080	477,085
Health and Welfare	120	0	0	4,875	0	2,880	11,710	19,465	4,830	24,415
Parks, Recreation and Culture	28,122	5,442	54,405	37,470	13,673	62,990	10,715	184,695	0	212,817
Budgetary Cost	813,968	115,689	264,001	189,590	240,600	159,100	125,185	1,094,165	113,910	2,022,043
<b><u>Funding Source</u></b>										
Debt Financing	316,402	73,665	77,780	99,715	163,375	47,330	73,620	535,485	110,910	962,797
GO Bonds	84,227	2,750	79,220	57,930	31,965	85,290	28,820	285,975	0	370,202
Local Tax Funding	137,402	7,948	20,258	22,140	27,320	20,650	20,395	118,711	3,000	259,113
Fund Balance	72,919	10,212	26,938	520	0	0	0	37,670	0	110,589
Landfill Fees	0	1,148	1,285	0	0	0	0	2,433	0	2,433
Sale of Land	5,000	0	0	0	0	0	0	0	0	5,000
Gifts & Donations	235	0	0	0	0	0	0	0	0	235
Proffers (Cash)	18,964	11,226	37,801	8,445	10,540	4,920	0	72,932	0	91,896
Proffers (Land)	51,409	0	0	0	0	0	0	0	0	51,409
Proffers (In-kind)	0	2,100	0	0	915	0	0	3,015	0	3,015
State Grant Program	18,528	0	0	0	0	0	0	0	0	18,528
State Capital Assistance	100,556	3,555	10,945	420	5,395	455	1,175	21,945	0	122,501
Gas Tax/Transportation Fund	8,326	3,085	9,774	420	1,090	455	1,175	15,999	0	24,325
Total Funding Source	813,968	115,689	264,001	189,590	240,600	159,100	125,185	1,094,165	113,910	2,022,043



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

<b>Capital Improvement Program by Fund Schedule of Appropriations</b>										
<b>Capital ( \$ in 1000s )</b>	<b>Prior To Date</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>	<b>Future FY's</b>	<b>CIP Total</b>
<b>School Capital Projects Fund</b>										
<b><u>Budgetary Cost</u></b>										
Elementary Schools	0	28,820	0	31,460	0	0	35,910	96,190	0	96,190
Middle Schools	0	0	4,310	50,350	0	54,990	0	109,650	0	109,650
High Schools	4,500	204,750	7,640	0	0	0	221,350	433,740	45,395	483,635
Budgetary Cost	4,500	233,570	11,950	81,810	0	54,990	257,260	639,580	45,395	689,475
<b><u>Funding Source</u></b>										
GO Bonds	4,050	213,110	10,755	73,630	0	49,490	211,535	558,520	40,895	603,465
Local Tax Funding	450	6,800	1,195	8,180	0	5,500	25,725	47,400	4,500	52,350
Fund Balance	0	13,660	0	0	0	0	0	13,660	0	13,660
Sale of Land	0	0	0	0	0	0	20,000	20,000	0	20,000
Total Funding Source	4,500	233,570	11,950	81,810	0	54,990	257,260	639,580	45,395	689,475



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

### **Schedule of Financing and Referenda**

The following projects are scheduled for general obligation bond financing requiring referendum in the FY 2013 – FY 2018 capital planning period. The referendum requires voter approval for the use of general obligation bond financing of public facilities.

<b><u>Referendum Date</u></b>	<b><u>Project</u></b>	<b><u>Amount</u></b>
<b>November 2013</b>	<b><u>General Government</u></b>	
	Fire Apparatus	\$ 2,685,000
	Route 606 Widening	\$ 40,000,000
	Belmont Ridge Road Improvements	\$ 3,180,000
	Lucketts Fire Station Replacement	\$ 11,490,000
	Dulles South Multi-Purpose Center (Phase II)	\$ 17,235,000
	Athletic Field Irrigation and Turf Improvements	\$ 2,100,000
	Lovettsville District Park	<u>9,000,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 85,690,000</i>
	<b><u>Schools</u></b>	
	Mercer Middle School Addition	\$ 3,880,000
	Freedom High School Addition	\$ 4,510,000
	Loudoun County HS Stadium Upgrades	<u>\$ 2,365,000</u>
	<i>Subtotal, Schools</i>	<i>\$ 10,755,000</i>
	<b>Total November 2013 Referendum</b>	<b>\$ 96,445,000</b>
<b>November 2014</b>	<b><u>General Government</u></b>	
	Fire Apparatus	\$ 3,000,000
	Sterling Fire and Rescue Replacement	\$ 12,892,000
	Sterling Community Center Renovation	\$ 3,683,000
	Sterling Library	\$ 3,950,000
	Animal Shelters East & West	\$ 15,040,000
	Dulles South Multi-Purpose Center (Phase III)	\$ 5,745,000
	Hal and Berni Hanson Regional Park	<u>\$ 21,330,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 65,640,000</i>
	<b><u>Schools</u></b>	
	Dulles North Elementary School (ES-27)	\$ 28,315,000
	Land Acquisition Schools	\$ 9,000,000
	Dulles North Middle School (MS-9)	<u>\$ 45,315,000</u>
	<i>Subtotal, Schools</i>	<i>\$ 82,630,000</i>
	<b>Total November 2014 Referendum</b>	<b>\$ 148,270,000</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

<u>Referendum Date</u>	<u>Project</u>	<u>Amount</u>
November 2015	<b><u>General Government</u></b>	
	Kirkpatrick Fire Station	\$ 11,830,000
	Fire Apparatus	\$ 3,000,000
	Belmont Ridge Road – Gloucester to Portsmouth	\$ 710,000
	<i>Subtotal, General Government</i>	\$ 15,540,000
	<b>Total November 2015 Referendum</b>	<b>\$ 15,540,000</b>
November 2016	<b><u>General Government</u></b>	
	Round Hill Fire Station Replacement	\$ 12,920,000
	Leesburg South Fire and Rescue Station #27	\$ 10,940,000
	Belmont Ridge Road – Portsmouth to Hay	\$ 1,220,000
	Ashburn Recreation Center	\$ 50,160,000
	Ashburn Senior Center	\$ 8,025,000
	Fire Apparatus	\$ 3,000,000
	<i>Subtotal, General Government</i>	\$ 86,265,000
	<b><u>Schools</u></b>	
	Dulles South Middle School (MS-7)	\$ 49,490,000
	<i>Subtotal, Schools</i>	\$ 49,490,000
	<b>Total November 2016 Referendum</b>	<b>\$ 135,755,000</b>
November 2017	<b><u>General Government</u></b>	
	Fields Farm Park	\$ 10,715,000
	Belmont Ridge Road – Truro Parish to Croson	\$ 3,725,000
	Fire Apparatus	\$ 3,000,000
	<i>Subtotal, General Government</i>	\$ 17,440,000
	<b><u>Schools</u></b>	
	Dulles South Elementary School (ES-28)	\$ 32,320,000
	Dulles North High School (HS-11)	\$ 101,095,000
	Advanced Technology Academy	\$ 78,120,000
	<i>Subtotal, Schools</i>	\$ 211,535,000
	<b>Total November 2017 Referendum</b>	<b>\$ 228,975,000</b>
	<b>Total Bond Referenda</b>	<b>\$ 624,985,000</b>





Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Previous Approved General Obligation Bond Financing FY 2009 – FY 2012**

The following bond referenda were previously approved by Loudoun County voters for General Obligation Bond financing.

<b><u>Referendum Date</u></b>	<b><u>Project</u></b>	<b><u>Amount</u></b>
<b>November 2012</b>	<b><u>General Government</u></b>	
	Fire Apparatus	\$ 2,750,000
	<i>Subtotal, General Government</i>	<i>\$ 2,750,000</i>
	<b><u>Schools</u></b>	
	Dulles South Area Elementary School (ES-21)	\$ 28,820,000
	Loudoun Valley Estates High School (HS-6)	\$ 81,215,000
	Loudoun Valley High School Renovation	<u>\$ 26,115,000</u>
	<i>Subtotal, Schools</i>	<i>\$ 136,150,000</i>
	<b>Total November 2012 Referendum</b>	<b>\$ 138,900,000</b>
<b>November 2011</b>	<b><u>General Government</u></b>	
	Fire Apparatus	\$ 3,000,000
	<i>Subtotal, General Government</i>	<i>\$ 3,000,000</i>
	<b><u>Schools</u></b>	
	Moorefield Station Elementary School (ES-16)	\$ 22,830,000
	Ashburn Area Elementary School (ES-22)	22,830,000
	Ashburn Area Middle School (MS-6)	39,380,000
	Ashburn Area High School (HS-8)	81,010,000
	Park View High School Renovation	<u>3,570,000</u>
	<i>Subtotal, Schools</i>	<i>\$ 169,620,000</i>
	<b>Total November 2011 Referendum</b>	<b>\$ 172,620,000</b>
<b>November 2010</b>	<b><u>General Government</u></b>	
	No Projects	\$ 0
	<i>Subtotal, General Government</i>	<i>\$ 0</i>
	<b><u>Schools</u></b>	
	Leesburg Area Elementary School (ES-15)	<u>\$ 27,820,000</u>
	<i>Subtotal, Schools</i>	<i>\$ 27,820,000</i>
	<b>Total November 2010 Referendum</b>	<b>\$ 27,820,000</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**November 2009**

**General Government**

<i>Subtotal, General Government</i>	\$ 0
	\$ 0

**Schools**

<i>Subtotal, Schools</i>	\$ 0
	\$ 0

<b>Total November 2009 Referendum</b>	<b>\$ 0</b>
---------------------------------------	-------------

**November 2008**

**General Government**

Western/Neersville Fire & Rescue	\$ 8,585,000
<i>Subtotal, General Government</i>	\$ 8,585,000

**Schools**

Ashburn/Dulles Area Elementary School (ES-20)	\$ 21,810,000
Dulles Area High School II (HS-7)	82,235,000
<i>Subtotal, Schools</i>	\$ 104,045,000

<b>Total November 2008 Referendum</b>	<b>\$112,630,000</b>
---------------------------------------	----------------------

**Debt Financing**

The following projects are planned to be financed through Debt Financing during the FY 2013 – FY 2018 six-year planning period and do not require a referendum.

<b><u>Planned</u></b>	<b><u>Project</u></b>	<b><u>Amount</u></b>
<b>FY 2013</b>	<b><u>General Government</u></b>	
	Major Computer Systems	\$ 3,000,000
	Crosstrail Boulevard	10,500,000
	Public Safety and General Office Building	5,000,000
	ECC/E911 Communications Center	7,165,000
	Belfort Area Road Improvements	8,000,000
	Dulles Corridor Rapid Transit	40,000,000
	<i>Subtotal, General Government</i>	\$ 73,665,000
	<b>Total 2013</b>	<b>\$ 73,665,000</b>
<b>FY 2014</b>	<b><u>General Government</u></b>	
	Crosstrail Boulevard	\$ 17,500,000
	Dulles Corridor Rapid Transit	40,000,000
	ECC/E-911 Communications Center	4,900,000
	Lovettsville Community Center Replacement	5,380,000
	Landfill Mining Project	10,000,000
	<i>Subtotal, General Government</i>	\$ 77,780,000
	<b>Total 2014</b>	<b>\$ 77,780,000</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

FY 2015	<b><u>General Government</u></b>	
	Major Computer Systems	\$ 2,500,000
	County Land Acquisition	1,500,000
	Dulles Corridor Rapid Transit	40,000,000
	Courts Phase III Renovation	48,025,000
	Woodgrove HS/Fields Farm Park Road	3,815,000
	MHSADS Group Residence	2,370,000
	DS Group Residence	<u>1,505,000</u>
	<i>Subtotal, General Government</i>	<b>\$ 99,715,000</b>
	<b>Total 2015</b>	<b>\$ 99,715,000</b>
FY 2016	<b><u>General Government</u></b>	
	Landfill Mining Project	\$ 5,500,000
	Dulles Corridor Rapid Transit	20,000,000
	Courts Phase III	<u>7,875,000</u>
	<i>Subtotal, General Government</i>	<b>\$ 33,375,000</b>
	<b>Total 2016</b>	<b>\$ 33,375,000</b>
FY 2017	<b><u>General Government</u></b>	
	Consolidated Shops and Warehouse	\$ 4,200,000
	Crosstrail Boulevard	39,000,000
	DS Group Residence	1,625,000
	Adolescent Independent Living Residence	1,255,000
	Woods Road Sequence V Closure	<u>1,250,000</u>
	<i>Subtotal, General Government</i>	<b>\$ 47,330,000</b>
	<b>Total 2017</b>	<b>\$ 47,330,000</b>
FY 2018	<b><u>General Government</u></b>	
	Woods Road Sequence V Closure	\$ 4,680,000
	Consolidated Shops and Warehouse	33,000,000
	Landfill Mining Project	5,980,000
	Adult Detention Center Phase III	14,700,000
	MH Group Residence	1,695,000
	Adolescent Independent Living Residence	9,345,000
	Emergency Homeless Shelter	670,000
	Juvenile Detention Center Phase II	<u>3,550,000</u>
	<i>Subtotal, General Government</i>	<b>\$ 73,620,000</b>
	<b>Total 2018</b>	<b>\$ 73,620,000</b>
<b>Total Six-Year Debt Financing</b>		<b>\$ 405,485,000</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

**Previous Approved Debt Financing – FY 2011 –FY 2012**

The following projects were approved in previous years for debt financing and did not require a referendum.

<b>FY 2012</b>	<b><u>General Government</u></b>	
	Alder School Road	\$ 6,400,000
	Landfill Sequence IV Closure	3,630,000
	Courts Complex Phase III	2,000,000
	Juvenile Detention Center	<u>10,800,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 22,830,000</i>
	<b>Total 2012</b>	<b>\$ 22,830,000</b>
<b>FY 2011</b>	<b><u>General Government</u></b>	
	Alder School Road	\$ 1,000,000
	Fire Apparatus	1,265,000
	Kincaid Boulevard	2,000,000
	Courts Complex Phase III	<u>5,300,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 9,565,000</i>
	<b>Total 2011</b>	<b>\$ 9,565,000</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**Table 2: IMPACT ON FUTURE DEBT RATIOS  
FY 2014 - FY 2018 Adopted Fiscal Plan**

	FY 14	FY 15	FY 16	FY 17	FY 18
<b>Beginning Net Tax Supported Debt</b>	<b>\$ 1,140,528,001</b>	<b>\$1,252,939,211</b>	<b>\$1,378,219,958</b>	<b>\$1,518,441,618</b>	<b>\$1,678,192,952</b>
<b>New Debt Issued</b>	<b>220,786,525</b>	<b>240,881,166</b>	<b>267,308,928</b>	<b>299,370,000</b>	<b>315,324,700</b>
<b>Retired Debt (Old)</b>	<b>108,375,315</b>	<b>102,705,418</b>	<b>98,882,268</b>	<b>95,318,666</b>	<b>87,585,000</b>
<b>Retired Debt (New)</b>	<b>0</b>	<b>12,895,000</b>	<b>28,205,000</b>	<b>44,300,000</b>	<b>61,905,000</b>
<b>Ending Net Tax Supported Debt</b>	<b>\$1,252,939,211</b>	<b>\$1,378,219,958</b>	<b>\$1,518,441,618</b>	<b>\$1,678,192,952</b>	<b>\$1,844,027,652</b>
<b>Population</b>	<b>349,932</b>	<b>360,135</b>	<b>369,859</b>	<b>379,128</b>	<b>388,193</b>
<b>Public School Enrollment</b>	<b>70,855</b>	<b>72,826</b>	<b>74,562</b>	<b>75,676</b>	<b>76,902</b>
<b>Estimated Property Value (in Millions)</b>	<b>\$65,076</b>	<b>\$69,399</b>	<b>\$72,468</b>	<b>\$75,247</b>	<b>\$78,128</b>
<b>Per Capita Income</b>	<b>\$62,978</b>	<b>\$66,563</b>	<b>\$69,887</b>	<b>\$72,376</b>	<b>\$74,244</b>
<b>Expenditures (in Thousands)</b>	<b>\$1,812,800,618</b>	<b>\$1,903,440,649</b>	<b>\$2,046,198,698</b>	<b>\$2,199,663,600</b>	<b>\$2,364,638,370</b>
<b>Debt Service (1)</b>	<b>\$161,877,261</b>	<b>\$175,625,079</b>	<b>\$194,455,568</b>	<b>\$214,525,781</b>	<b>\$232,521,427</b>
<b>Ratios:</b>					
<b>Debt to Estimated Property Value</b> <i>(Fiscal Policy Target = &lt;3%)</i>	<b>1.93%</b>	<b>1.99%</b>	<b>2.10%</b>	<b>2.23%</b>	<b>2.36%</b>
<b>Debt to Per Capita Income</b> <i>(Fiscal Policy Target = &lt;8%)</i>	<b>5.69%</b>	<b>5.75%</b>	<b>5.87%</b>	<b>6.12%</b>	<b>6.40%</b>
<b>Debt Service to Expenditures</b> <i>(Fiscal Policy Target =&lt;10%)</i>	<b>8.93%</b>	<b>9.23%</b>	<b>9.50%</b>	<b>9.75%</b>	<b>9.83%</b>
<b>Ten-Year Debt Payout Ratio</b> <i>(Fiscal Policy Target=&gt;60%)</i>	<b>72.90%</b>	<b>71.79%</b>	<b>69.97%</b>	<b>68.12%</b>	<b>66.10%</b>
<b>Annual Debt Issuance Guideline:</b>					
<b>Debt Issuance Guideline</b>	<b>\$200,000,000</b>	<b>\$200,000,000</b>	<b>\$200,000,000</b>	<b>\$200,000,000</b>	<b>\$200,000,000</b>
<b>Debt Issuance Projected</b>	<b>\$174,786,525</b>	<b>\$191,881,166</b>	<b>\$169,558,928</b>	<b>\$167,870,000</b>	<b>\$182,164,700</b>
<b>Affordability Index: (2)</b>					
<b>Outstanding Debt Guideline</b>	<b>\$1,670,556,490</b>	<b>\$1,788,160,648</b>	<b>\$1,887,000,906</b>	<b>\$1,973,712,008</b>	<b>\$2,055,812,530</b>
<b>Outstanding Debt Projected</b>	<b>\$1,252,939,211</b>	<b>\$1,378,219,958</b>	<b>\$1,518,441,618</b>	<b>\$1,678,192,952</b>	<b>\$1,844,027,652</b>
<b>Overlapping Debt: (3)</b>					
<b>Overlapping Debt Guideline</b>	<b>\$650,760,000</b>	<b>\$693,990,000</b>	<b>\$724,680,000</b>	<b>\$752,470,000</b>	<b>\$781,280,000</b>
<b>Overlapping Debt Projected</b>	<b>\$171,507,842</b>	<b>\$174,409,360</b>	<b>\$166,135,281</b>	<b>\$156,972,518</b>	<b>\$147,352,223</b>



## Notice of Intent

*Notice evidencing the intent to reimburse certain capital improvements expenditures incurred in anticipation of financing such costs with the issuance of bonds pursuant to Income Tax Regulation Section 1.150-2 (the "Reimbursement Regulations").*

The Board of Supervisors of the County of Loudoun, Virginia (the "County"), has determined in connection with adoption of the County's Capital Improvement Program that it is necessary and desirable to undertake certain capital improvements consisting of the projects and estimated costs described in this Capital Improvement Program with financing as indicated on the Schedule of Major Financing — Fiscal Years 2013-2018 in the maximum amount of \$1,343,671,318. This schedule is provided for convenience in this section and in the Debt Service Fund Section of this document.

**Statement of Intent.** The County presently intends, at one time or from time to time, to finance the indicated projects with either tax-exempt or taxable bonds (the "Bonds") and to reimburse itself, if needed, under the Reimbursement Regulations, for capital expenditures paid by the County (including expenditures previously paid by the County to the extent permitted by law) for the projects with its own funds prior to the date the Bonds are issued. The County intends that adoption of this Notice as part of the adoption of the Capital Improvement Program be considered as "official intent" within the meaning of the Reimbursement Regulations promulgated under the Internal Revenue Code of 1986, as amended.

**Effective Date.** This intent shall be in full force and effect with adoption of the Capital Improvement Program, and shall apply to all projects described in the Capital Improvement Program as of the date of adoption thereof, as well as any projects added to the Capital Improvement Program as part of any amendments thereto.

**Public Inspection.** The Director of Management and Financial Services shall keep this intent continuously available for inspection by the general public during the County's normal business hours.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

<b>Schedule of Major Financings</b>										
<b>FY 2014 - FY 2018 Adopted Capital Improvement Program</b>										
<b>Capital Projects and Leases To Be Financed</b>						<b>Anticipated Sale or Closing Dates and Amounts</b>				
<b>Financing Type/Project</b>	<b>Total Project</b>	<b>Amount to be Financed FY 2014-FY 2018</b>	<b>Construction Start Year</b>	<b>Amount of Referendum</b>	<b>Potential Referendum Date or Status</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>General Obligation Bonds or Appropriation Based:</b>										
<b>Administration Projects:</b>										
Land Acquisition - General Government	117,270,000	6,897,855 #	2014	n/a	Not Required (2)	0	4,198,928	2,698,928	0	0
Land Acquisition - Schools	138,357,000	16,475,000 #	2014	9,000,000	Nov. 13 (1)	0	7,500,000	1,500,000	7,475,000	0
Major Computer Systems	<u>47,600,000</u>	<u>2,500,000</u>	2008	n/a	Not Required (2)	<u>0</u>	<u>2,500,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
Subtotal, Administration Projects	303,227,000	25,872,855				0	14,198,928	4,198,928	7,475,000	0
<b>General Government Projects:</b>										
Consolidated Shops & Warehouse	37,525,000	19,200,000 *	2015	n/a	Not Required (2)	0	0	0	4,200,000	15,000,000
Woods Road Landfill Mining Project	21,480,000	21,480,000	2014	n/a	Not Required (2)	6,000,000	4,000,000	2,750,000	2,750,000	5,980,000
Woods Road Landfill Sequence V Closure	<u>5,930,000</u>	<u>5,930,000</u>	2017	n/a	Not Required (2)	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,250,000</u>	<u>4,680,000</u>
Subtotal, General Government Projects	64,935,000	46,610,000				6,000,000	4,000,000	2,750,000	8,200,000	25,660,000
<b>Health &amp; Welfare Projects:</b>										
Adolescent Independent Living Residence	10,600,000	9,335,000 *	2015	n/a	Not Required (2)	0	0	0	1,255,000	8,080,000
Developmental Services Group Residences	3,130,000	3,130,000	2015	n/a	Not Required (2)	0	1,505,000	0	1,625,000	0
Emergency Homeless Shelter	5,500,000	670,000	2018	n/a	Not Required (2)	0	0	0	0	670,000
Mental Health Group Residence	1,695,000	1,695,000	2018	n/a	Not Required (2)	0	0	0	0	1,695,000
MHSADS Group Residence	<u>2,490,000</u>	<u>2,370,000</u>	2015	n/a	Not Required (2)	<u>0</u>	<u>2,050,000</u>	<u>320,000</u>	<u>0</u>	<u>0</u>
Subtotal, Health & Welfare Projects	23,415,000	17,200,000				0	3,555,000	320,000	2,880,000	10,445,000
<b>Parks, Recreation &amp; Culture Projects:</b>										
Ashburn Recreation Center	54,965,000	40,000,000 *	2017	50,160,000	Nov. 16 (1)	0	0	0	20,000,000	20,000,000
Ashburn Senior Center	8,025,000	8,025,000	2017	8,025,000	Nov. 16 (2)	0	0	0	7,000,000	1,025,000
Athletic Field Irrigation & Turf Improvements	2,100,000	2,100,000	2015	2,100,000	Nov. 13 (1)	2,100,000	0	0	0	0
Dulles South Multi-Purpose Center - Phase II	45,835,000	17,235,000	2015	17,235,000	Nov. 14 (1)	6,000,000	11,235,000	0	0	0
Dulles South Multi-Purpose Center - Phase III	6,420,000	5,745,000	2015	5,745,000	Nov. 14 (1)	0	4,745,000	1,000,000	0	0
Fields Farm District Park	12,575,000	7,000,000 *	2017	10,715,000	Nov. 17 (1)	0	0	0	0	7,000,000
Hal & Bernie Hanson Regional Park	36,105,000	21,330,000	2016	21,330,000	Nov. 14 (2)	0	10,000,000	11,330,000	0	0
Lovettsville Community Center Replacement	8,877,000	5,380,000	2014	5,380,000	Not Required (2)	4,000,000	1,380,000	0	0	0
Lovettsville District Park	11,526,000	9,000,000	2014	9,000,000	Nov. 13 (1)	4,000,000	5,000,000	0	0	0
Sterling Community Center Renovation	4,343,000	4,343,000	2016	4,343,000	Nov. 14 (1)	0	0	4,343,000	0	0
Sterling Library	<u>3,950,000</u>	<u>3,950,000</u>	2016	3,950,000	Nov. 14 (1)	<u>0</u>	<u>665,000</u>	<u>3,285,000</u>	<u>0</u>	<u>0</u>
Subtotal, Parks, Recreation & Culture Projects	194,721,000	124,108,000				16,100,000	33,025,000	19,958,000	27,000,000	28,025,000



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

<b>Schedule of Major Financings</b>										
<b>FY 2014 - FY 2018 Adopted Capital Improvement Program</b>										
<b>Capital Projects and Leases To Be Financed</b>						<b>Anticipated Sale or Closing Dates and Amounts</b>				
<b>Financing Type/Project</b>	<b>Total Project</b>	<b>Amount to be Financed FY 2014-FY 2018</b>	<b>Construction Start Year</b>	<b>Amount of Referendum</b>	<b>Potential Referendum Date or Status</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>General Obligation Bonds or Appropriation Based:</b>										
<b>Public Safety Projects:</b>										
Adult Detention Center Phase III	216,480,000	14,700,000 *	2017	n/a	Not Required (2)	0	0	0	0	14,700,000
Animal Shelters - Eastern & Western	15,165,000	15,040,000	2015	15,040,000	Nov. 14 (1)	0	2,340,000	9,700,000	3,000,000	0
Ashburn Volunteer Fire & Rescue Station	3,650,000	3,650,000	2014	3,650,000	Nov. 13 (1)	3,650,000	0	0	0	0
Courts Complex Phase III - Renovate I and II	63,200,000	48,025,000	2010	n/a	Not Required (2)	0	15,625,000	30,475,000	1,925,000	0
Courts Complex Phase III - Renovation of the Old Space	7,875,000	7,875,000	2016	n/a	Not Required (2)	0	0	6,000,000	1,875,000	0
ECC/E991 Communications Center	12,065,000	6,065,000 #	2013	n/a	Not Required (2)	4,900,000	1,165,000	0	0	0
Fire/Rescue Capital Apparatus	36,483,000	16,498,763 #	2011	2,875,000	Nov. 13 (1)	3,501,525	3,997,238	3,000,000	3,000,000	3,000,000
Juvenile Detention Center Phase II	14,599,700	14,599,700 #	2010	2,000,000	Nov. 07 (1)	0	0	5,400,000	5,400,000	3,799,700
Kirkpatrick West F/R Station (#26)	11,945,000	11,830,000	2015	11,830,000	Nov. 15 (1)	0	0	1,425,000	6,405,000	4,000,000
Leesburg South F&R Station (#27)	12,420,000	12,365,000	2011	12,365,000	Nov. 16 (1)	0	0	1,425,000	8,000,000	2,940,000
Lucketts Fire Station Replacement	11,490,000	11,490,000	2014	11,490,000	Nov. 13 (1)	1,370,000	5,665,000	4,455,000	0	0
Public Safety and Government Admin Center	35,000,000	0 #	2011	n/a	Not Required (2)	0	0	0	0	0
Public Safety Firing Range	9,000,000	4,500,000 #	2013	n/a	Not Required (2)	4,500,000	0	0	0	0
Round Hill F&R Station Replacement	12,920,000	6,840,000 *	2017	12,920,000	Nov. 16 (1)	0	0	0	1,540,000	5,300,000
Sterling Fire & Rescue Station Replacement	<u>12,892,000</u>	<u>12,892,000</u> 0	2016	12,892,000	Nov. 14 (1)	0	0	<u>12,892,000</u>	0	0
Subtotal, Public Safety Projects	475,184,700	186,370,463				17,921,525	28,792,238	74,772,000	31,145,000	33,739,700
<b>Transportation Projects:</b>										
Belmont Ridge Road Design - Gloucester to Hay, Truro Parish to Croson	3,180,000	3,180,000	2013	3,180,000	Nov. 13 (1)	3,180,000	0	0	0	0
Belmont Ridge Road Construction - Gloucester to Portsmouth	710,000	710,000	2016	710,000	Nov. 16 (1)	0	0	710,000	0	0
Belmont Ridge Road Construction - Portsmouth to Hay	13,220,000	1,220,000	2018	1,220,000	Nov. 17 (1)	0	0	0	1,220,000	0
Belmont Ridge Road Construction - Truro Parish to Croson	3,725,000	3,725,000	2018	3,725,000	Nov. 18 (1)	0	0	0	0	3,725,000
Crosstrail Boulevard	70,300,000	56,500,000	2013	n/a	Not Required (2)	12,500,000	5,000,000	0	24,000,000	15,000,000
Metrorail Silver Line Extension	300,000,000	300,000,000 #	2010	n/a	Not Required (2)	40,000,000	45,000,000	50,000,000	82,500,000	82,500,000
Metrorail Parking Garages	130,000,000	130,000,000	2016	n/a	Not Required (2)	0	0	45,000,000	45,000,000	40,000,000
Route 606 Widening	40,700,000	40,000,000	2014	40,000,000	Nov. 13 (1)	25,000,000	15,000,000	0	0	0
Woodgrove HS/Fields Farm Park Rd	<u>3,815,000</u>	<u>3,815,000</u>	2017	n/a	Not Required (2)	0	<u>3,815,000</u>	0	0	0
Subtotal, Transportation Projects	565,650,000	539,150,000				80,680,000	68,815,000	95,710,000	152,720,000	141,225,000
<b>SUBTOTAL - General Government</b>	<b>1,627,132,700</b>	<b>939,311,318</b>				<b>120,701,525</b>	<b>152,386,166</b>	<b>197,708,928</b>	<b>229,420,000</b>	<b>239,094,700</b>





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

<b>Schedule of Major Financings</b>										
<b>FY 2014 - FY 2018 Adopted Capital Improvement Program</b>										
<b>Capital Projects and Leases To Be Financed</b>						<b>Anticipated Sale or Closing Dates and Amounts</b>				
<b>Financing Type/Project</b>	<b>Total Project</b>	<b>Amount to be Financed FY 2014-FY 2018</b>	<b>Construction Start Year</b>	<b>Amount of Referendum</b>	<b>Potential Referendum Date or Status</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>General Obligation Bonds or Appropriation Based:</b>										
<b>School Administration Projects:</b>										
Cash for Land Acquisition from Sale of Farmwell	n/a	(20,000,000)	n/a	n/a	Not Required (2)	0	0	(20,000,000)	0	0
School Vehicle Lease	<u>44,926,000</u>	<u>35,000,000</u>	n/a	n/a	Not Required (2)	<u>7,000,000</u>	<u>7,000,000</u>	<u>7,000,000</u>	<u>7,000,000</u>	<u>7,000,000</u>
Subtotal, Administration Projects	44,926,000	15,000,000				7,000,000	7,000,000	(13,000,000)	7,000,000	7,000,000
<b>Elementary School Projects:</b>										
ES-16, Moorefield Station ES: Scheduled to Open Fall 2013	25,370,000	1,000,000 #	2011	22,830,000	Nov. 11 (1)	1,000,000	0	0	0	0
ES-21, Dulles South Area ES: Scheduled to Open Fall 2014	28,820,000	23,820,000 #	2013	31,300,000	Nov. 07 (1)	16,625,000	7,195,000	0	0	0
ES-22, Ashburn Area ES: Scheduled to Open Fall 2013	25,705,000	1,000,000 #	2011	22,830,000	Nov. 11 (1)	1,000,000	0	0	0	0
ES-27, Dulles North Area ES: Scheduled to Open Fall 2016	31,460,000	28,315,000	2014	28,315,000	Nov. 14 (1)	0	11,255,000	16,060,000	1,000,000	0
ES-28, Dulles South Area ES: Scheduled to Open in Future Fiscal Years	<u>35,910,000</u>	<u>15,000,000</u> *	2018	32,320,000	Nov. 17 (1)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>15,000,000</u>
Subtotal, Elementary School Projects	147,265,000	69,135,000				18,625,000	18,450,000	16,060,000	1,000,000	15,000,000
<b>Middle School Projects:</b>										
MS-6, Ashburn Area MS: Scheduled to Open Fall 2014	43,760,000	17,470,000 #	2011	39,380,000	Nov. 11 (1)	12,470,000	5,000,000	0	0	0
MS-7, Dulles North MS: Scheduled to Open in Future Fiscal Years	54,990,000	40,920,000 *	2017	49,490,000	Nov. 16 (1)	0	0	0	20,000,000	20,920,000
MS-9, Dulles North Area MS: Scheduled to Open in Fall 2016	50,350,000	45,315,000 *	2015	45,315,000	Nov. 14 (1)	0	5,315,000	20,000,000	20,000,000	0
Mercer MS Addition: Scheduled to Open in Fall 2014	<u>4,310,000</u>	<u>3,880,000</u>	2014	3,880,000	Nov. 13 (1)	<u>3,880,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Subtotal, Middle School Projects	153,410,000	107,585,000				16,350,000	10,315,000	20,000,000	40,000,000	20,920,000
<b>High School Projects:</b>										
HS-6, Loudoun Valley Estates II: Scheduled to Open Fall 2015	90,240,000	81,215,000 #	2013	81,215,000	Nov. 12 (1)	16,000,000	31,340,000	27,875,000	6,000,000	0
HS-8, Ashburn Area: Scheduled to Open Fall 2015	89,995,000	76,960,000 #	2011	81,010,000	Nov. 11 (1)	24,035,000	15,000,000	18,665,000	15,950,000	3,310,000
HS-11, Dulles North: Scheduled to Open in Future Fiscal Years	112,330,000	20,000,000 *	2018	101,095,000	Nov. 17 (1)	0	0	0	0	20,000,000
Advance Technology Academy: Scheduled to Open in Future Fiscal Years	109,020,000	10,000,000 *	2018	78,120,000	Nov. 17 (1)	0	0	0	0	10,000,000
Freedom HS Addition: Scheduled for Use in Fall 2014	5,010,000	4,510,000	2014	4,510,000	Nov. 13 (1)	1,985,000	2,525,000	0	0	0
Loudoun County High School Stadium Upgrades	2,630,000	2,365,000	2014	2,365,000	Nov. 13 (1)	2,365,000	0	0	0	0
Loudoun Valley HS Renovations	29,000,000	16,865,000	2013	26,100,000	Nov. 12 (1)	13,000,000	3,865,000	0	0	0
Park View HS Science Lab Renovation	<u>3,970,000</u>	<u>725,000</u> #	2011	3,570,000	Nov. 11 (1)	<u>725,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Subtotal, High School Projects	442,195,000	212,640,000				58,110,000	52,730,000	46,540,000	21,950,000	33,310,000
<b>SUBTOTAL - Schools</b>	<b>787,796,000</b>	<b>404,360,000</b>				<b>100,085,000</b>	<b>88,495,000</b>	<b>69,600,000</b>	<b>69,950,000</b>	<b>76,230,000</b>
<b>GRAND TOTAL</b>										
	<u>2,402,036,700</u>	<u>1,343,671,318</u>				<u>220,786,525</u>	<u>240,881,166</u>	<u>267,308,928</u>	<u>299,370,000</u>	<u>315,324,700</u>



### **Previously Authorized and Completed Projects Narrative**

The FY 2013 – FY 2018 Capital Improvement Program includes two sections that provide information updates on capital projects that fall outside of the six-year CIP planning period.

#### **Completed Projects Section:**

This section provides a summary of capital projects that have been completed during the past three fiscal years. These facilities are currently in operation by County operating departments or the Loudoun County Public Schools, and the capital project accounts have been closed. All remaining project balances have been returned to the appropriate funds for the following uses:

- For projects with debt financing as a funding source, all remaining balance at the closure of the project is transferred to the Debt Service Fund to advance the retirement of debt obligations for the project.
- Cash proffer funding balances are returned to the Public Facilities Fund to be programmed for use on future capital projects in the CIP.
- Remaining cash balances for projects that did not include debt financing are sent to the CIP Contingency account for use on projects that may require additional funding for completion.
- Gas Tax funding balances are returned to the Local Gasoline Tax Fund for use on future projects in the CIP.

#### **Previously Authorized Projects Section:**

This section provides general progress reports for active capital projects that received funding prior to FY 2013. The Capital Improvement Program eliminates two previous fiscal years when a new six-year capital planning period is introduced. The FY 2013 – FY 2018 Capital Improvement Program eliminated project pages for capital projects approved in FY 2011 and FY 2012. This section summarizes each previously authorized project's scope, project budget, phase of development, planning subarea location and election district information. The funding amounts are not subject to amendments as part of the CIP budget process or deliberations. These funding amounts have been appropriated by the Board of Supervisors. As such, there is an expectation that the facility will be delivered in a timely manner and within the scope presented at the time of adoption.

# Completed Capital Projects

FY 2014 Adopted Fiscal Plan



## General Government

### Woods Road Landfill Maintenance Shop

This project constructed a 3,956 square foot mechanic's shop to replace an existing shop at the County Landfill that had reached its useful life. The new facility provides a heated shop for machinery and equipment repairs in support of the daily pit operations at the landfill.

Completed: February 2010

Budget: \$1,150,000

Actual Cost: \$735,429

Planning Subarea: Route 15 South

Election District: Catoctin



### Woods Road Landfill Leachate Transmission

Prior to completing this project, the County had to pump and haul leachate collected at the Landfill off-site. This project constructed an industrial pump station and a force main which connects the landfill leachate collection system directly to a Loudoun Water sanitary sewer manhole located near the landfill at the Sycolin Creek Elementary School site.

Completed: October 2011

Budget: \$1,200,000

Actual Cost: \$965,442

Planning Subarea: Route 15 South

Election District: Catoctin



## General Government

### Woods Road Landfill Cell 1A

This project constructed a new cell at the County Landfill to maintain available disposal capacity in the landfill. Cell 1A covers an area of 22-acres and provides additional capacity for 5-years of solid waste disposal at the landfill.

Completed: July 2010

Budget: \$9,466,000

Actual Cost: \$7,496,931

Planning Subarea: Route 15 South

Election District: Catoctin



### Woods Road Landfill Wheel Wash

A wheel wash was constructed at the County Landfill to provide a means of reducing mud tracking off-site onto public roads from customer's vehicles. This facility washes the wheels of vehicles exiting the landfill with an automated high volume, low pressure wash system, which re-uses and recycles the wash water.

Completed: July 2009

Budget: \$225,000

Actual Cost: \$213,000

Planning Subarea: Route 15 South

Election District: Catoctin





## Transportation

### Ashburn Park and Ride Lot

The County purchased a site, which included paved parking, for use as the Ashburn Park and Ride Lot. The existing paved parking lot required minimal improvements and was put into service for Ashburn area commuters. The lot provides 265 parking spaces.

Completed: June 2009

Budget: \$1,791,096

Actual Cost: \$1,762,737

Planning Subarea: Ashburn

Election District: Broad Run



### Leesburg Park and Ride Lot

Located at the Government Support Center off of Sycolin Road, the Leesburg Park and Ride Lot provides 690 parking spaces for commuters using the County's commuter bus service, replacing a leased commuter lot in Leesburg.

Completed: February 2010

Budget: \$7,903,500

Actual Cost: \$5,375,635

Planning Subarea: Leesburg

Election District: Catoclin



## Transportation

### Loudoun County Parkway Interchange

The County awarded a construction contract in December 2008 to construct an interchange at Route 7 and Route 607 (Loudoun County Parkway). In addition to the construction of the interchange, the project included the construction of an additional west-bound lane from the intersection of George Washington Boulevard and Richfield Way.

Completed: October 2010

Budget: \$38,728,458

Actual Cost: \$32,615,290

Planning Subarea: Ashburn

Election District: Broad Run



### Sycolin Road Improvements

The County constructed road improvements to a section of Sycolin Road in Leesburg. These improvements widened the road and constructed a turn-lane adjacent to the County's Government Support Center site in Leesburg.

Completed: October 2009

Budget: \$4,841,694

Actual Cost: \$3,417,574

Planning Subarea: Leesburg

Election District: Catoclin



## Transportation

### Sidewalks and Signals

Multiple sidewalk and signal improvements have been completed in Loudoun County.

A total of \$537,714 in sidewalk improvements have been completed at the following locations:

Palisades Parkway & Potomac View Drive  
River Bank Street  
Hardwood Forest Drive  
Sterling Boulevard  
Ashburn Boulevard and Partlow

A total of \$769,633 in traffic signal improvements have been completed at the following locations:

Gum Spring and Braddock Roads  
Route 659 and Broadlands Boulevard  
Portsmouth and Nightwatch  
Belmont Ridge and Hay Roads  
Riverside and Sandridge



### Harmony Park and Ride Lot

A 250-space park and ride lot was constructed at Scott Jenkins Memorial Park to serve commuters in western Loudoun.

Completed: July 2011

Budget: \$1,250,000

Actual Cost: \$1,250,000

Planning Subarea: Route 7 West

Election District: Catoclin





---

## Public Safety

---

### Eastern Loudoun Sheriff Station

The Eastern Loudoun Sheriff Station was constructed on a four-acre parcel adjacent to the Rolling Ridge Elementary School and Briar Patch Park in Sterling. The four-acre parcel was provided to the County by the Loudoun County School Board through a subdivision of the elementary school site. The station provides an 18,000 square foot operations center for the Sheriff's Office in eastern Loudoun County.

Completed: February 2010

Budget: \$7,960,000

Actual Cost: \$7,960,000

Planning Subarea: Sterling

Election District: Sterling



---

### Lansdowne Fire and Rescue Station

The Lansdowne Fire and Rescue Station is an 11,000 square foot public safety center providing Fire, Rescue and Sheriff's Offices services to the Lansdowne community. The Ashburn Volunteer Fire and Rescue Company provides volunteer staffing for the station's operations.

Completed: August 2009

Budget: \$8,132,300

Actual Cost: \$7,213,811

Planning Subarea: Ashburn

Election District: Ashburn





## Public Safety

### **Moorefield Fire and Rescue Station**

The Moorefield Fire and Rescue Station is an 11,125 square foot public safety center providing Fire, Rescue and Sheriff's office services to the Moorefield Station Community.

Completed: July 2011

Budget: \$7,526,977

Actual Cost: \$6,439,851

Planning Subarea: Ashburn

Election District: Broad Run



### **Purcellville Fire and Rescue Station**

The Purcellville Fire and Rescue Station is a 23,000 square foot Fire and Rescue station that replaced the Purcellville Volunteer Fire and Rescue Stations # 2 and #14.

Completed: June 2009

Budget: \$10,590,895

Actual Cost: \$11,064,110

Planning Subarea: Route 7 West

Election District: Blue Ridge





## Public Safety

### Adult Detention Center Phase II

Phase II of the Adult Detention Center provided additional inmate housing, a new intake/booking unit, and additions to the medical and video visitation areas of the Adult Detention Center at the Government Support Center site in Leesburg. The Phase II addition of 124,000 square feet increased the inmate housing capacity of the facility to 460 inmates.

Completed: January 2012

Budget: \$66,331,961

Actual Cost: \$65,935,030

Planning Subarea: Leesburg

Election District: Catoclin



### Courts Lobby

The Courts Lobby project renovated the entrance and lobby areas of the Loudoun County Courts building in Leesburg. The renovation improved pedestrian access and court security functions for the Circuit, General District, and Juvenile and Domestic Relations Courts.

Completed: September 2011

Budget: \$750,000

Actual Cost: \$980,000

Planning Subarea: Leesburg

Election District: Leesburg







## Health and Welfare

### Emergency Homeless Shelter

The Emergency Homeless Shelter constructed a 9,000 square foot addition to the County's Transitional Homeless Shelter, providing an additional 22-emergency shelter beds. The facility is located at the Government Support Center site off of Sycolin Road in Leesburg. The facility was awarded a Gold LEED certification.

Completed: October 2009

Budget: \$3,054,615

Actual Cost: \$2,879,139

Planning Subarea: Leesburg

Election District: Catoclin



### Youth Shelter

This project constructed an 8,000 square foot youth shelter adjacent to the current Youth Shelter at the Government Support Center site off of Sycolin Road in Leesburg. The facility will supplement the existing twelve-bed facility.

Completed: February 2012

Budget: \$2,840,000

Actual Cost: \$3,536,312

Planning Subarea: Leesburg

Election District: Catoclin





## Parks, Recreation and Culture

---

### **North Street Administration Building**

This project renovated the 34,000 square-foot former Loudoun County Public Schools Administration building located on North Street in the Town of Leesburg. The renovated building provides program space for the Leesburg Senior Center, the Aging Services Division of Parks, Recreation and Community Services, and the administrative offices for the Department of Library Services.

Completed: October 2011

Budget: \$10,923,906

Actual Costs: \$7,430,600

Planning Subarea: Leesburg

Election District: Leesburg



---

### **Philip A. Bolen Memorial Park**

Philip A. Bolen Memorial Park is a 460-acre Regional Park located adjacent to the Loudoun County Government Support Center off of Sycolin Road in Leesburg. The park provides both passive and active recreation amenities to serve central Loudoun County.

Completed: May 2011

Budget: \$17,221,719

Actual Costs: \$17,656,653

Planning Subarea: Leesburg

Election District: Catoclin





## Parks, Recreation and Culture

### **Bluemont Community Center Renovation**

This project renovated and constructed an addition to the Bluemont Community Center, located in the village of Bluemont in western Loudoun County. The addition added square footage required by new State of Virginia licensing requirements. The renovation brought the building into compliance with current life safety and programmatic requirements.

Completion Date: July 2012

Budget: \$3,306,500

Actual Cost: \$2,861,121

Planning Subarea: Route 7 West

Election District: Blue Ridge



### **Lucketts Community Center Renovation**

This project renovated the historic Lucketts Community Center, located in the village of Lucketts in northern Loudoun County. The renovation brought the building into compliance with current life safety and programmatic requirements.

Completion Date: December 2012

Budget: \$3,706,500

Actual Cost: \$3,364,020

Planning Subarea: Route 15 North

Election District: Catoclin







## Parks, Recreation and Culture

### Eastern Loudoun Respite Center

The Eastern Loudoun Respite Center project is approximately 4,000 gross square feet and provides a licensed day-care program for up to 30 clients with memory loss and/or chronic physical disabilities. This facility is intended for day time programming only.

Completion Date: June 2012

Budget: \$2,072,738

Actual Cost: \$1,918,365

Planning Subarea: Ashburn

Election District: Algonkian



### Gum Spring Library

This project built out and furnished the interior 40,000 square feet of the Gum Spring Library in the Stone Ridge development. The library's exterior, office-condo space was proffered to the County and constructed by the Van Metre Companies. The library will have a collection of over 90,000 items.

Completion Date: February 2013

Budget: \$9,048,623

Actual Cost: \$7,316,999

Planning Subarea: Dulles

Election District: Dulles





## Loudoun County Public Schools

### **Buffalo Trail Elementary School (ES-20)**

This 91,100 square foot elementary school was constructed on a proffered site in the Seven Hills development in the Dulles South area of the County. The program capacity is 875 students from grades kindergarten through fifth grade.

Completed: August 2010

Planning Subarea: Dulles

Election District: Blue Ridge



### **J. Michael Lunsford Middle School (MS-5)**

Constructed on a 35-acre site in the Dulles South area of the County, this 168,780 square foot middle school has a building capacity of 1,350 students in grades 6 through 8.

Completed: August 2010

Planning Subarea: Dulles

Election District: Dulles







## Loudoun County Public Schools

---

### Woodgrove High School (HS-3)

---

This high school was constructed on the County-owned Fields Farm property north of the Town of Purcellville in western Loudoun. The 263,000 square foot building has a capacity of 1,600 students in grades 9 through 12. The County leases the land to Loudoun County Public Schools for the high school site.

Completed: August 2010

Planning Subarea: Rt. 7 West

Election District: Blue Ridge



---

### Tuscarora High School (HS-5)

---

This high school was constructed on a site north of the Town of Leesburg in central Loudoun. The 263,000 square foot building has a capacity of 1,800 students in grades 9 through 12.

Completed: August 2010

Planning Subarea: Leesburg

Election District: Leesburg





## Loudoun County Public Schools

---

### John Champe High School (HS-7)

---

This project constructed a 279,000 square foot high school located on a site in the Stone Ridge development in the Dulles community. The high school has a capacity of 1,800 students enrolled in grades nine through twelve.

Completed: August 2012

Planning Subarea: Dulles

Election District: Dulles/Blue Ridge



---

### Frederick Douglass Elementary School (ES-15)

---

This project constructed a 91,100 square foot elementary school on the School Board owned Douglass Support Center site in Leesburg. The elementary school has a program capacity of 875 students enrolled in kindergarten through the fifth grade.

Completed: August 2012

Planning Subarea: Leesburg

Election District: Leesburg

# **Previously Authorized Capital Projects in Development**



FY 2014 Adopted Fiscal Plan



## General Government

### Lower Sycolin Pump Station

This project constructs the Lower Sycolin Pump Station through a partnership with the Town of Leesburg. The County provided the land for the pump station. The Town of Leesburg is constructing the pump station and is projected to be completed in the Summer of 2013. This project will provide water and sewer service to the County's Government Support Center site and Philip A. Bolen Memorial Regional Park.

Project Phase: Construction

Completion Date: August 2013

Budget: \$1,200,000

Planning Subarea: Leesburg

Election District: Catoctin



## Transportation

### Route 7 Traffic Flow Improvements

This project consists of improvements to the intersections of Potomac View Road, Sterling Boulevard, Augusta Drive and Route 7 in Eastern Loudoun. The project widens the roadways and makes signal modifications to improve traffic flows in and through the intersections.

Project Phase: Construction

Completion Date: October 2013

Budget: \$5,406,000

Planning Subarea: Potomac and Sterling

Election District: Algonkian and Sterling







---

## **Trails**

The Board of Supervisors approved funding for various pedestrian and recreational trail improvements in the County during the FY 2010 – FY 2013 capital planning period. The following projects are under development:

Bike and Pedestrian Improvements at Atlantic Blvd  
Belle Terra Trail and Sidewalk  
Claude Moore Park Pedestrian Trail  
Potomac View Pedestrian Improvements

Project Phase: Design

Completion Date: October 2013

Budget: \$1,145,595

Planning Subarea: Ashburn, Sterling

Election District: Broad Run, Sterling



---

## **Loudoun County Parkway @ Redskins Park**

This project funds the construction of a half-section of Loudoun County Parkway from Smith Switch to Wescott, to extend Loudoun County Parkway past Redskins Park.

Project Phase: Design

Completion Date: To Be Determined

Budget: \$1,700,000

Planning Subarea: Ashburn

Election District: Broad Run



---

### **Alder School Road Paving**

This project provides for the paving of Alder School Road (Route 711) from Woodgrove Road (Route 719) to Hillsboro Road (Route 690). Currently, Alder School Road is unpaved from its intersection with Woodgrove Road to approximately 0.3 miles west of its intersection with Hillsboro Road. The project includes a 21-foot wide, 16-foot long bridge which carries Alder School Road over the South Fork of Catoctin Creek.

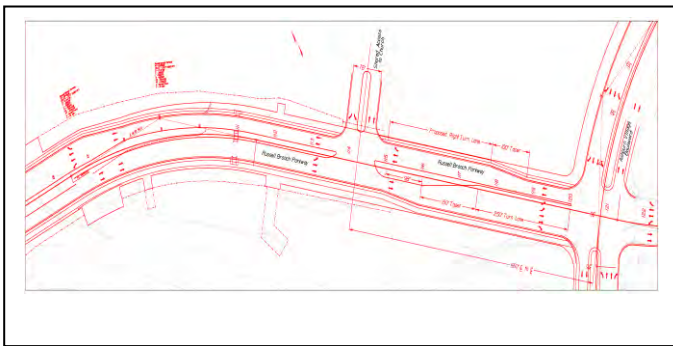
Project Phase: Design

Completion Date: May 2014

Budget: \$8,395,000

Planning Subarea: Route 7 West

Election District: Blue Ridge



---

### **Russell Branch Parkway**

This project designs and constructs a section of Russell Branch Parkway between Ashburn Road and Ashburn Village Boulevard.

Project Phase: Design

Completion Date: November 2014

Budget: \$2,500,000

Planning Subarea: Ashburn

Election District: Broad Run



### Route 7/287 Intersection

The Board of Supervisors approved funding for a Virginia Department of Transportation study of the Route 7 and Route 287 Interchange, near the Town of Purcellville, to identify solutions that would mitigate traffic problems at the interchange's exit ramp.

Project Phase: VDOT Study

Completion Date: Summer 2013

Budget: \$200,000

Planning Subarea: Route 7 West

Election District: Blue Ridge/Catoctin



## Public Safety

### Brambleton Public Safety Center

The Brambleton Public Safety Center provides 23,000 square feet of operations space for the Brambleton Fire and Rescue Station, as well as office space for the Loudoun County Fire Marshal's Office. The Arcola Volunteer Fire and Rescue Company will assist in staffing the Fire and Rescue Station component; the permanent office space for the Loudoun Fire Marshal's Office will replace office space that is currently leased.

Project Phase: Construction

Completion Date: August 2013

Budget: \$14,766,700

Planning Subarea: Dulles

Election District: Blue Ridge







### **Kincora Fire and Rescue Station**

The Loudoun County Board of Supervisors accepted a Private/Public Partnership and Education Act (PPEA) proposal for the development of an 18,000 square foot Fire and Rescue Station along the Route 28 corridor. The Board selected Nokes Partners as the PPEA award winner. Design began in 2011 and the construction phase began in 2012. The land site for the station was proffered by the Kincora development.

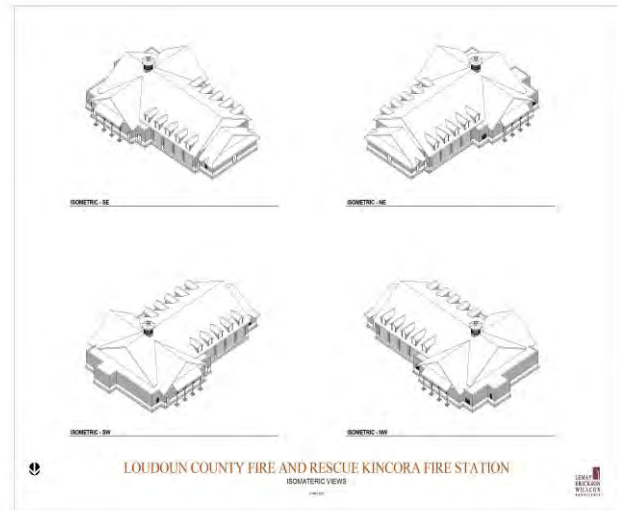
Project Phase: Design/Build

Completion Date: June 2013

Budget: \$8,805,000

Planning Subarea: Ashburn

Election District: Broad Run



### **Loudoun Heights Fire and Rescue Station #16**

This project constructs a 13,000 square foot Fire and Rescue Station in the Loudoun Heights area of the County. Located near the intersections of Route 671 and Route 9, the station will replace the Neersville Volunteer Fire & Rescue Station.

Project Phase: Construction

Completion Date: December 2013

Budget: \$6,735,900

Planning Subarea: Northwest

Election District: Blue Ridge







### **Western Loudoun Sheriff Station**

This project constructs an 8,700 square foot Sheriff Station in the Round Hill area of the County. Located along the Route 7 corridor, the station will replace leased space in the Town of Round Hill.

Project Phase: Construction

Completion Date: January 2015

Budget: \$8,167,000

Planning Subarea: Route 7 West

Election District: Blue Ridge



### **Public Safety Firing Range**

This project designs and constructs firing range training facilities for the Loudoun County Sheriff's Office. The project was previously slated to be a joint project with the Metropolitan Washington Airport Authority on Dulles Airport property. Negotiations to finalize a joint training facility ended between the County and MWAA in July 2011. The Board of Supervisors directed staff to proceed with the project as a Loudoun County project and designated a proffered site to situate the facility. The range, once completed, will replace a leased facility.

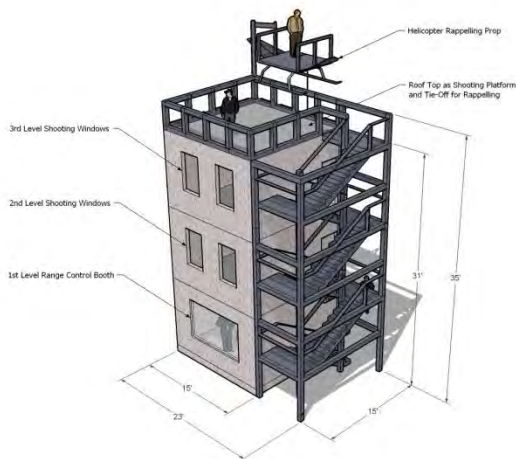
Project Phase: Design

Completion Date: May 2014

Budget: \$14,300,000

Planning Subarea: Leesburg

Election District: Catoclin





### **Fire and Rescue Training Prop Lots**

This project constructs four training prop lot facilities for the Department of Fire, Rescue and Emergency Management Services. The training props simulate a range of fire and rescue emergency situations, providing personnel a safe environment in which to train. The prop lots are being constructed at the site of the Fire and Rescue burn building, located at the Government Support Center off of Sycolin Road in Leesburg.

Project Phase: Construction

Completion Date: July 2013

Budget: \$1,565,000

Planning Subarea: Leesburg

Election District: Catoctin

### **Juvenile Detention Center**

This project constructs a new 40-bed Juvenile Detention Center on the Government Support Center site off of Sycolin Road in Leesburg. Completion of the design phase and commencement of the construction phase are pending a Special Exception land use application review by the Planning Commission, and a review of the Government Support Center Master Plan by the Board of Supervisors.

Project Phase: Design

Completion Date: To Be Determined

Budget: \$12,015,000

Planning Subarea: Leesburg

Election District: Catoctin





## Health and Welfare

---

### Mirror Ridge Group Home

---



This project builds out the unfinished basement of the Mirror Ridge Group Home, operated by the Department of Mental Health, Substance Abuse and Developmental Services in Eastern Loudoun. The build-out will add four bedrooms, two bathrooms, a kitchenette and program space to serve four additional residents at the home.

Project Phase: Construction

Completion Date: June 2014

Budget: \$233,902

Planning Subarea: Potomac

Election District: Sterling

## Parks, Recreation and Culture

---

### Edgar Tillett Memorial Park

---

This project provides for improvements to the 51.5-acre park site off of Belmont Ridge Road near the Broadlands development. The park currently contains two lighted baseball and two lighted softball fields with associated parking. Public restroom facilities, concessions, additional parking, trails and a playground are planned to be added to the park through the utilization of cash proffers.

Project Phase: Design

Completion Date: August 2014

Budget: \$1,599,406

Planning Subarea: Ashburn

Election District: Blue Ridge





---

### **Scott Jenkins Memorial Park**

---

This project constructs a public park in honor of Scott Jenkins, a nephew of the Virts family. The Virts family donated 22.67-acres to the County for the park and sold an additional 11.43 acres adjacent to the park parcel to the County. The park will include a 90' baseball field and four rectangular fields with associated parking. The site is the location of the Harmony Park and Ride Lot.

Project Phase: Phase II Design

Completion Date: May 2013

Budget: \$3,382,000

Planning Subarea: Route 7 West

Election District: Catoclin

---

### **Brambleton District Park**

---

This project provides for the development of a proffered park site in the Brambleton community. The park will consist of a total of nine athletic fields on approximately 26-acres to the east and 33-acres to the west of Route 659, Belmont Ridge Road. This project adds fencing, paved parking lots, trails, public restrooms and athletic field lighting to the park.

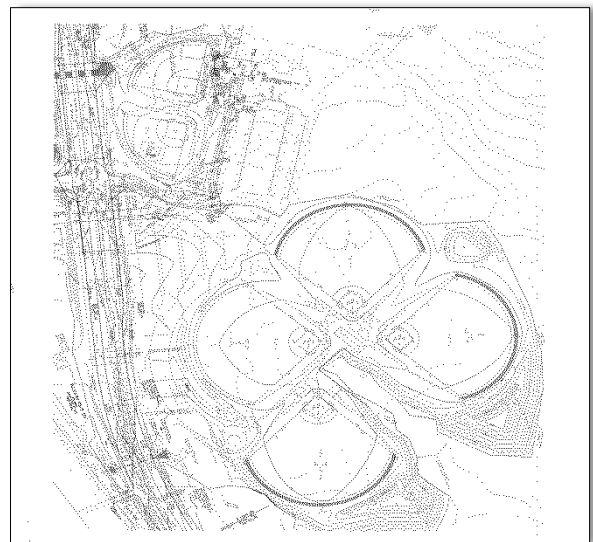
Project Phase: Construction

Completion Date: November 2014

Budget: \$4,795,000

Planning Subarea: Ashburn, Dulles

Election District: Dulles, Blue Ridge







## Loudoun County Public Schools

### Ashburn Area Middle School (MS-6)

This project will construct an estimated 168,790 square foot middle school located adjacent to the Newton Lee Elementary School in Ashburn. The middle school will be designed for an anticipated program capacity of 1,350 students enrolled in grades six through eighth.

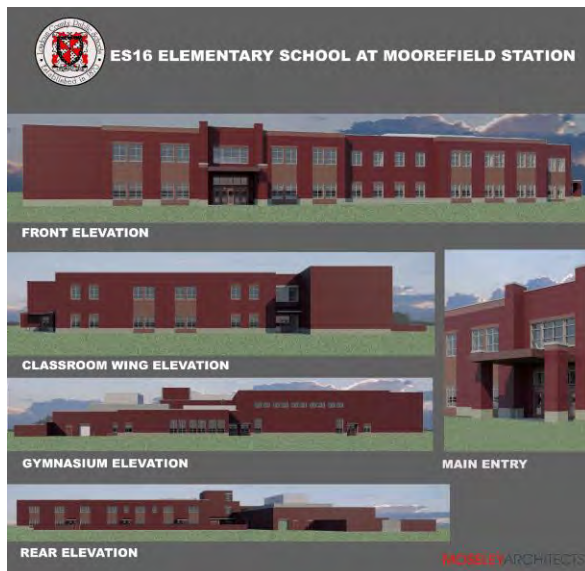
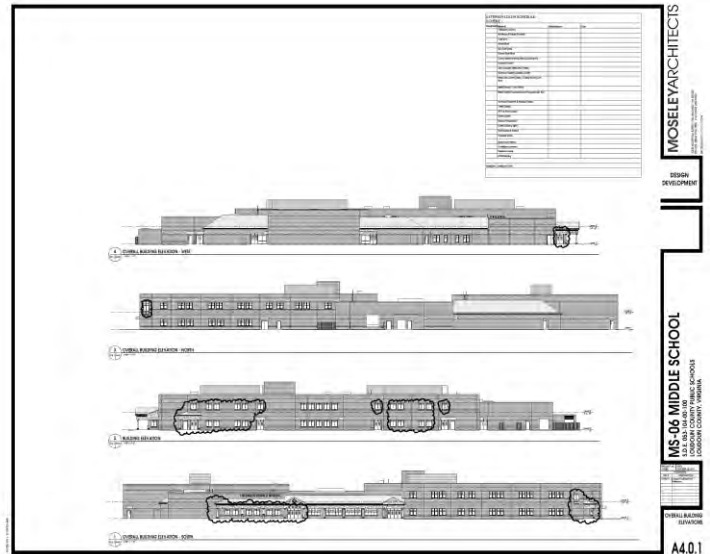
Project Phase: Construction

Completion Date: September 2014

Budget: \$43,760,000

Planning Subarea: Ashburn

Election District: Ashburn



### Moorefield Elementary School (ES-16)

This project will design and construct an estimated 91,100 square foot elementary school on the County owned Moorefield Station site. The site is proffered to the County by the developer of Moorefield Station. The elementary school will be designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade.

Project Phase: Construction

Completion Date: Fall 2013

Budget: \$26,330,000

Planning Subarea: Ashburn

Election District: Dulles



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

---

**Ashburn Area Elementary School (ES-22)**

This project will design and construct an estimated 91,100 square foot elementary school on the County owned Farmwell Road site in Ashburn. The elementary school will be designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade.

Project Phase: Construction

Completion Date: Fall 2013

Budget: \$25,705,000

Planning Subarea: Ashburn

Election District: Ashburn





**Capital Improvement Program**

**COUNTY CAPITAL PROJECTS SUMMARY**

.....

County Capital Projects ..... Page 10 – 3

.....







## COUNTY CAPITAL PROJECTS

### TABLE OF CONTENTS

<b>Administration .....</b>	<b>10-7</b>
Land Acquisition Fund .....	10-9
Major Computer Systems .....	10-10
MAP-21 Transportation Enhancement Projects.....	10-11
Capital Vehicles .....	10-12
<b>General Government .....</b>	<b>10-13</b>
Capital Project Management.....	10-15
Storm Water Management.....	10-16
Consolidated Shops and Warehouse .....	10-17
County Landfill Mining Project. ....	10-18
County Landfill Sequence V Closure. ....	10-19
<b>Public Safety .....</b>	<b>10-21</b>
ECC/E-911 Communications Center .....	10-23
Eastern Loudoun Animal Shelter and Western Shelter Renovation.....	10-24
Courts Complex (Phase III).....	10-25
Ashburn Volunteer Fire and Rescue Renovation .....	10-26
Sterling Fire and Rescue Station Replacement .....	10-27
Kirkpatrick Fire and Rescue Station.....	10-28
Leesburg South Fire and Rescue Station .....	10-29
Aldie Fire and Rescue Station .....	10-30
Round Hill Fire Station Replacement.....	10-31
Lucketts Fire Station Replacement.....	10-32
Fire and Rescue Training Prop Lots .....	10-33
Fire and Rescue Capital Apparatus.....	10-34
Adult Detention Center Phase III .....	10-35
Ashburn Sheriff Station .....	10-36
Public Safety and General Government Office Center .....	10-37
Juvenile Probation Residence .....	10-38
Juvenile Detention Center Phase II .....	10-39
<b>Health and Welfare .....</b>	<b>10-41</b>
MHSADS Group Residence.....	10-43
Developmental Services Group Residences.....	10-44
Mental Health Group Residence.....	10-45
Emergency Homeless Shelter .....	10-46
Adolescent Independent Living Residence .....	10-47
Youth Shelter Renovation .....	10-48



## COUNTY CAPITAL PROJECTS

### TABLE OF CONTENTS

<b>Parks, Recreation and Culture .....</b>	<b>10-49</b>
Sterling Library.....	10-51
Dulles South Multi-Purpose Center (Phase II) .....	10-52
Dulles South Multi-Purpose Center (Phase III) .....	10-53
Sterling Community Center Renovation.....	10-54
Hal and Berni Hanson Regional Park .....	10-55
Fields Farm Park. ....	10-56
Lovettsville District Park.....	10-57
Park Improvements.....	10-58
Moorefield Station Community Park .....	10-59
Ashburn Recreation Center .....	10-60
Franklin Park Athletic Field Lighting.....	10-61
Potomac Green Community Park. ....	10-62
Ashburn Senior Center .....	10-63
Fireman's and Haske Field Improvements .....	10-64
Lovettsville Community Center Replacement .....	10-65
Athletic Field Improvements.....	10-66
Franklin Park to Purcellville Trail.....	10-67



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

Capital Improvement Program by Fund Schedule of Appropriations										
Capital ( \$ in 1000s )	Prior To Date	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	CIP Total
<b>General Capital Projects Fund</b>										
<b><u>Budgetary Cost</u></b>										
Administration	285,317	4,475	1,165	13,000	450	465	0	19,555	0	304,872
General Government	40,689	7,596	18,253	8,120	13,490	13,635	52,055	113,149	3,000	156,838
Transportation	297,392	81,581	166,003	59,175	170,660	53,130	18,075	548,624	0	846,016
Public Safety	162,328	16,595	24,175	66,950	42,327	26,000	32,630	208,677	106,080	477,085
Health and Welfare	120	0	0	4,875	0	2,880	11,710	19,465	4,830	24,415
Parks, Recreation and Culture	28,122	5,442	54,405	37,470	13,673	62,990	10,715	184,695	0	212,817
Budgetary Cost	813,968	115,689	264,001	189,590	240,600	159,100	125,185	1,094,165	113,910	2,022,043
<b><u>Funding Source</u></b>										
Debt Financing	316,402	73,665	77,780	99,715	163,375	47,330	73,620	535,485	110,910	962,797
GO Bonds	84,227	2,750	79,220	57,930	31,965	85,290	28,820	285,975	0	370,202
Local Tax Funding	137,402	7,948	20,258	22,140	27,320	20,650	20,395	118,711	3,000	259,113
Fund Balance	72,919	10,212	26,938	520	0	0	0	37,670	0	110,589
Landfill Fees	0	1,148	1,285	0	0	0	0	2,433	0	2,433
Sale of Land	5,000	0	0	0	0	0	0	0	0	5,000
Gifts & Donations	235	0	0	0	0	0	0	0	0	235
Proffers (Cash)	18,964	11,226	37,801	8,445	10,540	4,920	0	72,932	0	91,896
Proffers (Land)	51,409	0	0	0	0	0	0	0	0	51,409
Proffers (In-kind)	0	2,100	0	0	915	0	0	3,015	0	3,015
State Grant Program	18,528	0	0	0	0	0	0	0	0	18,528
State Capital Assistance	100,556	3,555	10,945	420	5,395	455	1,175	21,945	0	122,501
Gas Tax/Transportation Fund	8,326	3,085	9,774	420	1,090	455	1,175	15,999	0	24,325
Total Funding Source	813,968	115,689	264,001	189,590	240,600	159,100	125,185	1,094,165	113,910	2,022,043



# **COUNTY CAPITAL PROJECTS**

## **ADMINISTRATION**



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**Capital Improvement Program by Functional Area  
Schedule of Appropriations**

Capital ( \$ in 1000s )	Prior To Date	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	CIP Total
<b>Administration</b>										
<b>Projects</b>										
Land Acquisition Fund	243,317	475	420	10,500	450	465	0	12,310	0	255,627
Major Computer Systems	42,000	3,000	100	2,500	0	0	0	5,600	0	47,600
MAP-21 Projects	0	1,000	0	0	0	0	0	1,000	0	1,000
Capital Vehicles	0	0	645	0	0	0	0	645	0	645
Budgetary Cost	<u>285,317</u>	<u>4,475</u>	<u>1,165</u>	<u>13,000</u>	<u>450</u>	<u>465</u>	<u>0</u>	<u>19,555</u>	<u>0</u>	<u>304,872</u>
<b>Funding Source</b>										
Debt Financing	16,830	3,000	0	4,000	0	0	0	7,000	0	23,830
GO Bonds	50,425	0	0	9,000	0	0	0	9,000	0	59,425
Local Tax Funding	93,741	1,000	520	0	450	465	0	2,435	0	96,176
Fund Balance	66,459	475	0	0	0	0	0	475	0	66,934
Landfill Fees	0	0	645	0	0	0	0	645	0	645
Proffers (Cash)	1,855	0	0	0	0	0	0	0	0	1,855
Proffers (Land)	51,409	0	0	0	0	0	0	0	0	51,409
State Grant Program	4,598	0	0	0	0	0	0	0	0	4,598
Total Funding Source	<u>285,317</u>	<u>4,475</u>	<u>1,165</u>	<u>13,000</u>	<u>450</u>	<u>465</u>	<u>0</u>	<u>19,555</u>	<u>0</u>	<u>304,872</u>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Land Acquisition Fund

### **Project Description**

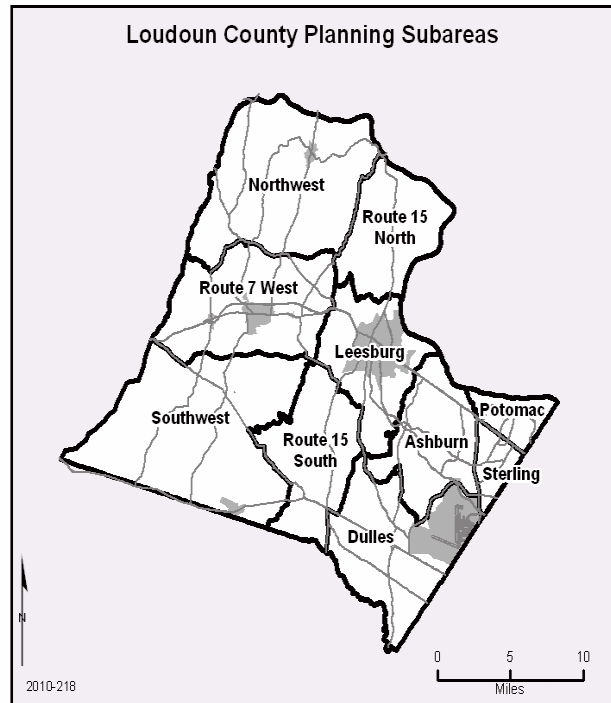
The Board of Supervisors consolidated land purchase funding for General Government and School sites into a single capital account in FY 2002 to allow for flexibility in land acquisition negotiations. As the County continues to develop, this fund has enabled the County to take advantage of land acquisition opportunities as they arise.

During the FY 2013 - FY 2018 capital planning period, site acquisitions are planned for the following facilities:

FY 2013 - Lucketts Fire and Rescue Station Replacement  
 FY 2014 - DS Group Residence  
 FY 2015 - Leesburg Area Park and Ride Lot, School's Eastern and Western Vehicle Facilities  
 FY2016 - DS Group Residence  
 FY 2017 - MH Group Residence

To develop the facilities in the Capital Plan, the County is also utilizing land sites already owned by the County and the Loudoun County School Board, and proffered land sites planned to be dedicated to the County.

This project is funded using local tax funding, fund balance, and debt financing for County land acquisition and General Obligation Bond financing for School land acquisition. The General Obligation Bonds for the school land acquisition projects are scheduled for placement on the November 2014 referendum.



### **Operating Impact**

#### Operations & Maintenance

Operational expenses required to support the County's land acquisition program are shown as part of the Capital Project Management Support budget page.

#### Debt Service

Debt service is forecast to begin in FY 2015 and is estimated to total \$5.12 million during the six-year CIP planning period.

<b>Capital (\$ in 1000s)</b>	<b>Prior Alloc.</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>	<b>Future FY's</b>	<b>Project Total</b>
Land Acquisition -- Schools	128,882	475	0	9,000	0	0	0	9,475	0	138,357
Land Acquisition -- County	114,435	0	420	1,500	450	465	0	2,835	0	117,270
<b>Total Cost</b>	<b>243,317</b>	<b>475</b>	<b>420</b>	<b>10,500</b>	<b>450</b>	<b>465</b>	<b>0</b>	<b>12,310</b>	<b>0</b>	<b>255,627</b>
Debt Financing	5,830	0	0	1,500	0	0	0	1,500	0	7,330
GO Bonds	50,425	0	0	9,000	0	0	0	9,000	0	59,425
Local Tax Funding	92,741	0	420	0	450	465	0	1,335	0	94,076
Fund Balance	36,459	475	0	0	0	0	0	475	0	36,934
Proffers (Cash)	1,855	0	0	0	0	0	0	0	0	1,855
Proffers (Land)	51,409	0	0	0	0	0	0	0	0	51,409
State Grant Program	4,598	0	0	0	0	0	0	0	0	4,598
<b>Total Financing</b>	<b>243,317</b>	<b>475</b>	<b>420</b>	<b>10,500</b>	<b>450</b>	<b>465</b>	<b>0</b>	<b>12,310</b>	<b>0</b>	<b>255,627</b>

<b>Operating Impact (\$ in 1000s)</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>
Debt Service	0	0	131	1,168	1,549	2,268	5,116
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>131</b>	<b>1,168</b>	<b>1,549</b>	<b>2,268</b>	<b>5,116</b>



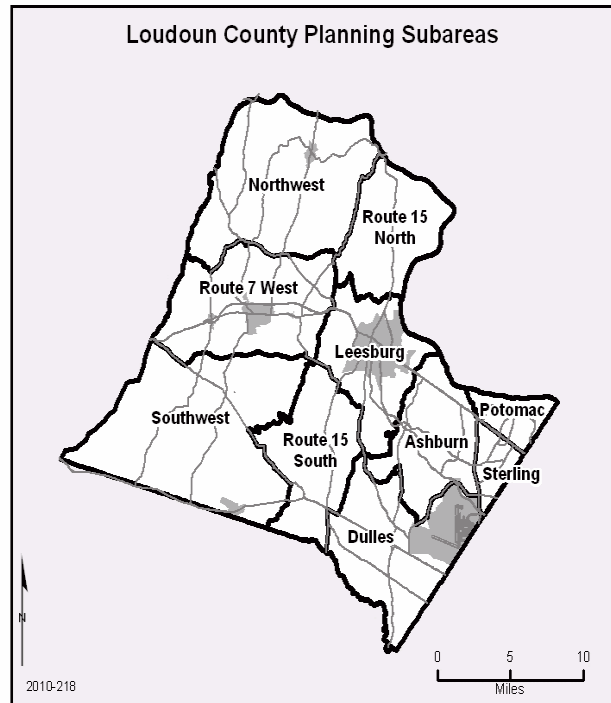
**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Major Computer Systems

### Project Description

This project plans for the acquisition of major computer systems that cost more than \$500,000 per system. Prior to FY 2012, both major and minor computer system replacements were treated as a component part of the Capital Asset Preservation Program (CAPP), a subfund within the Capital Projects Fund. In November of 2010, to accurately capitalize costs, the major computer systems currently being acquired were reclassified from the CAPP to the Capital Improvement Program (CIP) as a Capital Fund allocation. Historical information on computer replacements may be found in the Other Funds section of the Fiscal Plan.

Planned major computer systems acquisitions include costs related to the E-911 Phone System in FY 2013, and the upgrade of the Library Management System to serve both the County and the Schools libraries in FY 2014 and FY 2015.



### Funding

The Major Computer Systems project is funded using local tax funding and debt financing.

### Operating Impact

#### Operations & Maintenance

The annual cost for incremental operations and maintenance as a result of these projects will be incorporated into the Department of Information Technology's base operating budget.

#### Debt Service

Debt service is forecast to begin in FY 2016 and is estimated to total \$1.39 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
E911 Phone System Upgrade	0	3,000	0	0	0	0	0	3,000	0	3,000
Public Safety CAD for ECC	12,000	0	0	0	0	0	0	0	0	12,000
County/LCPS Financial System	30,000	0	0	0	0	0	0	0	0	30,000
Library Management System	0	0	100	2,500	0	0	0	2,600	0	2,600
<b>Total Cost</b>	<b>42,000</b>	<b>3,000</b>	<b>100</b>	<b>2,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,600</b>	<b>0</b>	<b>47,600</b>
Debt Financing	11,000	3,000	0	2,500	0	0	0	5,500	0	16,500
Local Tax Funding	1,000	0	100	0	0	0	0	100	0	1,100
Fund Balance	30,000	0	0	0	0	0	0	0	0	30,000
<b>Total Financing</b>	<b>42,000</b>	<b>3,000</b>	<b>100</b>	<b>2,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,600</b>	<b>0</b>	<b>47,600</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	0	0	480	467	444	1,391
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>480</b>	<b>467</b>	<b>444</b>	<b>1,391</b>





## MAP-21 Transportation Enhancement Projects

### Project Description

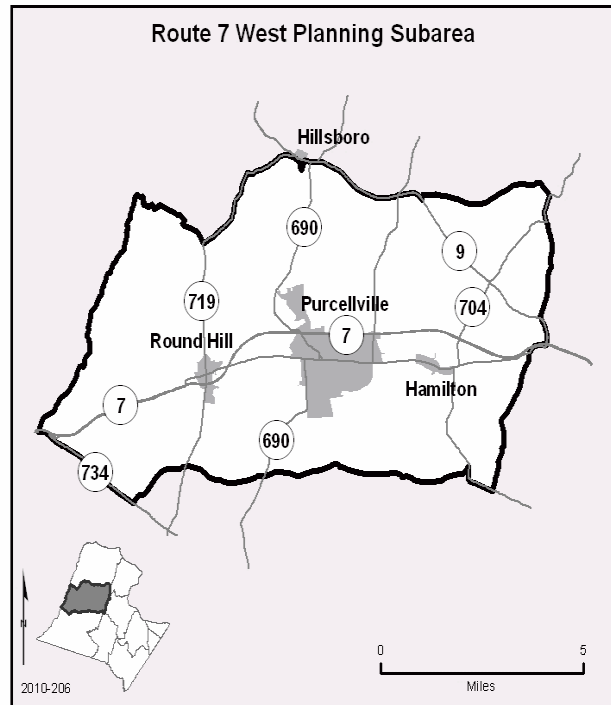
This project provides funding to complete two MAP-21 (Moving Ahead for Progress in the 21<sup>st</sup> Century) projects currently in design:

**EE Lake Store** - The renovation of the EE Lake General Store aims to stabilize the circa 1901 structure and open the building as a tourist center for hikers and cyclists in Bluemont. Included in the scope of work are structural repairs, improvements to address life safety and code compliance, renovations for ADA accessibility to include restrooms.

Current funding for the project is limited through the MAP-21 program. The estimated costs of architectural and engineering design and structural repairs have exceeded initial cost estimates. Additional cash funding will permit the successful completion of the project.

**Purcellville to Round Hill Trail** - This project involves the construction of sidewalks and a mixed use asphalt trail to provide pedestrian and bicycle conductivity between the Town of Round Hill and Franklin Park. Funding has been obtained from a Virginia Department of Transportation (VDOT) MAP-21 grant to construct a portion of the trail from the intersection of Main and West Loudoun Streets in Round Hill to Franklin Park.

Since the MAP-21 grant requires matching local funds, local tax funding in FY 2013 will fund approximately 30 percent of the trail design, right-of-way acquisition, and construction costs.



### Funding

These projects are funded using local tax funding.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses will be included in the Department of Parks, Recreation and Community Services' operating budget.

#### Debt Service

This project is funded using local tax funding; no debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Facilities Construction	0	1,000	0	0	0	0	0	1,000	0	1,000
<b>Total Cost</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>
Local Tax Funding	0	1,000	0	0	0	0	0	1,000	0	1,000
<b>Total Financing</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>



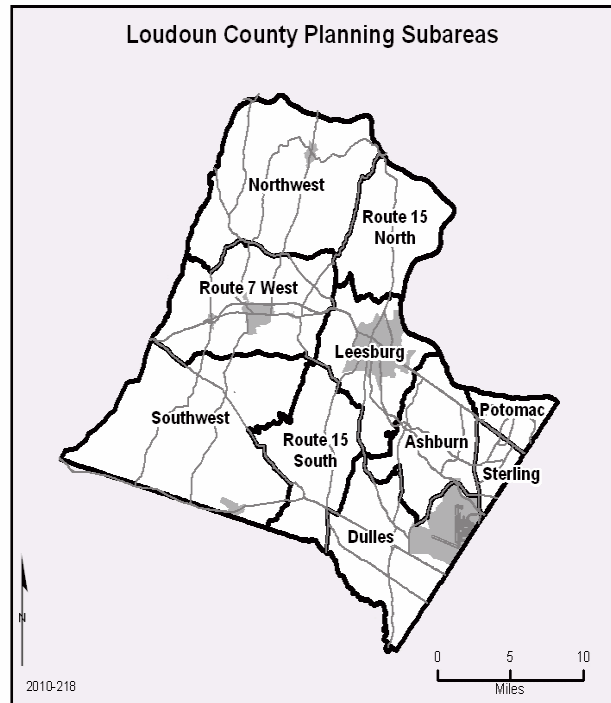
Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Capital Vehicles

### Project Description

This project provides funding to acquire an additional vehicle in support of the County's Solid Waste Management Facility operations.

Landfill Compactor - The acquisition of an additional compactor at the County Landfill is necessary to sustain waste operations at the current tonnage volume. Additionally, this vehicle is necessary to support the operation of two separate landfill units as filling operations in Phase IIIC are completed and operations in Cell IA are beginning. Existing compactor units consist of a primary and back up unit. With current tonnages, an additional compactor is needed to operate two cells while meeting or exceeding operating standards for achieving landfill compaction ratios.



### Funding

This project is funded using landfill revenues accumulated for capital projects.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses will be included in the Department of General Services' operating budget.

#### Debt Service

No debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Capital Vehicles (not buses)	0	0	645	0	0	0	0	645	0	645
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>645</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>645</b>	<b>0</b>	<b>645</b>
Landfill Fees	0	0	645	0	0	0	0	645	0	645
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>645</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>645</b>	<b>0</b>	<b>645</b>

# **COUNTY CAPITAL PROJECTS**

## **GENERAL GOVERNMENT**



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**Capital Improvement Program by Functional Area  
Schedule of Appropriations**

Capital ( \$ in 1000s )	Prior To Date	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	CIP Total
<b>General Government</b>										
<b><u>Projects</u></b>										
Capital Project Management	26,589	4,198	4,613	4,795	4,990	5,185	5,395	29,176	0	55,765
Storm Water Management	14,100	2,750	3,000	3,000	3,000	3,000	3,000	17,750	3,000	34,850
Consolidated Shops & Warehouse Facility	0	0	0	325	0	4,200	33,000	37,525	0	37,525
County Landfill Mining Project	0	0	10,000	0	5,500	0	5,980	21,480	0	21,480
County Landfill Sequence V Closure	0	0	0	0	0	1,250	4,680	5,930	0	5,930
Budgetary Cost	40,689	6,948	17,613	8,120	13,490	13,635	52,055	111,861	3,000	155,550
<b><u>Funding Source</u></b>										
Debt Financing	0	0	10,000	0	5,500	5,450	43,660	64,610	0	64,610
Local Tax Funding	39,989	6,948	7,613	8,120	7,990	8,185	8,395	47,251	3,000	90,240
Fund Balance	700	0	0	0	0	0	0	0	0	700
Total Funding Source	40,689	6,948	17,613	8,120	13,490	13,635	52,055	111,861	3,000	155,550



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

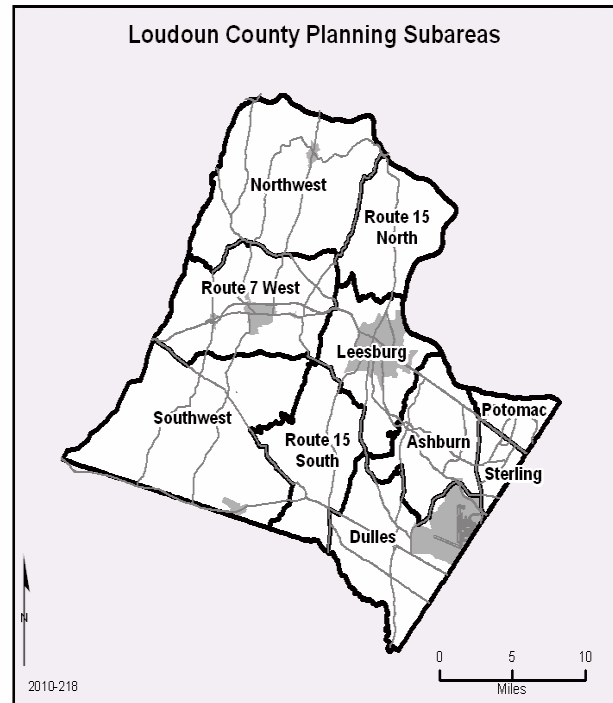
## Capital Project Management

### Project Description

Capital Project Management is provided by several County departments, with the Department of Transportation and Capital Infrastructure functioning as the primary staff contact for matters relating to the County's capital projects including land acquisition, planning, budgeting, design, engineering, construction management and project support.

Resources in the Office of the County Attorney and the Department of Management and Financial Services' Procurement Division also provide support to the County's capital projects. These resources are included as part of the Capital Project Management budget.

Additional information on the Department of Transportation and Capital Infrastructure, the Office of the County Attorney, and the Department of Management and Financial Services may be found in the operating budget section of this document.



### Funding

Capital Project Management is funded using local tax funding and is utilized to meet the Board of Supervisors' 10% Pay As You Go financing policy.

### Operating Impact

#### Operations & Maintenance

Capital Project Management expenditures are estimated at \$29 million during the six-year CIP planning period.

#### Debt Service

This project is funded with local tax funding; no debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Operating Support (Staffing)	20,391	0	0	0	0	0	0	0	0	20,391
Professional Services	2,433	0	0	0	0	0	0	0	0	2,433
Operations and Maintenance	3,765	0	0	0	0	0	0	0	0	3,765
Transfer to General Fund	0	4,198	4,613	4,795	4,990	5,185	5,395	29,176	0	29,176
<b>Total Cost</b>	<b>26,589</b>	<b>4,198</b>	<b>4,613</b>	<b>4,795</b>	<b>4,990</b>	<b>5,185</b>	<b>5,395</b>	<b>29,176</b>	<b>0</b>	<b>55,765</b>
Local Tax Funding	26,389	4,198	4,613	4,795	4,990	5,185	5,395	29,176	0	55,565
Fund Balance	200	0	0	0	0	0	0	0	0	200
<b>Total Financing</b>	<b>26,589</b>	<b>4,198</b>	<b>4,613</b>	<b>4,795</b>	<b>4,990</b>	<b>5,185</b>	<b>5,395</b>	<b>29,176</b>	<b>0</b>	<b>55,765</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

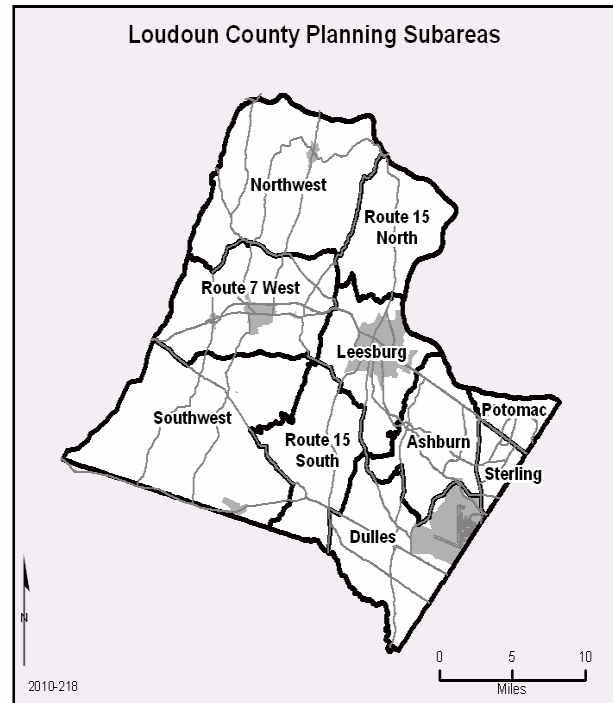
## Storm Water Management

### **Project Description**

As part of its standard maintenance regimen, the County continually maps and surveys its storm water infrastructure as inventory is added to the County's portfolio through new development. The County has developed and implemented an overall storm water management program to meet the Environmental Protection Agency's Phase II storm water discharge permit requirements that mandate the repair, maintenance, and restoration of County-owned storm water infrastructure.

A long-range storm water management strategic plan was completed in 2007. The strategic plan did not identify any significant new capital projects, but projected that the older sections of the existing system could be restored to its original design capability over a ten-year period. The financial impact of the restoration project was forecast within current levels of funding planned over the six-year planning period.

These capital funds support the restoration and management of storm water infrastructure in the County identified in the storm water management strategic plan. This project will provide funding to meet storm water management programmatic needs, partially restore the older sections of the system, and repair and maintain the entire system Countywide.



### **Funding**

This project is funded using local tax funding.

### **Operating Impact**

#### Operations & Maintenance

The Department of General Services manages this program. Personnel and operations expenses are estimated at \$1.90 million over the six-year CIP planning period.

#### Debt Service

This project is funded with local tax funding; no debt service expense will be incurred during the six-year CIP planning period.

<b>Capital (\$ in 1000s)</b>	<b>Prior Alloc.</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>	<b>Future FY's</b>	<b>Project Total</b>
Facilities Construction	14,100	2,750	3,000	3,000	3,000	3,000	3,000	17,750	3,000	34,850
<b>Total Cost</b>	<b>14,100</b>	<b>2,750</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>17,750</b>	<b>3,000</b>	<b>34,850</b>
Local Tax Funding	13,600	2,750	3,000	3,000	3,000	3,000	3,000	17,750	3,000	34,350
Fund Balance	500	0	0	0	0	0	0	0	0	500
<b>Total Financing</b>	<b>14,100</b>	<b>2,750</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>17,750</b>	<b>3,000</b>	<b>34,850</b>

<b>Operating Impact (\$ in 1000s)</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>
Operations & Maintenance	287	298	310	323	336	349	1,903
<b>Total Impact</b>	<b>287</b>	<b>298</b>	<b>310</b>	<b>323</b>	<b>336</b>	<b>349</b>	<b>1,903</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

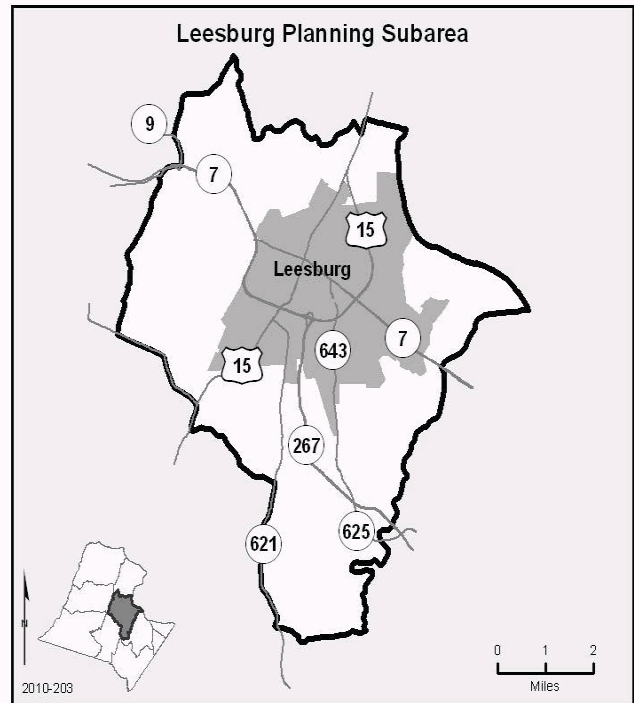
## Consolidated Shops & Warehouse Facility

### Project Description

The Consolidated Shops and Warehouse Facility will provide storage and warehouse space for all County Government Departments in one General Government Warehouse Facility. The facility will provide functional, secure warehousing space for surplus materials awaiting disposition, the County's surplus store, high-value items, climate-controlled space for archived records, and public safety equipment. The facility will include shops and inside storage areas for technicians providing for countywide mechanical, building and security systems. The facility will also provide work and support space for public works infrastructure maintenance crews, outside material staging areas, and storage areas for protective equipment will also be included.

A site of 15 buildable acres is required to support this project. The site design will feature a well-landscaped parking bay in front of the building with a loading and truck court to the rear. Total parking will be included to accommodate the mixed-use occupancy load. The proposed 60,000 square foot structure will provide a minimum 24-foot interior clearance height to accommodate high bay maintenance and storage activities.

Project appropriations include \$325,000 in FY 2015 to conduct a study to optimize space planning for the facility, and to assist in the design of a facility that maximizes efficiencies in the use of available space and staff resources. Design is anticipated to begin in FY 2017 and construction in FY 2018. This facility will be located on the Government Support Center site in the Leesburg Planning Subarea off of Sycolin Road.



### Funding

This project is planned to be funded with local tax funding and debt financing.

### Operating Impact

#### Operations & Maintenance

Operating expenses for the facility are estimated to begin in a future fiscal year.

#### Debt Service

Debt service is forecast to begin in FY 2018 and is estimated to total \$795,000 during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	325	0	4,200	0	4,525	0	4,525
Furniture, Fixtures & Equip	0	0	0	0	0	0	2,700	2,700	0	2,700
Construction	0	0	0	0	0	0	30,300	30,300	0	30,300
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>325</b>	<b>0</b>	<b>4,200</b>	<b>33,000</b>	<b>37,525</b>	<b>0</b>	<b>37,525</b>
Debt Financing	0	0	0	0	0	4,200	33,000	37,200	0	37,200
Local Tax Funding	0	0	0	325	0	0	0	325	0	325
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>325</b>	<b>0</b>	<b>4,200</b>	<b>33,000</b>	<b>37,525</b>	<b>0</b>	<b>37,525</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	0	0	0	0	795	795
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>795</b>	<b>795</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

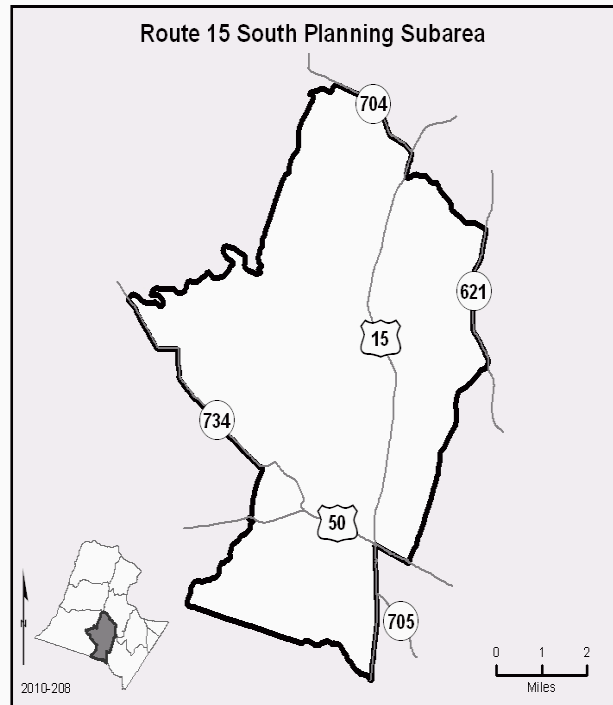
## County Landfill Mining Project

### Project Description

This reclamation project is a voluntary remediation of the oldest closed, un-lined portion of the county landfill, located in the middle of the existing landfill between Phases I and II.

This existing unlined area is the accepted source of pollutants in facility groundwater and poses a future remediation liability. This project consists of first "mining" solid waste and cover soil from the earliest disposal areas within the facility. Following the removal and relocation of the mined waste to other lined areas of the landfill, the reclaimed site would then be lined per current regulatory standards and used for new disposal operations. The reclamation use will off-set the cost of the mining.

The anticipated benefits of executing this project are to: 1.) remove the source of groundwater contamination at the landfill, 2.) remediate current groundwater contamination, and 3.) gain cost effective, new landfill capacity without expanding the disposal footprint or constructing new infrastructure. This project is anticipated to be contracted out over a multi-year period.



### Funding

This project is funded using debt financing.

### Operating Impact

#### Operations & Maintenance

The Department of General Services manages the Loudoun County Solid Waste Management Facility (Landfill). Operating costs for landfill disposal operations are offset by fees collected for service at the facility in keeping with the Loudoun County Board of Supervisors' policy of revenue neutrality for landfill operations.

#### Debt Service

Debt service is forecast to begin in FY 2014 and is estimated to total \$4.57 million during the six year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Const of Site Infrastructure	0	0	10,000	0	5,500	0	5,980	21,480	0	21,480
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>10,000</b>	<b>0</b>	<b>5,500</b>	<b>0</b>	<b>5,980</b>	<b>21,480</b>	<b>0</b>	<b>21,480</b>
Debt Financing	0	0	10,000	0	5,500	0	5,980	21,480	0	21,480
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>10,000</b>	<b>0</b>	<b>5,500</b>	<b>0</b>	<b>5,980</b>	<b>21,480</b>	<b>0</b>	<b>21,480</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	150	693	973	1,294	1,462	4,572
<b>Total Impact</b>	<b>0</b>	<b>150</b>	<b>693</b>	<b>973</b>	<b>1,294</b>	<b>1,462</b>	<b>4,572</b>



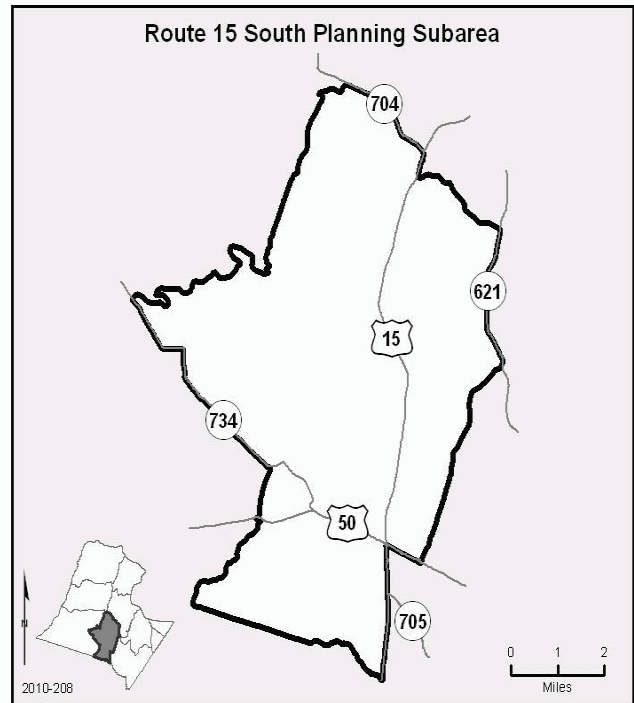


Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## County Landfill Sequence V Closure

### Project Description

This project funds the engineering, design and construction of the final cap and closure of a 15-acre site at the Loudoun County Landfill Disposal Unit. Closure of the Loudoun County Landfill disposal unit was initially proposed in four sequences. To minimize erosion and to improve storm water management controls, the fourth sequence was divided into two smaller projects, Sequence IV and Sequence V.



### Funding

This project is planned to be funded using debt financing.

### Operating Impact

#### Operations & Maintenance

The Department of General Services manages the Loudoun County Solid Waste Management Facility (Landfill). Closure operations and maintenance costs include maintenance of closed, lined and capped disposal space, erosion control structures and environmental monitoring in accordance with approved permit conditions, closure plan requirements and State regulations.

#### Debt Service

Debt service is forecast to begin in FY 2018 and is estimated to total \$128,000 during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	1,250	0	1,250	0	1,250
Const of Site Infrastructure	0	0	0	0	0	0	4,680	4,680	0	4,680
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,250</b>	<b>4,680</b>	<b>5,930</b>	<b>0</b>	<b>5,930</b>
Debt Financing	0	0	0	0	0	1,250	4,680	5,930	0	5,930
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,250</b>	<b>4,680</b>	<b>5,930</b>	<b>0</b>	<b>5,930</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	0	0	0	0	128	128
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>128</b>	<b>128</b>



# **COUNTY CAPITAL PROJECTS**

## **PUBLIC SAFETY**



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**Capital Improvement Program by Functional Area  
Schedule of Appropriations**

Capital (\$ in 1000s)	Prior To Date	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	CIP Total
<b>Public Safety</b>										
<b>Projects</b>										
ECC/E-911 Call Center	0	7,165	4,900	0	0	0	0	12,065	0	12,065
Eastern Loudoun Animal Shelter & Western Shelter Renovation	0	0	125	2,340	12,700	0	0	15,165	0	15,165
Courts Complex (Phase III)	7,300	0	0	48,025	7,875	0	0	55,900	0	63,200
Ashburn Volunteer Fire and Rescue Renovation	0	0	3,650	0	0	0	0	3,650	0	3,650
Sterling Fire Station Replacement	0	0	0	2,445	10,447	0	0	12,892	0	12,892
Kirkpatrick Fire and Rescue Station	0	0	0	0	1,425	10,520	0	11,945	0	11,945
Leesburg South Fire and Rescue Station	0	0	0	0	1,480	10,940	0	12,420	0	12,420
Aldie Fire and Rescue Station	9,505	0	3,605	0	0	0	0	3,605	0	13,110
Round Hill Fire Station Replacement	0	0	0	0	0	1,540	11,380	12,920	0	12,920
Lucketts Fire Station Replacement	0	0	1,370	10,120	0	0	0	11,490	0	11,490
Fire/Rescue Training Prop Lots	1,215	350	0	0	0	0	0	350	0	1,565
Fire and Rescue Capital Apparatus	18,858	2,750	2,685	3,000	3,000	3,000	3,000	17,435	0	36,293
Adult Detention Center (Phase III)	95,450	0	0	250	0	0	14,700	14,950	106,080	216,480
Ashburn Sheriff Station	0	1,330	7,840	0	0	0	0	9,170	0	9,170
Public Safety and General Government Office Center	30,000	5,000	0	0	0	0	0	5,000	0	35,000
Juvenile Probation Residence	0	0	0	770	5,400	0	0	6,170	0	6,170
Juvenile Detention Center Phase III	0	0	0	0	0	0	3,550	3,550	0	3,550
<b>Budgetary Cost</b>	<b>162,328</b>	<b>16,595</b>	<b>24,175</b>	<b>66,950</b>	<b>42,327</b>	<b>26,000</b>	<b>32,630</b>	<b>208,677</b>	<b>106,080</b>	<b>477,085</b>
<b>Funding Source</b>										
Debt Financing	130,713	12,165	4,900	48,025	7,875	0	18,250	91,215	106,080	328,008
GO Bonds	15,505	2,750	7,705	17,905	27,572	25,885	14,380	96,197	0	111,702
Local Tax Funding	965	0	125	1,020	6,880	0	0	8,025	0	8,990
Fund Balance	0	0	3,605	0	0	0	0	3,605	0	3,605
Proffers (Cash)	1,215	1,680	7,840	0	0	115	0	9,635	0	10,850
State Grant Program	13,930	0	0	0	0	0	0	0	0	13,930
<b>Total Funding Source</b>	<b>162,328</b>	<b>16,595</b>	<b>24,175</b>	<b>66,950</b>	<b>42,327</b>	<b>26,000</b>	<b>32,630</b>	<b>208,677</b>	<b>106,080</b>	<b>477,085</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## ECC/E-911 Communications Center

### **Project Description**

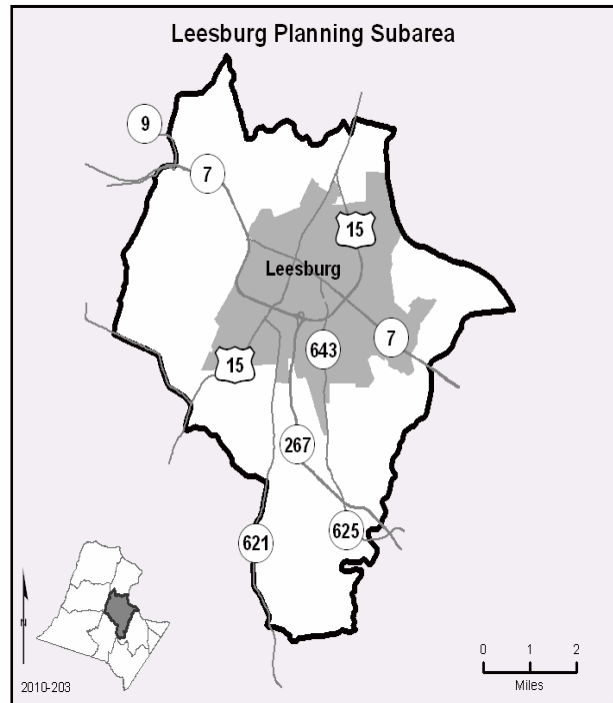
This project completes the interior fit out of approximately 11,000 square feet of office space at the Fire and Rescue Services Administration building at 801 Sycolin Road in Leesburg.

The Emergency Communications Center (ECC) and E-911 Call Center serve as the County's first point of contact for emergency calls for service for fire, rescue and police incidents using the County's Enhanced-911 (E911) system and Computer Aided Dispatch, operating 24 hours per day, 7 days per week. Emergency and non-emergency fire and rescue calls are processed at the Center, and police related incident calls are transferred to the appropriate law enforcement agency from the Center.

Due to a common need for security hardened facilities, robust telecommunications infrastructure, redundancy of power supply, and an ability to share support spaces, a combined Emergency Communications Center (ECC) and Emergency Operations Center (EOC) are planned at 801 Sycolin Road.

### **Current Status**

The Board of Supervisors acquired the office buildings at 801 and 803 Sycolin Road in FY 2011. Work is currently underway to design and construct the interior fit out of these facilities to accommodate several County Departments and agencies currently occupying leased office space. The 801 Sycolin Road building will house the new E-911 Communication Center and the design phase is 100% complete. The construction phase is scheduled for completion in the Summer of 2014.



### **Funding**

This project is funded with debt financing.

### **Operating Impact**

#### Operations & Maintenance

Operations and maintenance costs are already accounted for in the departmental budgets for General Services, Fire, Rescue and Emergency Services, and the Sheriff's Office due to the re-location of the current ECC from the Fire and Rescue Training Facility to 801 Sycolin Road.

#### Debt Service

Debt Service is forecast to begin in FY 2014 and is estimated to total \$4.27 million during the six-year CIP planning period.

<b>Capital (\$ in 1000s)</b>	<b>Prior Alloc.</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>	<b>Future FY's</b>	<b>Project Total</b>
Furniture, Fixtures & Equip	0	0	4,900	0	0	0	0	4,900	0	4,900
Const of Existing Bldgs	0	7,165	0	0	0	0	0	7,165	0	7,165
<b>Total Cost</b>	<b>0</b>	<b>7,165</b>	<b>4,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,065</b>	<b>0</b>	<b>12,065</b>
Debt Financing	0	7,165	4,900	0	0	0	0	12,065	0	12,065
<b>Total Financing</b>	<b>0</b>	<b>7,165</b>	<b>4,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,065</b>	<b>0</b>	<b>12,065</b>

<b>Operating Impact (\$ in 1000s)</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>
Debt Service	0	123	928	1,116	1,073	1,029	4,269
<b>Total Impact</b>	<b>0</b>	<b>123</b>	<b>928</b>	<b>1,116</b>	<b>1,073</b>	<b>1,029</b>	<b>4,269</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Eastern Loudoun Animal Shelter & Western Shelter Renovation

### **Project Description**

This project provides funding for the construction of an 18,000 square-foot animal shelter to serve the eastern part of the County, and the renovation of the existing shelter in western Loudoun.

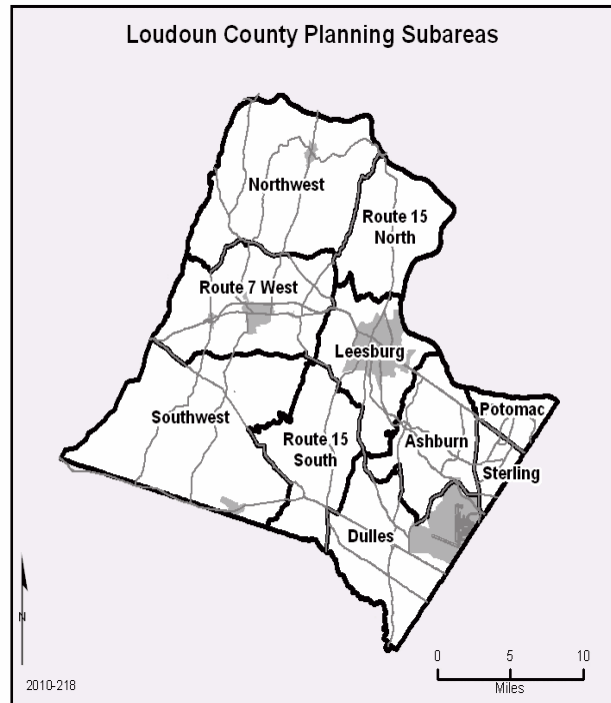
#### Eastern Animal Shelter

An eastern facility will provide services for the densest concentration of human and pet populations in the County. Animal Control Officers with responsibility for patrolling the eastern part of the County will operate more efficiently if they have a base office closer to the neighborhoods where they provide services, thus reducing travel and response times. The animal shelter will serve as operational headquarters and provide many of the same services as the current animal shelter to include the following: pet adoptions, housing of strays, abandoned or relinquished animals, dog license sales, volunteer opportunities, dispatch services, educational programs, counseling services, and an operating vet clinic.

A study is funded in FY 2014 to evaluate the geographic location for the new, eastern Animal Shelter, and to help determine the overall scope of the new facility.

#### Western Animal Shelter

The renovation of the western facility would enhance animal housing areas, office areas used by volunteers and staff, and upgrade various facility systems.



### **Funding**

This project is funded with local tax funding and general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2014 referendum.

### **Operating Impact**

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2017 and are estimated to total \$6.87 million during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2016 and is estimated to total \$3.28 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	125	2,340	0	0	0	2,465	0	2,465
Furniture, Fixtures & Equip	0	0	0	0	1,000	0	0	1,000	0	1,000
Construction	0	0	0	0	11,700	0	0	11,700	0	11,700
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>125</b>	<b>2,340</b>	<b>12,700</b>	<b>0</b>	<b>0</b>	<b>15,165</b>	<b>0</b>	<b>15,165</b>
GO Bonds	0	0	0	2,340	12,700	0	0	15,040	0	15,040
Local Tax Funding	0	0	125	0	0	0	0	125	0	125
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>125</b>	<b>2,340</b>	<b>12,700</b>	<b>0</b>	<b>0</b>	<b>15,165</b>	<b>0</b>	<b>15,165</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	0	3,365	3,500	6,865
Debt Service	0	0	0	475	1,259	1,543	3,277
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>475</b>	<b>4,624</b>	<b>5,043</b>	<b>10,142</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Courts Complex (Phase III)

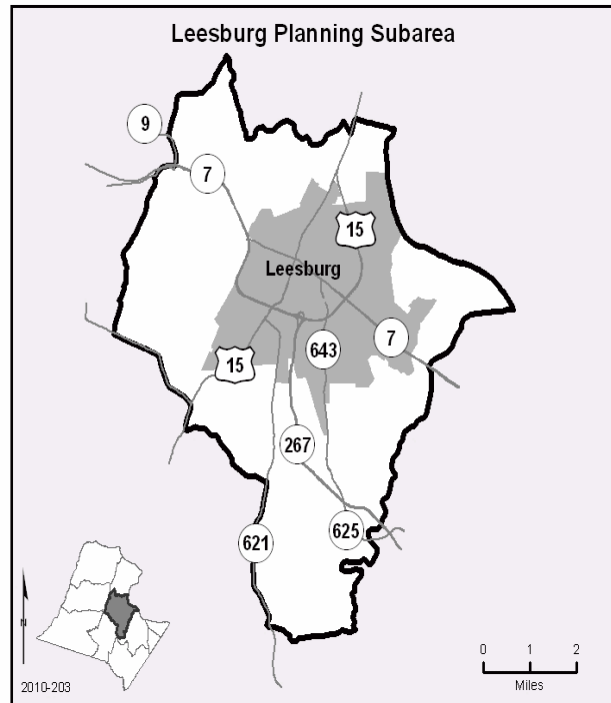
### **Project Description**

This project provides funding to construct a new 85,000 square-foot facility for the General District Court and court administrative support functions in FY 2015, and the renovation of the Phase I and II Courts Complex beginning in FY 2016.

The volume and pace of growth impacts judicial system demands for service (caseload), judgeship requirements, staff needs and ultimately, space requirements. A new General District Court building was recommended in a 1997 court study. Phases I and II of the Courts Complex expansion included the renovation of the old courts and administration buildings, and construction of new court facilities from FY 1998 through FY 2004.

### **Current Status**

A Courts Facility Assessment and Expansion Plan has been developed to define the scope of the Phase III Courts Complex expansion. The design phase is scheduled over a two year period to coordinate with the Town of Leesburg and will begin in FY 2014.



### **Funding**

This project is funded with debt financing.

### **Operating Impact**

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2017 and are estimated to total \$112,000 during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2015 and is estimated to total \$12.29 million during the six-year CIP planning period.

<b>Capital (\$ in 1000s)</b>	<b>Prior Alloc.</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>	<b>Future FY's</b>	<b>Project Total</b>
Professional Services	7,300	0	0	0	0	0	0	0	0	7,300
Furniture, Fixtures & Equip	0	0	0	2,000	0	0	0	2,000	0	2,000
Construction	0	0	0	46,025	7,875	0	0	53,900	0	53,900
<b>Total Cost</b>	<b>7,300</b>	<b>0</b>	<b>0</b>	<b>48,025</b>	<b>7,875</b>	<b>0</b>	<b>0</b>	<b>55,900</b>	<b>0</b>	<b>63,200</b>
Debt Financing	7,300	0	0	48,025	7,875	0	0	55,900	0	63,200
<b>Total Financing</b>	<b>7,300</b>	<b>0</b>	<b>0</b>	<b>48,025</b>	<b>7,875</b>	<b>0</b>	<b>0</b>	<b>55,900</b>	<b>0</b>	<b>63,200</b>

<b>Operating Impact (\$ in 1000s)</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>
Operations & Maintenance	0	0	0	0	55	57	112
Debt Service	0	0	258	1,931	5,024	5,076	12,289
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>258</b>	<b>1,931</b>	<b>5,079</b>	<b>5,133</b>	<b>12,401</b>

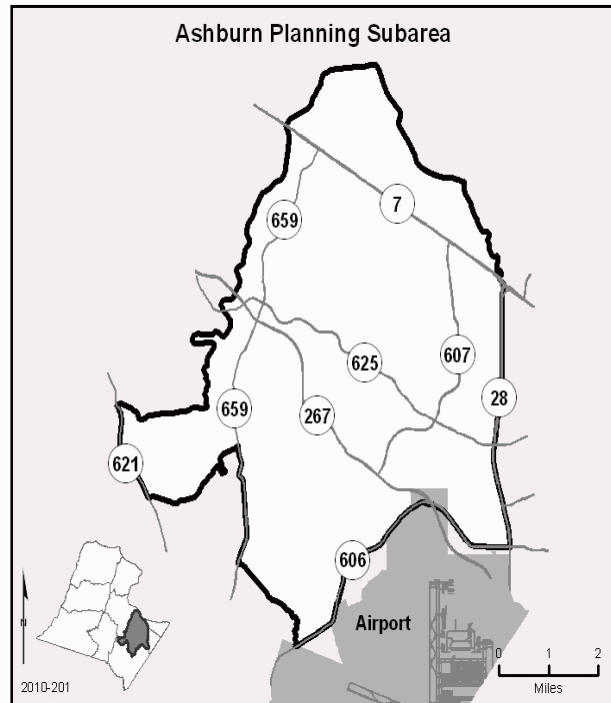


**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Ashburn Volunteer Fire and Rescue Renovation

### **Project Description**

During the FY 2014 budget deliberations, the Board of Supervisors voted to approve funding to contribute to the Ashburn Volunteer Fire Department to help with the renovation of their Fire Station. The Ashburn Volunteer Fire Company began the process to design and construct improvements and renovations to their existing Fire Station. The Board of Supervisors authorized \$3.65 million in general obligation bond funding to assist the Volunteer Fire Company to complete the renovations and capital improvements to their Station.



### **Funding**

This project is funded using general obligation bonds. The general obligation bond funding was previously authorized in a referendum for fire station renovations. No new bond funding will be issued for this project.

### **Operating Impact**

#### Operations & Maintenance

Operations and maintenance expenses will be the responsibility of the Ashburn Volunteer Fire Company.

#### Debt Service

Debt service is forecast to begin in FY 2015 and is estimated to total \$1.40 million during the six-year CIP planning period.

<b>Capital (\$ in 1000s)</b>	<b>Prior Alloc.</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>	<b>Future FY's</b>	<b>Project Total</b>
Payment to Regional Org	0	0	3,650	0	0	0	0	3,650	0	3,650
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>3,650</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,650</b>	<b>0</b>	<b>3,650</b>
GO Bonds	0	0	3,650	0	0	0	0	3,650	0	3,650
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>3,650</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,650</b>	<b>0</b>	<b>3,650</b>

<b>Operating Impact (\$ in 1000s)</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>
Debt Service	0	0	368	353	349	335	1,405
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>368</b>	<b>353</b>	<b>349</b>	<b>335</b>	<b>1,405</b>





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Sterling Fire and Rescue Station Replacement

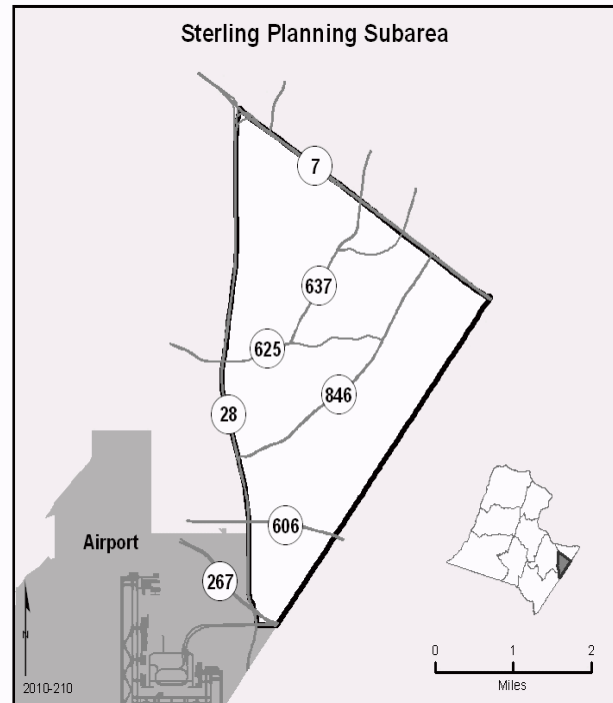
### Project Description

This project is part of the Sterling Public Facilities Master Plan initiated by the Board of Supervisors. The Master Plan studied the expansion of the Sterling Volunteer Fire and Rescue Station, the relocation of the Sterling Library to leased, storefront space in the Sterling community, and the renovation of the Sterling Community Center in its current location and expansion into the vacated Sterling Library space.

This project provides funding to acquire additional land, design and construct a new, 22,000 square foot replacement station for the Sterling Volunteer Fire and Rescue Companies.

The replacement station will be located on the site of the current Station owned by the Sterling Park Safety Center. The project requires the acquisition of an adjacent property to develop the required program for the new Station, and to provide enough space for Station parking to meet Zoning Ordinance requirements.

Design and land acquisition is scheduled to occur in FY 2015, with construction of the replacement station beginning in FY 2016.



### Funding

This project is funded using general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2014 referendum for voter approval.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses will be the responsibility of the Sterling Volunteer Fire and Rescue Companies.

#### Debt Service

Debt service is forecast to begin in FY 2016 and is estimated to total \$2.94 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	665	0	0	0	665	0	665
Purchase of Buildings	0	0	0	1,780	0	0	0	1,780	0	1,780
Furniture, Fixtures & Equip	0	0	0	0	280	0	0	280	0	280
Construction	0	0	0	0	10,167	0	0	10,167	0	10,167
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,445</b>	<b>10,447</b>	<b>0</b>	<b>0</b>	<b>12,892</b>	<b>0</b>	<b>12,892</b>
GO Bonds	0	0	0	2,445	10,447	0	0	12,892	0	12,892
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,445</b>	<b>10,447</b>	<b>0</b>	<b>0</b>	<b>12,892</b>	<b>0</b>	<b>12,892</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	0	0	306	1,334	1,299	2,939
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>306</b>	<b>1,334</b>	<b>1,299</b>	<b>2,939</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

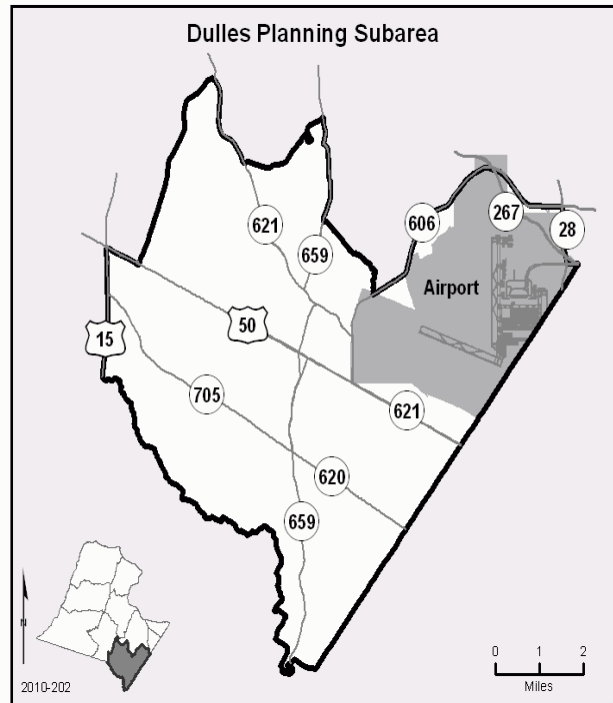
## Kirkpatrick Fire and Rescue Station

### Project Description

This project provides funding to design and construct a new Fire Station in the Dulles Planning Subarea of the County. The Station is planned to be located on a 5-acre site proffered to the County as part of the Kirkpatrick West rezoning (ZMAP-2002-0001).

The Station would be 13,000 to 15,000 square feet (depending on whether County career staff and volunteer companies co-locate in the same facility), on a site of up to 5-buildable acres. The facility will include apparatus bays, bunkroom facilities, a training/break room, restrooms, showers, food preparation and dining areas, laundry and decontamination areas, supply storage, a gear/hose drying area, a breathing apparatus air compressor room, fitness room, offices and a repair shop.

This project is planned to be funded with cash proffers and general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2015 referendum. Land will be acquired via proffer (Kirkpatrick West - ZMAP 2002-0001).



### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2018 and is estimated to total \$985,000 during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2016, and is estimated to total \$1 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	1,425	0	0	1,425	0	1,425
Furniture, Fixtures & Equip	0	0	0	0	0	2,200	0	2,200	0	2,200
Construction	0	0	0	0	0	8,320	0	8,320	0	8,320
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,425</b>	<b>10,520</b>	<b>0</b>	<b>11,945</b>	<b>0</b>	<b>11,945</b>
GO Bonds	0	0	0	0	1,425	10,405	0	11,830	0	11,830
Proffers (Cash)	0	0	0	0	0	115	0	115	0	115
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,425</b>	<b>10,520</b>	<b>0</b>	<b>11,945</b>	<b>0</b>	<b>11,945</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	0	0	985	985
Debt Service	0	0	0	36	140	876	1,052
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>36</b>	<b>140</b>	<b>1,861</b>	<b>2,037</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

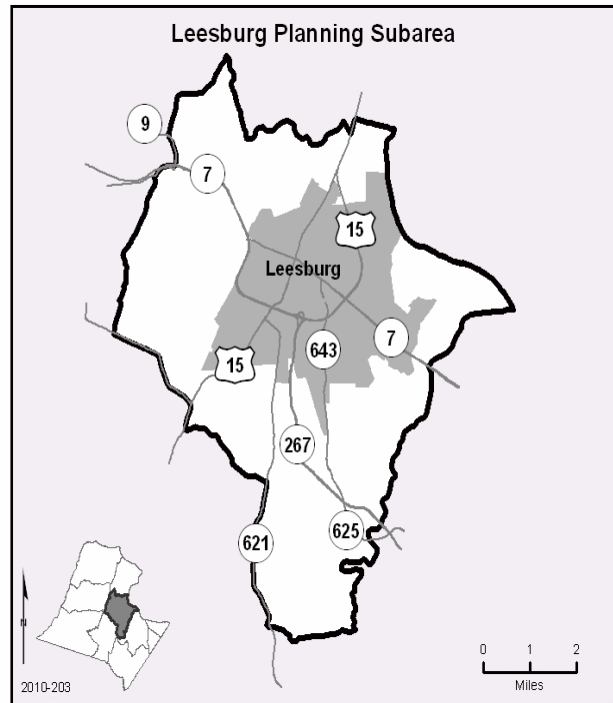
## Leesburg South Fire and Rescue Station

### **Project Description**

This project provides funding to construct a 13,000 to 15,000 square foot fire and rescue station at an appropriately zoned, five-acre site in the Leesburg Planning Subarea.

The fire station is planned to be co-located with the Public Safety Firing Range on a 19-acre site proffered to the County as part of the Leesburg West rezoning application, ZMAP-2008-0009. The site is located adjacent to the Dulles Greenway along Shreve Mill Road. The site will provide ready access to the area south of Leesburg via the Greenway and via Evergreen Mills, providing necessary incident coverage where a gap in service currently exists.

The facility would include apparatus bays, bunkroom facilities, a training/break room, restrooms, showers, food preparation/dining areas, laundry and decontamination areas, supply storage, a gear/hose drying area, a breathing apparatus air compressor room, fitness room, offices, and a repair shop. A combination of career and volunteer staffing for the fire and rescue station is anticipated, with 24-hour, 7-day-a-week pumper, ambulance, and potential aerial truck coverage by career staff.



### **Funding**

This project is planned to be funded with local tax funding and general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2016 referendum.

### **Operating Impact**

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2018 and is estimated to total \$985,000 during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2016 and is estimated to total \$1.19 million during the six-year CIP planning period.

<b>Capital (\$ in 1000s)</b>	<b>Prior Alloc.</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>	<b>Future FY's</b>	<b>Project Total</b>
Professional Services	0	0	0	0	1,480	0	0	1,480	0	1,480
Furniture, Fixtures & Equip	0	0	0	0	0	1,160	0	1,160	0	1,160
Construction	0	0	0	0	0	9,780	0	9,780	0	9,780
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,480</b>	<b>10,940</b>	<b>0</b>	<b>12,420</b>	<b>0</b>	<b>12,420</b>
GO Bonds	0	0	0	0	0	10,940	0	10,940	0	10,940
Local Tax Funding	0	0	0	0	1,480	0	0	1,480	0	1,480
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,480</b>	<b>10,940</b>	<b>0</b>	<b>12,420</b>	<b>0</b>	<b>12,420</b>

<b>Operating Impact (\$ in 1000s)</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>
Operations & Maintenance	0	0	0	0	0	985	985
Debt Service	0	0	0	36	140	1,010	1,186
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>36</b>	<b>140</b>	<b>1,995</b>	<b>2,171</b>



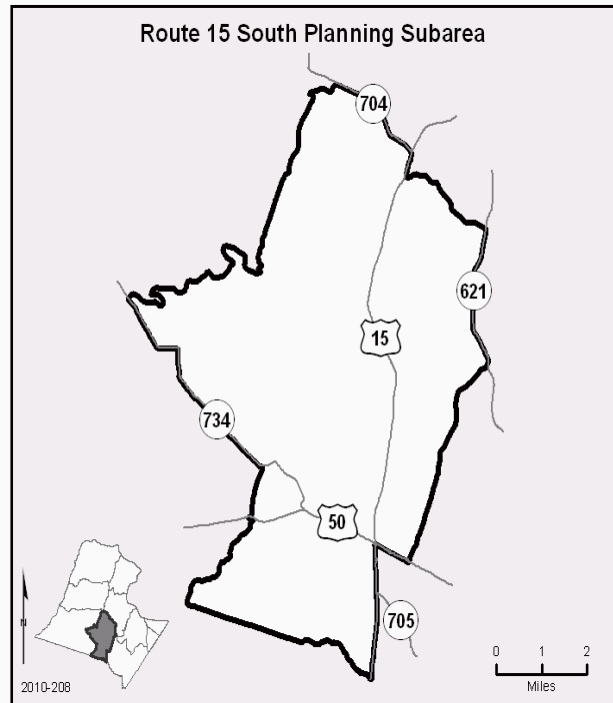
**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Aldie Fire and Rescue Station

### **Project Description**

The Board of Supervisors decision to pursue another site for the Aldie Fire and Rescue Station requires additional funding to acquire a new site for the Station, funding for any land use applications (Special Exception or Rezoning) that may be required, site development costs, renovations to the existing Station, and cost increases above the current budget related to project delays and inflation.

The Board of Supervisors is currently reviewing land sites in the Aldie area to locate this facility.



### **Funding**

This supplemental funding for the Aldie Fire and Rescue Station is funded using fund balance.

### **Operating Impact**

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2016 and are estimated to total \$2.85 million during the six-year CIP planning period.

#### Debt Service

This project is funded using fund balance; no debt service expense will be incurred during the six-year CIP planning period.

<b>Capital</b>	<b>(\$ in 1000s)</b>	<b>Prior Alloc.</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>	<b>Future FY's</b>	<b>Project Total</b>
Construction		9,505	0	3,605	0	0	0	0	3,605	0	13,110
<b>Total Cost</b>		<b>9,505</b>	<b>0</b>	<b>3,605</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,605</b>	<b>0</b>	<b>13,110</b>
GO Bonds		9,505	0	0	0	0	0	0	0	0	9,505
Fund Balance		0	0	3,605	0	0	0	0	3,605	0	3,605
<b>Total Financing</b>		<b>9,505</b>	<b>0</b>	<b>3,605</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,605</b>	<b>0</b>	<b>13,110</b>

<b>Operating Impact (\$ in 1000s)</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>
Operations & Maintenance	0	0	0	915	950	985	2,850
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>915</b>	<b>950</b>	<b>985</b>	<b>2,850</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

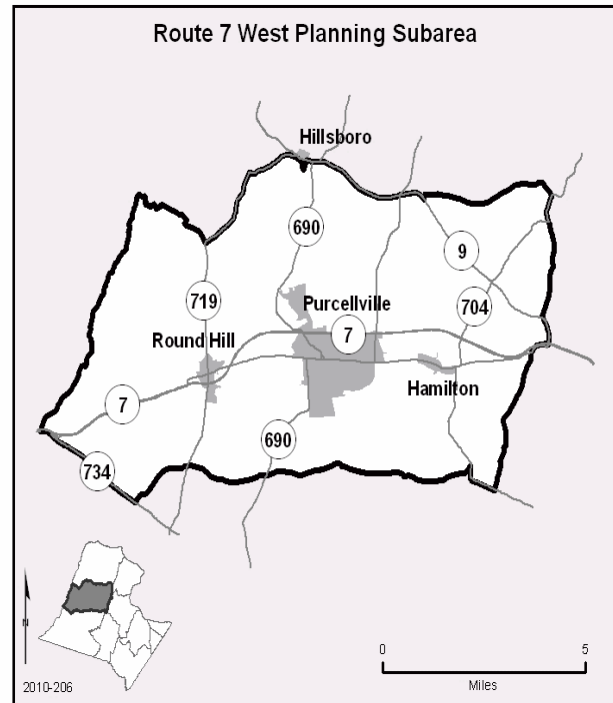
## Round Hill Fire Station Replacement

### Project Description

The FY 2011-2016 Adopted CIP provided funding to renovate the Lucketts and Round Hill Fire Stations at their existing locations. Subsequent studies of the facilities revealed that the current Station locations and condition of the buildings do not provide the necessary space or functionality to provide the full array for Fire and Rescue services required.

This project provides funding to acquire a new site, design, and construct a new Round Hill Fire Station in the Route 7 West Planning Subarea of the County, in the vicinity of the Town of Round Hill, for Round Hill Fire and Rescue Company #4.

The Station would be 13,000 to 15,000 square feet on a site of up to 5-buildable acres. The facility will include apparatus bays, bunkroom facilities, a training/ break room, restrooms, showers, food preparation and dining areas, laundry and decontamination areas, supply storage, a gear/hose drying area, a breathing apparatus air compressor room, fitness room, offices and a repair shop.



### Funding

This project is planned to be funded using general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2016 referendum.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in a future fiscal year; no operational expense will be incurred during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2018 and is estimated to total \$152,000 during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	1,540	0	1,540	0	1,540
Furniture, Fixtures & Equip	0	0	0	0	0	0	1,210	1,210	0	1,210
Construction	0	0	0	0	0	0	10,170	10,170	0	10,170
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,540</b>	<b>11,380</b>	<b>12,920</b>	<b>0</b>	<b>12,920</b>
GO Bonds	0	0	0	0	0	1,540	11,380	12,920	0	12,920
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,540</b>	<b>11,380</b>	<b>12,920</b>	<b>0</b>	<b>12,920</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	0	0	0	0	152	152
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>152</b>	<b>152</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Lucketts Fire Station Replacement

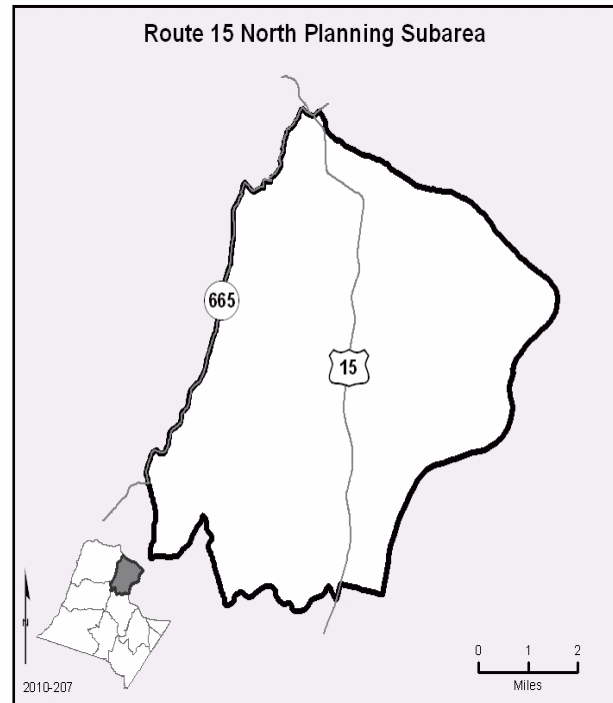
### **Project Description**

The FY 2011-2016 Adopted CIP provided funding to renovate the Lucketts and Round Hill Fire Stations at their existing locations. Subsequent studies of the facilities revealed that the current Station locations and condition of the buildings did not provide the necessary space or functionality to provide the full array for Fire and Rescue services required at the current facilities.

This project provides funding to acquire a new site, design and construct a new Lucketts Fire Station in the Route 15 North Planning Subarea of the County, in the vicinity of the Village of Lucketts, for Lucketts Fire and Rescue Company #10.

The Station would be 13,000 to 15,000 square feet (depending on whether County career staff and volunteer companies co-locate in the same facility), on a site of up to 5-buildable acres. The facility will include apparatus bays, bunkroom facilities, a training/break room, restrooms, showers, food preparation and dining areas, laundry and decontamination areas, supply storage, a gear/hose drying area, a breathing apparatus air compressor room, fitness room, offices and a repair shop.

Funding for land acquisition for this fire station replacement was provided in FY 2013 in the Land Acquisition Fund.



### **Funding**

This project is funded using general obligation bond financing. The general obligation bonds will be scheduled for placement on the November 2013 referendum.

### **Operating Impact**

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2016 and are estimated to total \$2.85 million during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2015 and is estimated to total \$3.70 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	1,370	0	0	0	0	1,370	0	1,370
Furniture, Fixtures & Equip	0	0	0	2,200	0	0	0	2,200	0	2,200
Construction	0	0	0	7,920	0	0	0	7,920	0	7,920
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>1,370</b>	<b>10,120</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,490</b>	<b>0</b>	<b>11,490</b>
GO Bonds	0	0	1,370	10,120	0	0	0	11,490	0	11,490
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>1,370</b>	<b>10,120</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,490</b>	<b>0</b>	<b>11,490</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	915	950	985	2,850
Debt Service	0	0	155	780	1,406	1,363	3,704
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>155</b>	<b>1,695</b>	<b>2,356</b>	<b>2,348</b>	<b>6,554</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Fire/Rescue Training Prop Lots

### Project Description

The Board of Supervisors adopted the 20-Year Fire and Rescue System Service Plan on December 6, 2005. The plan included a non-station facility needs assessment and proposed the development of a public safety training facility that included incident training prop lots. This project provides for the construction of four prop lots, and the procurement of essential training props, to simulate a range of potential threats or emergencies.

These prop lots will provide a safe, realistic and effective environment for public safety personnel to train in the efficient response to, and mitigation of, difficult and dangerous events. The following prop lots will be developed at the County-owned Government Support Center site in the Leesburg Planning Subarea:

Flashover/Personnel Safety/Emergency Vehicle Operations Prop Lot:

These props will allow training in fire behavior and "flashover" characteristics, efficient and successful fire suppression tactics, and recognition of conditions that predict imminent building collapse.

Hazardous Material (HAZMAT)/Transportation Emergencies Prop Lot:

These props will allow training in the management of a range of hazardous material and transportation related emergencies. Lot elements include chemical vessel mock-ups and a propane vehicle training prop.

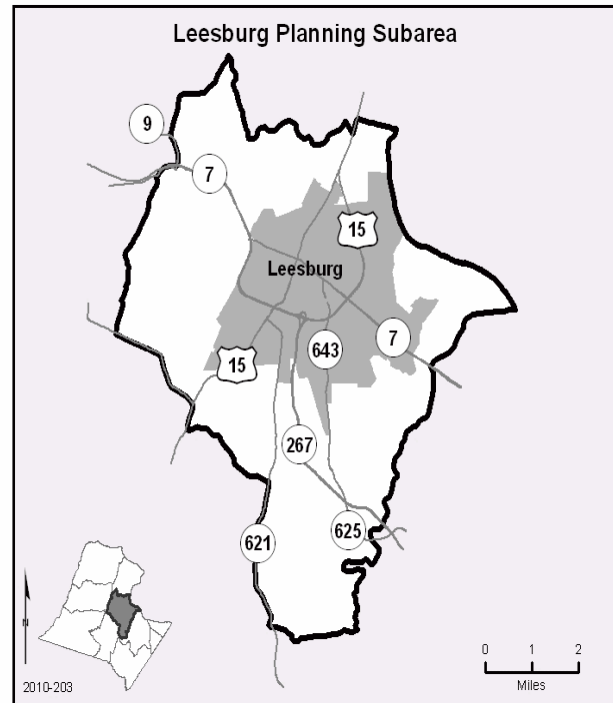
Light Rail Prop Lot:

Staff is working with the Washington Metropolitan Area Transit Authority (WMATA) to ensure the development of an effectively designed training program for response to Metro related emergencies. Lot elements include retired railcars and decommissioned track/rail controls.

Utility/Infrastructure Emergencies Prop Lot:

These props will allow training in mitigating utility and infrastructure construction-related emergencies. Lot elements include electrical and gas line props and trench and confined space props for simulation of storm water and utility structures.

Allocated funds will also be used to improve existing training prop lot conditions to ensure on-going compliance with regulations governing environmental protection.



### Funding

This project is funded using cash proffers.

### Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2014, and are estimated to total \$90,000 during the six-year CIP planning period.

Debt Service

This project is funded with cash proffers; no debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	100	0	0	0	0	0	0	0	0	100
Construction	1,115	350	0	0	0	0	0	350	0	1,465
<b>Total Cost</b>	<b>1,215</b>	<b>350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350</b>	<b>0</b>	<b>1,565</b>
Proffers (Cash)	1,215	350	0	0	0	0	0	350	0	1,565
<b>Total Financing</b>	<b>1,215</b>	<b>350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350</b>	<b>0</b>	<b>1,565</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	16	17	18	19	20	90
<b>Total Impact</b>	<b>0</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>	<b>90</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Fire and Rescue Capital Apparatus

### Project Description

This project provides for the procurement of fire and rescue ambulances and heavy apparatus for the combined fire and rescue system. This project also provides for County contributions toward volunteer department purchases, where the volunteer department may or may not hold title, depending on the percentage of the County's contribution towards the purchase. Capital vehicle ownership involves providing apparatus repair and maintenance, and is determined by Loudoun County Fire and Rescue System guidelines.

#### Fire and Rescue Capital Apparatus FY 2013 Procurement:

##### County System

Engine	Dulles South	\$791,000
Engine	System Reserve	\$791,000
Ambulance	System Reserve	\$303,000
Ambulance	Hamilton	\$303,000
Brush Truck	Western Loudoun	\$180,000

##### Volunteer System

Ambulance	Purcellville (40% funding)	\$77,000
Tanker	Arcola (59% funding)	\$304,680

**FY 2013 Total** **\$2,749,680**

#### Fire and Rescue Capital Apparatus FY 2014 Procurement Schedule:

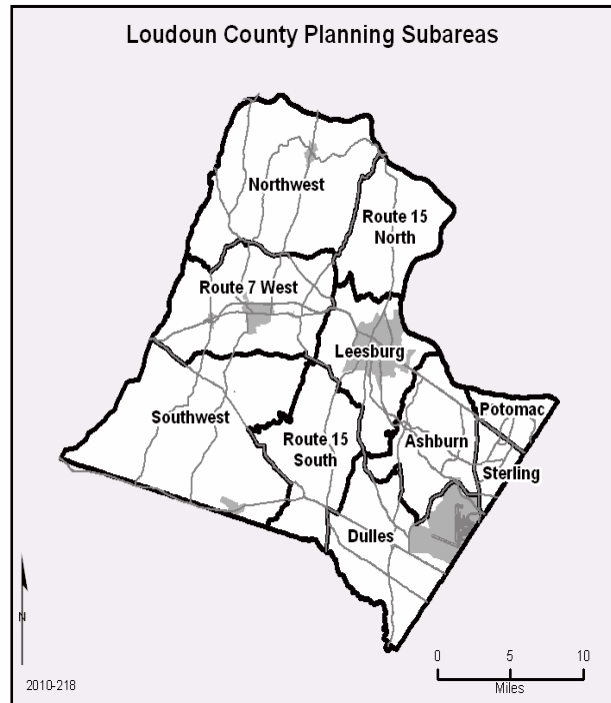
##### County System

Ambulance	Middleburg	\$325,000
Ambulance	Round Hill	\$325,000
Ambulance	System Reserve	\$325,000
Pumper	System Reserve	\$795,000

##### Volunteer System

Pumpers (2)	Ashburn (59% funding)	\$750,000
Ambulance	Sterling (59% funding)	\$165,000

**FY 2014 Total** **\$2,685,000**



### Funding

This project is funded with general obligation bonds. The bond financing required in FY 2014 will be scheduled for placement on the November 2013 referendum.

### Operating Impact

#### Operations & Maintenance

Operating impacts include projections for apparatus depreciation/sinking fund and maintenance costs associated with the procurement of new County-owned fire apparatus during the six-year CIP planning period.

#### Debt Service

Debt service for FY 2013 - FY 2018 capital apparatus procurement is forecast to begin in FY 2014 and is estimated to total \$6.70 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Payment to Regional Org	4,758	0	0	0	0	0	0	0	0	4,758
Construction of Capital Vehicles	14,100	2,750	2,685	3,000	3,000	3,000	3,000	17,435	0	31,535
<b>Total Cost</b>	<b>18,858</b>	<b>2,750</b>	<b>2,685</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>17,435</b>	<b>0</b>	<b>36,293</b>
Debt Financing	12,858	0	0	0	0	0	0	0	0	12,858
GO Bonds	6,000	2,750	2,685	3,000	3,000	3,000	3,000	17,435	0	23,435
<b>Total Financing</b>	<b>18,858</b>	<b>2,750</b>	<b>2,685</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>17,435</b>	<b>0</b>	<b>36,293</b>
<b>Operating Impact (\$ in 1000s)</b>		<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>		
Operations & Maintenance		0	2,300	2,600	2,900	3,200	3,500	14,500		
Debt Service		0	67	740	1,475	1,920	2,500	6,702		
<b>Total Impact</b>		<b>0</b>	<b>2,367</b>	<b>3,340</b>	<b>4,375</b>	<b>5,120</b>	<b>6,000</b>	<b>21,202</b>		





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Adult Detention Center (Phase III)

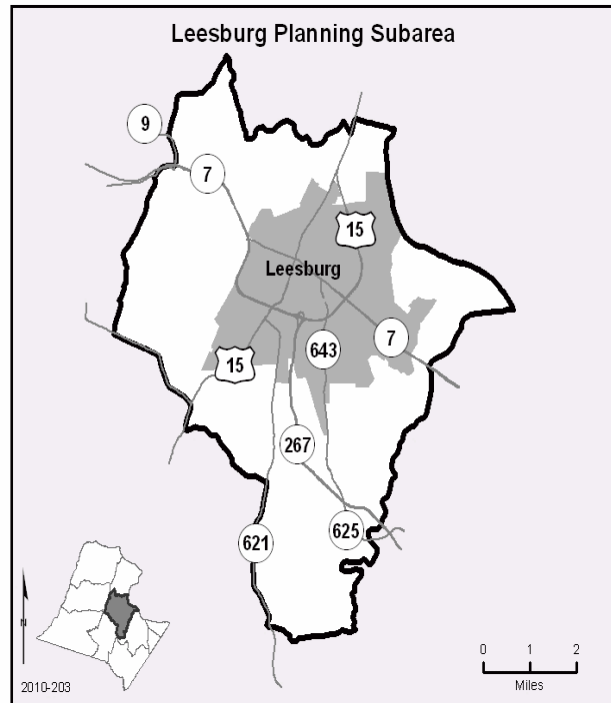
### Project Description

This project provides funding for the construction of Phase III of the Adult Detention Center (ADC).

Phase I of the ADC, an 84,000 square-foot facility which accommodates an inmate population of 220, opened in July of 2007. The facility includes administrative space for magistrates and ADC personnel. ADC program space includes inmate housing, outside and inside exercise areas, intake, counseling, medical and kitchen facilities, interview and visiting rooms, and detention administration. Phase I was completed with an appropriated budget of \$29,040,000.

Phase II of the ADC, an expansion of 124,000 square feet, accommodates an additional 240 inmates. This phase was completed with an appropriated budget of \$66,410,000.

Phase III of the ADC is an expansion to the current facility of 160,000 square feet, accommodating an additional 416 inmates. The CIP provides \$250,000 in FY 2015 to conduct a study with the State to determine the appropriate size and programming to be provided in Phase III. This study will impact the final scope of the Phase III addition, which would begin design in FY 2018.



### Funding

Prior appropriations for this project were funded with local tax funding, state grant revenues and debt financing. Phase III is planned to be funded with debt financing. The State study is planned to be funded using local tax funding.

### Operating Impact

#### Operations & Maintenance

This project will be completed in a future fiscal year; no operations or maintenance expense will be incurred during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2018 and is estimated to total \$178,000 during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	5,825	0	0	250	0	0	14,700	14,950	0	20,775
Furniture, Fixtures & Equip	5,355	0	0	0	0	0	0	0	4,080	9,435
Construction	84,270	0	0	0	0	0	0	0	102,000	186,270
<b>Total Cost</b>	<b>95,450</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>14,700</b>	<b>14,950</b>	<b>106,080</b>	<b>216,480</b>
Debt Financing	80,555	0	0	0	0	0	14,700	14,700	106,080	201,335
Local Tax Funding	965	0	0	250	0	0	0	250	0	1,215
State Grant Program	13,930	0	0	0	0	0	0	0	0	13,930
<b>Total Financing</b>	<b>95,450</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>14,700</b>	<b>14,950</b>	<b>106,080</b>	<b>216,480</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	0	0	0	0	178	178
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>178</b>	<b>178</b>



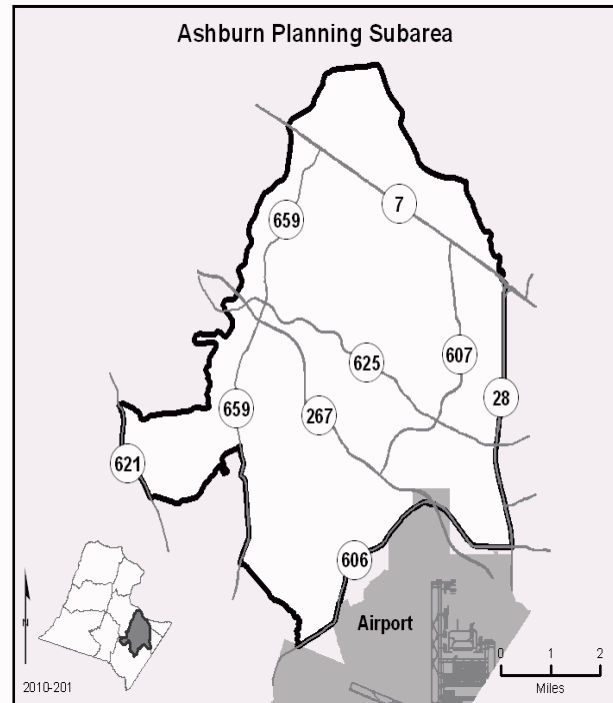
**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Ashburn Sheriff Station

### Project Description

This project provides funding to construct a Sheriff's Station on an appropriately zoned site of up to 5 acres in the Ashburn Planning Subarea. The Station is approximately 18,000 square-feet, and will include offices, a workroom, interview rooms, processing areas, evidence storage, and equipment storage.

In FY 2009, the Loudoun County Board of Supervisors amended the capital plan by eliminating planned Sheriff's Office space in the Brambleton Public Safety Center. In consultation with the Sheriff's Office, staff developed a plan to place a Sheriff's Station in Ashburn located north of the Dulles Greenway and south of Route 7, to provide direct services in proximity to the Ashburn area's highest population densities and call volumes. The County purchased land for the site in December of 2012 in the One Loudoun development. Design of the Station is scheduled to commence in FY 2013, with construction commencing in FY 2014.



### Funding

Design and construction expenses for this project are funded using cash proffers.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2015 and are estimated to total \$7.74 million during the six-year CIP planning period.

#### Debt Service

This project is funded using cash proffers; no debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	1,330	0	0	0	0	0	1,330	0	1,330
Furniture, Fixtures & Equip	0	0	840	0	0	0	0	840	0	840
Construction	0	0	7,000	0	0	0	0	7,000	0	7,000
<b>Total Cost</b>	<b>0</b>	<b>1,330</b>	<b>7,840</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,170</b>	<b>0</b>	<b>9,170</b>
Proffers (Cash)	0	1,330	7,840	0	0	0	0	9,170	0	9,170
<b>Total Financing</b>	<b>0</b>	<b>1,330</b>	<b>7,840</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,170</b>	<b>0</b>	<b>9,170</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	1,820	1,895	1,970	2,050	7,735
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>1,820</b>	<b>1,895</b>	<b>1,970</b>	<b>2,050</b>	<b>7,735</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Public Safety and General Government Office Center

### Project Description

This project provides funding for the interior build-out and renovation of 140,000 square feet of Public Safety and General Government Office space acquired by the County in FY 2011 at 801 and 803 Sycolin Road. This combined facility will house multiple General Government office space components: the Emergency Communications Center (ECC/E-911), the Emergency Operations Center (EOC), Fire and Rescue Administration, Sheriff's Administration, and the Department of General Services' offices.

The Loudoun County Emergency Communications Center (ECC) serves as the county's public safety first point of contact for fire, rescue and police incidents, using the county's Enhanced-911 (E-911) and Computer Aided Dispatch system. The ECC operates 24 hours a day, 7 days per week. Emergency and non-emergency fire and rescue calls are processed, and police-related calls are transferred to the appropriate law enforcement agency from the ECC. A combined ECC and EOC are planned in this facility due to a common need for hardened facilities, robust telecommunications/data infrastructure, redundancy of power supply, and ability to share support spaces.

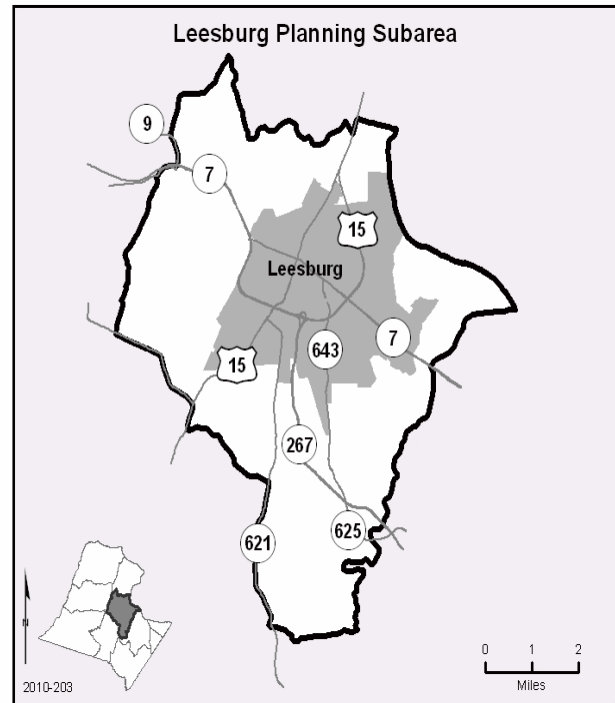
The Fire and Rescue Administration portion of this facility is planned to house the Department's central administrative and support functions.

The Sheriff's Administration Center portion of this facility is planned to house the Sheriff's administrative functions, including budget, human resources, and planning, as well as the Criminal Investigations Division, Special Operations Division and the Administrative/Technical Services Division.

The General Government component of the facility will provide office space for the Department of General Services and some general government agencies that are currently operating in leased space throughout the County.

Design studies are currently underway to appropriately program the space and plan for the interior build out for these facilities.

The 803 Sycolin Road building construction phase is nearing completion with Sheriff's Office occupancy scheduled for the Summer of 2013.



### Funding

This project is funded using debt financing.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are currently accounted for in the departmental budgets for the County Sheriff, Fire, Rescue and Emergency Management Services, and the Department of General Services.

#### Debt Service

Debt service is forecast to begin in FY 2014 and is estimated to total \$1.84 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Purchase of Buildings	25,000	0	0	0	0	0	0	0	0	25,000
Furniture, Fixtures & Equip	1,000	0	0	0	0	0	0	0	0	1,000
Construction	4,000	5,000	0	0	0	0	0	5,000	0	9,000
<b>Total Cost</b>	<b>30,000</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>0</b>	<b>35,000</b>
Debt Financing	30,000	5,000	0	0	0	0	0	5,000	0	35,000
<b>Total Financing</b>	<b>30,000</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>0</b>	<b>35,000</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	88	371	448	474	461	1,842
<b>Total Impact</b>	<b>0</b>	<b>88</b>	<b>371</b>	<b>448</b>	<b>474</b>	<b>461</b>	<b>1,842</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Juvenile Probation Residence

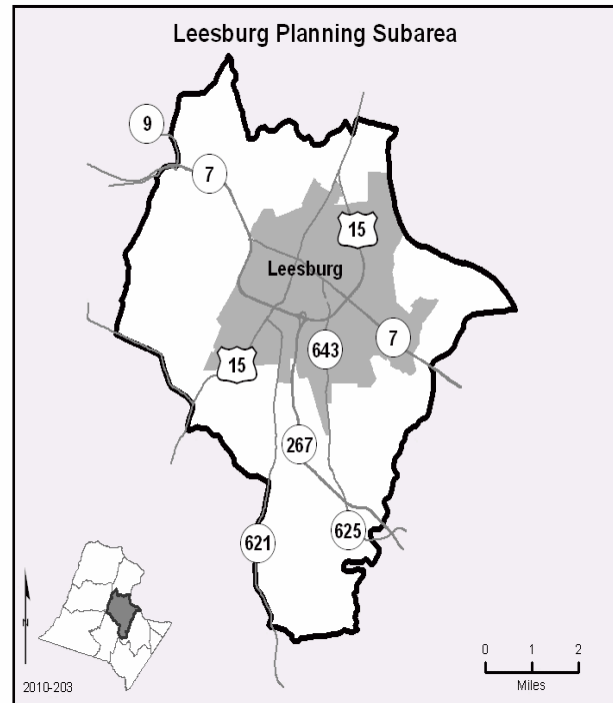
### Project Description

This project provides funding for the construction of an 8,800 square foot Juvenile Probation Residence to serve 12 court-ordered juveniles, ages 14 to 18. The probation residence is a 24-hour, community-based residential program. The release of a juvenile to a residential program does not constitute a danger to the person or property of others in a community setting. It is a staff-secured facility, not a locked facility. Some services will be provided on-site (e.g. meals), while others (e.g. education) may be provided off-site. Residents may be convicted of serious delinquent acts, but are not an immediate threat to the public.

This facility will be constructed on a minimum two-acre site of appropriately zoned land. The desired location would be in the Leesburg Planning Subarea, preferably near the Juvenile Detention Center and Youth Shelter. Construction will comply with State standards for residential facilities.

### Current Status

Potential sites for this facility are being considered as part of the Government Support Center Master Plan, which is in Special Exception review.



### Funding

This project is funded using local tax funding.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2017 and are estimated to total \$3.82 million during the six-year CIP planning period.

#### Debt Service

This project is funded using local tax funding; no debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	770	0	0	0	770	0	770
Furniture, Fixtures & Equip	0	0	0	0	300	0	0	300	0	300
Construction	0	0	0	0	5,100	0	0	5,100	0	5,100
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>770</b>	<b>5,400</b>	<b>0</b>	<b>0</b>	<b>6,170</b>	<b>0</b>	<b>6,170</b>
Local Tax Funding	0	0	0	770	5,400	0	0	6,170	0	6,170
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>770</b>	<b>5,400</b>	<b>0</b>	<b>0</b>	<b>6,170</b>	<b>0</b>	<b>6,170</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	0	1,875	1,950	3,825
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,875</b>	<b>1,950</b>	<b>3,825</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

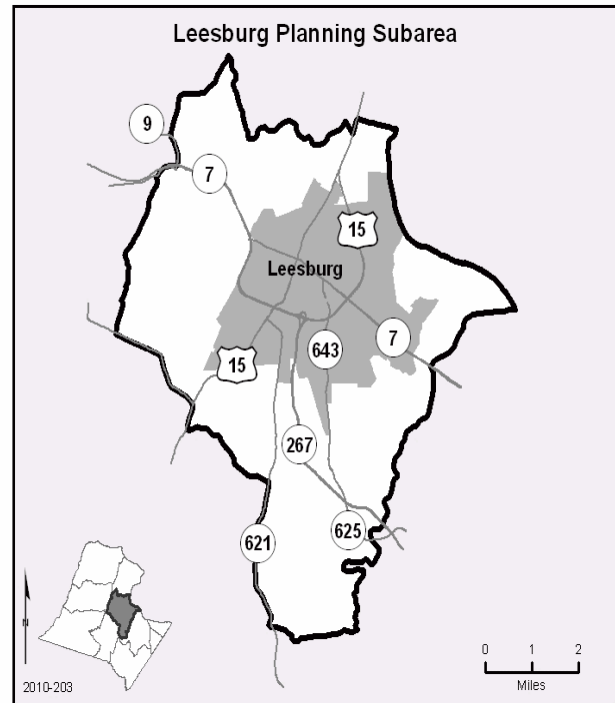
## Juvenile Detention Center Phase II

### Project Description

This project provides funding to construct an addition to the new Juvenile Detention Center located at the Government Support Center off of Sycolin Road in the Leesburg Planning Subarea. The addition will include additional bunk spaces, program areas, as well as a Juvenile Assessment Center.

The new Juvenile Detention Center project was originally proposed in the FY 2007-2012 CIP as an addition/renovation project to the existing 15,000 square-foot Juvenile Detention Center (JDC). In November 2006, the Board of Supervisors adopted a Public Safety Master Plan, which identified future expansion phases of the Adult Detention Center (ADC) that would encroach on the existing JDC facility. An alternative site for the new JDC has been identified in the Government Support Center Master Plan, which will construct a new Juvenile Detention Center to replace the existing facility. The Government Support Center Master Plan is currently under Special Exception review.

The JDC is a secure residential program for court-ordered juveniles between the ages of 11 and 17 who are awaiting court disposition. The final concept of the JDC, which has been approved by the Virginia Department of Juvenile Justice, meets state requirements for construction of this type of facility. The JDC is managed by the Department of Family Services.



### Funding

This project is planned to be funded with debt financing.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are estimated to begin in a future fiscal year. No operational expenses will be incurred during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2018 and is estimated to total \$1.61 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	0	0	0	0	0	550	550	0	550
Construction of Additions to Bldgs	0	0	0	0	0	0	3,000	3,000	0	3,000
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,550</b>	<b>3,550</b>	<b>0</b>	<b>3,550</b>
Debt Financing	0	0	0	0	0	0	3,550	3,550	0	3,550
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,550</b>	<b>3,550</b>	<b>0</b>	<b>3,550</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	0	0	0	540	1,073	1,613
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>540</b>	<b>1,073</b>	<b>1,613</b>



# **COUNTY CAPITAL PROJECTS**

## **HEALTH AND WELFARE**



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

Capital Improvement Program by Functional Area  
Schedule of Appropriations

Capital (\$ in 1000s)	Prior To Date	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	CIP Total
<b>Health and Welfare</b>										
<b>Projects</b>										
MHSADS Group Residence	120	0	0	2,370	0	0	0	2,370	0	2,490
Developmental Services Group Residences	0	0	0	1,505	0	1,625	0	3,130	0	3,130
Mental Health Group Residence	0	0	0	0	0	0	1,695	1,695	0	1,695
Emergency Homeless Shelter	0	0	0	0	0	0	670	670	4,830	5,500
Adolescent Independent Living Residence	0	0	0	0	0	1,255	9,345	10,600	0	10,600
Youth Shelter Renovation	0	0	0	1,000	0	0	0	1,000	0	1,000
Budgetary Cost	120	0	0	4,875	0	2,880	11,710	19,465	4,830	24,415
<b>Funding Source</b>										
Debt Financing	0	0	0	3,875	0	2,880	11,710	18,465	4,830	23,295
Local Tax Funding	120	0	0	1,000	0	0	0	1,000	0	1,120
Total Funding Source	120	0	0	4,875	0	2,880	11,710	19,465	4,830	24,415





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## MHSADS Group Residence

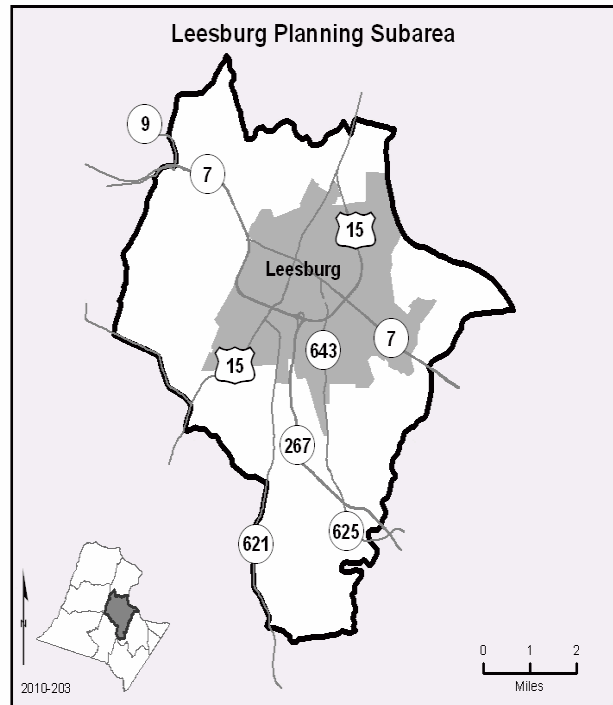
### Project Description

This project provides for the construction of a 3,500 square-foot residence with staff office space to serve eight clients. The needs of some clients cannot be met in a typical group home/residential setting, due to physical or mental needs and/or aging. This residence will provide services for individuals requiring a higher level of care and support than available in the County's existing residential settings. Services provided would include personal care, including assistance with dressing, bathing and personal hygiene; nursing and medical care, including medications administered by licensed professionals according to physician order, skilled nursing care, and physician services; physical, occupational and speech therapies as needed; and activities, including crafts, exercise, movies, games, community outings and religious services.

The Department of Mental Health, Substance Abuse and Developmental Services will manage this facility.

### Current Status

This facility is planned to be located at the County Government Support Center and is included as part of the Government Support Center Master Plan.



### Funding

This project is funded using debt financing.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2016 and are estimated to total \$480,000 during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2016 and is estimated to total \$733,000 during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	120	0	0	0	0	0	0	0	0	120
Furniture, Fixtures & Equip	0	0	0	250	0	0	0	250	0	250
Construction	0	0	0	2,120	0	0	0	2,120	0	2,120
<b>Total Cost</b>	<b>120</b>	<b>0</b>	<b>0</b>	<b>2,370</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,370</b>	<b>0</b>	<b>2,490</b>
Debt Financing	0	0	0	2,370	0	0	0	2,370	0	2,370
Local Tax Funding	120	0	0	0	0	0	0	0	0	120
<b>Total Financing</b>	<b>120</b>	<b>0</b>	<b>0</b>	<b>2,370</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,370</b>	<b>0</b>	<b>2,490</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	155	160	165	480
Debt Service	0	0	0	236	252	245	733
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>391</b>	<b>412</b>	<b>410</b>	<b>1,213</b>



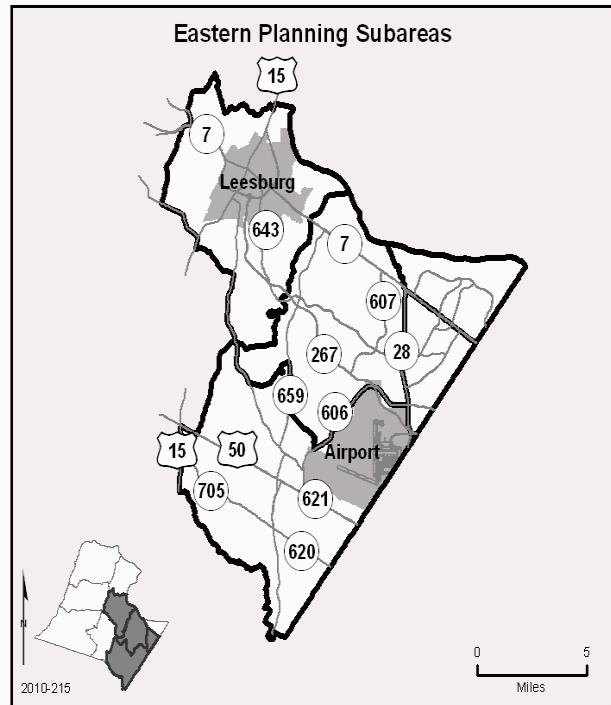
**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Developmental Services Group Residences

### Project Description

The Department of Mental Health, Substance Abuse and Developmental Services' Residential Services Division provides long term residential support including training, supervision and individualized assistance with daily living and community access. The residential group home system is a mix of County owned and operated and private vendor operated residences. The group home team develops and implements a person centered support plan with input from the individual resident, family and/or guardian and friends, while providing coordination of all medical, behavioral, mental health and therapeutic services as needed. Each program is operated 24 hours a day, 7 days a week. Much of the funding for the residential group home system comes from the Medicaid Home and Community Based Waiver program.

This project involves the purchase of two, 3,400 square foot, four bedroom, barrier-free residences, i.e. rambler/ranch-style houses in eastern Loudoun in FY 2015 and FY 2017 respectively. Each residential facility is planned to serve four clients and will include associated staff office space. This would be a County owned residence but some client services are proposed to be contracted to a private vendor.



### Funding

This project is funded using debt financing.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2016 and are estimated to total \$645,000 during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2016 and is estimated to total \$639,000 during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	0	0	305	0	315	0	620	0	620
Facilities Purchase	0	0	0	1,200	0	1,310	0	2,510	0	2,510
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,505</b>	<b>0</b>	<b>1,625</b>	<b>0</b>	<b>3,130</b>	<b>0</b>	<b>3,130</b>
Debt Financing	0	0	0	1,505	0	1,625	0	3,130	0	3,130
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,505</b>	<b>0</b>	<b>1,625</b>	<b>0</b>	<b>3,130</b>	<b>0</b>	<b>3,130</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	155	160	330	645
Debt Service	0	0	0	150	187	302	639
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>305</b>	<b>347</b>	<b>632</b>	<b>1,284</b>



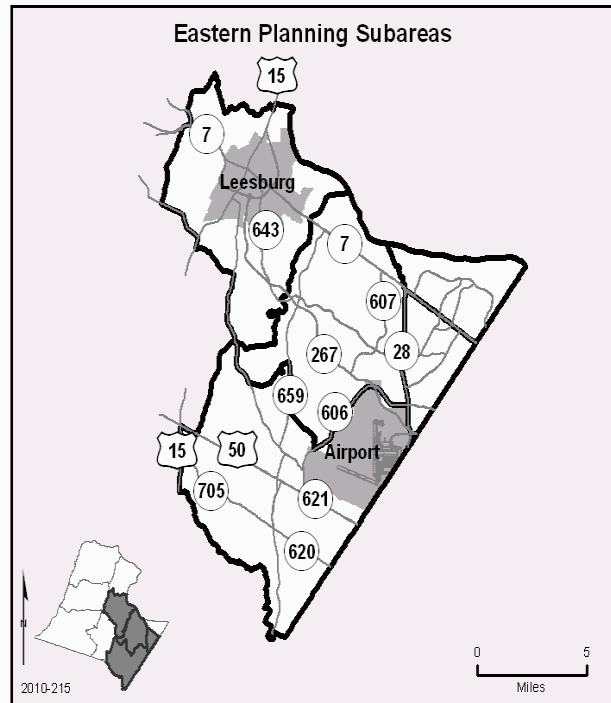
**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Mental Health Group Residence

### Project Description

The Department of Mental Health, Substance Abuse and Developmental Services' Residential Services Division provides long term residential supports including training, supervision and individualized assistance with daily living and community access. The residential group home system is a mix of County owned and operated and private vendor operated residences. The group home team develops and implements an individualized service plan with input from the individual resident, family and/or guardian and friends, while providing coordination of all medical, behavioral, mental health and therapeutic services as needed. Each program is operated 24 hours a day, 7 days a week.

This project involves the purchase of a single level, 3,400 square foot, four bedroom house in Eastern Loudoun to serve four clients with associated staff office space. The operation of this home is proposed to be contracted to a private vendor.



### Funding

This project is funded using debt financing.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in future fiscal years. No operational expense will be incurred for this project during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2018 and is estimated to total \$42,000 during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	205	205	0	205
Furniture, Fixtures & Equip	0	0	0	0	0	0	125	125	0	125
Facilities Purchase	0	0	0	0	0	0	1,365	1,365	0	1,365
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,695</b>	<b>1,695</b>	<b>0</b>	<b>1,695</b>
Debt Financing	0	0	0	0	0	0	1,695	1,695	0	1,695
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,695</b>	<b>1,695</b>	<b>0</b>	<b>1,695</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	0	0	0	0	42	42
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42</b>	<b>42</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

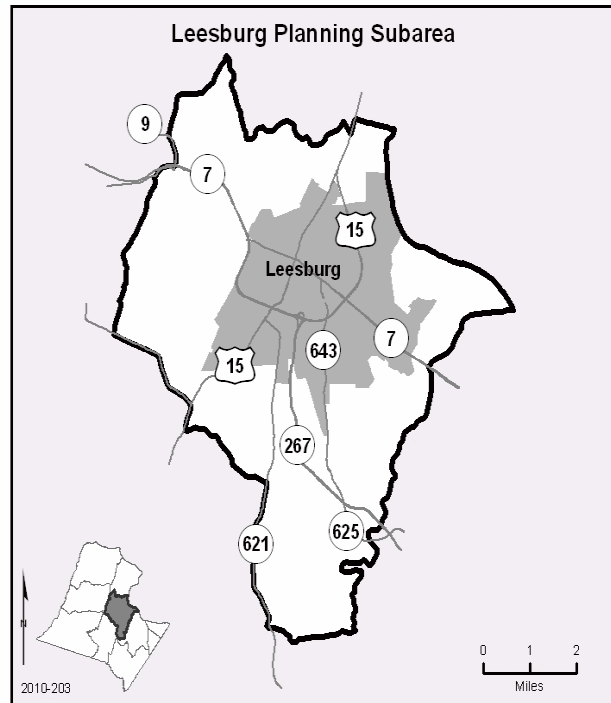
## Emergency Homeless Shelter

### Project Description

This project provides for the construction of a 9,000 square foot Emergency Homeless Shelter at the Government Support Center site in Leesburg. The facility will contain eight apartments to accommodate one family, or up to four individuals. The facility will also include a shared living/dining area, kitchen, office space, laundry room, indoor/outdoor play area and restrooms.

The shelter will provide temporary emergency housing for homeless persons for up to 89 days, and provide assistance with the identification of more permanent housing.

The facility will be operated by the Department of Family Services.



### Funding

This project is planned to be funded with debt financing.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in future fiscal years. No operational expense will be incurred during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in a future fiscal year; no debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	670	670	0	670
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	275	275
Construction	0	0	0	0	0	0	0	0	4,555	4,555
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>670</b>	<b>670</b>	<b>4,830</b>	<b>5,500</b>
Debt Financing	0	0	0	0	0	0	670	670	4,830	670
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>670</b>	<b>670</b>	<b>4,830</b>	<b>5,500</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

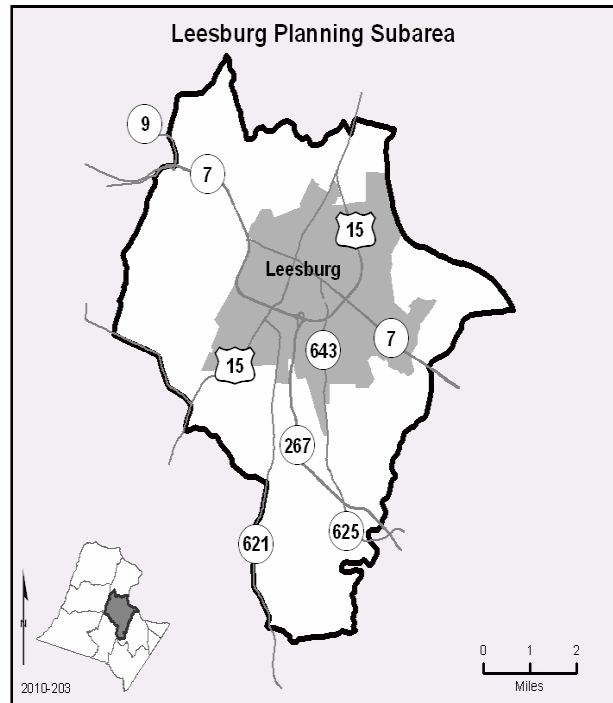
## Adolescent Independent Living Residence

### Project Description

This project provides for the construction of a 14,900 square-foot building with office space and a 12-bed capacity to serve homeless youth, ages 16 to 21, who have no realistic expectation of returning to their home environment. The office area will house several ancillary services, currently located in leased space, that would be used by residents as well as non-residents.

The program will place an emphasis on preparing youth for living independently within the community. The program will address key areas such as: housing, vocational/educational services, independent living skills, and/or community networking. It is anticipated that youth participating in this program will be referred primarily from Foster Care, Young Parents Services, the Young Adults Project, and Family Connections.

The facility will be operated by the Department of Family Services and is proposed to be located at the County Government Support Center site in the Leesburg Planning Subarea off of Sycolin Road.



### Funding

This project is planned to be funded with debt financing.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in a future fiscal year. No operations and maintenance expenses will be incurred during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2017 and is estimated to total \$270,000 during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	1,255	0	1,255	0	1,255
Furniture, Fixtures & Equip	0	0	0	0	0	0	345	345	0	345
Construction	0	0	0	0	0	0	9,000	9,000	0	9,000
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,255</b>	<b>9,345</b>	<b>10,600</b>	<b>0</b>	<b>10,600</b>
Debt Financing	0	0	0	0	0	1,255	9,345	10,600	0	10,600
Local Tax Funding	0	0	0	0	0	0	0	0	0	0
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,255</b>	<b>9,345</b>	<b>10,600</b>	<b>0</b>	<b>10,600</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	0	0	0	31	239	270
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31</b>	<b>239</b>	<b>270</b>



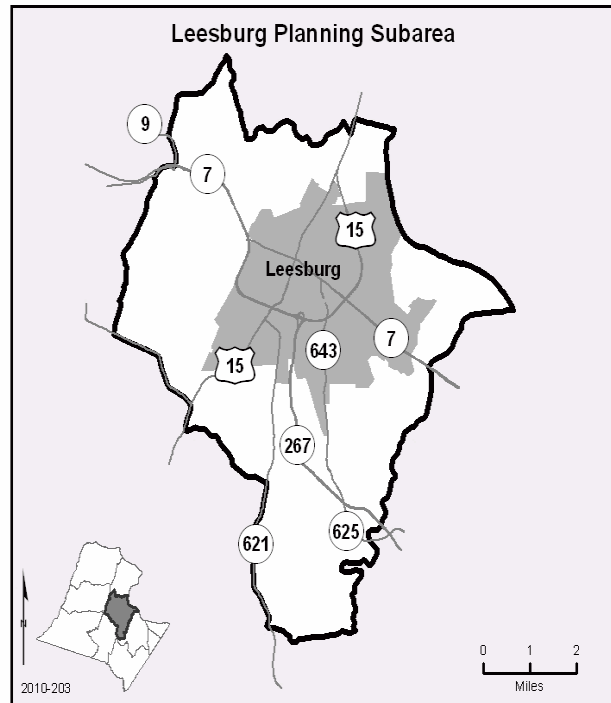
Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Youth Shelter Renovation

### Project Description

This project provides funding to renovate the interior of the County's original Youth Shelter, located at the Government Support Center site off of Sycolin Road.

The County recently completed construction of a second Youth Shelter. Now that the new shelter is operational, enough program space is available to renovate and update the current Youth Shelter facility. The building is dated and in need of many basic renovations in order to meet current life safety and ADA Codes. Additionally, the renovations will allow staff better visual inspection of the living areas of the facility.



### Funding

This project is funded using local tax funding.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are already accounted for in the Department of Family Service's operating budget. Additional expenses will be incorporated into the Department's budget.

#### Debt Service

This project is funded using local tax funding; no debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Const of Existing Bldgs	0	0	0	1,000	0	0	0	1,000	0	1,000
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>
Local Tax Funding	0	0	0	1,000	0	0	0	1,000	0	1,000
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>

# **COUNTY CAPITAL PROJECTS**

## **PARKS, RECREATION AND CULTURE**



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**Capital Improvement Program by Functional Area  
Schedule of Appropriations**

Capital ( \$ in 1000s )	Prior To Date	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	CIP Total
<b>Parks, Recreation and Culture</b>										
<b><u>Projects</u></b>										
Sterling Library	0	0	0	3,950	0	0	0	3,950	0	3,950
Dulles South Multipurpose Center (Phase II)	9,335	0	36,500	0	0	0	0	36,500	0	45,835
Dulles Multi-Purpose Center Phase III	0	0	675	5,745	0	0	0	6,420	0	6,420
Sterling CC Replacement	0	0	0	0	3,683	0	0	3,683	0	3,683
Hanson Regional Park	8,850	0	0	27,255	0	0	0	27,255	0	36,105
Fields Farm Park	300	1,560	0	0	0	0	10,715	12,275	0	12,575
Lovettsville District Park	2,526	0	9,000	0	0	0	0	9,000	0	11,526
Park Improvements	3,294	985	0	0	0	0	0	985	0	4,279
Moorefield Station Community Park	0	0	0	0	9,990	0	0	9,990	0	9,990
Ashburn Recreation Center	0	0	0	0	0	54,965	0	54,965	0	54,965
Franklin Park Lights	320	1,750	0	0	0	0	0	1,750	0	2,070
Potomac Green Community Park	0	0	750	0	0	0	0	750	0	750
Ashburn Senior Center	0	0	0	0	0	8,025	0	8,025	0	8,025
Fireman's and Haske Fields	0	450	0	0	0	0	0	450	0	450
Lovettsville Community Center Replacement	3,497	0	5,380	0	0	0	0	5,380	0	8,877
Irrigation & Turf Improvements	0	0	2,100	0	0	0	0	2,100	0	2,100
Franklin Park to Purcellville Trail	0	0	0	520	0	0	0	520	0	520
Budgetary Cost	28,122	4,745	54,405	37,470	13,673	62,990	10,715	183,998	0	212,120
<b><u>Funding Source</u></b>										
Debt Financing	0	0	5,380	0	0	0	0	5,380	0	5,380
GO Bonds	13,797	0	28,335	31,025	3,683	58,185	10,715	131,943	0	145,740
Local Tax Funding	952	0	0	0	0	0	0	0	0	952
Fund Balance	620	3,760	675	520	0	0	0	4,955	0	5,575
Sale of Land	5,000	0	0	0	0	0	0	0	0	5,000
Gifts & Donations	200	0	0	0	0	0	0	0	0	200
Proffers (Cash)	7,144	985	20,015	5,925	9,990	4,805	0	41,720	0	48,864
Gas Tax/Transportation Fund	409	0	0	0	0	0	0	0	0	409
Total Funding Source	28,122	4,745	54,405	37,470	13,673	62,990	10,715	183,998	0	212,120





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Sterling Library

### Project Description

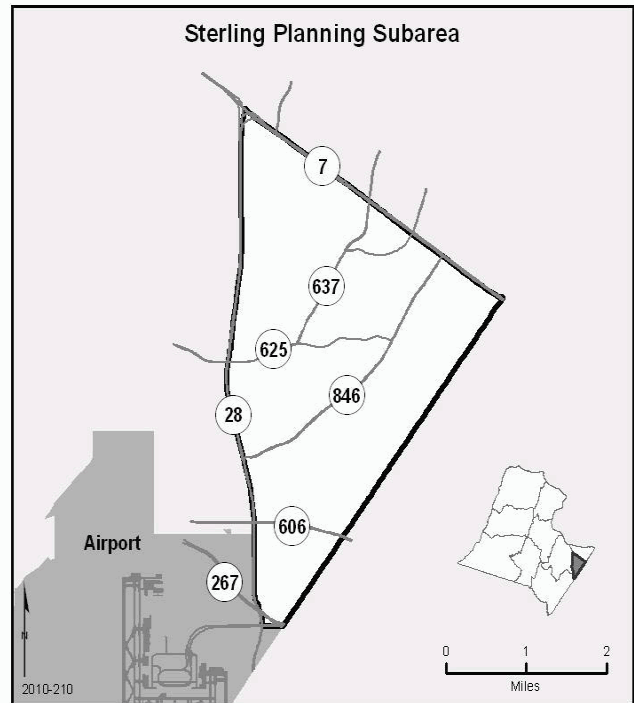
This project is part of the Sterling Public Facilities Master Plan initiated by the Board of Supervisors. The Master Plan studied the expansion of the Sterling Volunteer Fire and Rescue Station, the relocation of the Sterling Library to leased, storefront space in the Sterling community, and the renovation of the Sterling Community Center in its current location and expansion into the vacated Sterling Library space. This project proposes to re-locate the Sterling Library to a storefront or office space in the heart of the Sterling community, providing 15,000 square feet of space for Library programs, public computers, and circulation materials.

The current Sterling Library contains only 5,840 square feet of program space and is co-located with the Sterling Community Center. The relocated Library will expand its program space and include additional meeting room space for library programs and public meetings, study rooms for small groups, expanded Teen and Children's spaces, increased public computer areas, and additional seating.

The location of the new library is not known at this time. The library will service the Sterling area, as well as other residential areas in eastern Loudoun County.

The project was identified for inclusion in the CIP as part of the Potomac/Sterling Community Outreach Program.

This project is funded using general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2014 referendum.



### Operating Impact

#### Operations & Maintenance

Additional operations and maintenance expenses above current Sterling Library operational expenses are forecast to begin in FY 2016 and are estimated to total \$47,000 during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2016 and is estimated to total \$924,000 during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	260	0	0	0	260	0	260
Furniture, Fixtures & Equip	0	0	0	950	0	0	0	950	0	950
Construction	0	0	0	2,740	0	0	0	2,740	0	2,740
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,950</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,950</b>	<b>0</b>	<b>3,950</b>
GO Bonds	0	0	0	3,950	0	0	0	3,950	0	3,950
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,950</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,950</b>	<b>0</b>	<b>3,950</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	15	16	16	47
Debt Service	0	0	0	150	392	382	924
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>165</b>	<b>408</b>	<b>398</b>	<b>971</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Dulles South Multi-Purpose Center (Phase II)

### Project Description

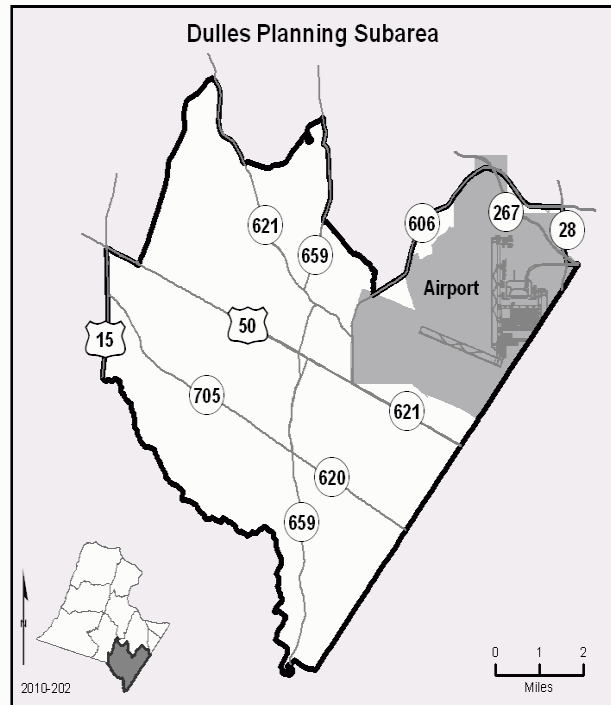
This project provides funding for the Phase II construction of an approximately 65,000 square-foot addition to the current Dulles Multi-Purpose Center located on Riding Center Drive in the Dulles Planning Subarea. The Phase II recreation center addition is scheduled to occur in FY 2014 and will include recreation and fitness areas, program facilities, and an aquatics center.

Phase I provided for the construction of a 23,900 square-foot community center to replace the Arcola Community Center. The facility space includes classrooms, a small gym, preschool space, senior program space, and administrative support space. The Phase I appropriation included funds to design the Phase II addition.

Phase II is planned to be funded using cash proffers and general obligation bonds. General obligation bond financing for Phase II are scheduled for placement on the November 2013 referendum.

### Current Status

Phase I of the Multipurpose Center was completed in the Summer of 2008. Phase II design will require time to revise design plans to ensure current code compliance. Construction of Phase II is planned to begin in FY 2014.



### Operating Impact

#### Operations & Maintenance

The Department of Parks, Recreation and Community Services' adopted fee schedule for this facility will generate revenue to cover 100% of the facility's operating costs.

#### Debt Service

Debt service payments for Phase II bonds are forecast to begin in FY 2014 and are estimated to total \$6.70 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	1,200	0	0	0	0	0	0	0	0	1,200
Furniture, Fixtures & Equip	935	0	2,900	0	0	0	0	2,900	0	3,835
Const of Recreational Facility	7,200	0	33,600	0	0	0	0	33,600	0	40,800
<b>Total Cost</b>	<b>9,335</b>	<b>0</b>	<b>36,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>36,500</b>	<b>0</b>	<b>45,835</b>
GO Bonds	9,000	0	17,235	0	0	0	0	17,235	0	26,235
Local Tax Funding	335	0	0	0	0	0	0	0	0	335
Proffers (Cash)	0	0	19,265	0	0	0	0	19,265	0	19,265
<b>Total Financing</b>	<b>9,335</b>	<b>0</b>	<b>36,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>36,500</b>	<b>0</b>	<b>45,835</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	150	873	1,949	1,892	1,836	6,700
<b>Total Impact</b>	<b>0</b>	<b>150</b>	<b>873</b>	<b>1,949</b>	<b>1,892</b>	<b>1,836</b>	<b>6,700</b>



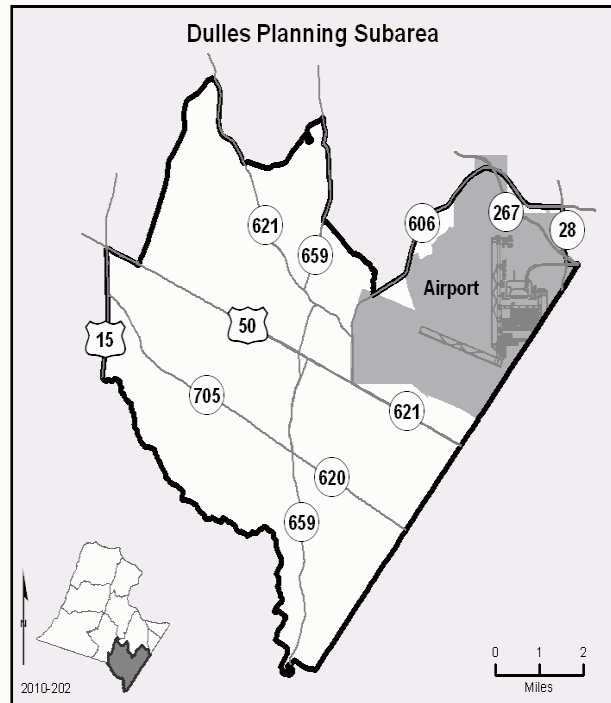
**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Dulles Multi-Purpose Center Phase III

### Project Description

This project provides funding to design and construct a 15,000 square foot addition to the Dulles Multi-Purpose Center for Phase III development of the project as the Dulles Senior Center.

Current Senior activities are held at the Dulles Multi-Purpose Center. In order to free up space for community programming and activities in the Multi-Purpose Center, and to provide specific space for Senior programs, the development of the Dulles Senior Center component of the Dulles Multi-Purpose Center was accelerated into FY 2014 for design, and FY 2015 for construction by the Board of Supervisors during their FY 2014 budget deliberations.



### Funding

This project is funded using fund balance and general obligation bond financing. The general obligation bonds will be scheduled for placement on the November 2014 referendum.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2016 and are estimated to total \$1.98 million during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2016 and is estimated to total \$1.58 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	675	0	0	0	0	675	0	675
Furniture, Fixtures & Equip	0	0	0	1,065	0	0	0	1,065	0	1,065
Construction	0	0	0	4,680	0	0	0	4,680	0	4,680
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>675</b>	<b>5,745</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,420</b>	<b>0</b>	<b>6,420</b>
GO Bonds	0	0	0	5,745	0	0	0	5,745	0	5,745
Fund Balance	0	0	675	0	0	0	0	675	0	675
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>675</b>	<b>5,745</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,420</b>	<b>0</b>	<b>6,420</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	635	660	685	1,980
Debt Service	0	0	0	472	561	551	1,584
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,107</b>	<b>1,221</b>	<b>1,236</b>	<b>3,564</b>

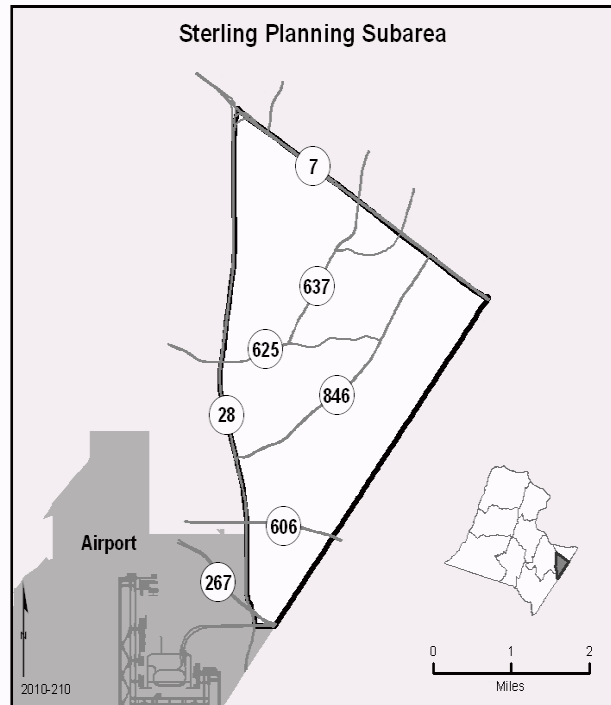


## Sterling Community Center Renovation

### Project Description

This project provides funding to renovate the existing Sterling Community Center. This project is part of the Sterling Public Facilities Master Plan initiated by the Board of Supervisors. The Master Plan studied the expansion of the Sterling Volunteer Fire and Rescue Station, the relocation of the Sterling Library to leased, storefront space in the Sterling community, and the renovation of the Sterling Community Center in its current location and expansion into the vacated Sterling Library space.

The renovated Sterling Community Center will occupy 18,000 square feet of space at its current location, an expansion of 8,000 square feet vacated by the re-location of the Sterling Library. The additional space will allow for new opportunities for community programs and meeting space.



### Funding

This project is funded using general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2014 referendum.

### Operating Impact

#### Operations & Maintenance

Additional operations and maintenance expenses for the expanded community center space is forecast to begin in FY 2017 and is estimated to total \$245,000 during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2016 and is estimated to total \$1.06 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	478	0	0	478	0	478
Furniture, Fixtures & Equip	0	0	0	0	380	0	0	380	0	380
Construction	0	0	0	0	2,825	0	0	2,825	0	2,825
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,683</b>	<b>0</b>	<b>0</b>	<b>3,683</b>	<b>0</b>	<b>3,683</b>
GO Bonds	0	0	0	0	3,683	0	0	3,683	0	3,683
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,683</b>	<b>0</b>	<b>0</b>	<b>3,683</b>	<b>0</b>	<b>3,683</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	0	120	125	245
Debt Service	0	0	0	92	493	479	1,064
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>92</b>	<b>613</b>	<b>604</b>	<b>1,309</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Hal and Berni Hanson Regional Park

### **Project Description**

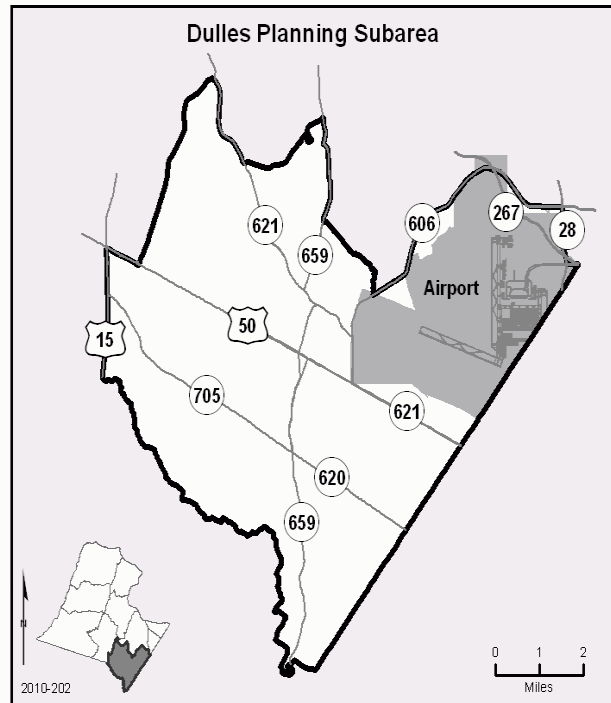
This project funds the development of the Hal and Berni Hanson Regional Park located on Evergreen Mills Road in the Dulles Planning Subarea. The funding includes the construction of active and passive recreational amenities, to include athletic fields, recreational trails, park offices, a nature center, picnic pavilions, maintenance shops, and associated infrastructure such as parking and public restrooms.

The Loudoun County Board of Supervisors approved the acquisition of a 257.35-acre parcel from the Hanson Family Partnership for a Regional Park in the Fall of 2008. The acquisition was the culmination of negotiations with the Hanson family, Dominion Power and the National Park Service as a part of a United States Department of Interior program. The federal program permitted the County to sell a 5.03-acre park parcel to Dominion Power in exchange for a new park parcel of greater or equal value. The County used the funds from this sale of land to Dominion Power to purchase the Hanson Family parcel.

\$3,850,000 in cash proffers were allocated to the project in the FY 2010 and FY 2012 CIP's to develop a master plan for the regional park, obtain Special Exception and Commission Permit approvals, and design the Regional Park.

The Loudoun County Board of Supervisors approved the Master Plan for the park at their business meeting on October 3, 2012. The County submitted a Special Exception application for the Park in April of 2013.

Construction of the Regional Park will be funded using cash proffers and general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2014 referendum.



### **Operating Impact**

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2017 and are estimated to total \$3.06 million during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2016 and is estimated to total \$5.16 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	3,850	0	0	0	0	0	0	0	0	3,850
Land Acquisition -- Schools	5,000	0	0	0	0	0	0	0	0	5,000
Furniture, Fixtures & Equip	0	0	0	2,050	0	0	0	2,050	0	2,050
Construction	0	0	0	25,205	0	0	0	25,205	0	25,205
<b>Total Cost</b>	<b>8,850</b>	<b>0</b>	<b>0</b>	<b>27,255</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,255</b>	<b>0</b>	<b>36,105</b>
GO Bonds	0	0	0	21,330	0	0	0	21,330	0	21,330
Sale of Land	5,000	0	0	0	0	0	0	0	0	5,000
Proffers (Cash)	3,850	0	0	5,925	0	0	0	5,925	0	9,775
<b>Total Financing</b>	<b>8,850</b>	<b>0</b>	<b>0</b>	<b>27,255</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,255</b>	<b>0</b>	<b>36,105</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	0	1,500	1,560	3,060
Debt Service	0	0	0	1,000	2,107	2,053	5,160
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>3,607</b>	<b>3,613</b>	<b>8,220</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

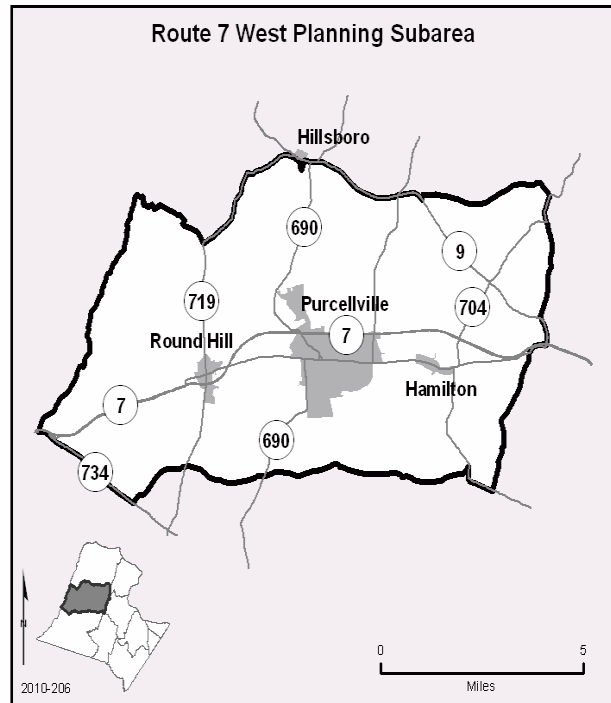
## Fields Farm Park

### Project Description

This project develops a park facility within a County-owned tract of land, known as Fields Farm, in the Route 7 West Planning Subarea.

The Park will include two softball fields and two rectangular fields. One of the rectangular fields will be a football field, the other will be a practice field. Supporting amenities will include athletic field lighting, fencing, utilities, parking, access from a public road, landscaping, public restrooms, concessions, groundwater wells, irrigation, staff offices, meeting rooms, storage, scorekeeper and umpire areas, maintenance facilities, picnic pavilions, and bleachers.

This park will be home to the Upper Loudoun Youth Football League and will contain its stadium and other associated fields. The FY 2008 Budget included \$300,000 to light two softball fields on the southern portion of the property. The Board of Supervisors appropriated \$1.56 million in FY 2013 to develop a lighted football field on the park property.



### Funding

This project is financed using fund balance and general obligation bonds. The general obligation bonds are scheduled for placement on the November 2017 referendum.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2014 and are estimated to total \$1.25 million during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2018 and is estimated to total \$175,000 during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	300	1,560	0	0	0	0	0	1,560	0	1,860
Furniture, Fixtures & Equip	0	0	0	0	0	0	1,000	1,000	0	1,000
Const of Recreational Facility	0	0	0	0	0	0	9,715	9,715	0	9,715
<b>Total Cost</b>	<b>300</b>	<b>1,560</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,715</b>	<b>12,275</b>	<b>0</b>	<b>12,575</b>
GO Bonds	0	0	0	0	0	0	10,715	10,715	0	10,715
Fund Balance	300	1,560	0	0	0	0	0	1,560	0	1,860
<b>Total Financing</b>	<b>300</b>	<b>1,560</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,715</b>	<b>12,275</b>	<b>0</b>	<b>12,575</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	230	240	250	260	270	1,250
Debt Service	0	0	0	0	0	175	175
<b>Total Impact</b>	<b>0</b>	<b>230</b>	<b>240</b>	<b>250</b>	<b>260</b>	<b>445</b>	<b>1,425</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Lovettsville District Park

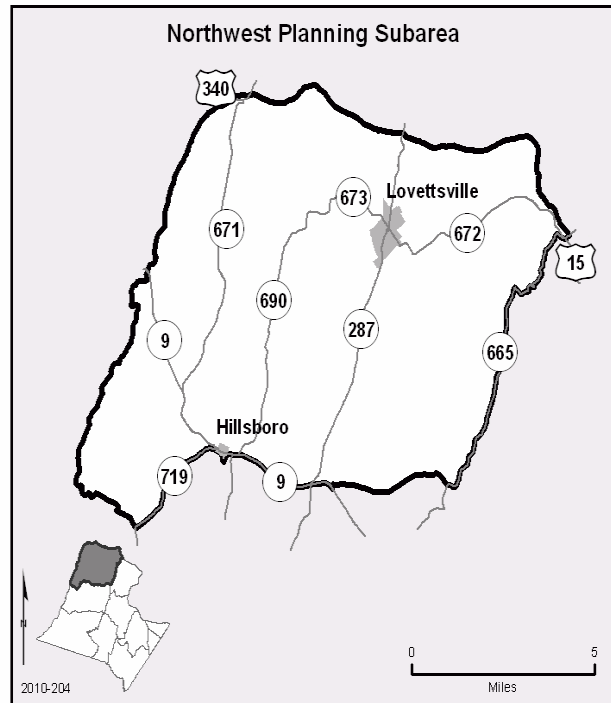
### **Project Description**

This project provides funding to develop a 91-acre tract of land as a District Park in FY 2014. A portion of the park property is located within the Town of Lovettsville; the remainder of the Park is located in the County. The County has acquired the land for the park. This project will construct the athletic fields, trails, equestrian area, nature area, and other amenities within the park.

The park will contain seven athletic fields: 1 large baseball field, 3 small baseball fields and 3 rectangular fields. Supporting amenities will include athletic field lighting, fencing, utilities, parking, landscaping, public restrooms, concessions, an equestrian area, groundwater wells, irrigation, staff offices, meeting rooms, storage, scorekeeper/umpire areas, maintenance facilities, picnic pavilions, and bleachers.

Local gasoline tax funds were included in the project budget in FY 2011 and FY 2012 to develop access to the park from a public road.

This project is funded using local tax funding, general obligation bonds and local gasoline tax funding. Bonds for the financed portion of the project were approved in November 2004. The remaining general obligation bonds are scheduled for placement on the November 2013 referendum.



### **Operating Impact**

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2015 and are estimated to total \$1.02 million during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2014 and is estimated to total \$3.41 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	2,526	0	300	0	0	0	0	300	0	2,826
Furniture, Fixtures & Equip	0	0	1,000	0	0	0	0	1,000	0	1,000
Const of Recreational Facility	0	0	7,700	0	0	0	0	7,700	0	7,700
<b>Total Cost</b>	<b>2,526</b>	<b>0</b>	<b>9,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,000</b>	<b>0</b>	<b>11,526</b>
GO Bonds	1,300	0	9,000	0	0	0	0	9,000	0	10,300
Local Tax Funding	617	0	0	0	0	0	0	0	0	617
Gifts & Donations	200	0	0	0	0	0	0	0	0	200
Gas Tax/Transportation Fund	409	0	0	0	0	0	0	0	0	409
<b>Total Financing</b>	<b>2,526</b>	<b>0</b>	<b>9,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,000</b>	<b>0</b>	<b>11,526</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	240	250	260	270	1,020
Debt Service	0	50	523	974	947	915	3,409
<b>Total Impact</b>	<b>0</b>	<b>50</b>	<b>763</b>	<b>1,224</b>	<b>1,207</b>	<b>1,185</b>	<b>4,429</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Park Improvements

### Project Description

This project uses \$4.28 million in cash proffers for improvements to ten parks to enhance and extend the utilization of current parks operated by the County. The project enables the County to install public restrooms at County parks where temporary facilities have been in use, thus conforming with County and State Health Department standards. The project also allows for the installation of lights to extend the use of athletic fields at specific sites, the expansion of parking areas, the installation of playground equipment and fencing, the addition of concessions stands, as well as infrastructure improvements like irrigation and the extension of public water and sewer to park sites.

The Board of Supervisors amended the FY 2013 CIP by providing an additional \$985,000 to Byrne's Ridge Park to install safety netting at the park and to provide funding to light all of the athletic fields within the park.

#### Ashburn Planning Subarea:

Bles Park	\$ 275,000
Trailside Park	275,000
Lyndora Park	250,000
Ashburn Park	250,000

#### Dulles Planning Subarea:

Conklin Park	\$ 275,000
Byrnes Ridge Park	1,880,000

#### Sterling Planning Subarea:

Claude Moore Park	\$ 460,000
Briar Patch Park	275,000

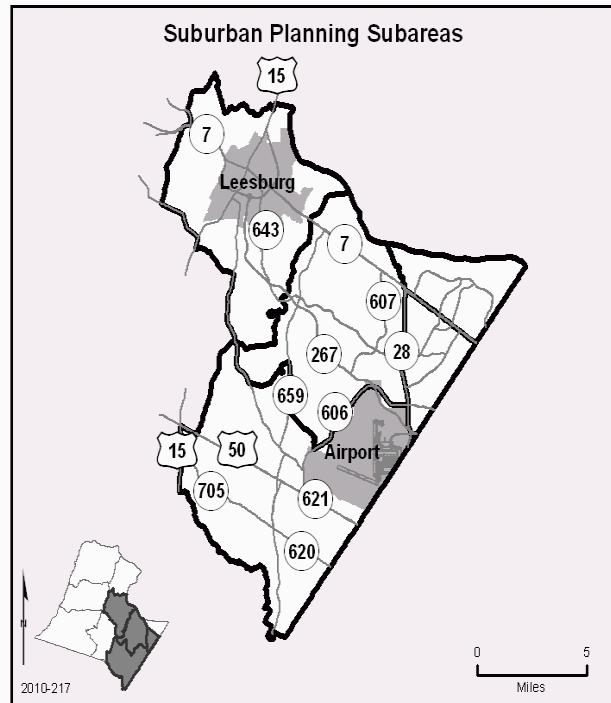
#### Potomac Planning Subarea:

Potomac Lakes Sportsplex	\$ 330,000
--------------------------	------------

#### Leesburg Planning Subarea:

Philip A. Bolen Memorial Park	\$ 9,000
-------------------------------	----------

Total: \$ 4,279,000



### Funding

This project is funded using cash proffers.

### Operating Impact

#### Operations & Maintenance

This project makes infrastructure improvements to County parks already in operation. Additional operational and maintenance costs will be mainly associated with increased utility costs and will be assimilated in the Parks, Recreation and Community Services operational budget.

#### Debt Service

No debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Const of Recreational Facility	3,294	985	0	0	0	0	0	985	0	4,279
<b>Total Cost</b>	<b>3,294</b>	<b>985</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>985</b>	<b>0</b>	<b>4,279</b>
Proffers (Cash)	3,294	985	0	0	0	0	0	985	0	4,279
<b>Total Financing</b>	<b>3,294</b>	<b>985</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>985</b>	<b>0</b>	<b>4,279</b>





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Moorefield Station Community Park

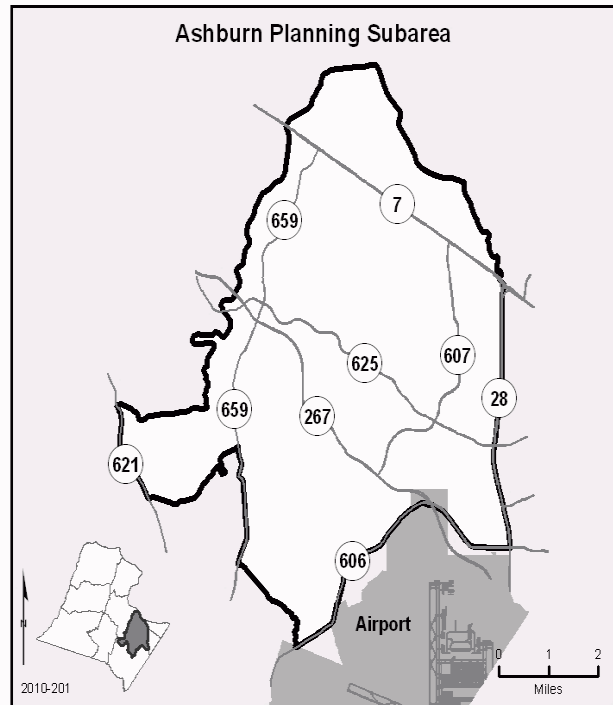
### **Project Description**

This project develops a Community Park co-located on the same site as Elementary School #16 in the Moorefield Station development. The community park and school would be developed on an approximately 84-acre proffered site dedicated to the County by the developer of Moorefield Station (ZMAP-2001-0003).

The community park will contain two regulation size rectangular fields, one diamond field, an internal trail and sidewalk system, public restrooms, concessions, and associated parking.

### **Current Status**

Design of the Park is complete. Construction is scheduled to commence in FY 2016, after access to a public road to the park is provided by Mooreview Parkway.



### **Funding**

This project is funded using cash proffers.

### **Operating Impact**

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2017 and are estimated to total \$225,000 during the six-year CIP planning period.

#### Debt Service

This project is funded using cash proffers; no debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	0	0	0	1,000	0	0	1,000	0	1,000
Const of Recreational Facility	0	0	0	0	8,990	0	0	8,990	0	8,990
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,990</b>	<b>0</b>	<b>0</b>	<b>9,990</b>	<b>0</b>	<b>9,990</b>
Proffers (Cash)	0	0	0	0	9,990	0	0	9,990	0	9,990
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,990</b>	<b>0</b>	<b>0</b>	<b>9,990</b>	<b>0</b>	<b>9,990</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	0	110	115	225
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>110</b>	<b>115</b>	<b>225</b>



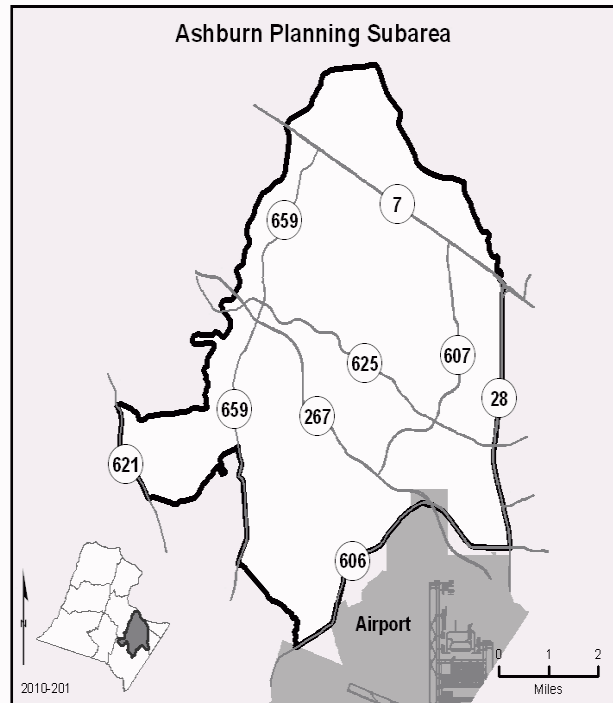
**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Ashburn Recreation Center

### Project Description

This project develops a Recreation Center on an approximately 18-acre proffered site in the Ashburn Planning Subarea.

The Recreation Center would be approximately 80,000 square feet to include daycare program space, meeting rooms, a gymnasium, a kitchen, a fitness center, multi-purpose rooms, and a running track. The facility would also include an aquatics center with an Olympic sized lap pool, leisure pool, pool seating areas, wet classroom, and associated locker rooms.



### Funding

This project is funded with cash proffers and general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2016 referendum.

### Operating Impact

#### Operations & Maintenance

Operational and maintenance expenses are forecast to begin in a future fiscal year; no operational expenses will be incurred during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2017 and is estimated to total \$2.98 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	6,720	0	6,720	0	6,720
Furniture, Fixtures & Equip	0	0	0	0	0	3,975	0	3,975	0	3,975
Const of Recreational Facility	0	0	0	0	0	44,270	0	44,270	0	44,270
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>54,965</b>	<b>0</b>	<b>54,965</b>	<b>0</b>	<b>54,965</b>
GO Bonds	0	0	0	0	0	50,160	0	50,160	0	50,160
Proffers (Cash)	0	0	0	0	0	4,805	0	4,805	0	4,805
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>54,965</b>	<b>0</b>	<b>54,965</b>	<b>0</b>	<b>54,965</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	0	0	0	500	2,475	2,975
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>2,475</b>	<b>2,975</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Franklin Park Athletic Field Lighting

### **Project Description**

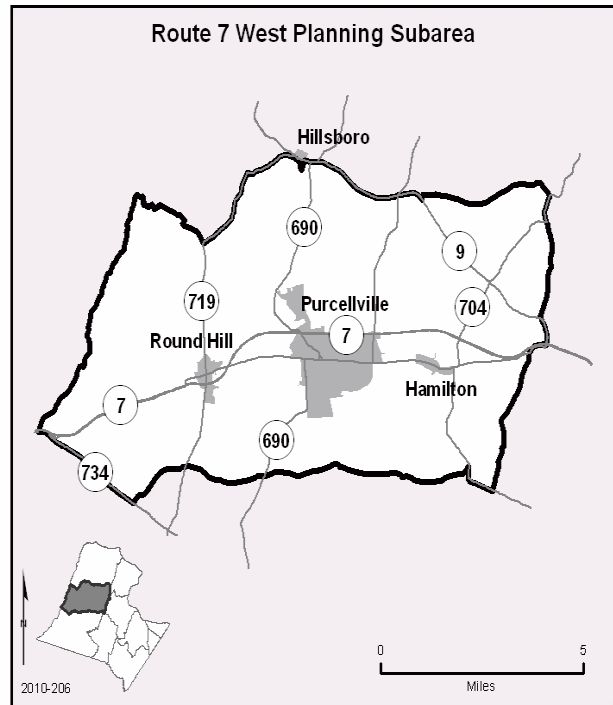
This project provides funding to light all of the diamond fields in Franklin Park, pursue a Special Exception to light the rectangular fields in the park, and begin the process to light the rectangular fields.

Franklin Park contains two baseball fields, three smaller baseball/softball fields, and four rectangular fields. In FY 2011, the Board of Supervisors appropriated \$320,000 to bring electric service to the baseball fields and light one of the diamond fields at Franklin Park. The installation of the electrical infrastructure and the lighting of one diamond field have been completed by the County.

The funding in FY 2013 will allow the County to light the remaining baseball/softball diamonds and pursue a Special Exception to light the rectangular fields in the Park. Any remaining funds after the lighting for the diamonds is complete and the Special Exception for the rectangular field lighting is obtained will be used to begin lighting the rectangular fields. Additional funding may be required to light all of the rectangular fields in the park once lighting design is complete and will be requested in a subsequent fiscal year.

### **Current Status**

Design and installation of electric line infrastructure and the lighting of one baseball field is complete.



### **Funding**

This project is funded using fund balance.

### **Operating Impact**

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2014 and are estimated to total \$338,000 during the six-year CIP planning period.

#### Debt Service

This project is funded using fund balance; no debt service expense will be incurred during the six-year CIP planning period.

<b>Capital (\$ in 1000s)</b>	<b>Prior Alloc.</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>	<b>Future FY's</b>	<b>Project Total</b>
Const of Recreational Facility	320	1,750	0	0	0	0	0	1,750	0	2,070
<b>Total Cost</b>	<b>320</b>	<b>1,750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,750</b>	<b>0</b>	<b>2,070</b>
Fund Balance	320	1,750	0	0	0	0	0	1,750	0	2,070
<b>Total Financing</b>	<b>320</b>	<b>1,750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,750</b>	<b>0</b>	<b>2,070</b>

<b>Operating Impact (\$ in 1000s)</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>
Operations & Maintenance	0	62	65	68	70	73	338
<b>Total Impact</b>	<b>0</b>	<b>62</b>	<b>65</b>	<b>68</b>	<b>70</b>	<b>73</b>	<b>338</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

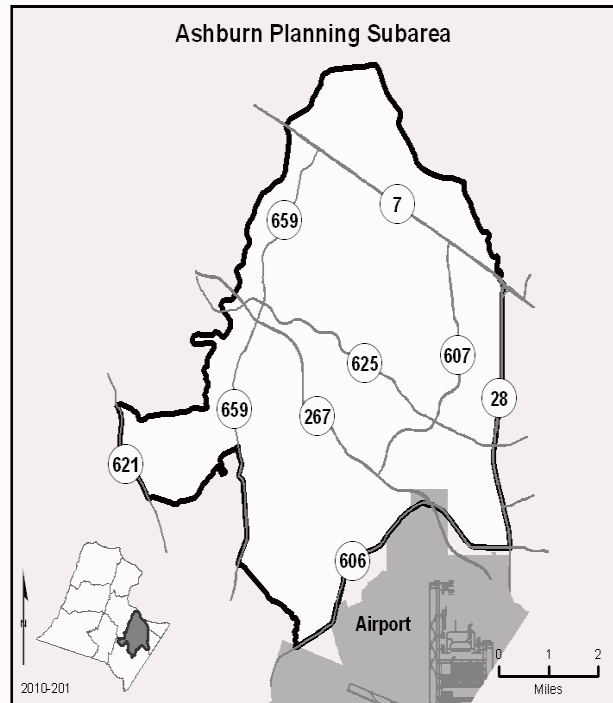
## Potomac Green Community Park

### Project Description

This project provides funding to complete the proffered 28-acre Potomac Green Community Park.

The County's portion of the project includes the provision of public restrooms and equipment for the park, which includes soccer goals, baseball backstops, bleachers, maintenance equipment, fencing, safety netting, etc.

The 28-acre park site was dedicated to the County by the developer of Potomac Green (ZMAP-2002-0016), and will contain three multi-purpose athletic fields for soccer, football and lacrosse, and one baseball field. Construction of the athletic fields was proffered by the developer of One Loudoun (ZMAP-2005-0008). The proffers require the developer of One Loudoun to fully grade, seed, irrigate and construct the athletic fields, as well as provide vehicular parking for park patrons.



### Funding

This project is funded using cash proffers.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenditures are forecast to begin in FY 2015 and are estimated to total \$430,000 during the six-year CIP planning period.

#### Debt Service

This project will be constructed using cash and in-kind proffers; no debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	0	500	0	0	0	0	500	0	500
Const of Recreational Facility	0	0	250	0	0	0	0	250	0	250
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>750</b>	<b>0</b>	<b>750</b>
Proffers (Cash)	0	0	750	0	0	0	0	750	0	750
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>750</b>	<b>0</b>	<b>750</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	100	105	110	115	430
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>105</b>	<b>110</b>	<b>115</b>	<b>430</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

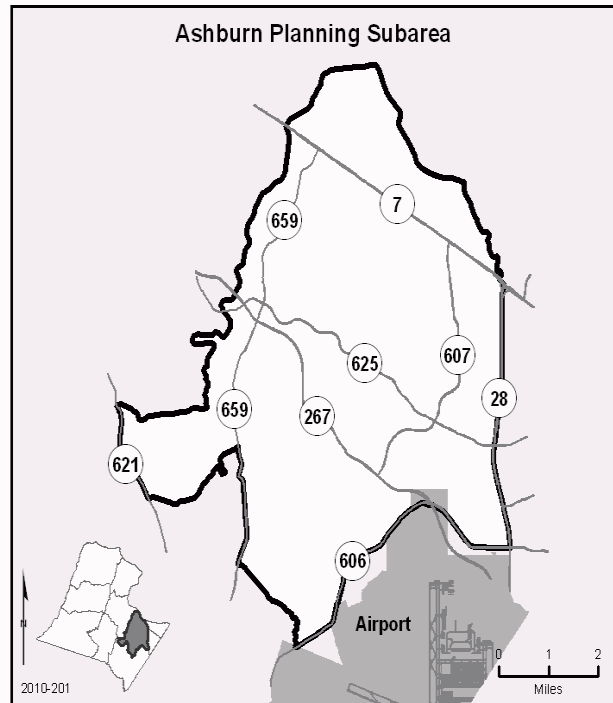
## Ashburn Senior Center

### Project Description

This project constructs a Senior Center of up to 15,000 square feet on a 5-acre proffered site in the Ashburn Planning Subarea. The 5-acre site is proffered to be dedicated to the County by the developer of the Regency at Ashburn (ZMAP-2005-0023). The site has not been dedicated to the County yet.

The Senior Center would provide administrative and program space for staff and volunteers at the Center, as well as a gymnasium, multi-purpose rooms, a small commercial kitchen, exercise/fitness room, classrooms, a game room, computer lab, arts and crafts areas, restrooms and storage areas.

This project is funded using general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2016 referendum.



### Funding

This project is planned to be financed using general obligation bonds.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2018 and are estimated to total \$685,000 during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2018 and is estimated to total \$700,000 during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	1,065	0	1,065	0	1,065
Furniture, Fixtures & Equip	0	0	0	0	0	660	0	660	0	660
Construction	0	0	0	0	0	6,300	0	6,300	0	6,300
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,025</b>	<b>0</b>	<b>8,025</b>	<b>0</b>	<b>8,025</b>
GO Bonds	0	0	0	0	0	8,025	0	8,025	0	8,025
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,025</b>	<b>0</b>	<b>8,025</b>	<b>0</b>	<b>8,025</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	0	0	685	685
Debt Service	0	0	0	0	0	700	700
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,385</b>	<b>1,385</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

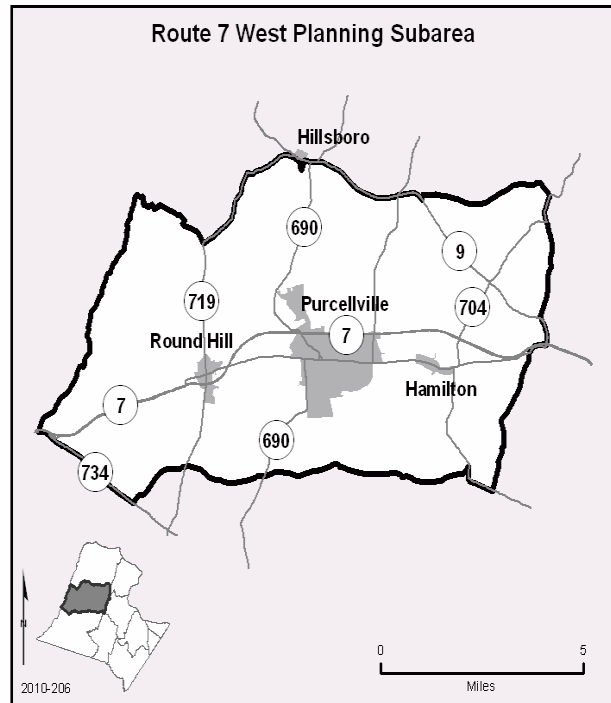
## Fireman's and Haske Field Improvements

### Project Description

This project provides funding to the Town of Purcellville to make improvements to Fireman's Field and Haske Field.

In FY 2013, funding was appropriated to provide the following improvements at Fireman's Field: 1.) the construction of an entrance plaza to include a ticket booth at the front gate to allow for a controlled entrance to sporting events, 2.) the construction of new permanent storage facilities for Loudoun County's Department of Parks, Recreation and Community Services, as well as equipment storage for sports leagues, and paved access to the new storage facilities; 3.) the reconstruction of the football concession stand/umpire changing room in center field to provide for increased concession areas, and expanded ADA compliant restrooms.

The improvements to Haske Field include upgrades to the backstop and first base/third base safety netting to prevent foul balls from damaging cars parked in the main parking lot at Fireman's Field.



### Funding

This project is funded using fund balance.

### Operating Impact

#### Operations & Maintenance

Fireman's Field and Haske Field are owned by the Town of Purcellville. The County's Department of Parks, Recreation and Community Services and local sports leagues operate and maintain the athletic fields.

#### Debt Service

This project is funded using fund balance; no debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Const of Recreational Facility	0	450	0	0	0	0	0	450	0	450
<b>Total Cost</b>	<b>0</b>	<b>450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>450</b>	<b>0</b>	<b>450</b>
Fund Balance	0	450	0	0	0	0	0	450	0	450
<b>Total Financing</b>	<b>0</b>	<b>450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>450</b>	<b>0</b>	<b>450</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

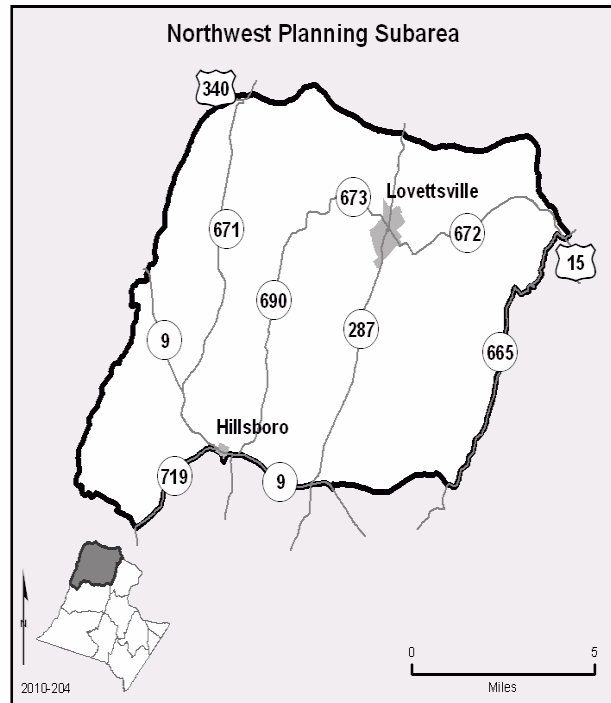
## Lovettsville Community Center Replacement

### **Project Description**

This project provides funding to design and construct a new Lovettsville Community Center on the site of the current community center in FY 2014. An option to construct a new Lovettsville Community Center on the site of the current Community Center, instead of renovating the current facility, was presented to the Board of Supervisors during the FY 2014 CIP budget deliberations.

This replacement project is a cost effective way of delivering a modern, community center facility for County residents without additional land acquisition costs. A renovation of the current Community Center, while possible, does not resolve all of the site constraints and building issues of the current facility that a new, replacement community center could.

Previously allocated funds for this project were approved under a bond referendum for community center renovations. General obligation bond funding previously allocated to the project will be re-allocated to the next Community Center renovation project in the County.



### **Funding**

This project is funded using debt financing.

### **Operating Impact**

#### Operations & Maintenance

Operations and maintenance expenses are currently accounted for in the Department of Parks, Recreation and Community Services' operating budget.

#### Debt Service

Debt service is forecast to begin in FY 2014 and is estimated to total \$2 million during the six-year CIP planning period.

<b>Capital (\$ in 1000s)</b>	<b>Prior Alloc.</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>	<b>Future FY's</b>	<b>Project Total</b>
Professional Services	500	0	500	0	0	0	0	500	0	1,000
Furniture, Fixtures & Equip	150	0	0	0	0	0	0	0	0	150
Construction	2,847	0	4,880	0	0	0	0	4,880	0	7,727
<b>Total Cost</b>	<b>3,497</b>	<b>0</b>	<b>5,380</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,380</b>	<b>0</b>	<b>8,877</b>
Debt Financing	3,497	0	5,380	0	0	0	0	5,380	0	8,877
<b>Total Financing</b>	<b>3,497</b>	<b>0</b>	<b>5,380</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,380</b>	<b>0</b>	<b>8,877</b>

<b>Operating Impact (\$ in 1000s)</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>
Debt Service	0	50	432	525	511	498	2,016
<b>Total Impact</b>	<b>0</b>	<b>50</b>	<b>432</b>	<b>525</b>	<b>511</b>	<b>498</b>	<b>2,016</b>



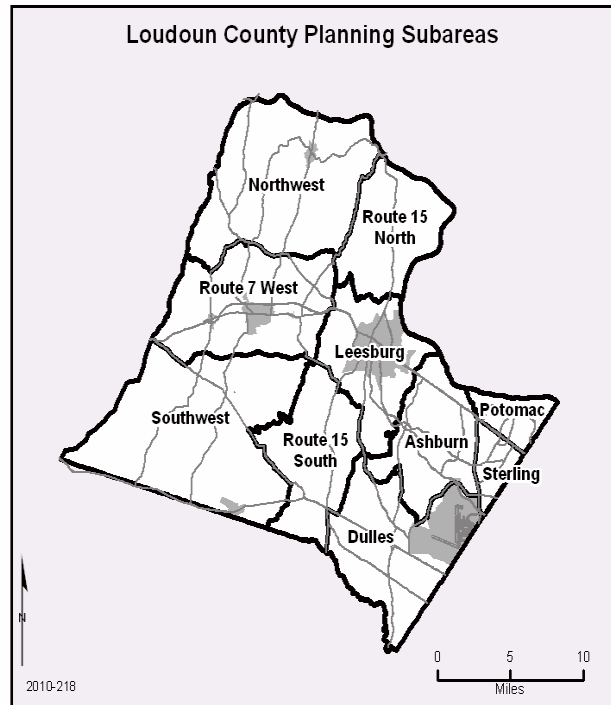
**Loudoun County Government**  
**FY 2014 Adopted Fiscal Plan**

## Athletic Field Improvements

### Project Description

This project provides funding to upgrade and irrigate 25 athletic fields at Elementary School and Middle School sites throughout the County to improve playing field conditions for County sports leagues.

The improvements will include installing irrigation systems, the addition of soil and re-seeding athletic surfaces to get rid of over-worn areas of fields that will be used and programmed by Loudoun County Parks and Recreation sports leagues for games and practices.



### Funding

This project is funded using general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2013 referendum.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2014 and are estimated to total \$454,000 during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2014 and is estimated to total \$851,000 during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Construction	0	0	2,100	0	0	0	0	2,100	0	2,100
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>2,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,100</b>	<b>0</b>	<b>2,100</b>
GO Bonds	0	0	2,100	0	0	0	0	2,100	0	2,100
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>2,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,100</b>	<b>0</b>	<b>2,100</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	85	88	90	94	97	454
Debt Service	0	53	207	202	197	192	851
<b>Total Impact</b>	<b>0</b>	<b>138</b>	<b>295</b>	<b>292</b>	<b>291</b>	<b>289</b>	<b>1,305</b>





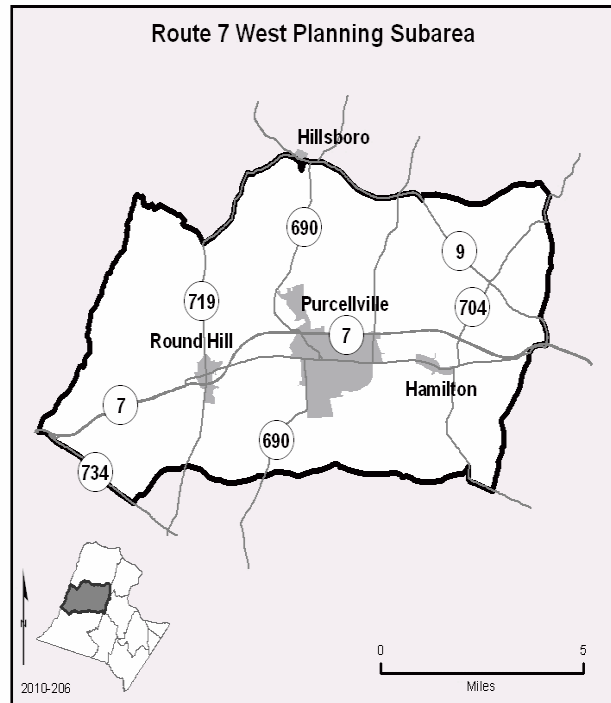
## Franklin Park to Purcellville Trail

### Project Description

The Purcellville to Round Hill Trail project involves the design and construction of sidewalks and mixed use asphalt trails to provide pedestrian and bicycle conductivity between the Town of Round Hill, Franklin Park, and the Town of Purcellville.

Funding has been obtained from a Virginia Department of Transportation (VDOT) Transportation Enhancement grant to construct a portion of the trail from the intersection of Main and West Loudoun Streets in Round Hill to Franklin Park.

This project provides funding in FY 2015 to design a trail segment from Franklin Park to the Town of Purcellville. Further funding will be required to finalize construction of the trail from Franklin Park to the Town of Purcellville.



### Funding

This project is funded using fund balance.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are unknown at this time. Construction of the trail segment has not been funded or programmed into the six-year CIP planning period.

#### Debt Service

No debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	520	0	0	0	520	0	520
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>520</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>520</b>	<b>0</b>	<b>520</b>
Fund Balance	0	0	0	520	0	0	0	520	0	520
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>520</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>520</b>	<b>0</b>	<b>520</b>





**Capital Improvement Program**

**TRANSPORTATION CAPITAL PROJECTS SUMMARY**  
.....  
Transportation Projects ..... Page 11– 3  
.....





## TRANSPORTATION CAPITAL PROJECTS

### TABLE OF CONTENTS

<b>Transportation .....</b>	<b>11-4</b>
Transit Buses .....	11-6
Transit Bus Maintenance and Storage Facility .....	11-7
Regional Park-and-Ride Lots .....	11-8
Metro Parking Garages .....	11-9
Dulles Corridor Rapid Transit .....	11-10
Route 772 Transit Station Connector Bridge .....	11-12
Kincaid / Crosstrail Boulevards .....	11-13
Murray's Ford Bridge .....	11-14
The Woods Road (Route 771) .....	11-15
County Road Projects .....	11-16
Route 7/Belmont Ridge Road Interchange .....	11-17
Belfort Area Road Improvements .....	11-18
Mooreview Parkway .....	11-19
Claiborne Parkway .....	11-20
Riverside Parkway .....	11-21
Tall Cedars Parkway .....	11-22
Waxpool Road .....	11-23
Route 690 Interchange Engineering .....	11-24
Tall Cedars Signal and Turn Lane .....	11-25
Gloucester Parkway .....	11-26
Waxpool Road Intersection Improvements .....	11-27
Route 606 Widening .....	11-28
Braddock/Pleasant Valley Road Improvements .....	11-29
Smith Switch Road .....	11-30
Shreve Mill Road .....	11-31
Belmont Ridge Road at W&OD Trail .....	11-32
Route 7 and Williams Gap Road .....	11-33
Sugarland Run Drive .....	11-34
Cascades Parkway Shared Use Trails .....	11-35
Woodgrove High School/Fields Farm Park Road .....	11-36
Belmont Ridge Road Improvements .....	11-37
Town of Hamilton Solar Radar Signs .....	11-38
Town of Purcellville Sidewalk Project .....	11-39
Ashburn Sidewalks .....	11-40
Traffic Signals .....	11-41



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**Capital Improvement Program by Functional Area  
Schedule of Appropriations**

Capital (\$ in 1000s)	Prior To Date	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	CIP Total
<b>Transportation</b>										
<b>Projects</b>										
Transit Buses	24,543	1,110	2,010	840	2,180	910	2,350	9,400	0	33,943
Transit Bus Maintenance & Storage Facility	14,306	1,000	0	0	0	0	0	1,000	0	15,306
Regional Park-and-Ride Lots	4,140	4,600	0	2,520	5,770	0	0	12,890	0	17,030
Dulles Corridor Rapid Transit	160,000	40,000	40,000	40,000	20,000	0	0	140,000	0	300,000
Metro Parking Garages	0	0	0	0	130,000	0	0	130,000	0	130,000
Route 772 Transit Station	0	446	0	0	0	0	0	446	0	446
Connector Bridge										
Kincaid / Crosstrail Boulevards	3,300	10,500	17,500	0	0	39,000	0	67,000	0	70,300
Murray's Ford Bridge	0	0	420	0	0	0	0	420	0	420
The Woods Road (Route 771)	0	0	2,800	0	0	0	0	2,800	0	2,800
County Road Projects	0	0	0	3,300	0	0	0	3,300	0	3,300
Route 7/Belmont Ridge Road Interchange	79,130	2,745	0	0	0	0	0	2,745	0	81,875
Belfort Area Road	1,000	8,000	0	0	0	0	0	8,000	0	9,000
Mooreview Parkway	0	0	6,300	0	0	0	0	6,300	0	6,300
Claiborne Parkway	585	0	6,000	0	0	0	0	6,000	0	6,585
Riverside Parkway	5,982	375	0	0	0	0	0	375	0	6,357
Tall Cedars Parkway	620	0	7,635	0	0	0	0	7,635	0	8,255
Waxpool Road	3,086	1,500	0	0	0	0	0	1,500	0	4,586
Route 690 Interchange	0	1,500	0	0	0	0	0	1,500	0	1,500
Tall Cedars Signal/Turn Lanes	0	625	0	0	0	0	0	625	0	625
Gloucester Parkway	0	4,000	27,300	8,700	0	0	0	40,000	0	40,000
Waxpool Road Intersections	0	1,000	6,400	0	0	0	0	7,400	0	7,400
Route 606 Widening	700	500	40,000	0	0	0	0	40,500	0	41,200
Braddock/Pleasant Valley	0	2,000	400	0	0	0	0	2,400	0	2,400
Smith Switch Road	0	950	0	0	0	0	0	950	0	950
Shreve Mill Road	0	0	1,000	0	0	0	0	1,000	0	1,000
W&OD Trail/Route 659	0	0	1,000	0	0	0	0	1,000	0	1,000
Williams Gap Road	0	0	1,350	0	0	0	0	1,350	0	1,350
Sugarland Run Drive	0	0	530	0	0	0	0	530	0	530
Cascades Parkway Trails	0	0	400	0	0	0	0	400	0	400
Woodgrove/Fields Farm Road	0	0	0	3,815	0	0	0	3,815	0	3,815
Belmont Ridge Road	0	0	3,180	0	12,710	13,220	15,725	44,835	0	44,835
Town of Hamilton Radar Signs	0	0	30	0	0	0	0	30	0	30
Town of Purcellville Sidewalk	0	0	730	0	0	0	0	730	0	730
Ashburn Sidewalks	0	0	638	0	0	0	0	638	0	638
Traffic Signals	0	730	380	0	0	0	0	1,110	0	1,110
Budgetary Cost	297,392	81,581	166,003	59,175	170,660	53,130	18,075	548,624	0	846,016
<b>Funding Source</b>										
Debt Financing	168,859	58,500	57,500	43,815	20,000	39,000	0	218,815	0	387,674
GO Bonds	4,500	0	43,180	0	710	1,220	3,725	48,835	0	53,335
Local Tax Funding	1,635	0	12,000	12,000	12,000	12,000	12,000	60,000	0	61,635
Fund Balance	5,140	5,500	22,658	0	0	0	0	28,158	0	33,298
Revenue Bonds	0	0	0	0	130,000	0	0	130,000	0	



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

Capital Improvement Program by Functional Area  
Schedule of Appropriations

Capital (\$ in 1000s)	Prior To Date	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	CIP Total
<b>Transportation</b>										
<b>Funding Source</b>										
Proffers (Cash)	8,785	8,787	9,946	2,520	550	0	0	21,803	0	30,588
Proffers (In-kind)	0	2,100	0	0	915	0	0	3,015	0	3,015
State Capital Assistance	100,556	3,555	10,945	420	5,395	455	1,175	21,945	0	122,501
Gas Tax/Transportation Fund	7,917	3,139	9,774	420	1,090	455	1,175	16,053	0	23,970
Total Funding Source	297,392	815081	166,003	59,175	170,660	53,130	18,075	548,624	0	846,016



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

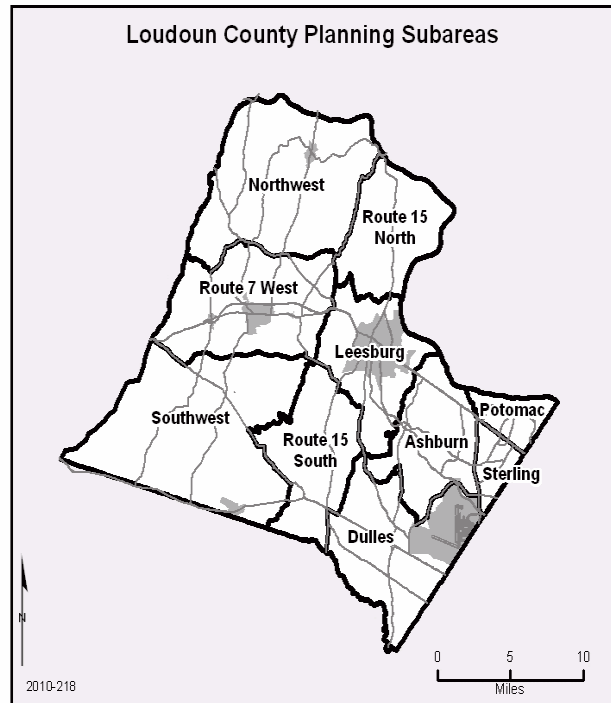
## Transit Buses

### Project Description

This project procures buses in support of the County's commuter and transit services. The first bus acquisition schedule was approved by the Board of Supervisors in FY 2004, when the first 22 buses were purchased. With the planned arrival of Phase I of the Silver Line to Wiehle Avenue, the County will transition and expand existing Metrorail connecting services to less expensive transit style buses according to the County's six-year Transit Development Plan.

Beginning in FY 2014, the County will acquire transit buses to serve feeder routes to the Wiehle Avenue Metrorail Station. At least half of the funding for this project will come from State Capital Assistance. The County will procure five transit buses in FY 2014.

When Phase I of the Silver Line opens, transit buses will transport passengers to the most convenient Metrorail Stations, initially in Fairfax County. Bus service will further transition to feeder service to Metrorail Stations within Loudoun County when they open for service in 2019.



### Funding

The transit bus acquisition program is funded through a combination of State capital assistance, cash proffers and excess prior year commuter bus revenues.

### Operating Impact

#### Operations & Maintenance

The program's operations and maintenance expenses are funded through a combination of fare revenues, State operating assistance, and gasoline tax revenues.

#### Debt Service

No debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Bus Acquisition	24,543	1,110	2,010	840	2,180	910	2,350	9,400	0	32,833
<b>Total Cost</b>	<b>24,543</b>	<b>1,110</b>	<b>2,010</b>	<b>840</b>	<b>2,180</b>	<b>910</b>	<b>2,350</b>	<b>9,400</b>	<b>0</b>	<b>33,943</b>
Debt Financing	6,859	0	0	0	0	0	0	0	0	6,859
Local Tax Funding	335	0	0	0	0	0	0	0	0	335
Proffers (Cash)	1,744	555	361	0	0	0	0	916	0	2,660
State Capital Assistance	15,005	555	1,005	420	1,090	455	1,175	4,700	0	19,705
Gas Tax/Transportation Fund	600	0	644	420	1,090	455	1,175	3,784	0	4,384
<b>Total Financing</b>	<b>24,543</b>	<b>1,110</b>	<b>2,010</b>	<b>840</b>	<b>2,180</b>	<b>910</b>	<b>2,350</b>	<b>9,400</b>	<b>0</b>	<b>33,943</b>





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Transit Bus Maintenance & Storage Facility

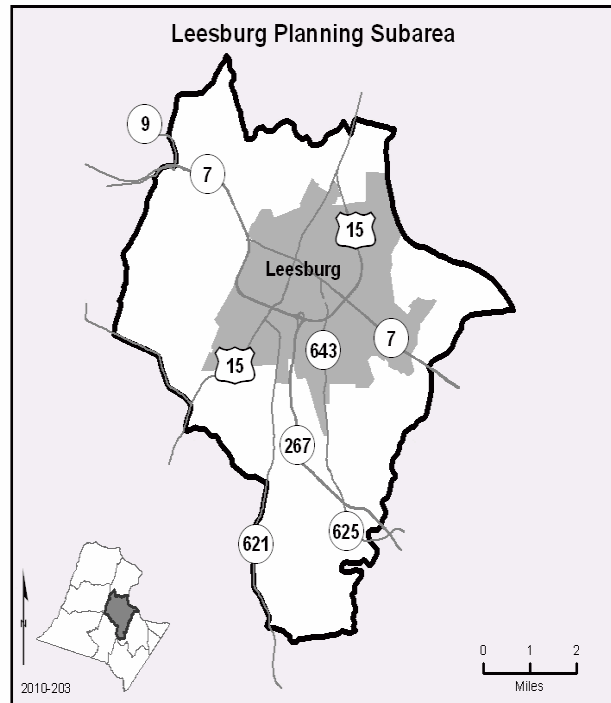
### Project Description

This project designs and constructs a Transit Maintenance and Operations Facility to support County transit services. Bus operations, storage, and maintenance services are currently operated out of two contractor-leased facilities in Purcellville, Virginia. These leased facilities have reached full capacity and are unable to accommodate the County's bus fleet. As a result, overflow buses are being stored on a temporary basis at the County's Central Garage in Leesburg. This results in additional operational mileage and costs due to travel time to and from the storage sites to the maintenance facility. This project will provide bus storage and maintenance activities necessitated by the growth in the County's owned bus fleet.

In 2014, the fleet will consist of 52 County owned commuter coaches, along with eight leased spare coaches, and five leased shuttle buses, which will provide over 1.4 million annual passenger trips.

The Transit Maintenance and Operations Facility will consist of areas for contractor employee parking, bus maintenance bays, maintenance support spaces, service areas, secure parking for the bus fleet, contractor employee support space, and administrative office space. The facility is being designed to meet projected service levels and planned fleet size through 2030. The Virginia Department of Rail and Public Transportation has partnered with the County in the funding of the project, providing in excess of 50% of the project costs.

Funding in FY 2013 totals \$1,000,000, the final amount necessary to complete the project. This amount will be used to cover the cost of procuring equipment and furniture for the facility. Half of the cost will be covered via State capital assistance, and the other half of the cost will be paid for using excess commuter bus program revenues. Construction is underway and is anticipated to be completed in 2014.



### Funding

This project is funded using State capital funds, gasoline tax funds, cash proffers, and fund balance.

### Operating Impact

#### Operations & Maintenance

All operational costs associated with the Transit Bus Maintenance and Storage Facility are accounted for in the Commuter Bus program.

#### Debt Service

No debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	2,806	0	0	0	0	0	0	0	0	2,806
Furniture, Fixtures & Equip	1,000	1,000	0	0	0	0	0	1,000	0	2,000
Construction	10,500	0	0	0	0	0	0	0	0	10,500
<b>Total Cost</b>	<b>14,306</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>15,306</b>
Fund Balance	4,140	0	0	0	0	0	0	0	0	4,140
Proffers (Cash)	6	0	0	0	0	0	0	0	0	6
State Capital Assistance	7,393	500	0	0	0	0	0	500	0	7,893
Gas Tax/Transportation Fund	2,767	500	0	0	0	0	0	500	0	3,267
<b>Total Financing</b>	<b>14,306</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>15,306</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Regional Park-and-Ride Lots

### **Project Description**

This project plans for the construction of five park-and-ride lots during the FY 2013 - 2018 planning period.

#### East Gate Park-and-Ride Lot - FY 2013

Provides for the construction of a 220-space park-and-ride lot, co-located with a public park, along Tall Cedars Parkway in the East Gate development and will be used in support of the Dulles South commuter bus service.

#### Dulles Town Center Park-and-Ride Lot - FY 2013

Provides for a phased, 300-space park-and-ride lot in the vicinity of the Dulles Town Center Mall. The park-and-ride lot was proffered to the County as part of ZMAP-2007-0001, Dulles Town Center, and will be constructed by the developer.

#### One Loudoun Park-and-Ride Lot - FY 2015

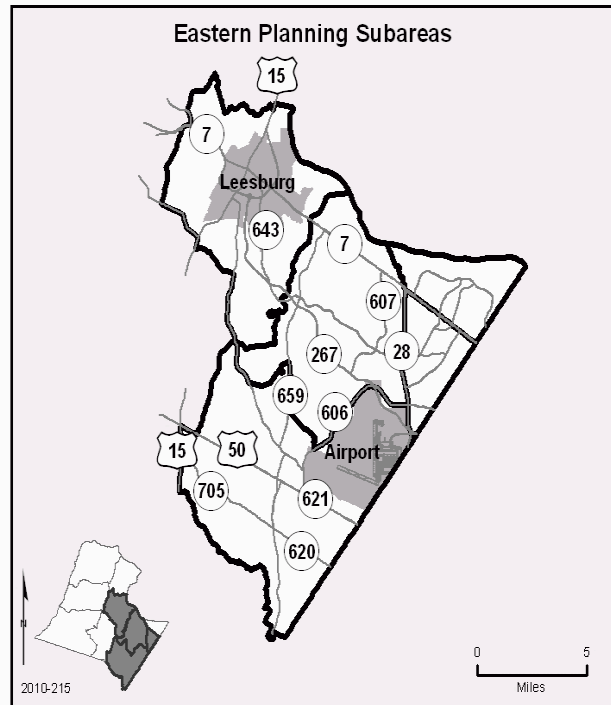
Provides for the construction of a minimum 200-space surface parking lot, on a site acquired by the County in the vicinity of the One Loudoun development as recommended in the County's transit plans.

#### Stone Ridge Park-and-Ride Lot Expansion - FY 2016

The Stone Ridge Commercial rezoning application, ZMAP-2006-0011, proffered to provide the County with a minimum 100-space expansion to the Stone Ridge park-and-ride lot. The park-and-ride lot will be constructed and provided to the County by the developer.

#### Leesburg Area Park-and-Ride Lot - FY 2016

Provides for the construction of a minimum 300-space surface park-and-ride lot on a site to be acquired near the Town of Leesburg, as recommended in the County's transit plans.



### **Operating Impact**

#### Operations & Maintenance

Operations and maintenance expenditures are forecast to begin in FY 2014 and are estimated to total \$469,000 during the six-year CIP planning period.

#### Debt Service

No debt service expense will be incurred during the six-year CIP planning period.

<b>Capital (\$ in 1000s)</b>	<b>Prior Alloc.</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>	<b>Future FY's</b>	<b>Project Total</b>
Professional Services	250	0	0	0	0	0	0	0	0	250
Const of Site Infrastructure	3,890	4,600	0	2,520	5,770	0	0	12,890	0	16,780
<b>Total Cost</b>	<b>4,140</b>	<b>4,600</b>	<b>0</b>	<b>2,520</b>	<b>5,770</b>	<b>0</b>	<b>0</b>	<b>12,890</b>	<b>0</b>	<b>17,030</b>
Proffers (Cash)	530	2,500	0	2,520	550	0	0	5,570	0	6,100
Proffers (In-kind)	0	2,100	0	0	915	0	0	3,015	0	3,015
State Capital Assistance	3,360	0	0	0	4,305	0	0	4,305	0	7,665
Gas Tax/Transportation Fund	250	0	0	0	0	0	0	0	0	250
<b>Total Financing</b>	<b>4,140</b>	<b>4,600</b>	<b>0</b>	<b>2,520</b>	<b>5,770</b>	<b>0</b>	<b>0</b>	<b>12,890</b>	<b>0</b>	<b>17,030</b>

<b>Operating Impact (\$ in 1000s)</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>
Operations & Maintenance	0	50	52	81	140	146	469
<b>Total Impact</b>	<b>0</b>	<b>50</b>	<b>52</b>	<b>81</b>	<b>140</b>	<b>146</b>	<b>469</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

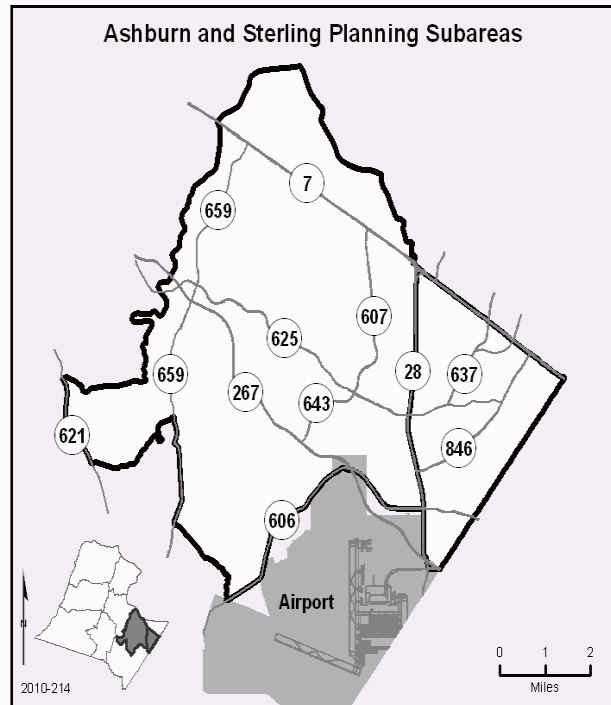
## Metro Parking Garages

### Project Description

This project provides funding to construct three parking garages at the two planned Metro Rail Stations in the County. The Route 772 Station contains two parking garages - one parking garage will be located on the southern side of the Route 772 Station in the Moorefield Station development; one garage will be located on the northern side of the Route 772 Station in the Loudoun Station development. The third parking garage will be constructed for the Route 606 Metro Station.

Collectively, the two parking garages at the Route 772 Station will provide parking for approximately 3,000 commuters. The parking garage at the Route 606 Station will contain approximately 1,945 parking spaces.

Loudoun County Government is actively pursuing private sector funding to construct all three parking garages, and the use of private operator agreements for the operation and maintenance of the parking garages. Proposals from potential developers were received in January 2013. Following the review of the proposals, the Board of Supervisors approved advancing this privatization process to the next, more detailed financial plan phase. This Phase will generate more detailed private financing plans for each parking garage. Consistent with the Phase II funding agreement, the Loudoun County Board of Supervisors must notify MWAA by July 1, 2014, of the County's intention to privatize or not to privatize the construction and operation of the parking garages. If the decision is made not to privatize the parking garages, the cost of the facilities will become part of the Phase II project budget. This project funding is a placeholder in the CIP in the event a private agreement to construct and operate the parking garages cannot be reached.



### Funding

This project is funded using revenue bond financing.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenditures are projected to begin in FY 2018 and are estimated to total \$2.97 million during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2016 and is estimated to total \$16.47 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Construction	0	0	0	0	130,000	0	0	130,000	0	130,000
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>130,000</b>	<b>0</b>	<b>0</b>	<b>130,000</b>	<b>0</b>	<b>130,000</b>
Revenue Bonds	0	0	0	0	130,000	0	0	130,000	0	130,000
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>130,000</b>	<b>0</b>	<b>0</b>	<b>130,000</b>	<b>0</b>	<b>130,000</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	0	0	2,965	2,965
Debt Service	0	0	0	1,125	5,569	9,775	16,469
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,125</b>	<b>5,569</b>	<b>12,740</b>	<b>19,434</b>



## Dulles Corridor Rapid Transit

### Project Description

State, regional and local authorities have jointly proposed an extension of Metrorail service along the Dulles Corridor from Fairfax County's West Falls Church Metrorail Station to Loudoun County. This project involves a 23-mile Metrorail extension via Tyson's Corner and the Dulles Airport that would terminate at the Dulles Greenway and Ryan Road (Route 772). At its completion, Loudoun riders can take the Silver Line to the last stop at Armory Station or transfer at one of several points within the Metrorail system to travel another line. Constructed in two phases, Phase I implements Metrorail service past Tyson's Corner with an interim terminus at Wiehle Avenue in Fairfax County. Phase II would complete the project, bringing Metrorail to Route 772. The entire project would include a rail yard on the Dulles Airport property and a total of 11 stations, including three stations in Loudoun County.

Funding for the project is provided by the Federal Government, the Commonwealth of Virginia, the Counties of Fairfax and Loudoun, and the Metropolitan Washington Airports Authority (MWAA) through a series of intergovernmental and local funding agreements. The implementation of Phase I is estimated to cost approximately \$2.67 billion, with the Federal government providing its share of expenditures on an as needed basis. Phase II is estimated at \$2.8 billion, bringing the total projected cost to \$5.5 billion.

### Project History

The Virginia Department of Rail and Public Transportation (DRPT) completed Preliminary Engineering for the Wiehle Avenue Extension (Phase I) in June 2006. In December 2006, Phase II Preliminary Engineering was completed to the 65% level. On March 30, 2007, DRPT announced the successful negotiation of a \$1.6 billion design build agreement with Dulles Transit Partners, LLC for final design and construction of Phase I. On June 19, 2007, the Board of Supervisors authorized the County Administrator to sign a memorandum of understanding entering the County into a three party funding agreement with Loudoun, Fairfax and MWAA for the purpose of constructing Metrorail to Loudoun County. On April 30, 2008, the Federal Transit Administration (FTA) sent the required 10 day notification to Congress asserting its intention to move the Dulles Corridor Metrorail Project into the Final Design stage of FTA's New Starts Process. Simultaneously, FTA committed \$158.7 million to the project toward completion of a financial plan, construction plans, detailed engineering specifications and cost estimates, and other technical requirements.

MWAA submitted a proposal on December 20, 2005, to transfer responsibility for the Dulles Toll Road (DTR) and the Metrorail extension from the Commonwealth of Virginia to MWAA. The proposal, which was approved by the Commonwealth on March 27, 2006, was described as a means to allow MWAA to expedite the development of the rapid transit project and ensure its financial viability. Subsequently, in December 2006, the Dulles Toll Road Transfer Agreement was signed by DTR and MWAA. The actual transfer did not become effective until November 1, 2008.

MWAA received final design approval for Phase I from FTA on May 12, 2008. Subsequently, right of way acquisitions were initiated and the utility relocation along the Route 7 Corridor in Tyson's Corner began in January 2008.



### Funding

The Federal Transit Administration, the Commonwealth of Virginia, Fairfax County, the Metropolitan Washington Airport Authority (Dulles Toll Road) and Loudoun County will fund the costs of the project. Loudoun County's share of the total project cost is 4.8%. Loudoun County's contribution toward construction began in FY 2010. The County's share will be funded through debt financing.

### Operating Impact

#### Operations & Maintenance

The Environmental Impact Statement estimates that the County's share of operating costs is anticipated to total about \$8 million during the first year of operation. The 2% gas tax collected in Loudoun County will cover most of this cost. The current planned development of the Dulles Rapid Transit project would not require the County to provide operating subsidies until operations have been extended to Route 772. All costs are planning figures and are subject to change pending final decisions by the Dulles Task Force and the Federal Transit Administration.

#### Debt Service

In FY 2002, the Board of Supervisors established the Public Transportation Special Revenue Fund to provide the resources necessary to serve as the clearinghouse for debt service payments of County funded transit and transportation projects, such as the Dulles Corridor Rapid Transit project. Debt service is forecast to begin in FY 2015, and is estimated at \$39 million during the six-year CIP planning period.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Dulles Corridor Rapid Transit

On January 8, 2009, the Federal Secretary of Transportation signed and submitted to Congress the Full Funding Grant Agreement (FFGA) for the authorization of \$900 million dollars for the construction of Phase I. Final approval and release of the federal funds by the FTA occurred on March 10, 2009.

Phase II has six stations; all will be located in the middle of the Dulles Airport Access Highway/Dulles Toll Road Corridor and in the middle of the Dulles Greenway median, except for the Dulles Airport Station. The Stations in Fairfax County include Reston Town Center, Herndon, and Route 28. The Stations in Loudoun County include the Dulles Airport, Route 606 and Route 772. Two commuter parking garages will serve the Route 772 Station, and one parking garage will serve the Route 606 Station.



### Current Status

Construction of Phase I of the Dulles Corridor Metrorail Project is estimated to be complete in late 2013, followed by months of system testing by the contractor and WMATA. WMATA is anticipated to begin Silver Line service during the winter of 2014.

In November of 2011, the Board of Supervisors signed a Memorandum of Agreement for Phase II between the United States Department of Transportation, the Commonwealth of Virginia, Loudoun and Fairfax Counties, the Metropolitan Washington Airports Authority and the Washington Metropolitan Area Transit Authority, which describes the terms and conditions agreed to by each of the parties to fund Phase II of the Dulles Corridor Metrorail Project. On April 19, 2013, MWAA will open bids for the Design-Build contract for Phase II construction. Notice to Proceed will be issued in July of 2013. Phase II project completion is anticipated in 2019.

At this time, Loudoun County's share of the total project cost is projected to be \$300 million.

<b>Capital (\$ in 1000s)</b>	<b>Prior Alloc.</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>	<b>Future FY's</b>	<b>Project Total</b>
Payment to Regional Org	160,000	40,000	40,000	40,000	20,000	0	0	140,000	0	300,000
<b>Total Cost</b>	<b>160,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>140,000</b>	<b>0</b>	<b>300,000</b>
Debt Financing	160,000	40,000	40,000	40,000	20,000	0	0	140,000	0	300,000
<b>Total Financing</b>	<b>160,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>140,000</b>	<b>0</b>	<b>300,000</b>

<b>Operating Impact (\$ in 1000s)</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>
Debt Service	0	0	3,335	7,018	11,042	17,692	39,087
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>3,335</b>	<b>7,018</b>	<b>11,042</b>	<b>17,692</b>	<b>39,087</b>

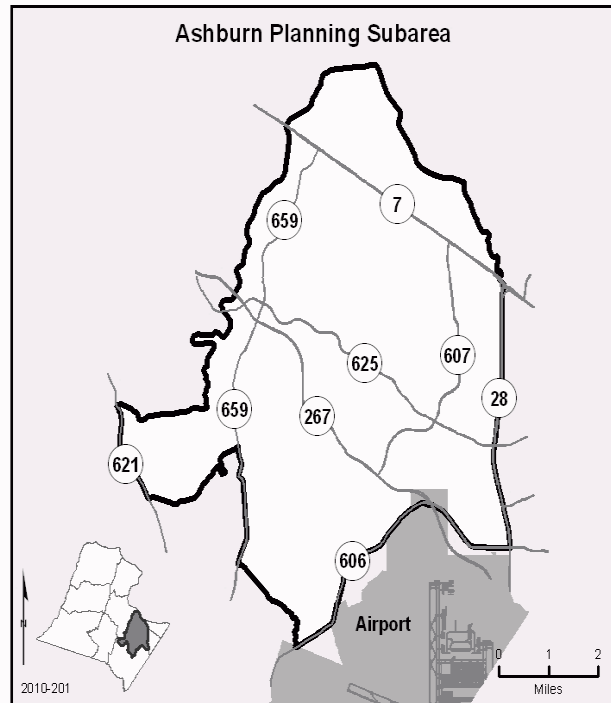




## Route 772 Transit Station Connector Bridge

### Project Description

The Route 772 Metrorail Station Connector Bridge is contained in the Loudoun County Countywide Transportation Plan (CTP). This bridge is a key element of the CTP roadway extension linking Croson Lane on the western side of the Dulles Greenway to Shellhorn road on the eastern side of the Greenway. Additionally, the bridge provides an integral connection linking both sides of the Route 772 Station, providing a direct, vehicular connection between the northern and southern parking garages at the Station. This eliminates the need for private vehicles, transit buses, and bicycles to revert to using local roads to access the parking garages on either side of the Greenway, and provides a transportation link that unifies the Transit-Oriented Development (TOD) of the Moorefield Station and Loudoun Station developments.



### Current Status

The Board of Supervisors voted to amend the CIP to appropriate \$446,000 in local gasoline tax funds to begin design of the Connector Bridge in FY 2013. Funding for the construction of the bridge has not been identified in the six-year CIP.

### Funding

This project is funded using local gasoline tax funds.

### Operating Impact

#### Operations & Maintenance

This project is being designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

#### Debt Service

No debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	446	0	0	0	0	0	446	0	446
<b>Total Cost</b>	<b>0</b>	<b>446</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>446</b>	<b>0</b>	<b>446</b>
Gas Tax/Transportation Fund	0	446	0	0	0	0	0	446	0	446
<b>Total Financing</b>	<b>0</b>	<b>446</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>446</b>	<b>0</b>	<b>446</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

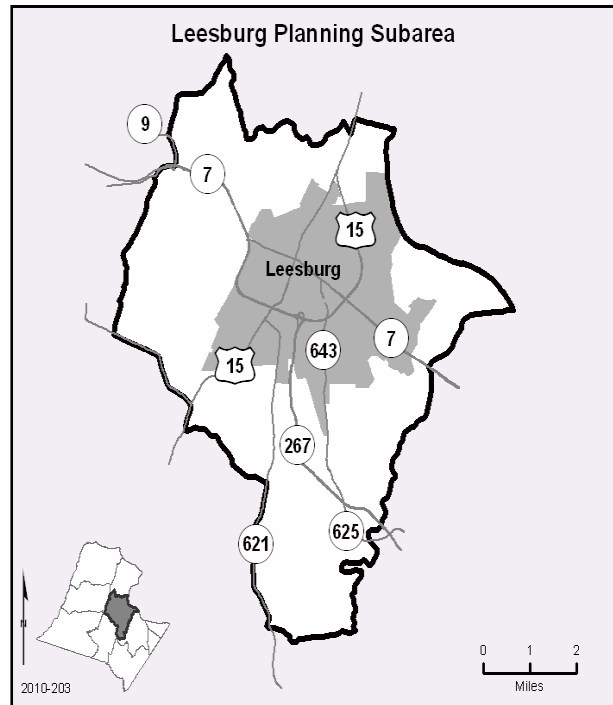
## Kincaid / Crosstrail Boulevards

### **Project Description**

This project designs and constructs Crosstrail and Kincaid Boulevards in the vicinity of Philip A. Bolen Memorial Park and the Leesburg Airport in the Leesburg Planning Subarea of the County. The project includes the design of a four-lane facility within a six-lane right-of-way, and the construction of a four-lane section of Crosstrail Boulevard from Sycolin Road to the eastern most boundary of the County owned property, including a connection to the existing terminus of Kincaid Boulevard.

In addition, this project includes appropriations to complete design and construct four-lanes of Crosstrail Boulevard from the eastern most boundary of the County owned property to Russell Branch Parkway near Route 7 in the vicinity of the Villages at Leesburg. Additional funds are included to design and construct a section of Crosstrail Boulevard from Sycolin Road to the Dulles Greenway.

This infrastructure project completes roads required to develop land bays for public facilities at the County owned Government Support Center site in Leesburg and implements the Countywide Transportation Plan for road infrastructure to serve this area of the County.



### **Current Status**

The design of the first two segments of Crosstrail Boulevard, from Sycolin Road to Kincaid Boulevard, is complete with construction scheduled to begin in FY 2014. Design of the section of Crosstrail Boulevard from the boundary of the County-owned property to Russell Branch Parkway is 30% complete, with funding provided in FY 2014 to complete 100% design of this segment.

### **Funding**

This project is funded using debt financing and local tax funding.

### **Operating Impact**

#### Operations & Maintenance

This road is being designed and constructed to VDOT standards and will become part of the VDOT system for maintenance.

#### Debt Service

Debt service is forecast to begin in FY 2014 and is estimated to total \$9.85 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	3,300	1,500	1,500	0	0	0	0	3,000	0	6,300
Construction of Roads	0	9,000	16,000	0	0	39,000	0	64,000	0	64,000
<b>Total Cost</b>	<b>3,300</b>	<b>10,500</b>	<b>17,500</b>	<b>0</b>	<b>0</b>	<b>39,000</b>	<b>0</b>	<b>67,000</b>	<b>0</b>	<b>70,300</b>
Debt Financing	2,000	10,500	17,500	0	0	39,000	0	67,000	0	69,000
Local Tax Funding	1,300	0	0	0	0	0	0	0	0	1,300
<b>Total Financing</b>	<b>3,300</b>	<b>10,500</b>	<b>17,500</b>	<b>0</b>	<b>0</b>	<b>39,000</b>	<b>0</b>	<b>67,000</b>	<b>0</b>	<b>70,300</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	188	1,328	1,705	2,261	4,363	9,845
<b>Total Impact</b>	<b>0</b>	<b>188</b>	<b>1,328</b>	<b>1,705</b>	<b>2,261</b>	<b>4,363</b>	<b>9,845</b>

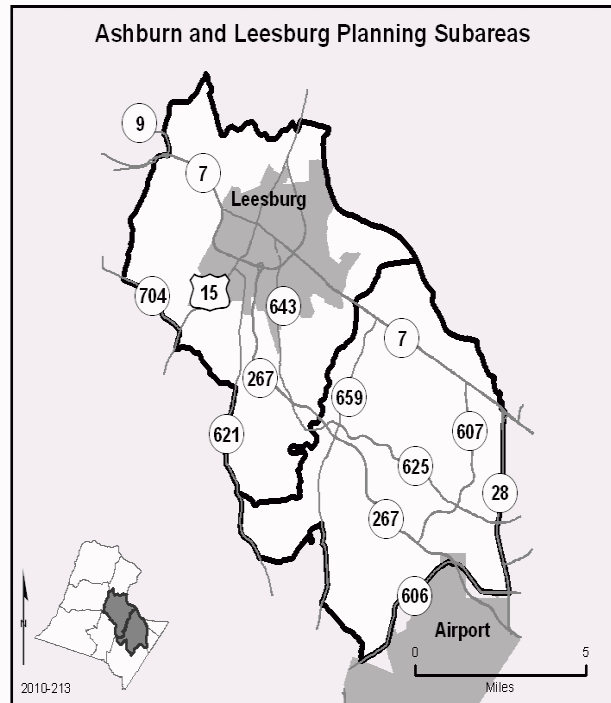


## Murray's Ford Bridge

### Project Description

This project provides funding to remove Murray's Ford Bridge from the Goose Creek. The bridge is located over the Goose Creek just south from the Sycolin Road bridge. The bridge has not been in use as a road since the 1970's, and is acting as a dam on the creek which is causing harmful sediment and debris buildup.

This project will be managed by the Department of General Services.



### Funding

This project is funded using fund balance.

### Operating Impact

#### Operations & Maintenance

This project involves the removal of a bridge from the County road network. No operational or maintenance costs will be incurred as a result of this project.

#### Debt Service

No debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	420	0	0	0	0	420	0	420
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>420</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>420</b>	<b>0</b>	<b>420</b>
Fund Balance	0	0	420	0	0	0	0	420	0	420
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>420</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>420</b>	<b>0</b>	<b>420</b>





Loudoun County Government  
FY 2014 Adopted Fiscal Plan

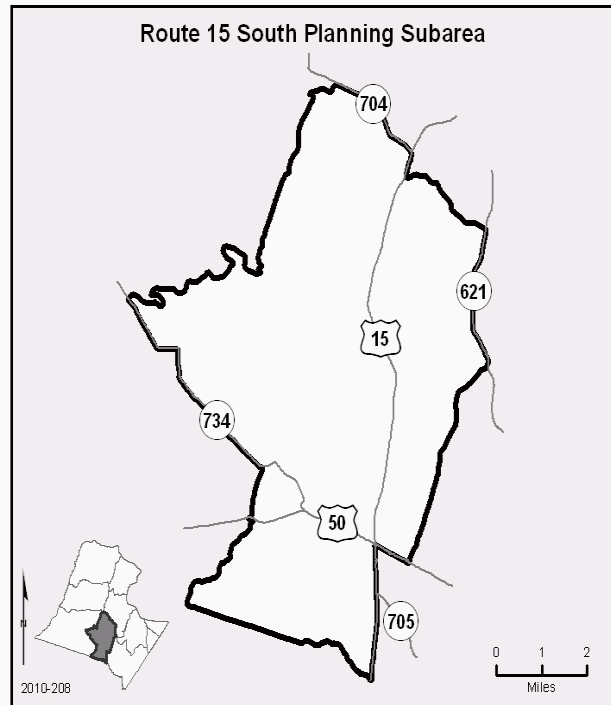
## The Woods Road (Route 771)

### Project Description

This project realigns and constructs two lanes of The Woods Road (Route 771) from Evergreen Mills Road (Route 621) to just north of the Loudoun County Landfill. The project is being administered by VDOT. The County will provide partial funding to the project as a pass-through payment.

### Current Status

Project design is underway by VDOT. Design should be completed in the 2nd quarter of FY 2014. VDOT anticipates ROW acquisition to be complete in the 1st quarter of FY 2015. VDOT will advertise for construction bids in the 1st quarter of FY 2016. Construction is estimated to commence in the 2nd quarter of FY 2016.



### Funding

The project will be funded using State Revenue Sharing funds and local gasoline tax funds.

### Operating Impact

#### Operations & Maintenance

This road is being designed and constructed to VDOT standards and will become part of the VDOT system for maintenance.

#### Debt Service

No debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Construction of Roads	0	0	2,800	0	0	0	0	2,800	0	2,800
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>2,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,800</b>	<b>0</b>	<b>2,800</b>
State Capital Assistance	0	0	1,400	0	0	0	0	1,400	0	1,400
Gas Tax/Transportation Fund	0	0	1,400	0	0	0	0	1,400	0	1,400
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>2,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,800</b>	<b>0</b>	<b>2,800</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## County Road Projects

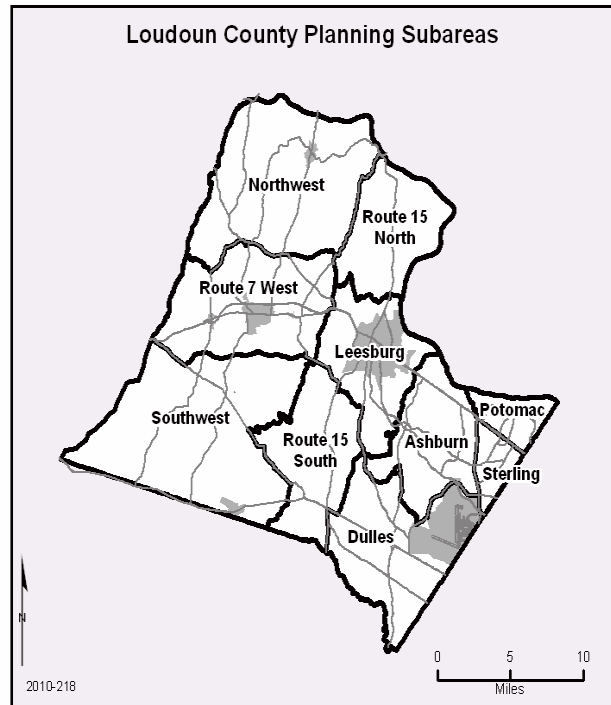
### Project Description

During the FY 2014 CIP budget deliberations, the Board of Supervisors allocated local tax funding annually, equivalent to two cents of the tax rate, to provide funding for County transportation projects in the Capital Improvements Program. The Board of Supervisors allocated this funding towards specific projects in the CIP, except for a \$3.3 million portion of the funding in FY 2015. This project page represents the un-allocated funds in FY 2015 that may be programmed by the Board of Supervisors on local road projects in FY 2015.

The current annual funding placeholder is \$12 million, which may be subject to change each fiscal year according to the valuation of the equivalent cash value of two cents of the tax rate. The Board of Supervisors approved the use of these funds on the following projects in the six-year CIP:

FY 2014 - Gloucester Parkway (\$12 million)  
FY 2015 - Gloucester Parkway (\$8.7 million); Un-allocated (\$3.3 million)  
FY 2016 - Belmont Ridge Road from Gloucester to Portsmouth (\$12 million)  
FY 2017 - Belmont Ridge Road from Portsmouth to Hay (\$12 million)  
FY 2018 - Belmont Ridge road from Truro Parish to Croson Lane (\$12 million)

Details regarding the use of the \$12 million annual local tax funding allocation towards the Gloucester Parkway and Belmont Ridge Road projects can be found on those project pages in the Transportation section of the CIP budget document.



### Funding

This project is an annual funding placeholder equivalent to the value of two cents of the tax rate to cash finance local transportation projects in the County.

### Operating Impact

#### Operations & Maintenance

Roads developed using this funding source will be designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

#### Debt Service

This project provides local tax funding for County transportation projects. No debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Construction of Roads	0	0	0	3,300	0	0	0	3,300	0	3,300
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,300</b>	<b>0</b>	<b>3,300</b>
Local Tax Funding	0	0	0	3,300	0	0	0	3,300	0	3,300
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,300</b>	<b>0</b>	<b>3,300</b>



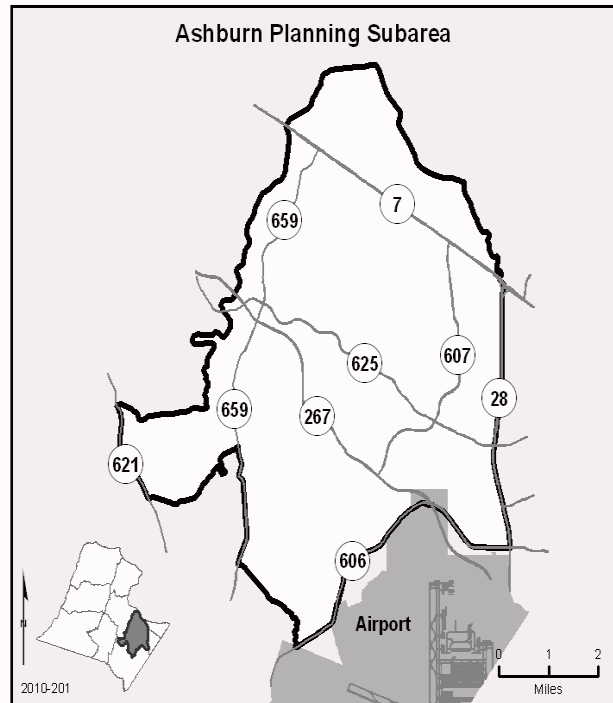
## Route 7/Belmont Ridge Road Interchange

### Project Description

This project provides funding to complete the design and construction of the Route 7/Route 659 Interchange, and the realignment and widening of Belmont Ridge Road (Route 659) from two to four lanes between Route 7 and Gloucester Parkway. The Commonwealth has budgeted \$72 million in State funding to complete the Route 7/Route 659 Interchange and a four lane segment of Belmont Ridge Road from the interchange to Gloucester Parkway. Once design of the project is complete, total project costs will be re-evaluated to determine the funding required to complete the project. If necessary, the project may be broken into phases in the event current funding is not adequate. The County will work with VDOT to identify additional State funds as necessary.

### Current Status

This project is currently in design. Construction is planned to begin in FY 2014.



### Funding

Funding for the road improvements are from State capital grants, cash proffers, and general obligation bonds.

### Operating Impact

#### Operations & Maintenance

The road is being designed and constructed to VDOT standards and will become part of the VDOT system for maintenance.

#### Debt Service

No debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	7,130	0	0	0	0	0	0	0	0	7,130
Construction of Roads	72,000	2,745	0	0	0	0	0	2,745	0	74,745
<b>Total Cost</b>	<b>79,130</b>	<b>2,745</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,745</b>	<b>0</b>	<b>81,875</b>
GO Bonds	4,500	0	0	0	0	0	0	0	0	4,500
Proffers (Cash)	2,630	2,745	0	0	0	0	0	2,745	0	5,375
State Capital Assistance	72,000	0	0	0	0	0	0	0	0	72,000
<b>Total Financing</b>	<b>79,130</b>	<b>2,745</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,745</b>	<b>0</b>	<b>81,875</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Belfort Area Road Improvements

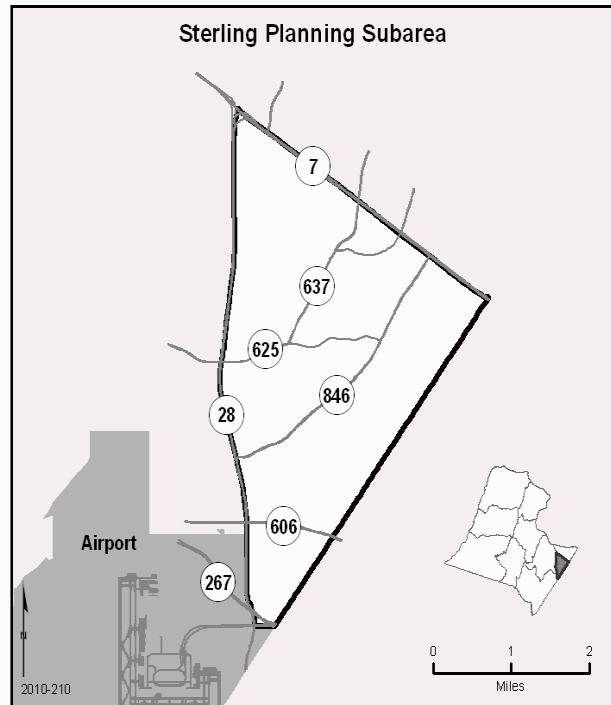
### **Project Description**

In 2009, the Board of Supervisors created the Belfort Area Task Force to analyze and provide recommendations to improve vehicular access and circulation in the area known as Belfort Park. Belfort Park is bounded on the north by the W&OD Trail, on the east by Sterling Boulevard, on the west by Church Road and on the south by Route 28.

In 2010, the Belfort Park Area Task Force made its final report to the Board of Supervisors, which included several recommendations for road improvements within the area. The funding for this project will allow for the design, right of way acquisition, and construction of the Task Force's recommended improvements, which include: 1) reconstruction of the intersection of Cedar Green Road with Glenn Drive; 2) a new two lane section of Cedar Green extending it between Glenn Drive and Davis Drive; 3) a four lane extension of Glenn Drive to Cedar Green Road; 4) a right turn lane from Cedar Green Road to Shaw Road; 5) reconstruction of Cedar Green Road from Shaw Road to 180 feet west of Glenn Drive to a curb and gutter urban section; and 6) a stormwater management pond to accommodate the drainage.

### **Current Status**

This project is currently in design and is being administered by VDOT through the Route 28 PPTA contract. Construction will begin in FY 2014.



### **Funding**

This project is funded using fund balance and debt financing.

### **Operating Impact**

#### Operations & Maintenance

The road is being designed and constructed to VDOT standards and will become part of the VDOT system for road maintenance.

#### Debt Service

Debt service is forecast to begin in FY 2014 and is estimated to total \$3.80 million during the six-year CIP planning period.

<b>Capital (\$ in 1000s)</b>	<b>Prior Alloc.</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>	<b>Future FY's</b>	<b>Project Total</b>
Construction of Roads	1,000	8,000	0	0	0	0	0	8,000	0	9,000
<b>Total Cost</b>	<b>1,000</b>	<b>8,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,000</b>	<b>0</b>	<b>9,000</b>
Debt Financing	0	8,000	0	0	0	0	0	8,000	0	8,000
Fund Balance	1,000	0	0	0	0	0	0	0	0	1,000
<b>Total Financing</b>	<b>1,000</b>	<b>8,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,000</b>	<b>0</b>	<b>9,000</b>

<b>Operating Impact (\$ in 1000s)</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>
Debt Service	0	800	780	760	740	720	3,800
<b>Total Impact</b>	<b>0</b>	<b>800</b>	<b>780</b>	<b>760</b>	<b>740</b>	<b>720</b>	<b>3,800</b>



**Loudoun County Government**  
**FY 2014 Adopted Fiscal Plan**

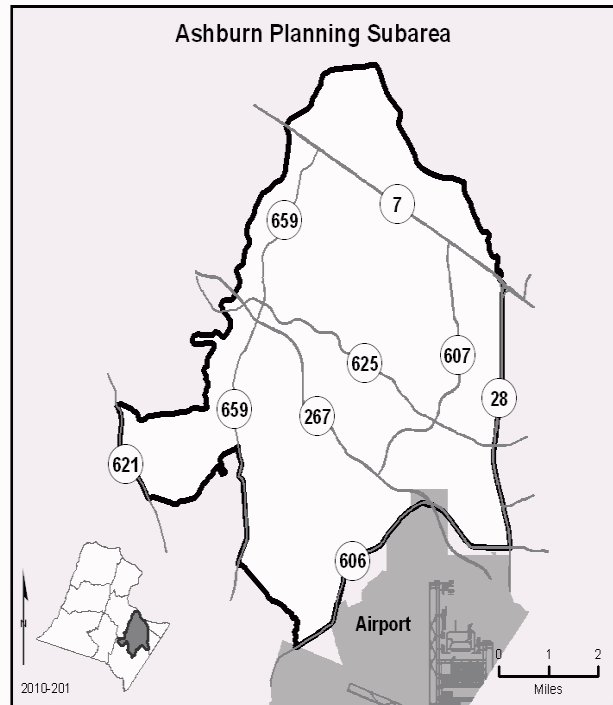
## Mooreview Parkway

### Project Description

This project provides funding to construct the segment of Mooreview Parkway between Amberleigh Farm Drive and Old Ryan Road.

This segment of Mooreview Parkway is critical to have in place in time for the opening of the Route 772 Metro Station in order to get commuters to the Metro Station and Commuter Parking areas within the Moorefield Station development, as well as to provide public road access to ES-16 and the future County-owned Moorefield Station Community Park.

The road is designed. This project provides construction funding to complete the missing segment of Mooreview Parkway through the Moorefield Station development.



### Funding

This project is funded using fund balance.

### Operating Impact

#### Operations & Maintenance

This road is being designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

#### Debt Service

No debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Construction of Roads	0	0	6,300	0	0	0	0	6,300	0	6,300
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>6,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,300</b>	<b>0</b>	<b>6,300</b>
Fund Balance	0	0	6,300	0	0	0	0	6,300	0	6,300
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>6,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,300</b>	<b>0</b>	<b>6,300</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

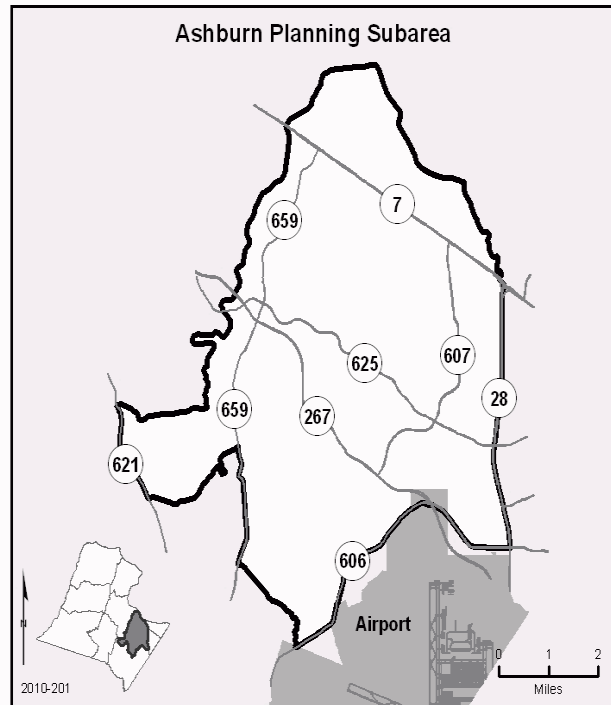
## Claiborne Parkway

### Project Description

This project provides funding to design and construct the segment of Claiborne Parkway between Ryan Road and Croson Lane. This is the final section of Claiborne Parkway necessary to complete the road, allowing for a continuous facility from Route 7 to Loudoun County Parkway.

### Current Status

Project design began in 2012, with construction scheduled to begin in FY 2014.



### Funding

This project is funded using cash proffers for design, and State Revenue Sharing funds and local gasoline tax funds for construction.

### Operating Impact

#### Operations & Maintenance

This road is being designed and constructed to VDOT standards and will be accepted into the VDOT system for road maintenance.

#### Debt Service

No debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	585	0	0	0	0	0	0	0	0	585
Construction of Roads	0	0	6,000	0	0	0	0	6,000	0	6,000
<b>Total Cost</b>	<b>585</b>	<b>0</b>	<b>6,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,000</b>	<b>0</b>	<b>6,585</b>
Proffers (Cash)	585	0	0	0	0	0	0	0	0	585
State Capital Assistance	0	0	3,000	0	0	0	0	3,000	0	3,000
Gas Tax/Transportation Fund	0	0	3,000	0	0	0	0	3,000	0	3,000
<b>Total Financing</b>	<b>585</b>	<b>0</b>	<b>6,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,000</b>	<b>0</b>	<b>6,585</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Riverside Parkway

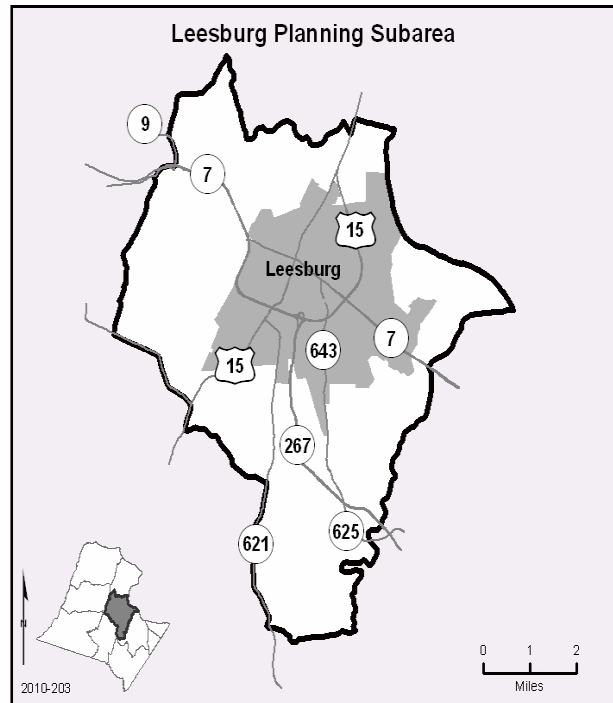
### Project Description

This project designs and constructs two eastbound lanes of Riverside Parkway between River Creek Parkway and Kingsport Drive, in the Leesburg Planning Subarea, which will complete the full four lane section of the road.

Staff has prepared 100% design plans for the planned improvements to Riverside Parkway.

### Current Status

Construction will begin in FY 2014.



### Funding

This project is funded using State Capital Assistance, cash proffers and local gasoline tax funds.

### Operating Impact

#### Operations & Maintenance

This project is being designed and constructed to VDOT standards and will be included into the VDOT system for road maintenance.

#### Debt Service

No debt service expense will be incurred for this project during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	382	0	0	0	0	0	0	0	0	382
Construction of Roads	5,600	375	0	0	0	0	0	375	0	5,975
<b>Total Cost</b>	<b>5,982</b>	<b>375</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>375</b>	<b>0</b>	<b>6,357</b>
Proffers (Cash)	382	375	0	0	0	0	0	375	0	757
State Capital Assistance	2,800	0	0	0	0	0	0	0	0	2,800
Gas Tax/Transportation Fund	2,800	0	0	0	0	0	0	0	0	2,800
<b>Total Financing</b>	<b>5,982</b>	<b>375</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>375</b>	<b>0</b>	<b>6,357</b>



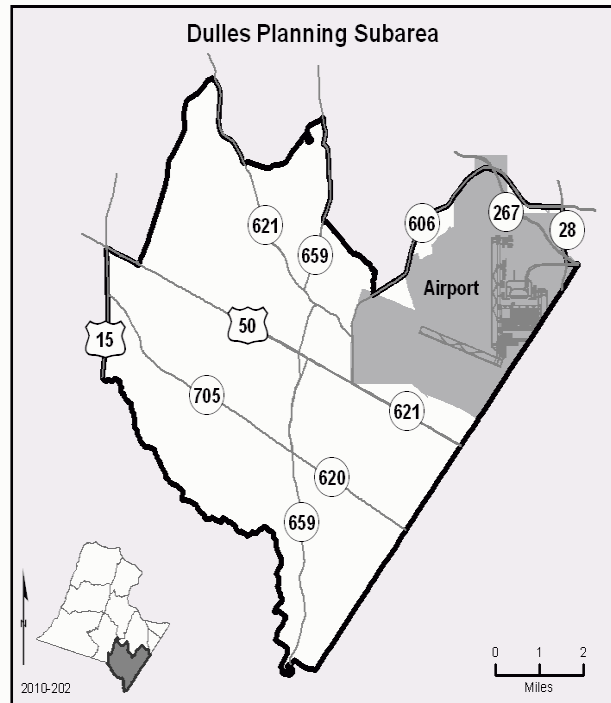
**Loudoun County Government**  
**FY 2014 Adopted Fiscal Plan**

## Tall Cedars Parkway

### Project Description

This project designs and constructs a four lane section of Tall Cedars Parkway between Pinebrook Road and Gum Springs Road, completing the full connection of Tall Cedars Parkway from the East Gate development in the east through the Stone Ridge development to the west in the Dulles Planning Subarea of the County.

Design will be completed in the first quarter of FY 2014. Construction is scheduled to begin during the second quarter of FY 2014.



### Funding

The project is funded using cash proffers.

### Operating Impact

#### Operations & Maintenance

This road project is being designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

#### Debt Service

No debt service expense will be incurred for this project during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	620	0	0	0	0	0	0	0	0	620
Construction of Roads	0	0	7,635	0	0	0	0	7,635	0	7,635
<b>Total Cost</b>	<b>620</b>	<b>0</b>	<b>7,635</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,635</b>	<b>0</b>	<b>8,255</b>
Proffers (Cash)	620	0	7,635	0	0	0	0	7,635	0	8,255
<b>Total Financing</b>	<b>620</b>	<b>0</b>	<b>7,635</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,635</b>	<b>0</b>	<b>8,255</b>





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

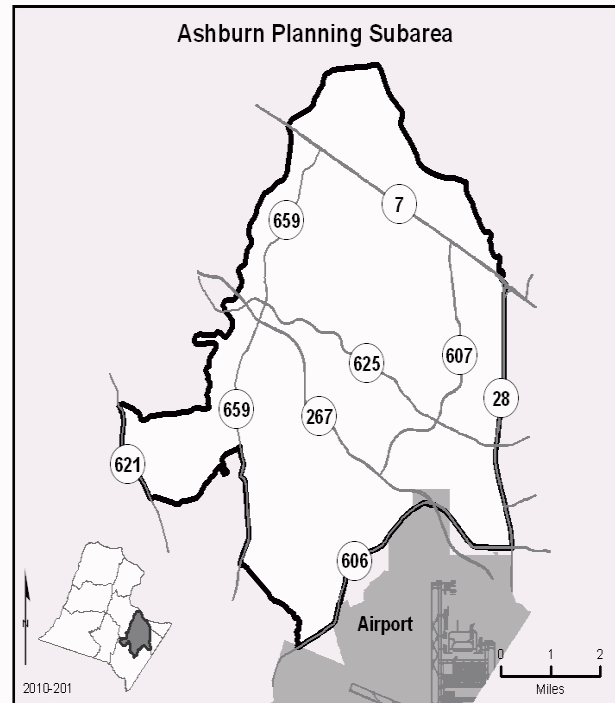
## Waxpool Road

### **Project Description**

This project designs and constructs a four-lane section of Waxpool Road between Faulkner Parkway and Unbridled Way in the Ashburn Planning Subarea of the County. The project also includes the installation of a traffic signal at the intersection of Waxpool Road and Ashburn Village Parkway.

Staff has obtained design approval and prepared 100% design plans for the planned improvements.

Construction is scheduled to begin in the fourth quarter of FY 2013.



### **Funding**

This project is funded using State Capital Assistance, local gasoline tax funds and cash proffers.

### **Operating Impact**

#### Operations & Maintenance

The road is being designed and constructed to VDOT standards and will be incorporated into the VDOT system for road maintenance.

#### Debt Service

No debt service expense will be incurred for this project during the six-year CIP planning period.

<b>Capital (\$ in 1000s)</b>	<b>Prior Alloc.</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>	<b>Future FY's</b>	<b>Project Total</b>
Professional Services	490	0	0	0	0	0	0	0	0	490
Construction of Roads	2,596	1,500	0	0	0	0	0	1,500	0	4,096
<b>Total Cost</b>	<b>3,086</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500</b>	<b>0</b>	<b>4,586</b>
Gifts & Donations	35	0	0	0	0	0	0	0	0	35
Proffers (Cash)	1,551	0	0	0	0	0	0	0	0	1,551
State Capital Assistance	0	1,500	0	0	0	0	0	1,500	0	1,500
Gas Tax/Transportation Fund	1,500	0	0	0	0	0	0	0	0	1,500
<b>Total Financing</b>	<b>3,086</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500</b>	<b>0</b>	<b>4,586</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

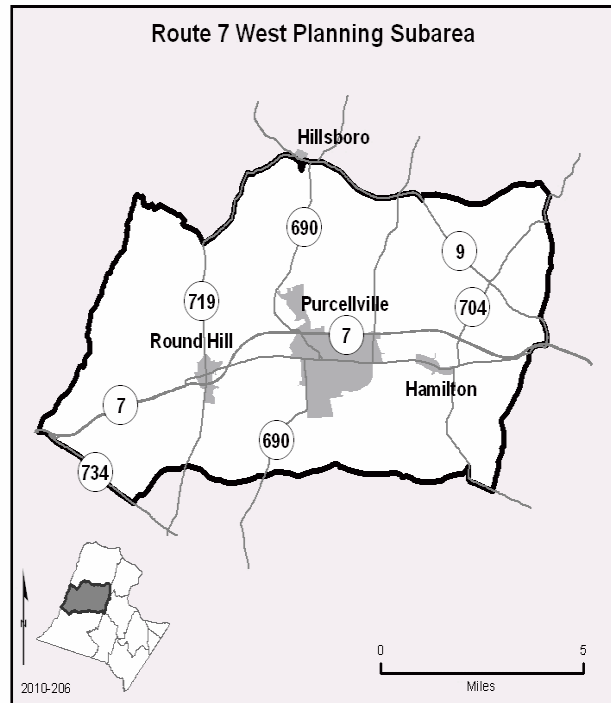
## Route 690 Interchange Engineering

### Project Description

This project provides preliminary design (30%), surveys, environmental and geotechnical due diligence, and a justification report for an interchange at Route 7 and Route 690 at the Town of Purcellville. The reports and design will be coordinated with VDOT, the Federal Highway Administration (FHWA), the Town of Purcellville and local residents.

FHWA involvement is required since Route 7 in this vicinity is part of the National Highway System (NHS) and is a limited access road. This project will also take into consideration any recommendations and outcomes from the Route 287 Corridor Study currently underway with VDOT.

Design is scheduled to be completed in FY 2014. Funding for construction has not been identified in the six-year CIP. The construction phase is estimated to cost \$55- \$60 million.



### Funding

This project is funded using fund balance.

### Operating Impact

#### Operations & Maintenance

This project is being designed to VDOT standards and will be included in the VDOT system for road maintenance.

#### Debt Service

No debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	1,500	0	0	0	0	0	1,500	0	1,500
<b>Total Cost</b>	<b>0</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500</b>	<b>0</b>	<b>1,500</b>
Fund Balance	0	1,500	0	0	0	0	0	1,500	0	1,500
<b>Total Financing</b>	<b>0</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500</b>	<b>0</b>	<b>1,500</b>

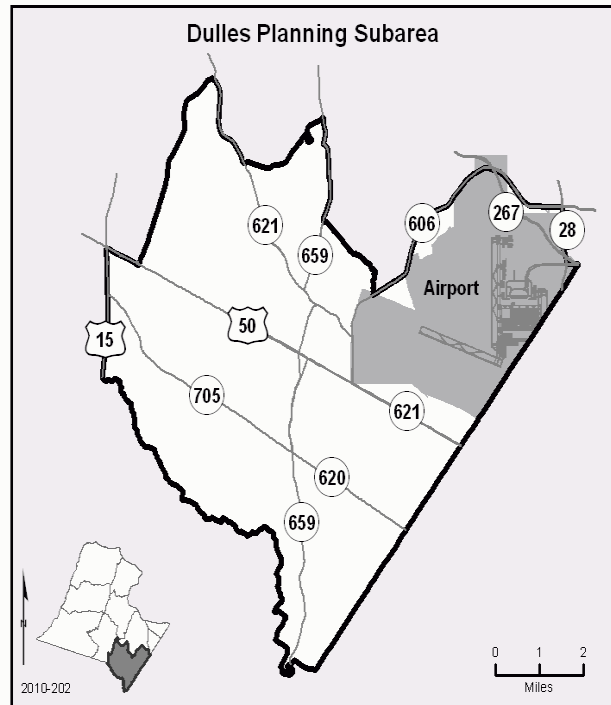


## Tall Cedars Signal and Turn Lane

### Project Description

Due to the new traffic pattern on Tall Cedars Parkway, crash data at the intersection of Tall Cedars and Poland Road intersection, and impending growth of traffic volumes along the Tall Cedars Parkway corridor, VDOT has recommended that the subject intersection be improved to include signal installation with a new westbound left-turn lane on Tall Cedars Parkway to southbound Poland Road.

On October 3, 2012, the Board of Supervisors approved an amendment to the FY 2013 Capital Improvement Program in the amount of \$625,000 for the engineering design services and installation of the proposed traffic signal and left-turn lane at the intersection of Tall Cedars Parkway and Poland Road.



### Funding

This project is funded using cash proffers.

### Operating Impact

#### Operations & Maintenance

The road is being designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

#### Debt Service

This project is funded using cash proffers; no debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Construction of Roads	0	625	0	0	0	0	0	625	0	625
<b>Total Cost</b>	<b>0</b>	<b>625</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>625</b>	<b>0</b>	<b>625</b>
Proffers (Cash)	0	625	0	0	0	0	0	625	0	625
<b>Total Financing</b>	<b>0</b>	<b>625</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>625</b>	<b>0</b>	<b>625</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Gloucester Parkway

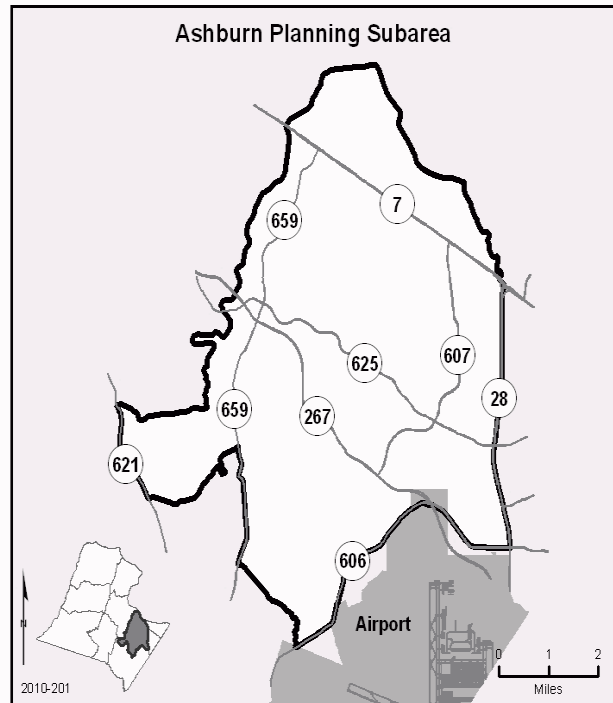
### Project Description

This project designs and constructs a four-lane missing link section of Gloucester Parkway between Loudoun County Parkway and Pacific Boulevard (approximately 3,400 linear feet of roadway with a bridge over the Broad Run).

The project has been proffered by the developer of the Kincora Village Center. The developer is currently in the process of applying for a loan in partnership with the Loudoun County Industrial Development Authority (IDA) to finance the project through the Virginia Transportation Infrastructure Bank (VTIB).

The County is negotiating with the developers of Kincora. It has been determined that the County will construct the road and be reimbursed by the developer for the work performed.

The Board of Supervisors amended the FY 2013 CIP by accelerating \$4 million in fund balance into FY 2013 to start design of the project.



### Current Status

County staff met with VDOT on several occasions. VDOT has initiated design of the road. VDOT intends to complete pre-engineering design and execute the project as a design/build project. VDOT will advertise for construction bids in the 2<sup>nd</sup> quarter of FY 2014. Construction is anticipated to be complete in the 4<sup>th</sup> quarter of FY 2016.

### Funding

This project is funded using local tax funding and fund balance.

### Operating Impact

#### Operations & Maintenance

The project is being designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

#### Debt Service

No debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	4,000	0	0	0	0	0	4,000	0	4,000
Construction of Roads	0	0	27,300	8,700	0	0	0	36,000	0	36,000
<b>Total Cost</b>	<b>0</b>	<b>4,000</b>	<b>27,300</b>	<b>8,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40,000</b>	<b>0</b>	<b>40,000</b>
Local Tax Funding	0	0	12,000	8,700	0	0	0	20,700	0	20,700
Fund Balance	0	4,000	15,300	0	0	0	0	19,300	0	19,300
<b>Total Financing</b>	<b>0</b>	<b>4,000</b>	<b>27,300</b>	<b>8,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40,000</b>	<b>0</b>	<b>40,000</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

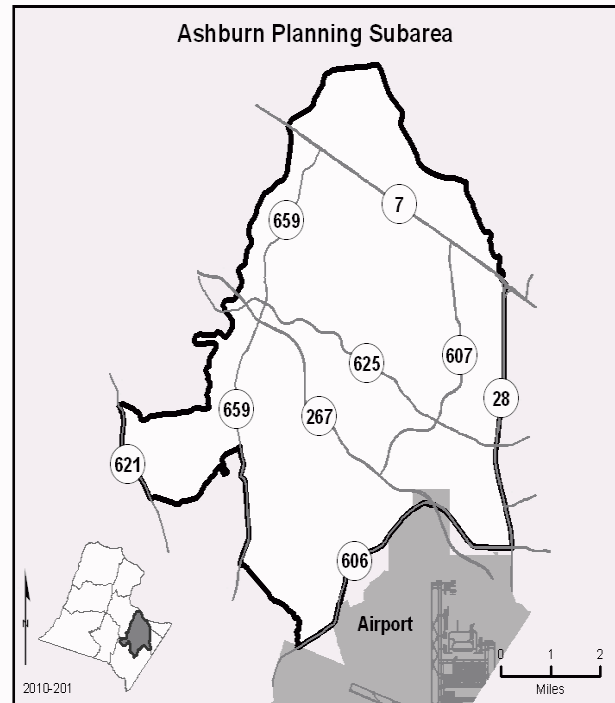
## Waxpool Road Intersection Improvements

### **Project Description**

This project designs and constructs intersection improvements and turn lanes at Waxpool Road and Pacific Boulevard, and Waxpool Road and Broderick Drive. The project is being administered by the County.

### **Current Status**

The County began the design of the intersection improvements in FY 2013.



### **Funding**

The project is funded using State Revenue Sharing funds, cash proffers and local gasoline tax funds.

### **Operating Impact**

#### Operations & Maintenance

The project is being designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

#### Debt Service

No debt service expense will be incurred during the six-year CIP planning period.

<b>Capital (\$ in 1000s)</b>	<b>Prior Alloc.</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>	<b>Future FY's</b>	<b>Project Total</b>
Construction	0	1,000	6,400	0	0	0	0	7,400	0	7,400
<b>Total Cost</b>	<b>0</b>	<b>1,000</b>	<b>6,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,400</b>	<b>0</b>	<b>7,400</b>
Proffers (Cash)	0	0	1,950	0	0	0	0	1,950	0	1,950
State Capital Assistance	0	0	3,200	0	0	0	0	3,200	0	3,200
Gas Tax/Transportation Fund	0	1,000	1,250	0	0	0	0	2,250	0	2,250
<b>Total Financing</b>	<b>0</b>	<b>1,000</b>	<b>6,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,400</b>	<b>0</b>	<b>7,400</b>



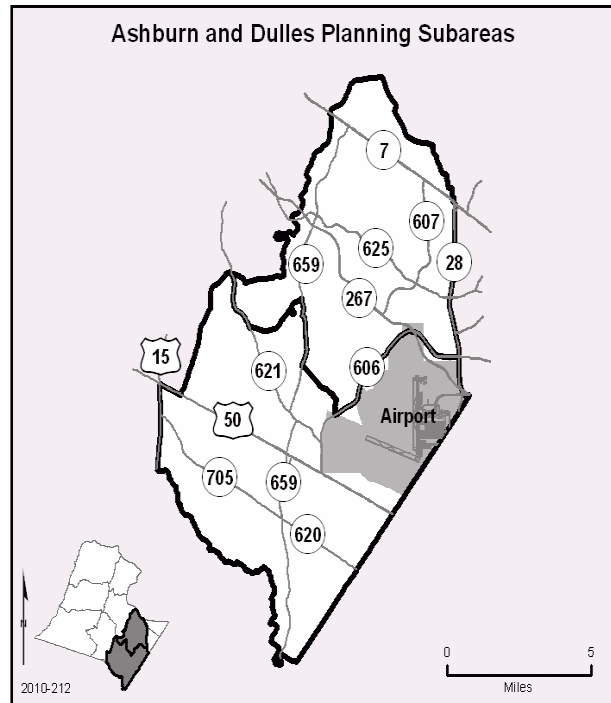
**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Route 606 Widening

### Project Description

This project provides funding for preliminary engineering, design and construction of two additional lanes to widen Route 606 to four lanes from Evergreen Mills Road to the Dulles Greenway.

The Board of Supervisors held a Strategic Planning retreat on September 24, 2012. At the retreat, the Board identified its priority transportation projects. The number one priority project is the widening of Route 606. The Board feels it is essential to accelerate the project and get it completed prior to the opening of the Dulles Metro Rail Phase 2 Project being completed. In addition, Route 606 serves as a critical link in transporting freight to Dulles Airport. To that end, Chairman York has worked with the Virginia Department of Transportation and the Metropolitan Washington Airport's Authority to continue the partnership developed for the design of the project and cost-share to fund the construction of the project.



### Funding

This project is funded using cash proffers for preliminary engineering costs, and general obligation bond financing for design and construction. The general obligation bonds will be scheduled for placement on the November 2013 referendum.

### Operating Impact

#### Operations & Maintenance

The road is being designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

#### Debt Service

Debt service is forecast to begin in FY 2014 and is estimated to total \$14.47 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	700	0	0	0	0	0	0	0	0	700
Construction of Roads	0	0	40,000	0	0	0	0	40,000	0	40,000
<b>Total Cost</b>	<b>700</b>	<b>0</b>	<b>40,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40,000</b>	<b>0</b>	<b>40,700</b>
GO Bonds	0	0	40,000	0	0	0	0	40,000	0	40,000
Proffers (Cash)	700	0	0	0	0	0	0	0	0	700
<b>Total Financing</b>	<b>700</b>	<b>0</b>	<b>40,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40,000</b>	<b>0</b>	<b>40,700</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	375	2,669	3,909	3,809	3,709	14,471
<b>Total Impact</b>	<b>0</b>	<b>375</b>	<b>2,669</b>	<b>3,909</b>	<b>3,809</b>	<b>3,709</b>	<b>14,471</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

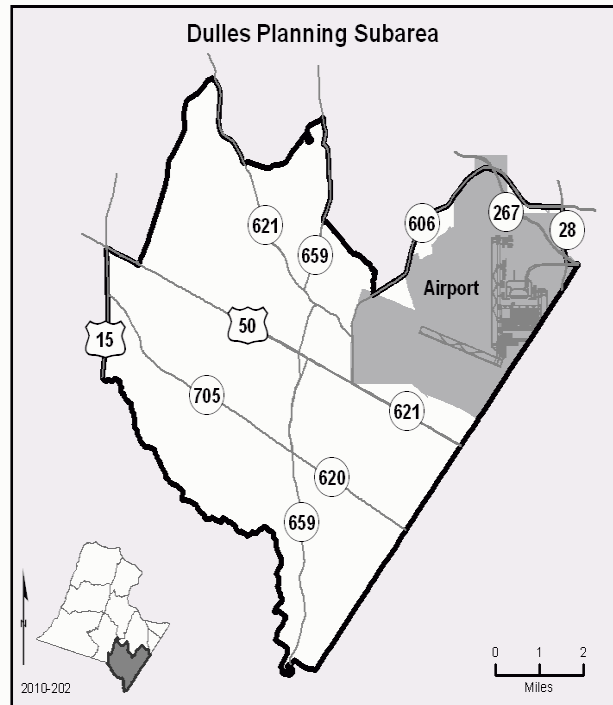
## Braddock/Pleasant Valley Road Improvements

### Project Description

This project designs and constructs intersection improvements at Braddock Road and Pleasant Valley Road. The project is being administered by VDOT. The County funds will be a pass through to VDOT.

### Current Status

VDOT began the design of the intersection improvements. VDOT will prepare a project schedule for construction.



### Funding

This project is funded using State Revenue Sharing funds and local gasoline tax funds.

### Operating Impact

#### Operations & Maintenance

The project is being designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

#### Debt Service

No debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Construction of Roads	0	2,000	400	0	0	0	0	2,400	0	2,400
<b>Total Cost</b>	<b>0</b>	<b>2,000</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,400</b>	<b>0</b>	<b>2,400</b>
State Capital Assistance	0	1,000	200	0	0	0	0	1,200	0	1,200
Gas Tax/Transportation Fund	0	1,000	200	0	0	0	0	1,200	0	1,200
<b>Total Financing</b>	<b>0</b>	<b>2,000</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,400</b>	<b>0</b>	<b>2,400</b>



**Loudoun County Government**  
**FY 2014 Adopted Fiscal Plan**

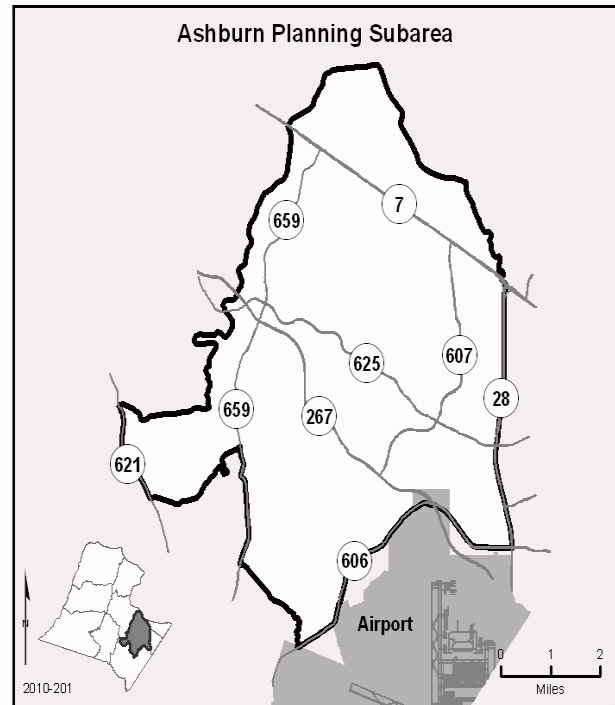
## Smith Switch Road

### Project Description

This project designs and constructs the paving of Smith Switch Road and provides a ten (10) foot shared use trail between Gloucester Parkway and the W&OD Trail. The project is being administered under contract with Loudoun County by Capretti Land, LLC, the developer of Stonegate, in furtherance of the proffer to improve Smith Switch Road.

### Current Status

The project is scheduled to go to construction in the 2nd quarter of FY 2013.



### Funding

This project is funded using cash proffers.

### Operating Impact

#### Operations & Maintenance

The project is being designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

#### Debt Service

This project is funded using cash proffers; no debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Construction of Roads	0	950	0	0	0	0	0	950	0	950
<b>Total Cost</b>	<b>0</b>	<b>950</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>950</b>	<b>0</b>	<b>950</b>
Proffers (Cash)	0	950	0	0	0	0	0	950	0	950
<b>Total Financing</b>	<b>0</b>	<b>950</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>950</b>	<b>0</b>	<b>950</b>





**Loudoun County Government**  
**FY 2014 Adopted Fiscal Plan**

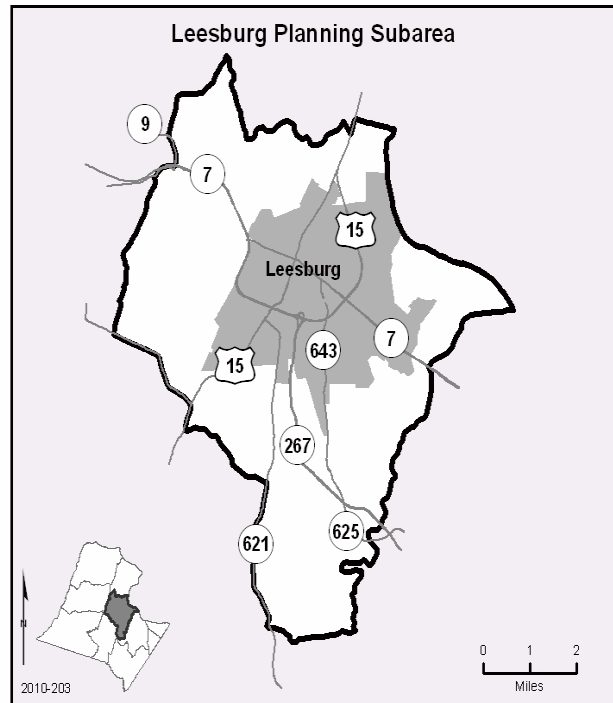
## Shreve Mill Road

### Project Description

This project paves 0.40 mile of Shreve Mill Road between Evergreen Mill Road (Route 621) and the Dulles Greenway (Route 267). The project is being administered by VDOT. The County will provide partial funding to the project as a pass-through payment.

### Current Status

The County has applied for FY 2014 State Revenue Sharing funds for this project. If the funds are awarded, VDOT staff will prepare a project schedule for construction. If the funds are not awarded, the County will amend the FY 2014 CIP to de-appropriate the Revenue Sharing funds and local gasoline tax match included as part of the Adopted FY 2014 CIP.



### Funding

This project is funded using State Revenue Sharing funds and local gasoline tax funds.

### Operating Impact

#### Operations & Maintenance

The road is planned to be designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

#### Debt Service

No debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	200	0	0	0	0	200	0	200
Construction of Roads	0	0	800	0	0	0	0	800	0	800
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>
State Capital Assistance	0	0	500	0	0	0	0	500	0	500
Gas Tax/Transportation Fund	0	0	500	0	0	0	0	500	0	500
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

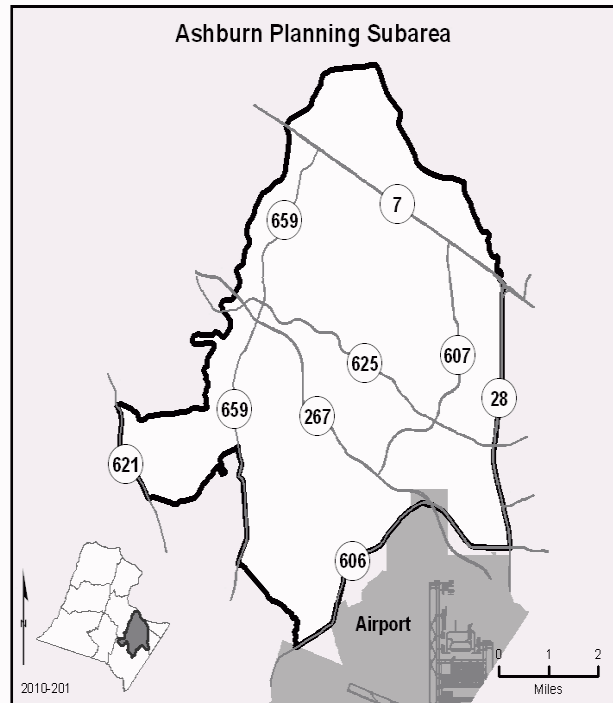
## Belmont Ridge Road at W&OD Trail

### Project Description

This project installs a rural splitter on Belmont Ridge Road (Route 659) at its intersection with the W&OD Trail. The project is being administered by VDOT. The County will provide partial funding to the project as a pass-through payment.

### Current Status

The County has applied for FY 2014 State Revenue Sharing funds for this project. If the funds are awarded, VDOT staff will prepare a project schedule for construction. If the funds are not awarded, the County will amend the FY 2014 CIP to de-appropriate the Revenue Sharing funds and local gasoline tax match included as part of the Adopted FY 2014 CIP.



### Funding

The project is funded using State Revenue Sharing funds and local gasoline tax funding.

### Operating Impact

#### Operations & Maintenance

This project is planned to be designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

#### Debt Service

No debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	100	0	0	0	0	100	0	100
Construction of Roads	0	0	900	0	0	0	0	900	0	900
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>
State Capital Assistance	0	0	500	0	0	0	0	500	0	500
Gas Tax/Transportation Fund	0	0	500	0	0	0	0	500	0	500
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

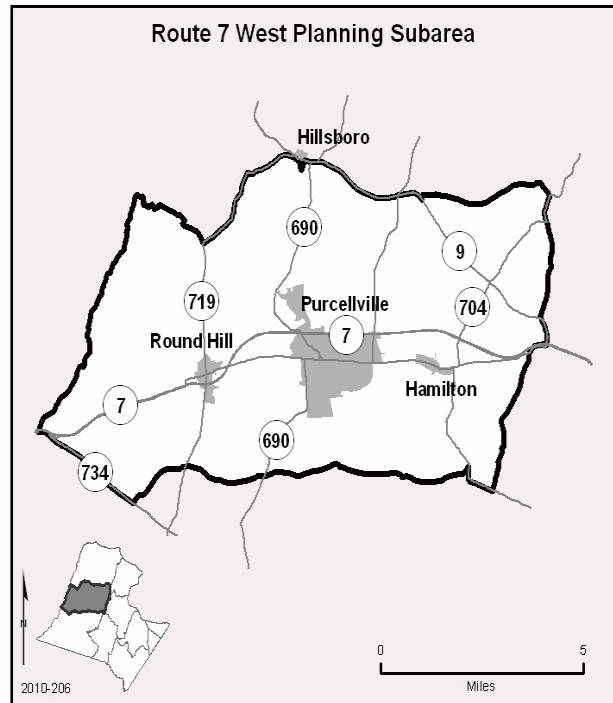
## Route 7 and Williams Gap Road (Route 719)

### **Project Description**

This project designs a westbound turn lane at the intersection of Route 7 and Williams Gap Road (Route 719). The project is being administered by VDOT. The County will provide partial funding to the project as a pass-through payment.

### **Current Status**

The County has applied for FY 2014 State Revenue Sharing funds for this project. If the funds are awarded, VDOT staff will prepare a project schedule for construction. If the funds are not awarded, the County will amend the FY 2014 CIP to de-appropriate the Revenue Sharing funds and local gasoline tax match included as part of the Adopted FY 2014 CIP.



### **Funding**

This project is funded using State Revenue Sharing funds and local gasoline tax funds.

### **Operating Impact**

#### Operations & Maintenance

This project is planned to be designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

#### Debt Service

No debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	200	0	0	0	0	200	0	200
Construction of Roads	0	0	1,150	0	0	0	0	1,150	0	1,150
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>1,350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,350</b>	<b>0</b>	<b>1,350</b>
State Capital Assistance	0	0	675	0	0	0	0	675	0	675
Gas Tax/Transportation Fund	0	0	675	0	0	0	0	675	0	675
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>1,350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,350</b>	<b>0</b>	<b>1,350</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

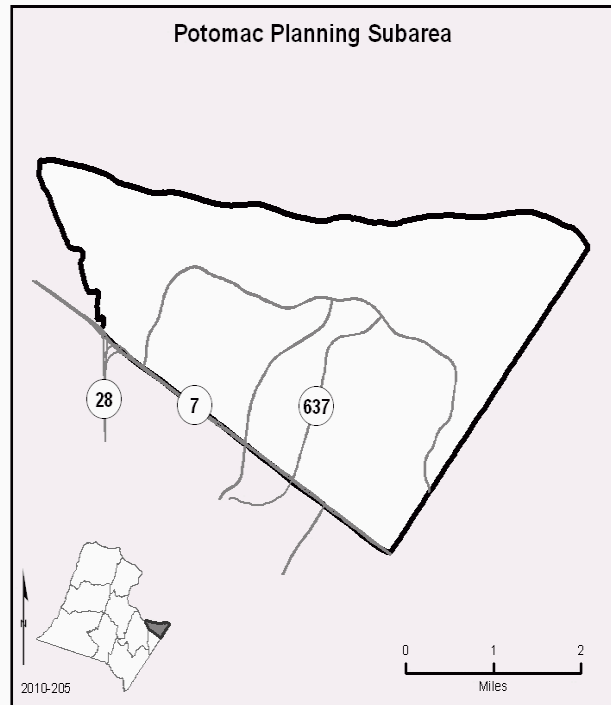
## Sugarland Run Drive

### Project Description

This project provides a pavement overlay (resurfacing) on Sugarland Run Drive from Potomac View Road to Abbey Circle (3 miles). The project is being administered by VDOT. The County will provide partial funding to the project as a pass-through payment.

### Current Status

The County has applied for FY 2014 State Revenue Sharing funds for this project. If the funds are awarded, VDOT staff will prepare a project schedule for construction. If the funds are not awarded, the County will amend the FY 2014 CIP to de-appropriate the Revenue Sharing funds and local gasoline tax match included as part of the Adopted FY 2014 CIP.



### Funding

This project is funded using State Revenue Sharing funds and local gasoline tax funds.

### Operating Impact

#### Operations & Maintenance

This project is being designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

#### Debt Service

No debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Construction of Roads	0	0	530	0	0	0	0	530	0	530
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>530</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>530</b>	<b>0</b>	<b>530</b>
State Capital Assistance	0	0	265	0	0	0	0	265	0	265
Gas Tax/Transportation Fund	0	0	265	0	0	0	0	265	0	265
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>530</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>530</b>	<b>0</b>	<b>530</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Cascades Parkway Shared Use Trails

### Project Description

#### Segment 1:

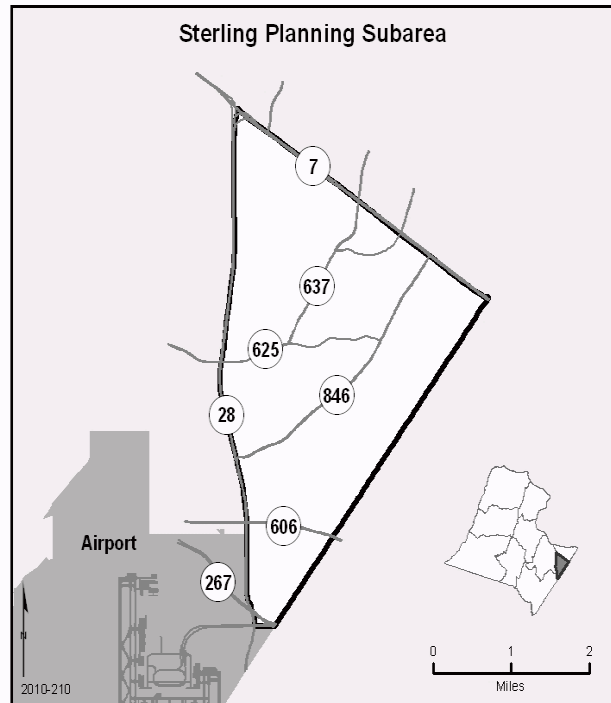
This project designs and constructs an 8 foot shared use trail on Cascades Parkway (Route 637) between Old Vestal Gap Road and Loudoun Park Lane. The project is being administered by the County.

#### Segment 2:

This project designs an eight (8) foot shared use trail on Cascades Parkway (Route 637) between Old Vestal Gap Road and Potomac View Road. The project is being administered by the County. If the design determines the project is feasible, the intent is to apply for FY 2015 State Revenue Sharing Funds for construction of the trail.

### Current Status

The County has applied for FY 2014 State Revenue Sharing funds for this project. If the funds are awarded, VDOT staff will prepare a project schedule for construction. If the funds are not awarded, the County will amend the FY 2014 CIP to de-appropriate the Revenue Sharing funds and local gasoline tax match included as part of the Adopted FY 2014 CIP.



### Funding

This project is funded using State Revenue Sharing funds and local gasoline tax funds.

### Operating Impact

#### Operations & Maintenance

This project is being designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

#### Debt Service

No debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	70	0	0	0	0	70	0	70
Construction of Roads	0	0	330	0	0	0	0	330	0	330
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>400</b>
State Capital Assistance	0	0	200	0	0	0	0	200	0	200
Gas Tax/Transportation Fund	0	0	200	0	0	0	0	200	0	200
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>400</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

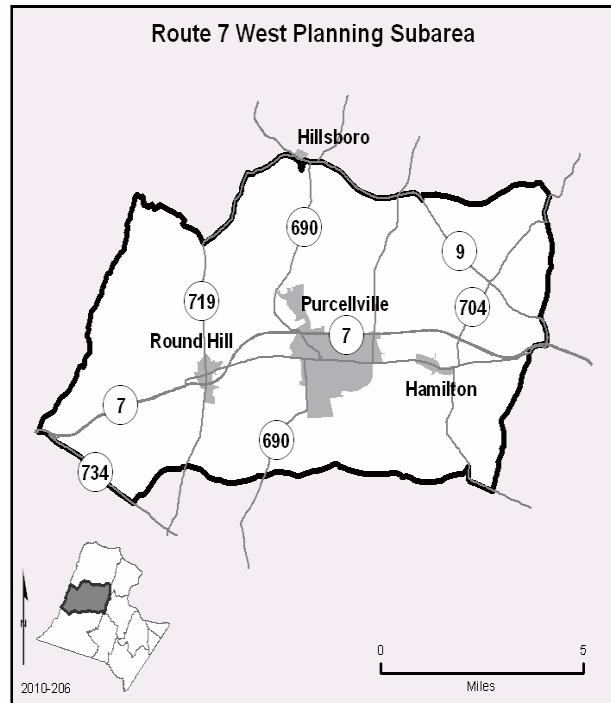
## Woodgrove High School/Field Farm Park Road

### Project Description

This project provides funding to design and construct a two-lane road connecting Woodgrove High School to Route 690 through the County-owned Fields Farm property.

The road will provide a second access to Woodgrove High School to help alleviate traffic backups and safety concerns at the high school. One entrance/access point is provided to Alder School Road on the northern side of the Field Farm property, and one entrance access point will be provided as part of this project to Route 690 on the southern portion of the property.

This project also provides an access point to the County's future Fields Farm Park from Route 690.



### Funding

This project is funded using debt financing.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses related to road maintenance will be included in the operating budgets for the Loudoun County Public Schools and the Department of Parks, Recreation and Community Services.

#### Debt Service

Debt Service is forecast to begin in FY 2015 and is estimated to total \$1.2 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Construction of Roads	0	0	0	3,815	0	0	0	3,815	0	3,815
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,815</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,815</b>	<b>0</b>	<b>3,815</b>
Debt Financing	0	0	0	3,815	0	0	0	3,815	0	3,815
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,815</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,815</b>	<b>0</b>	<b>3,815</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	0	95	376	367	357	1,195
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>95</b>	<b>376</b>	<b>367</b>	<b>357</b>	<b>1,195</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Belmont Ridge Road Improvements

### Project Description

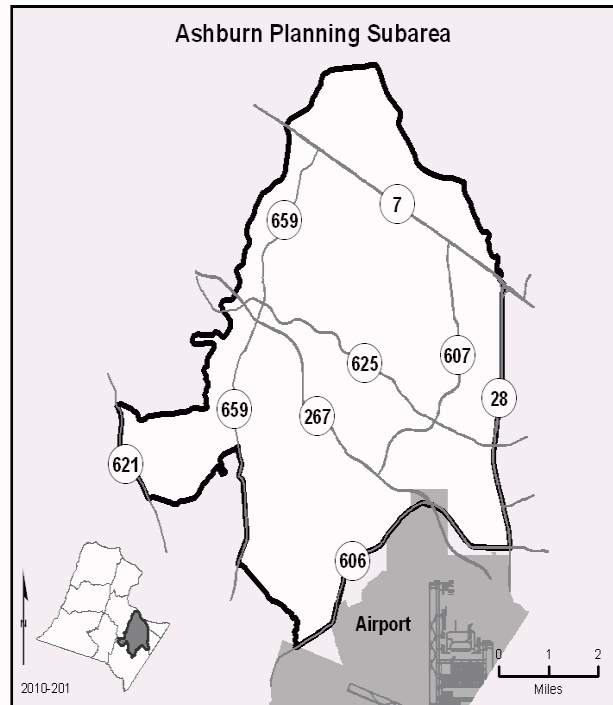
This project provides funding to design and construct two additional lanes to Belmont Ridge Road from Gloucester Parkway to Hay Road, and from Truro Parish Road to Croson Lane. The two segments will be built to four-lanes, increasing the overall capacity of Belmont Ridge Road.

Funding for the design of both sections occurs in FY 2014. Funding for construction is phased in the following manner to take advantage of the Board of Supervisors' allocation of \$0.02 of the tax rate for transportation improvement projects to reduce the County's debt burden:

Belmont Ridge Road from Gloucester Parkway to Portsmouth Boulevard - FY 2016

Belmont Ridge Road from Portsmouth Boulevard to Hay Road - FY 2017

Belmont Ridge Road from Truro Parish Road to Croson Lane - FY 2018



### Funding

This project is funded using local tax funding and general obligation bond financing. The general obligation bond funding for design will be scheduled for placement on the November 2013 referendum.

### Operating Impact

#### Operations & Maintenance

This road is planned to be designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

#### Debt Service

Debt service is forecast to begin in FY 2015 and is estimated to total \$1.54 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	3,180	0	0	0	0	3,180	0	3,180
Construction of Roads	0	0	0	0	12,710	13,220	15,725	41,655	0	41,655
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>3,180</b>	<b>0</b>	<b>12,710</b>	<b>13,220</b>	<b>15,725</b>	<b>44,835</b>	<b>0</b>	<b>44,835</b>
GO Bonds	0	0	3,180	0	710	1,220	3,725	8,835	0	8,835
Local Tax Funding	0	0	0	0	12,000	12,000	12,000	36,000	0	36,000
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>3,180</b>	<b>0</b>	<b>12,710</b>	<b>13,220</b>	<b>15,725</b>	<b>44,835</b>	<b>0</b>	<b>44,835</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	0	319	329	404	483	1,535
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>319</b>	<b>329</b>	<b>404</b>	<b>483</b>	<b>1,535</b>



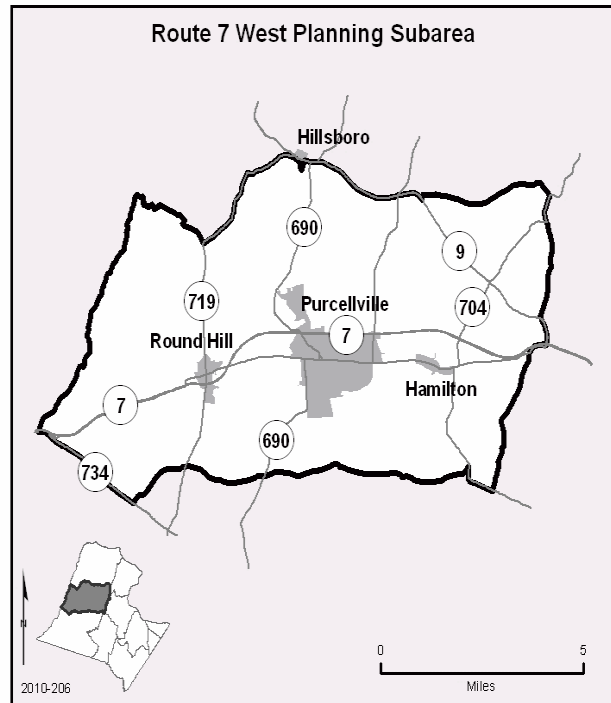
## Town of Hamilton Solar Radar Signs

### Project Description

This project provides funding to the Town of Hamilton to install two solar radar speed signs at the eastern and western entrances to the Town of Hamilton along Route 7 (Colonial Highway).

The signs will provide needed traffic calming as vehicles enter the Town from either direction on Route 7. Since the opening of the County's Harmony Park and Ride Lot and Scott Jenkins Park, vehicular and pedestrian traffic in and through the Town has increased. The use of funds are intended to help provide low cost, effective traffic calming measures to ensure pedestrian safety in the Town.

The request for funding made by the Town was submitted to the County as part of the County's Regional Organization program. As a capital expense, the funding for the project is shown in the County's CIP.



### Funding

This project is funded using local gasoline tax funds.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses for the two signs will be the responsibility of the Town of Hamilton.

#### Debt Service

No debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Payment to Regional Org	0	0	30	0	0	0	0	30	0	30
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>30</b>
Gas Tax/Transportation Fund	0	0	30	0	0	0	0	30	0	30
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>30</b>





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

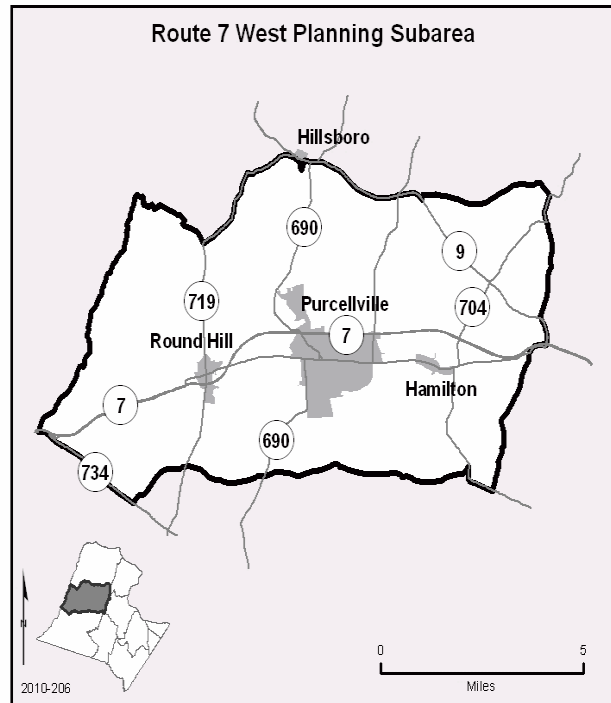
## Town of Purcellville Sidewalk Project

### Project Description

This project provides funding to the Town of Purcellville to install a sidewalk from the Blue Ridge Middle School to the Town's sidewalk network.

The sidewalk segment would extend from the Middle School to Valley Springs Drive, heading west to the intersection of 20th Street and A Street. The sidewalk segment helps to connect the Locust Grove and Hirst Farms neighborhoods to the Middle School, helping to promote pedestrian safety for schoolchildren who walk to school.

The request for funding made by the Town was submitted to the County as part of the County's Regional Organization program. As a capital expense, the funding for the project is shown in the County's CIP.



### Funding

This project is funded using local gasoline tax funding.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses will be incurred by the Town of Purcellville.

#### Debt Service

No debt service expense will be incurred during the six-year CIP planning period.

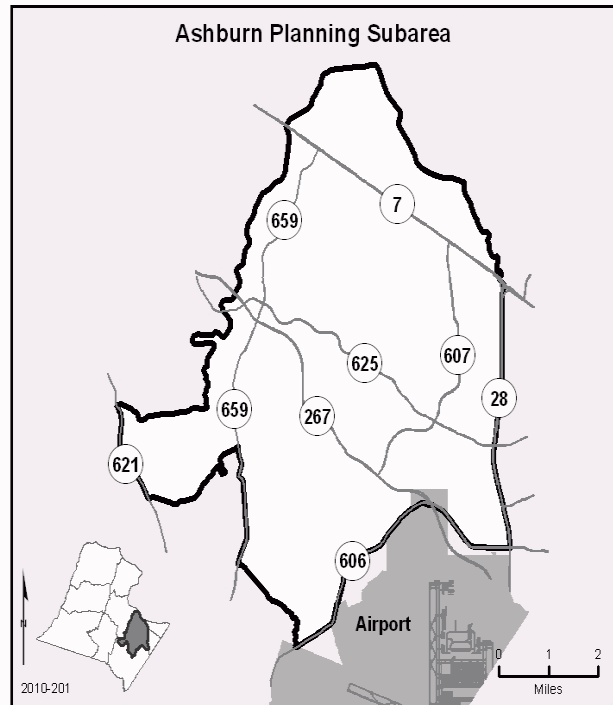
Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Payment to Regional Org	0	0	730	0	0	0	0	730	0	730
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>730</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>730</b>	<b>0</b>	<b>730</b>
Gas Tax/Transportation Fund	0	0	730	0	0	0	0	730	0	730
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>730</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>730</b>	<b>0</b>	<b>730</b>



## Ashburn Sidewalks

### Project Description

This project provides funding to construct sidewalks along the western side of Ashburn Road between Partlow Road and the W&OD Trail.



### Funding

This project is funded using fund balance.

### Operating Impact

#### Operations & Maintenance

This project is planned to be designed and constructed to VDOT standards and will be included in the VDOT system for maintenance.

#### Debt Service

No debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Construction of Roads	0	0	638	0	0	0	0	638	0	638
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>638</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>638</b>	<b>0</b>	<b>638</b>
Fund Balance	0	0	638	0	0	0	0	638	0	638
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>638</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>638</b>	<b>0</b>	<b>638</b>



**Loudoun County Government**  
**FY 2014 Adopted Fiscal Plan**

## Traffic Signals

### Project Description

This project provides funding to design and install traffic signals at the following key intersections throughout the County:

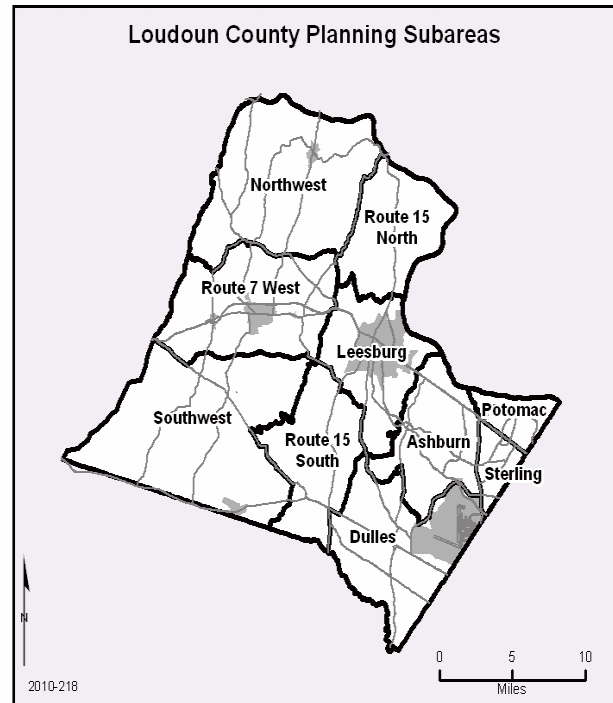
#### FY 2013:

Belmont Ridge Road and Truro Parish (\$20,000)  
 Route 606 and Commerce Center Drive (\$91,000)  
 Atlantic Boulevard and Warp Drive (\$294,000)  
 Sycolin Road and Loudoun Center Drive (\$325,000)

#### FY 2014:

Northstar Boulevard and Ryan Road (\$230,000)  
 Town of Leesburg at Tuscarora High School (\$150,000)

The Town of Leesburg's request for funding was submitted to the County as part of the Regional Organization funding program. As a capital project request, funding is included in the CIP using local gasoline tax funding to pay for the cost of the traffic signal.



### Funding

These traffic signal projects are funded using local gasoline tax funding.

### Operating Impact

#### Operations & Maintenance

These projects are being designed and constructed to VDOT standards and will be included in the VDOT system for maintenance.

#### Debt Service

No debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Construction of Signals	0	730	380	0	0	0	0	1,110	0	1,110
<b>Total Cost</b>	<b>0</b>	<b>730</b>	<b>380</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,110</b>	<b>0</b>	<b>1,110</b>
Gas Tax/Transportation Fund	0	730	380	0	0	0	0	1,110	0	1,110
<b>Total Financing</b>	<b>0</b>	<b>730</b>	<b>380</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,110</b>	<b>0</b>	<b>1,110</b>





**Capital Improvement Program**

**SCHOOL CAPITAL PROJECTS SUMMARY**

.....

School Capital Projects ..... Page 12– 3

.....





---

## SCHOOL CAPITAL PROJECTS

### TABLE OF CONTENTS

<b>Elementary Schools .....</b>	<b>12-5</b>
ES-21 Dulles South Elementary School .....	12-7
ES-27 Dulles North Elementary School .....	12-8
ES-28 Dulles South Elementary School .....	12-9
 <b>Middle Schools .....</b>	 <b>12-11</b>
MS-7 Dulles South Middle School .....	12-13
MS-9 Dulles North Middle School .....	12-14
Mercer Middle School Addition .....	12-15
 <b>High Schools .....</b>	 <b>12-17</b>
Loudoun Valley High School Renovations .....	12-19
HS-6 Loudoun Valley Estates II High School .....	12-20
HS-8 Ashburn Area High School .....	12-21
HS-11 Dulles North High School .....	12-22
Freedom High School Addition .....	12-23
Advanced Technology Academy .....	12-24
CS Monroe Conversion .....	12-25
Loudoun County High School Stadium Upgrades .....	12-26



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

Capital Improvement Program by Fund Schedule of Appropriations										
Capital ( \$ in 1000s )	Prior To Date	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	CIP Total
<b>School Capital Projects Fund</b>										
<b><u>Budgetary Cost</u></b>										
Elementary Schools	0	28,820	0	31,460	0	0	35,910	96,190	0	96,190
Middle Schools	0	0	4,310	50,350	0	54,990	0	109,650	0	109,650
High Schools	4,500	204,750	7,640	0	0	0	221,350	433,740	45,395	483,635
Budgetary Cost	4,500	233,570	11,950	81,810	0	54,990	257,260	639,580	45,395	689,475
<b><u>Funding Source</u></b>										
GO Bonds	4,050	213,110	10,755	73,630	0	49,490	211,535	558,520	40,895	603,465
Local Tax Funding	450	6,800	1,195	8,180	0	5,500	25,725	47,400	4,500	52,350
Fund Balance	0	13,660	0	0	0	0	0	13,660	0	13,660
Sale of Land	0	0	0	0	0	0	20,000	20,000	0	20,000
Total Funding Source	4,500	233,570	11,950	81,810	0	54,990	257,260	639,580	45,395	689,475



# **SCHOOL CAPITAL PROJECTS**

## **ELEMENTARY SCHOOLS**



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

Capital Improvement Program by Functional Area  
Schedule of Appropriations

Capital (\$ in 1000s)	Prior To Date	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	CIP Total
<b>Elementary Schools</b>										
<b>Projects</b>										
(ES-21) Dulles South Area Elementary School	0	28,820	0	0	0	0	0	28,820	0	28,820
(ES-27) Dulles North Elementary School	0	0	0	31,460	0	0	0	31,460	0	31,460
(ES-28) Dulles South Area Elementary School	0	0	0	0	0	0	35,910	35,910	0	35,910
Budgetary Cost	0	28,820	0	31,460	0	0	35,910	96,190	0	96,190
<b>Funding Source</b>										
GO Bonds	0	28,820	0	28,315	0	0	32,320	89,455	0	89,455
Local Tax Funding	0	0	0	3,145	0	0	3,590	6,735	0	6,735
Total Funding Source	0	28,820	0	31,460	0	0	35,910	96,190	0	96,190



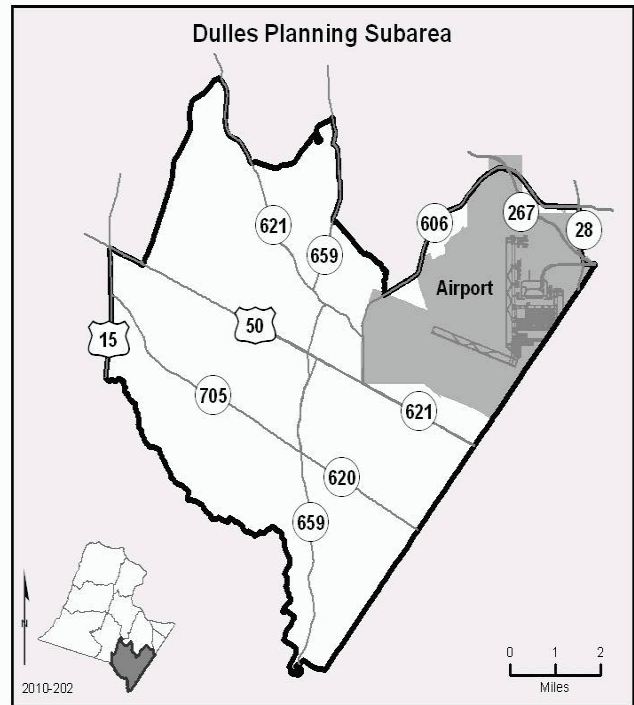
**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## (ES-21) Dulles South Area Elementary School

### **Project Description**

This project provides funding to design and construct an approximately 91,100 square foot elementary school on a site of up to 20 usable acres. The elementary school will be designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade. The facility will contain a media center, cafeteria, multipurpose room, classrooms, and two unlighted outdoor playing fields (soccer and softball). The Loudoun County Public Schools System employs a prototypical two-story elementary school design which will be used for school sites that have development constraints.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.



### **Funding**

This project is funded using general obligation bonds, which were approved on the November 2012 referendum. General obligation bonds for land acquisition were approved by voters in November of 2007.

### **Operating Impact**

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2014 and are estimated to total \$55.32 million during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2014 and is estimated to total \$9.59 million during the six-year CIP planning period.

<b>Capital (\$ in 1000s)</b>	<b>Prior Alloc.</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>	<b>Future FY's</b>	<b>Project Total</b>
Professional Services	0	3,625	0	0	0	0	0	3,625	0	3,625
Furniture, Fixtures & Equip	0	2,825	0	0	0	0	0	2,825	0	2,825
Construction	0	22,370	0	0	0	0	0	22,370	0	22,370
<b>Total Cost</b>	<b>0</b>	<b>28,820</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28,820</b>	<b>0</b>	<b>28,820</b>
GO Bonds	0	0	0	0	0	0	0	0	0	0
	0	28,820	0	0	0	0	0	28,820	0	28,820
<b>Total Financing</b>	<b>0</b>	<b>28,820</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28,820</b>	<b>0</b>	<b>28,820</b>
<b>Operating Impact (\$ in 1000s)</b>		<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>		
Operations & Maintenance		0	10,190	10,615	11,060	11,500	11,960	55,325		
Debt Service		0	250	1,829	2,576	2,504	2,426	9,585		
<b>Total Impact</b>		<b>0</b>	<b>10,440</b>	<b>12,444</b>	<b>13,636</b>	<b>14,004</b>	<b>14,386</b>	<b>64,910</b>		



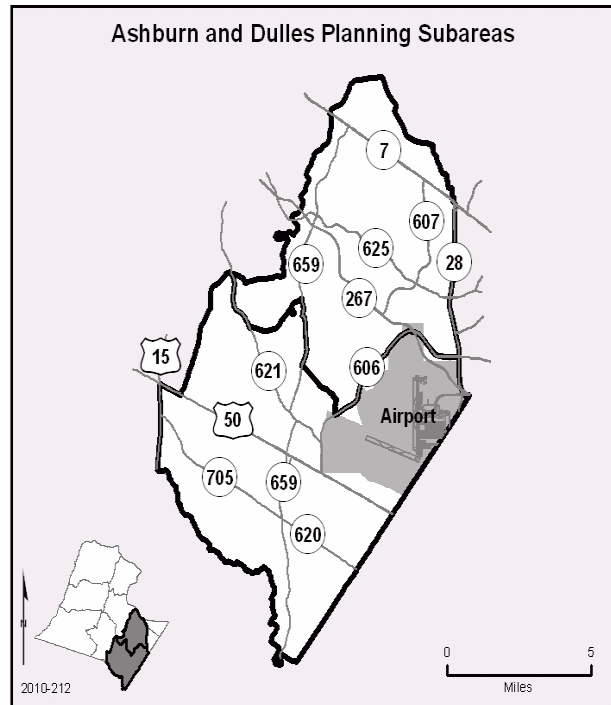
**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## (ES-27) Dulles North Elementary School

### Project Description

This project provides funding to design and construct an approximately 91,100 square foot elementary school. The elementary school will be designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade. The facility will contain a media center, cafeteria, multipurpose room, classrooms, and two unlighted outdoor playing fields (soccer and softball). The Loudoun County Public Schools System employs a prototypical two-story elementary school design which will be used for school sites that have development constraints.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.



### Funding

This project is planned to be funded with local tax funding and general obligation bonds. The general obligation bonds will be scheduled for the November 2014 referendum.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2016 and are estimated to total \$34.52 million during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2015 and is estimated to total \$7.50 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	3,960	0	0	0	3,960	0	3,960
Furniture, Fixtures & Equip	0	0	0	3,060	0	0	0	3,060	0	3,060
Construction	0	0	0	24,440	0	0	0	24,440	0	24,440
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31,460</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31,460</b>	<b>0</b>	<b>31,460</b>
GO Bonds	0	0	0	28,315	0	0	0	28,315	0	28,315
Local Tax Funding	0	0	0	3,145	0	0	0	3,145	0	3,145
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31,460</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31,460</b>	<b>0</b>	<b>31,460</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	11,060	11,500	11,960	34,520
Debt Service	0	0	158	1,416	2,953	2,975	7,502
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>158</b>	<b>12,476</b>	<b>14,453</b>	<b>14,935</b>	<b>42,022</b>



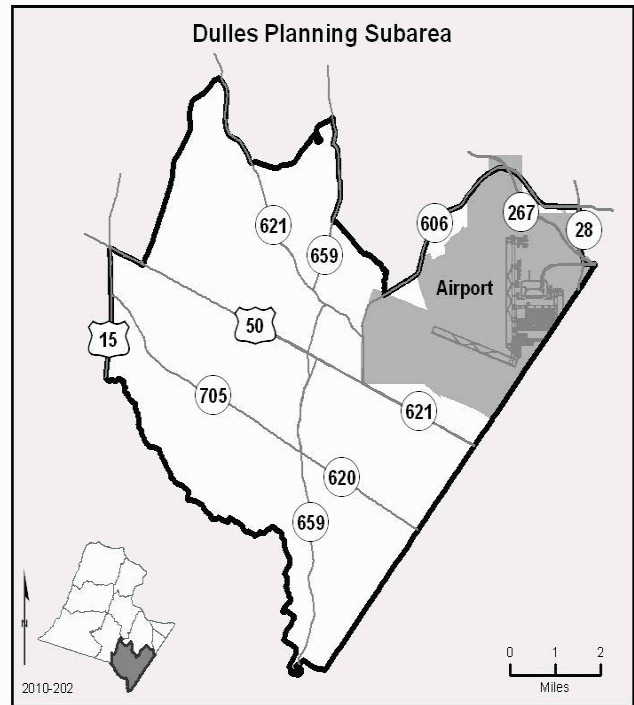
**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## (ES-28) Dulles South Area Elementary School

### **Project Description**

This project provides funding for an estimated 91,100 square foot elementary school and will be located on a site of approximately 20 usable acres. The elementary school will be designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade. The facility will contain a media center, cafeteria, multipurpose room, classrooms, and two unlighted outdoor playing fields (soccer and softball). The Loudoun County Public Schools System employs a prototypical two-story elementary school design which will be used for school sites that have development constraints.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.



### **Funding**

This project is planned to be funded with local tax funding and general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2017 referendum.

### **Operating Impact**

#### Operations & Maintenance

This project is to be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

#### Debt Service

No debt service will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	4,500	4,500	0	4,500
Furniture, Fixtures & Equip	0	0	0	0	0	0	3,515	3,515	0	3,515
Construction	0	0	0	0	0	0	27,895	27,895	0	27,895
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35,910</b>	<b>35,910</b>	<b>0</b>	<b>35,910</b>
GO Bonds	0	0	0	0	0	0	32,320	32,320	0	32,320
Local Tax Funding	0	0	0	0	0	0	3,590	3,590	0	3,590
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35,910</b>	<b>35,910</b>	<b>0</b>	<b>35,910</b>



# **SCHOOL CAPITAL PROJECTS**

## **MIDDLE SCHOOLS**



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

Capital Improvement Program by Functional Area  
Schedule of Appropriations

Capital ( \$ in 1000s )	Prior To Date	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	CIP Total
<b>Middle Schools</b>										
<b>Projects</b>										
(MS-7) Dulles South Area Middle School	0	0	0	0	0	54,990	0	54,990	0	54,990
(MS-9) Dulles North Area Middle School	0	0	0	50,350	0	0	0	50,350	0	50,350
Mercer Middle School Addition	0	0	4,310	0	0	0	0	4,310	0	4,310
Budgetary Cost	0	0	4,310	50,350	0	54,990	0	109,650	0	109,650
<b>Funding Source</b>										
GO Bonds	0	0	3,880	45,315	0	49,490	0	98,685	0	98,685
Local Tax Funding	0	0	430	5,035	0	5,500	0	10,965	0	10,965
Total Funding Source	0	0	4,310	50,350	0	54,990	0	109,650	0	109,650





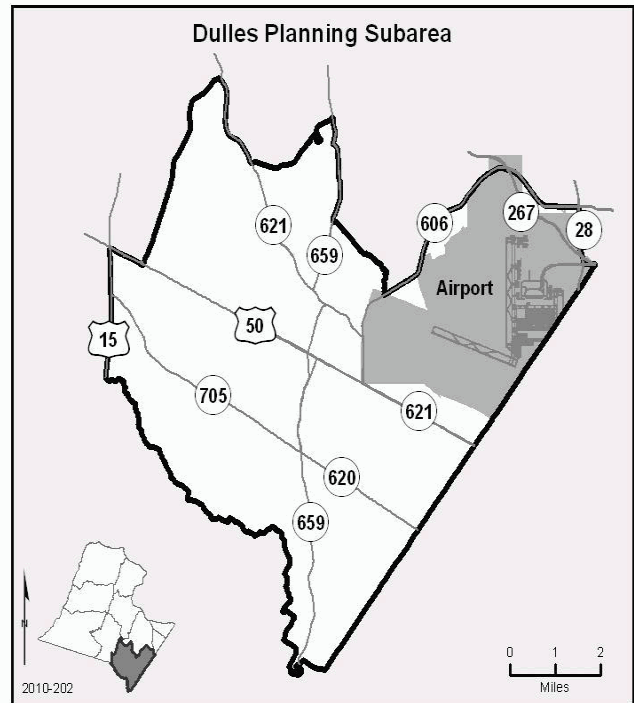
**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## (MS-7) Dulles South Area Middle School

### Project Description

This project provides funding for an estimated 168,780 square foot middle school located on a site of approximately 35 usable acres. The middle school will be designed for an anticipated program capacity of 1,350 students enrolled in grades Six through Eight. The facility will utilize the school "house" concept for individual grades and contain classrooms, a media center, cafeteria, auditorium, gymnasium, auxiliary gymnasium, and three unlighted outdoor playing fields (two soccer and one softball).

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.



### Funding

This project is planned to be funded with local tax funding and general obligation bonds. The General Obligation Bonds will be scheduled for placement on the November 2016 referendum. General obligation bonds for land acquisition were voter approved in November 2006.

### Operating Impact

#### Operations & Maintenance

This project is planned to be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2017 and is estimated to total \$2.73 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	6,040	0	6,040	0	6,040
Furniture, Fixtures & Equip	0	0	0	0	0	5,920	0	5,920	0	5,920
Construction	0	0	0	0	0	43,030	0	43,030	0	43,030
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>54,990</b>	<b>0</b>	<b>54,990</b>	<b>0</b>	<b>54,990</b>
GO Bonds	0	0	0	0	0	49,490	0	49,490	0	49,490
Local Tax Funding	0	0	0	0	0	5,500	0	5,500	0	5,500
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>54,990</b>	<b>0</b>	<b>54,990</b>	<b>0</b>	<b>54,990</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	0	0	0	375	2,356	2,731
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>375</b>	<b>2,356</b>	<b>2,731</b>



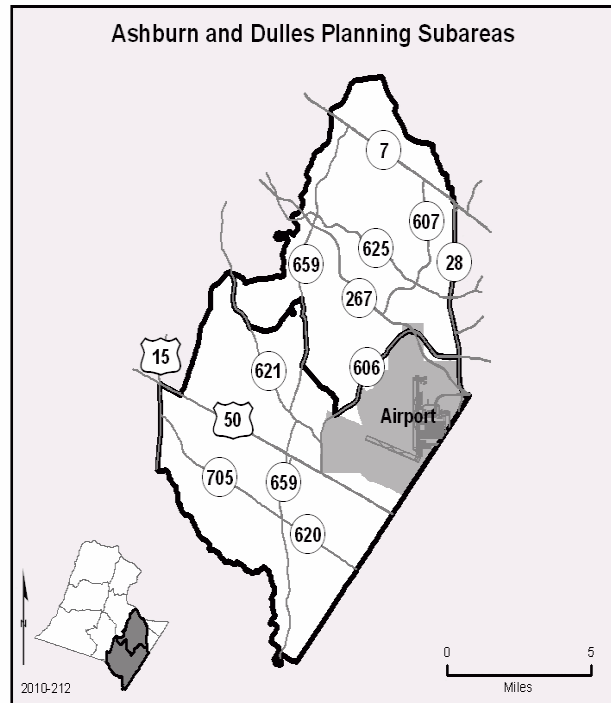
**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## (MS-9) Dulles North Area Middle School

### Project Description

This project provides funding to design and construct an approximately 168,780 square foot middle school on a site of up to 35 usable acres. The middle school will be designed for an anticipated program capacity of 1,350 students enrolled in sixth through eighth grades. The facility will utilize the school "house" concept for individual grades and contain classrooms, a media center, cafeteria, auditorium, gymnasium, auxiliary gymnasium, and three unlighted outdoor playing fields (two soccer and one softball).

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.



### Funding

This project is planned to be funded with local tax funding and general obligation bonds. The general obligation bonds will be scheduled for the November 2014 referendum.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2017 and are estimated to total \$36.20 million during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2016 and is estimated to total \$9.99 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	5,000	0	0	0	5,000	0	5,000
Furniture, Fixtures & Equip	0	0	0	5,350	0	0	0	5,350	0	5,350
Construction	0	0	0	40,000	0	0	0	40,000	0	40,000
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,350</b>	<b>0</b>	<b>50,350</b>
GO Bonds	0	0	0	45,315	0	0	0	45,315	0	45,315
Local Tax Funding	0	0	0	5,035	0	0	0	5,035	0	5,035
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,350</b>	<b>0</b>	<b>50,350</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	0	17,745	18,455	36,200
Debt Service	0	0	0	781	3,385	5,821	9,987
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>781</b>	<b>21,130</b>	<b>24,276</b>	<b>46,187</b>

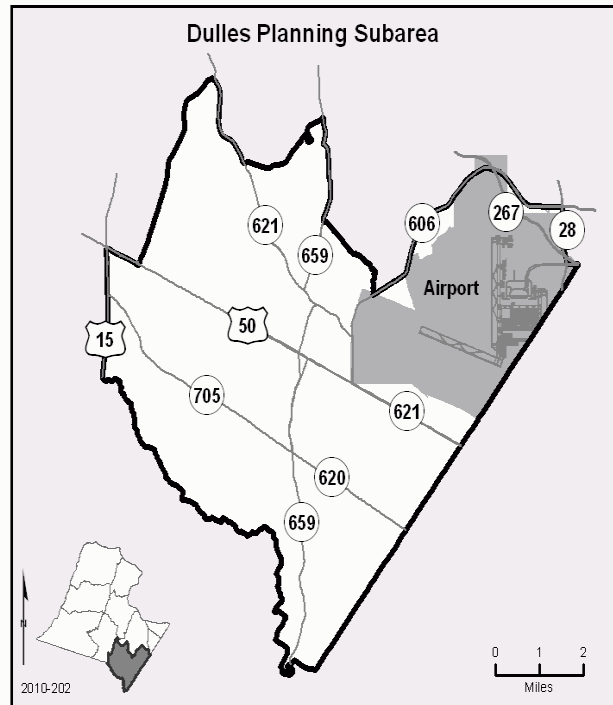


**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Mercer Middle School Addition

### Project Description

This project provides funding to construct additional classrooms at Mercer Middle School, which will increase the school's program capacity to 1,350 students. The addition will provide additional student space in the Dulles South area and will also create a better, more equal sized feeder to Mercer Middle School's paired high school, John Champe High School (HS-7).



### Funding

This project is funded using local tax funding and general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2013 referendum.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2015 and are estimated to total \$9.90 million during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2014 and is estimated to total \$1.64 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	1,000	0	0	0	0	1,000	0	1,000
Furniture, Fixtures & Equip	0	0	310	0	0	0	0	310	0	310
Construction of Additions to Bldgs	0	0	3,000	0	0	0	0	3,000	0	3,000
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>4,310</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,310</b>	<b>0</b>	<b>4,310</b>
GO Bonds	0	0	3,880	0	0	0	0	3,880	0	3,880
Local Tax Funding	0	0	430	0	0	0	0	430	0	430
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>4,310</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,310</b>	<b>0</b>	<b>4,310</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	2,330	2,425	2,520	2,621	9,896
Debt Service	0	39	417	406	395	383	1,640
<b>Total Impact</b>	<b>0</b>	<b>39</b>	<b>2,747</b>	<b>2,831</b>	<b>2,915</b>	<b>3,004</b>	<b>11,536</b>



# **SCHOOL CAPITAL PROJECTS**

## **HIGH SCHOOLS**



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**Capital Improvement Program by Functional Area  
Schedule of Appropriations**

Capital ( \$ in 1000s )	Prior To Date	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	CIP Total
<b>High Schools</b>										
<b>Projects</b>										
Loudoun Valley HS Renovation	0	29,000	0	0	0	0	0	29,000	0	29,000
(HS-6) Loudoun Valley Estates II High School	0	90,240	0	0	0	0	0	90,240	0	90,240
(HS-8) Ashburn Area High School	4,500	85,510	0	0	0	0	0	85,510	0	90,010
(HS-11) Dulles North Area High School	0	0	0	0	0	0	112,330	112,330	0	112,330
Freedom High School Addition	0	0	5,010	0	0	0	0	5,010	0	5,010
Advanced Technology Academy	0	0	0	0	0	0	109,020	109,020	0	109,020
CS Monroe Conversion	0	0	0	0	0	0	0	0	45,395	45,395
Loudoun County High School Stadium Upgrades	0	0	2,630	0	0	0	0	2,630	0	2,630
Budgetary Cost	4,500	204,750	7,640	0	0	0	221,350	433,740	45,395	483,635
<b>Funding Source</b>										
GO Bonds	4,050	184,290	6,875	0	0	0	179,215	370,380	40,855	415,285
Local Tax Funding	450	6,800	765	0	0	0	22,135	29,700	4,540	34,690
Fund Balance	0	13,660	0	0	0	0	0	13,660	0	13,660
Sale of Land	0	0	0	0	0	0	20,000	20,000	0	20,000
Total Funding Source	4,500	204,750	7,640	0	0	0	221,350	433,470	45,395	483,635

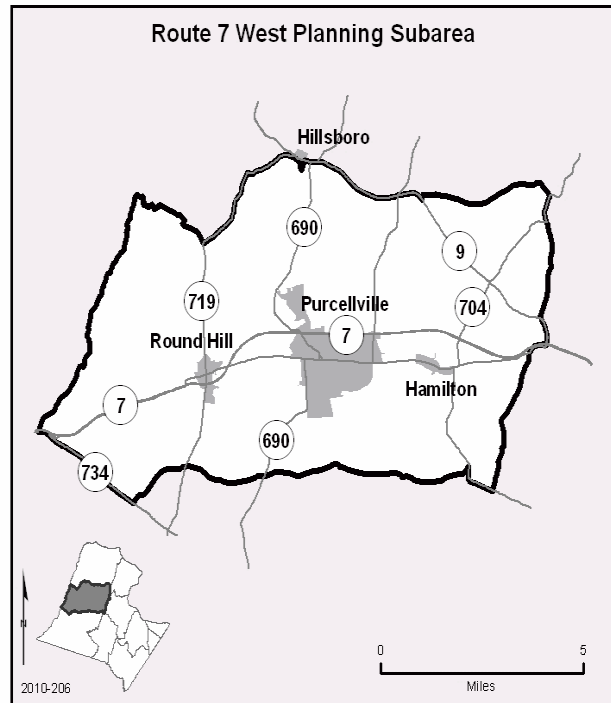


**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Loudoun Valley High School Renovations

### **Project Description**

The Loudoun Valley High School renovation project will include interior and exterior areas of new construction, as well as the renovation/retrofitting of some existing spaces. New construction will provide a weight room, drama storage, orchestra/strings classroom, exterior corridors area to the main gym, wrestling room, main gym observation booth, green rooms, elevator to the mezzanine, competition baseball field (with lights), competition softball field (with lights), tennis courts, new parking area near the practice field, and a new intercommunication system. Additional interior and exterior work will be included in the project for maintenance and facility upgrades, expansion of auditorium restrooms, upgrading the electrical switchgear, replacing exterior windows, replacement of gym bleachers, renovation of teacher workrooms and ancillary athletic spaces, and resealing and re-striping parking areas.



### **Funding**

This project is funded using local tax funding and general obligation bonds. The general obligation bonds were approved on the November 2012 referendum.

### **Operating Impact**

#### Operations & Maintenance

Operations and maintenance expenses for the facility already exist in the current Loudoun County Public School Budget. Any additional costs will be assimilated into the School's operating budget.

#### Debt Service

Debt service is forecast to begin in FY 2014 and is estimated to total \$6.63 million during the six-year CIP planning period.

<b>Capital (\$ in 1000s)</b>	<b>Prior Alloc.</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>	<b>Future FY's</b>	<b>Project Total</b>
Professional Services	0	4,220	0	0	0	0	0	4,220	0	4,220
Furniture, Fixtures & Equip	0	800	0	0	0	0	0	800	0	800
Construction	0	23,980	0	0	0	0	0	23,980	0	23,980
<b>Total Cost</b>	<b>0</b>	<b>29,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29,000</b>	<b>0</b>	<b>29,000</b>
GO Bonds	0	26,100	0	0	0	0	0	26,100	0	26,100
Local Tax Funding	0	2,900	0	0	0	0	0	2,900	0	2,900
<b>Total Financing</b>	<b>0</b>	<b>29,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29,000</b>	<b>0</b>	<b>29,000</b>

<b>Operating Impact (\$ in 1000s)</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>
Debt Service	0	69	1,488	1,738	1,686	1,644	6,625
<b>Total Impact</b>	<b>0</b>	<b>69</b>	<b>1,488</b>	<b>1,738</b>	<b>1,686</b>	<b>1,644</b>	<b>6,625</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## (HS-6) Loudoun Valley Estates II High School

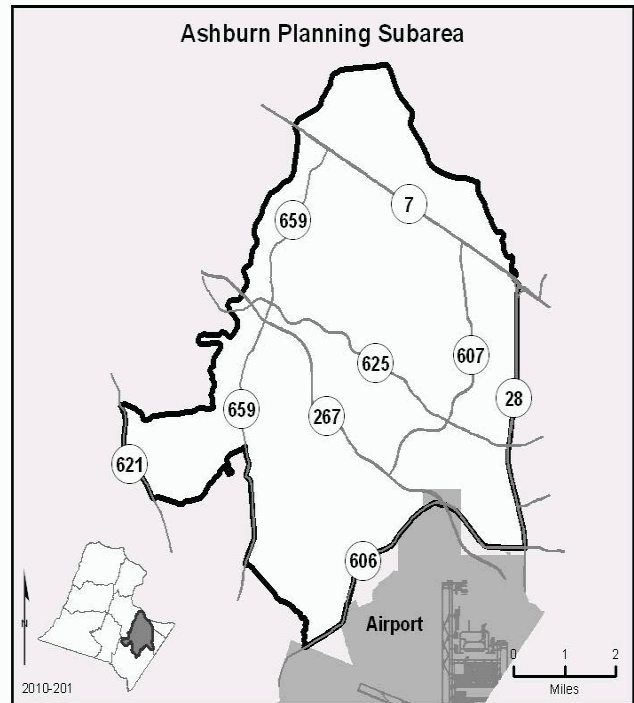
### Project Description

This project provides funding to design and construct an approximately 279,000 square foot high school located on a proffered site in proximity to the Loudoun Valley Estates development in the Ashburn Planning Subarea. The high school will use a 75-acre portion of the proffered site.

The high school will be designed for an anticipated program capacity of 1,800 students enrolled in the ninth through twelfth grades. The facility will contain classrooms, a media center, cafeteria, gymnasium, auxiliary gymnasium, outdoor playing fields, and other associated spaces to support the high school program.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

This project is funded with fund balance and general obligation bonds. The general obligation bonds were approved on the November 2012 referendum. Land has been proffered to the County for the high school site (Loudoun Valley Estates II – ZMAP 2002-0011).



### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2016 and are estimated to total \$71 million during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2014 and is estimated to total \$25.46 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	12,410	0	0	0	0	0	12,410	0	12,410
Furniture, Fixtures & Equip	0	8,310	0	0	0	0	0	8,310	0	8,310
Construction	0	69,520	0	0	0	0	0	69,520	0	69,520
<b>Total Cost</b>	<b>0</b>	<b>90,240</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>90,240</b>	<b>0</b>	<b>90,240</b>
GO Bonds	0	81,215	0	0	0	0	0	81,215	0	81,215
Fund Balance	0	9,025	0	0	0	0	0	9,025	0	9,025
<b>Total Financing</b>	<b>0</b>	<b>90,240</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>90,240</b>	<b>0</b>	<b>90,240</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	22,750	23,660	24,606	71,016
Debt Service	0	125	1,894	5,888	8,405	9,147	25,459
<b>Total Impact</b>	<b>0</b>	<b>125</b>	<b>1,894</b>	<b>28,638</b>	<b>32,065</b>	<b>33,753</b>	<b>96,475</b>





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

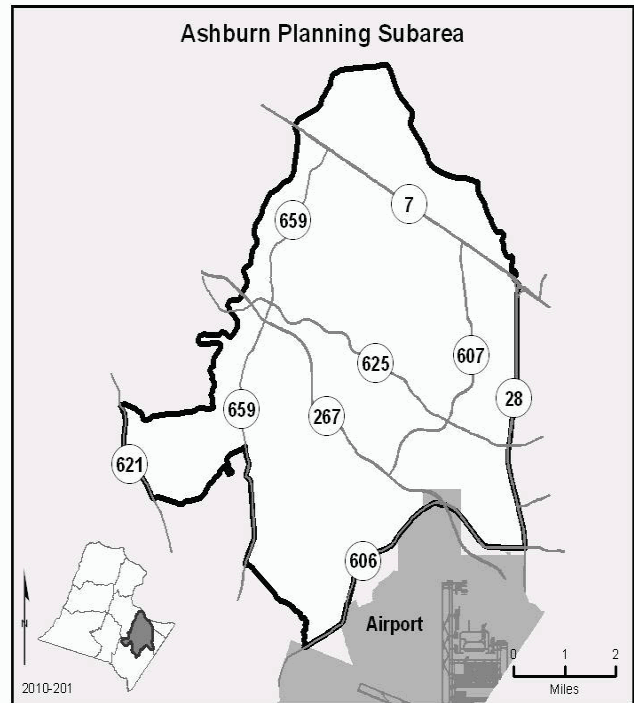
## (HS-8) Ashburn Area High School

### **Project Description**

This project provides funding to design and construct an approximately 279,000 square foot high school on a site of up to 75 usable acres. The high school will be designed for an anticipated program capacity of 1,800 students enrolled in the ninth through twelfth grades. The facility will contain classrooms, a media center, cafeteria, gymnasium, auxiliary gymnasium, outdoor playing fields, and other associated spaces to support the high school program.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

This project is funded with fund balance, local tax funding and general obligation bonds. The general obligation bonds were approved on the November 2011 referendum.



### **Operating Impact**

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2016 and are estimated to total \$71 million during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2014 and is estimated to total \$21 million during the six-year CIP planning period.

<b>Capital (\$ in 1000s)</b>	<b>Prior Alloc.</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>	<b>Future FY's</b>	<b>Project Total</b>
Professional Services	4,500	0	0	0	0	0	0	0	0	4,500
Furniture, Fixtures & Equip	0	9,555	0	0	0	0	0	9,555	0	9,555
Construction	0	75,955	0	0	0	0	0	75,955	0	75,955
<b>Total Cost</b>	<b>4,500</b>	<b>85,510</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>85,510</b>	<b>0</b>	<b>90,010</b>
GO Bonds	4,050	76,975	0	0	0	0	0	76,975	0	81,025
Local Tax Funding	450	3,900	0	0	0	0	0	3,900	0	4,350
Fund Balance	0	4,635	0	0	0	0	0	4,635	0	4,635
<b>Total Financing</b>	<b>4,500</b>	<b>85,510</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>85,510</b>	<b>0</b>	<b>90,010</b>

<b>Operating Impact (\$ in 1000s)</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>6 Year Total</b>
Operations & Maintenance	0	0	0	22,750	23,660	24,606	71,016
Debt Service	0	226	2,766	4,278	5,958	7,802	21,030
<b>Total Impact</b>	<b>0</b>	<b>226</b>	<b>2,766</b>	<b>27,028</b>	<b>29,618</b>	<b>32,408</b>	<b>92,046</b>



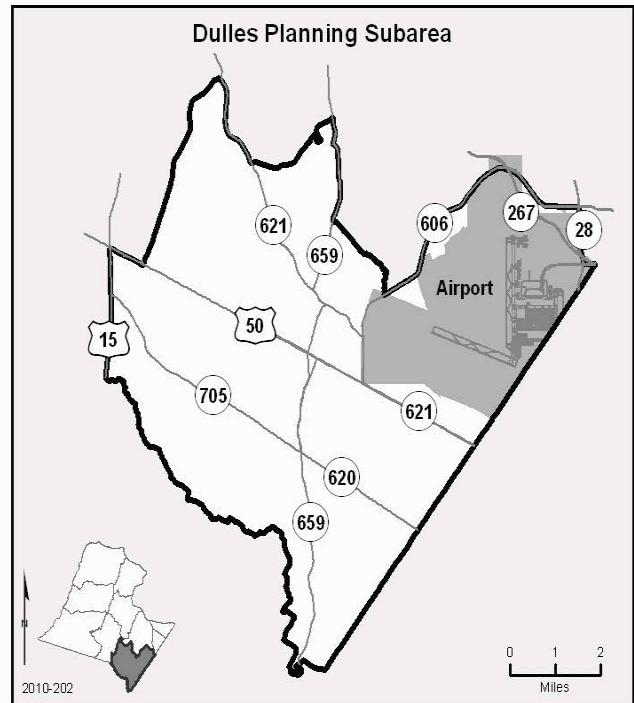
**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## (HS-11) Dulles North Area High School

### Project Description

This project provides funding to design and construct an approximately 279,000 square foot high school on a site of up to 75 usable acres. The high school will be designed for an anticipated program capacity of 1,800 students enrolled in the ninth through twelfth grades. The facility will contain classrooms, a media center, cafeteria, gymnasium, auxiliary gymnasium, outdoor playing fields, and other associated spaces to support the high school program.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.



### Funding

This project is planned to be funded with local tax funding and general obligation bonds. The general obligation bonds will be scheduled for the November 2017 referendum.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in a future fiscal year; there are no operations expenses incurred during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2018 and is estimated to total \$250,000 during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	15,475	15,475	0	15,475
Furniture, Fixtures & Equip	0	0	0	0	0	0	10,240	10,240	0	10,240
Construction	0	0	0	0	0	0	86,615	86,615	0	86,615
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>112,330</b>	<b>112,330</b>	<b>0</b>	<b>112,330</b>
GO Bonds	0	0	0	0	0	0	101,095	101,095	0	101,095
Local Tax Funding	0	0	0	0	0	0	11,235	11,235	0	11,235
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>112,330</b>	<b>112,330</b>	<b>0</b>	<b>112,330</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	0	0	0	0	250	250
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>250</b>

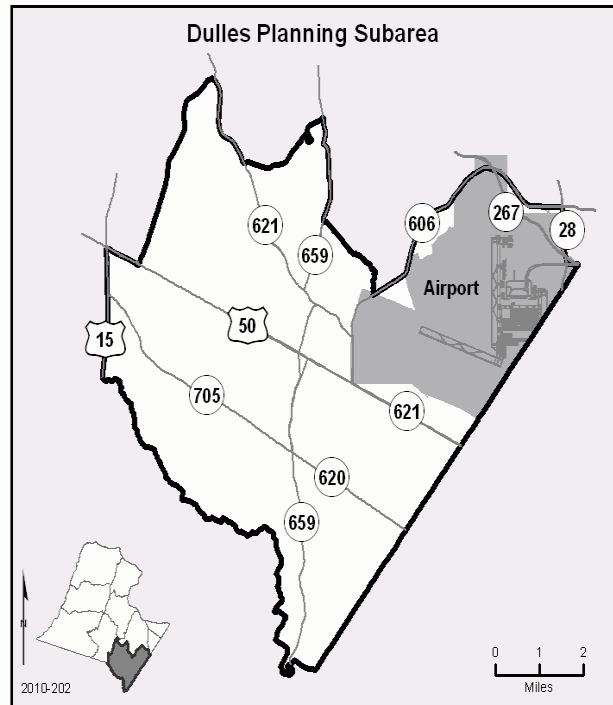


**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Freedom High School Addition

### Project Description

This project provides funding for the construction of a classroom addition to Freedom High School, which will increase the school's program capacity to 1,800 students. The addition will provide additional student space in the Dulles South area, and will create a better and more equal sized feeder from Freedom High School's paired middle school, J. Michael Lunsford Middle School (MS-5).



### Funding

This project is planned to be funded with local tax funding and general obligation bonds. The general obligation bonds will be scheduled for the November 2013 referendum.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2015 and are estimated to total \$8.78 million during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in FY 2015 and is estimated to total \$1.63 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	1,200	0	0	0	0	1,200	0	1,200
Furniture, Fixtures & Equip	0	0	310	0	0	0	0	310	0	310
Construction	0	0	3,500	0	0	0	0	3,500	0	3,500
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>5,010</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,010</b>	<b>0</b>	<b>5,010</b>
GO Bonds	0	0	4,510	0	0	0	0	4,510	0	4,510
Local Tax Funding	0	0	500	0	0	0	0	500	0	500
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>5,010</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,010</b>	<b>0</b>	<b>5,010</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	2,075	2,150	2,235	2,324	8,784
Debt Service	0	0	257	472	459	446	1,634
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>2,332</b>	<b>2,622</b>	<b>2,694</b>	<b>2,770</b>	<b>10,418</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

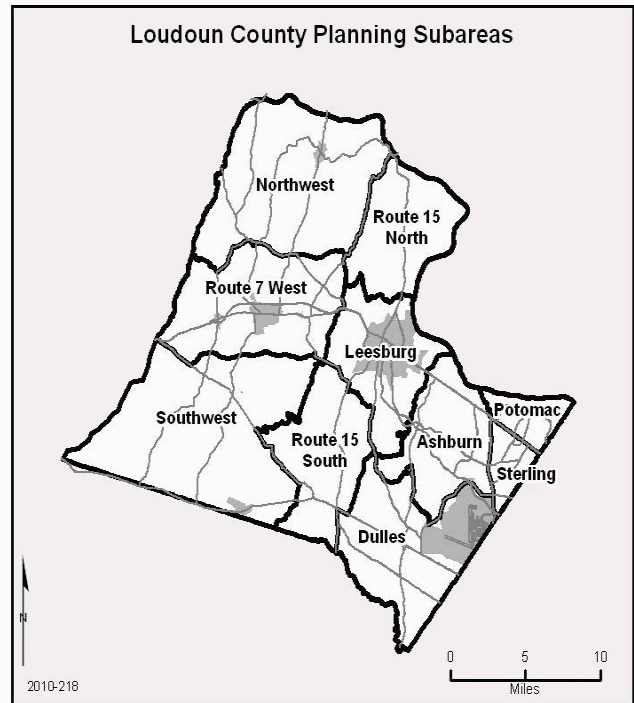
## Advanced Technology Academy

### Project Description

This project provides funding to replace the Charles S. Monroe Technology Center. The building exterior and interior will be consistent with a professional business environment and will provide space for an anticipated program capacity of 1,000 students, typically in the eleventh and twelfth grades. This facility will include instructional and lab spaces that support the instructional program, a media center, and an open pavilion area for serving lunch and/or hosting meetings with advisory groups and business partners.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

This project is planned to be funded with local tax funding, proceeds from the sale of land, and general obligation bonds. The general obligation bonds will be scheduled for the November 2017 referendum. A site needs to be acquired for this facility.



### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in a future fiscal year. No operational expenses will be incurred during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in a future fiscal year; no debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	18,000	18,000	0	18,000
Furniture, Fixtures & Equip	0	0	0	0	0	0	11,020	11,020	0	11,020
Construction	0	0	0	0	0	0	80,000	80,000	0	80,000
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>109,020</b>	<b>109,020</b>	<b>0</b>	<b>109,020</b>
GO Bonds	0	0	0	0	0	0	78,120	78,120	0	78,120
Local Tax Funding	0	0	0	0	0	0	10,900	10,900	0	10,900
Sale of Land	0	0	0	0	0	0	20,000	20,000	0	20,000
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>109,020</b>	<b>109,020</b>	<b>0</b>	<b>109,020</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

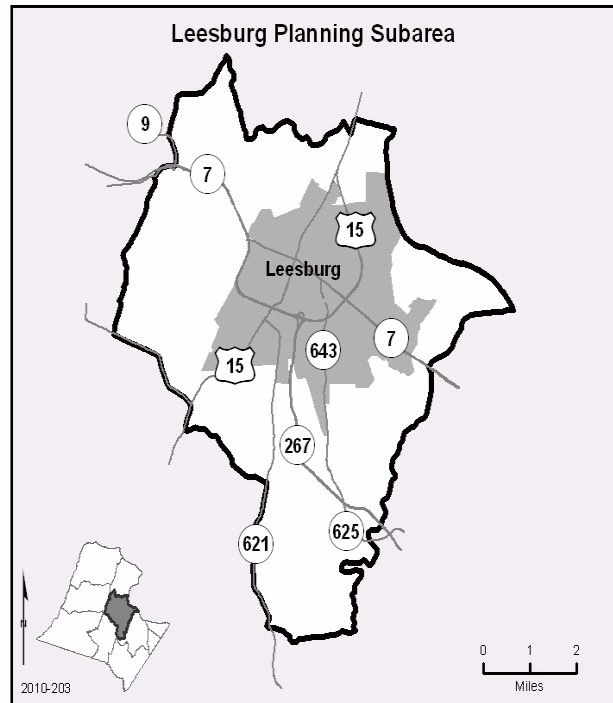
## CS Monroe Conversion

### Project Description

The Charles S. Monroe Technology Center currently serves as an extension to all of Loudoun County's public high schools by providing career and technical programs for secondary school students - typically in grades 11 and 12. The Technology Center offers high school students advanced training in specialized fields to prepare students for both career entry and continuing education through advanced professional training, apprenticeships, associate degree programs and/or bachelor degree studies.

In the Summer of 2008, the Virginia Board of Education voted to establish a Governor's Career and Technical Academy program at Charles S. Monroe Technology Center. The Loudoun Governor's Career and Technical Academy is a center for science, technology, engineering and mathematics (STEM). Students graduating from the academy will acquire STEM literacy, skills and credentials preparing them for high-demand, high-wage and high-skill careers. New courses offered through the academy include radiology technology, pharmacy technology, and medical laboratory technology.

A new Advanced Technology Academy is needed to better meet current and anticipated program demands. The Advanced Technology Academy will also add further enhancement and specialization in the information technology and health and human services programs.



### Funding

This project is planned to be funded using local tax funding and general obligation bonds. The general obligation bonds will be placed on a referendum to be determined at a later date.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in a future fiscal year; no operational expenses will be incurred during the six-year CIP planning period.

#### Debt Service

Debt service is forecast to begin in a future fiscal year; no debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	4,500	4,500
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	1,895	1,895
Const of Existing Bldgs	0	0	0	0	0	0	0	0	39,000	39,000
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>45,395</b>	<b>45,395</b>
GO Bonds	0	0	0	0	0	0	0	0	40,855	40,855
Local Tax Funding	0	0	0	0	0	0	0	0	4,540	4,540
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>45,395</b>	<b>45,395</b>

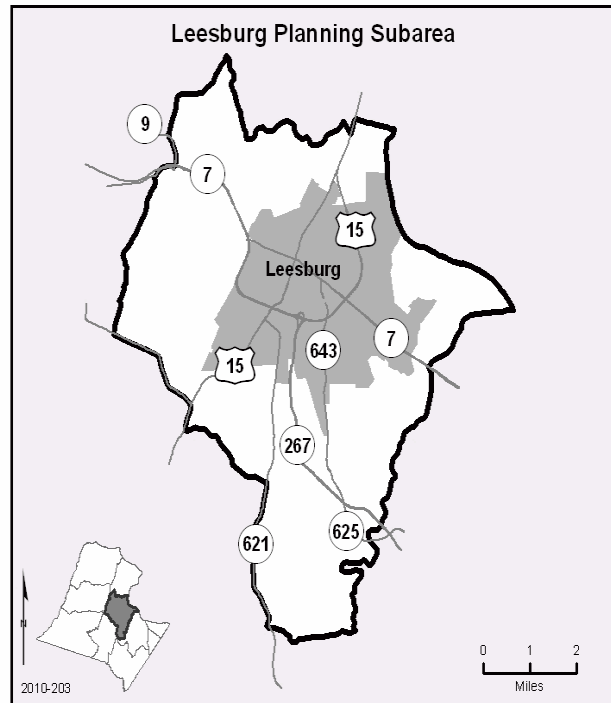


**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Loudoun County High School Stadium Upgrades

### Project Description

The Loudoun County High School stadium renovation/improvement project involves funding improvements within the high school stadium complex. The aging, under-capacity stadium restroom building will be replaced with a new facility along with drainage improvements in public areas and the installations of synthetic turf on the stadium playing field.



### Funding

This project is funded using local tax funding and general obligation bond financing. The general obligation bonds will be scheduled for placement on the November 2013 referendum.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance costs for the stadium are already accounted for in the Loudoun County Public School's operating budget.

#### Debt Service

Debt service is forecast to begin in FY 2015 and is estimated to total \$1.08 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014 Adopted	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	700	0	0	0	0	700	0	700
Furniture, Fixtures & Equip	0	0	530	0	0	0	0	530	0	530
Const of Recreational Facility	0	0	1,400	0	0	0	0	1,400	0	1,400
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>2,630</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,630</b>	<b>0</b>	<b>2,630</b>
GO Bonds	0	0	2,365	0	0	0	0	2,365	0	2,365
Local Tax Funding	0	0	265	0	0	0	0	265	0	265
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>2,630</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,630</b>	<b>0</b>	<b>2,630</b>

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	0	283	275	267	259	1,084
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>283</b>	<b>275</b>	<b>267</b>	<b>259</b>	<b>1,084</b>



**Debt Service Fund**

**DEBT SERVICE FUND SUMMARY**

.....

Debt Service Fund..... Page 13- 1

.....



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Debt Service Fund

Local tax funding and other resources used for the payment of principal and interest costs (i.e. debt service) of all financed capital improvement projects reside in the Debt Service Fund. Financing for capital improvement projects can take the form of general obligation bonds, revenue bonds, lease-purchase agreements and lease-revenue bonds. Of these, general obligation bonds are the only type of debt secured by a pledge of the County's full faith and credit. A County's authorization to issue this type of debt is governed by the Constitution of the Commonwealth of Virginia and the Public Finance Act. Taxpayers must approve the issuance of general obligation bonds by public referendum except in limited circumstances, such as bonds issued by the Virginia Public Schools Authority. The governing body of the County is authorized and required to meet debt service payments on its general obligation bonds by levying sufficient *ad valorem* taxes on all taxable property within the County. Funding for debt service payments on all other types of debt such as revenue bonds, lease purchase agreements, etc. is subject to annual appropriation by the County's governing body.

The FY 2014 Adopted Debt Service expenditures are shown in *Table 1, Debt Service Expenditures & Funding Sources* below. Expenditures are comprised of the actual amount of principal and interest payments due on debt issued in prior years, and the projected amount of principal and interest payments due in FY 2014 on debt scheduled to be issued in FY 2014, and certain costs of issuance incurred on that debt. (The County issues debt for both School and General Government capital projects with the exception of lease-purchase financing for equipment entered into by the Schools.)

Expenditures in the Debt Service Fund budget are offset by fund balance, earned interest, and interest rebates from the federal government for Build America Bonds issued in FY 2011. Periodically, the Fund receives resources in the form of transfers from other funds such as the Public Facilities (Proffer) Trust Fund or proceeds/premiums from the sale of bonds. These resources are not predictable and are therefore not budgeted. If these resources become available, they become part of the Debt Service Fund balance and are used to make future debt service payments in accordance with rules and regulations governing municipal borrowing.

**Table 1, Debt Service Expenditures & Funding Sources**

	<u>FY 11 Actual</u>	<u>FY 12 Adopted</u>	<u>FY12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
<b>Debt Service Fund Revenues</b>					
Use of Fund Balance	\$14,432,446	\$10,602,638	\$641,896	\$4,825,182	\$14,000,000
Interest Earnings	\$758,339	\$500,000	\$446,575	\$300,000	\$440,000
Interest Rebate - Build America Bonds	\$695,555	\$754,217	\$852,202	\$754,217	\$966,717
Transfers from Other Funds/Programs <sup>1</sup>	\$1,748,659	\$656,883	\$656,883	\$647,913	\$639,993
Bond Issuance Premium, Extra and Refunding Proceeds	<u>\$8,294,102</u>	<u>\$0</u>	<u>\$0</u>	<u>\$562,515</u>	<u>\$0</u>
<b>Total Fund Revenue</b>	<b>\$25,929,101</b>	<b>\$12,513,738</b>	<b>\$2,597,556</b>	<b>\$7,089,827</b>	<b>\$16,046,710</b>
<b>Debt Service Fund Expenditures</b>					
Debt Service on County Projects	\$45,124,988	\$40,333,846	\$46,431,757	\$35,116,698	\$44,505,939
Debt Service on Schools Projects	\$118,404,505	\$118,334,264	\$124,347,932	\$120,156,225	\$117,371,322
Transfers to Other Funds <sup>1</sup>	\$5,138,868	\$0	\$0	\$0	\$0
Costs of Issuance (Trustee Fees, etc)	<u>\$313,984</u>	<u>\$90,000</u>	<u>\$96,050</u>	<u>\$90,000</u>	<u>\$90,000</u>
<b>Total Fund Expenditures</b>	<b>\$168,982,345</b>	<b>\$158,758,110</b>	<b>\$170,875,748</b>	<b>\$155,362,923</b>	<b>\$161,967,261</b>
<b>Total Local Tax Funding</b>	<b><u>\$143,053,244</u></b>	<b><u>\$146,244,372</u></b>	<b><u>\$168,278,192</u></b>	<b><u>\$148,273,096</u></b>	<b><u>\$145,920,551</u></b>

<sup>1</sup>Transfers into the Debt Service Fund are primarily from the Public Facilities (Proffer) Trust Fund, Local Gasoline Tax Fund, and the Capital Projects Fund while Transfers out of the Debt Service Fund are primarily to the Capital Projects Fund, or to the General Fund to provide resources for certain Costs of Issuance paid out of the General Fund in accordance with the rules and regulations governing municipal borrowing. (FY 2011 Transfers to Other Funds included \$495,000 for Costs of Issuance paid through the General Fund.)

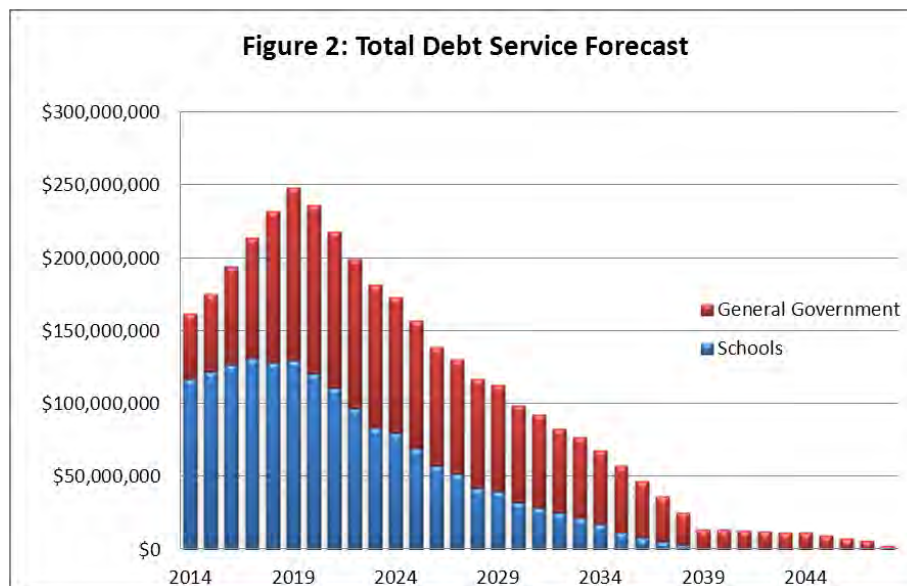
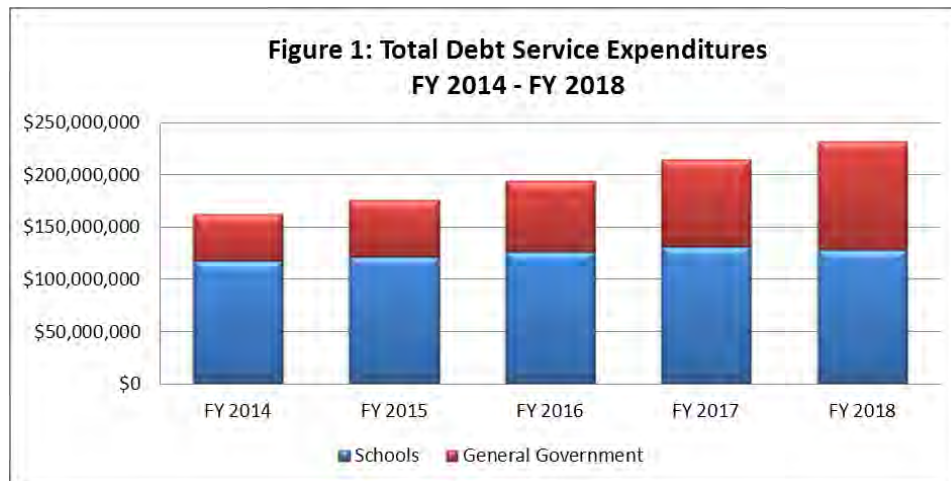




## Loudoun County Government FY 2014 Adopted Fiscal Plan

### Debt Service Fund

The distribution of debt service expenditures resulting from Schools and General Government capital project financings are shown below in *Figure 1* and *Figure 2*. *Figure 1* shows the relative portion of debt service attributable to schools projects and the portion attributable to general government projects for FY 2014 – FY 2018. *Figure 2* presents this same information through 2048, when the last payment will be made on debt issued through FY 2018.





## Debt Service Fund

While the Commonwealth of Virginia imposes no statutory limitation on the amount of debt a County may incur, Loudoun County establishes an overall limit of no more than 3.0% of its assessed value of taxable real and personal property as well as several other debt ratio guidelines through its Fiscal Policy. (The *Fiscal Policy* is provided in the Executive Summary of Volume I of this document).

These debt ratios are displayed on the following pages, and are among the information analyzed by the bond rating agencies each time the County seeks to sell bonds. The County is one of less than 30 states and localities to hold the highest rating (AAA) from all three bond rating agencies – ensuring access to the market at the most favorable rates. The County's debt capacity shall be maintained within the following primary goals:

### Loudoun County Debt Ratios (Revised through June 21, 2011)

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

*Table 2: Impact on Future Debt Ratios* on the next page begins with the current amount of tax supported debt, and then shows the impact of adding the debt-financed capital improvement projects contained in the Adopted FY 2014 – FY 2018 CIP to the existing required debt service payments for those projects appropriated and financed in prior years. In addition, the table depicts vital demographic and economic indicators for Loudoun County that are necessary in outlining and assessing the community's ability to retire and issue new debt.

The Board's Fiscal Policy establishes an affordability index as a method for determining the County's ability to pay its current and future debt burdens. The affordability index consists of a weighted average of the net debt per capita (20%), net debt as a percentage of estimated market value of taxable property (45%), and net debt per capita as a percentage of income per capita (35%).

The "outstanding debt permitted" under the affordability index for each year is determined using an average weighted comparison of the amount of debt that would have to be eliminated to maintain ratio ceilings established by the Board. *Figure 6* illustrates the affordability index and Board-established ceiling. In addition to the affordability index ceiling, the Board has established a debt issuance benchmark for the six-year capital planning period of \$200 million per year.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Debt Service Fund

**Table 2: IMPACT ON FUTURE DEBT RATIOS  
FY 2014 - FY 2018 Adopted Fiscal Plan**

	FY 14	FY 15	FY 16	FY 17	FY 18
<b>Beginning Net Tax Supported Debt</b>	<b>\$ 1,140,528,001</b>	<b>\$1,252,939,211</b>	<b>\$1,378,219,958</b>	<b>\$1,518,441,618</b>	<b>\$1,678,192,952</b>
<b>New Debt Issued</b>	<b>220,786,525</b>	<b>240,881,166</b>	<b>267,308,928</b>	<b>299,370,000</b>	<b>315,324,700</b>
<b>Retired Debt (Old)</b>	<b>108,375,315</b>	<b>102,705,418</b>	<b>98,882,268</b>	<b>95,318,666</b>	<b>87,585,000</b>
<b>Retired Debt (New)</b>	<b>0</b>	<b>12,895,000</b>	<b>28,205,000</b>	<b>44,300,000</b>	<b>61,905,000</b>
<b>Ending Net Tax Supported Debt</b>	<b>\$1,252,939,211</b>	<b>\$1,378,219,958</b>	<b>\$1,518,441,618</b>	<b>\$1,678,192,952</b>	<b>\$1,844,027,652</b>
<b>Population</b>	<b>349,932</b>	<b>360,135</b>	<b>369,859</b>	<b>379,128</b>	<b>388,193</b>
<b>Public School Enrollment</b>	<b>70,855</b>	<b>72,826</b>	<b>74,562</b>	<b>75,676</b>	<b>76,902</b>
<b>Estimated Property Value (in Millions)</b>	<b>\$65,076</b>	<b>\$69,399</b>	<b>\$72,468</b>	<b>\$75,247</b>	<b>\$78,128</b>
<b>Per Capita Income</b>	<b>\$62,978</b>	<b>\$66,563</b>	<b>\$69,887</b>	<b>\$72,376</b>	<b>\$74,244</b>
<b>Expenditures (in Thousands)</b>	<b>\$1,812,800,618</b>	<b>\$1,903,440,649</b>	<b>\$2,046,198,698</b>	<b>\$2,199,663,600</b>	<b>\$2,364,638,370</b>
<b>Debt Service (1)</b>	<b>\$161,877,261</b>	<b>\$175,625,079</b>	<b>\$194,455,568</b>	<b>\$214,525,781</b>	<b>\$232,521,427</b>
<b>Ratios:</b>					
<b>Debt to Estimated Property Value</b> <i>(Fiscal Policy Target = &lt;3%)</i>	<b>1.93%</b>	<b>1.99%</b>	<b>2.10%</b>	<b>2.23%</b>	<b>2.36%</b>
<b>Debt to Per Capita Income</b> <i>(Fiscal Policy Target = &lt;8%)</i>	<b>5.69%</b>	<b>5.75%</b>	<b>5.87%</b>	<b>6.12%</b>	<b>6.40%</b>
<b>Debt Service to Expenditures</b> <i>(Fiscal Policy Target =&lt;10%)</i>	<b>8.93%</b>	<b>9.23%</b>	<b>9.50%</b>	<b>9.75%</b>	<b>9.83%</b>
<b>Ten-Year Debt Payout Ratio</b> <i>(Fiscal Policy Target=&gt;60%)</i>	<b>72.90%</b>	<b>71.79%</b>	<b>69.97%</b>	<b>68.12%</b>	<b>66.10%</b>
<b>Annual Debt Issuance Guideline:</b>					
<b>Debt Issuance Guideline</b>	<b>\$200,000,000</b>	<b>\$200,000,000</b>	<b>\$200,000,000</b>	<b>\$200,000,000</b>	<b>\$200,000,000</b>
<b>Debt Issuance Projected</b>	<b>\$174,786,525</b>	<b>\$191,881,166</b>	<b>\$169,558,928</b>	<b>\$167,870,000</b>	<b>\$182,164,700</b>
<b>Affordability Index: (2)</b>					
<b>Outstanding Debt Guideline</b>	<b>\$1,670,556,490</b>	<b>\$1,788,160,648</b>	<b>\$1,887,000,906</b>	<b>\$1,973,712,008</b>	<b>\$2,055,812,530</b>
<b>Outstanding Debt Projected</b>	<b>\$1,252,939,211</b>	<b>\$1,378,219,958</b>	<b>\$1,518,441,618</b>	<b>\$1,678,192,952</b>	<b>\$1,844,027,652</b>
<b>Overlapping Debt: (3)</b>					
<b>Overlapping Debt Guideline</b>	<b>\$650,760,000</b>	<b>\$693,990,000</b>	<b>\$724,680,000</b>	<b>\$752,470,000</b>	<b>\$781,280,000</b>
<b>Overlapping Debt Projected</b>	<b>\$171,507,842</b>	<b>\$174,409,360</b>	<b>\$166,135,281</b>	<b>\$156,972,518</b>	<b>\$147,352,223</b>

(1) Debt includes general obligation bonds and appropriation-based financing.

(2) Affordability Index is the weighted average of debt Per Capita (20%)/ Debt to Estimated Property Value (45%)/Debt to Per Capita Income (35%).

(3) Maximum outstanding Overlapping Debt allowed per Fiscal Policy is 1% of estimated property value.

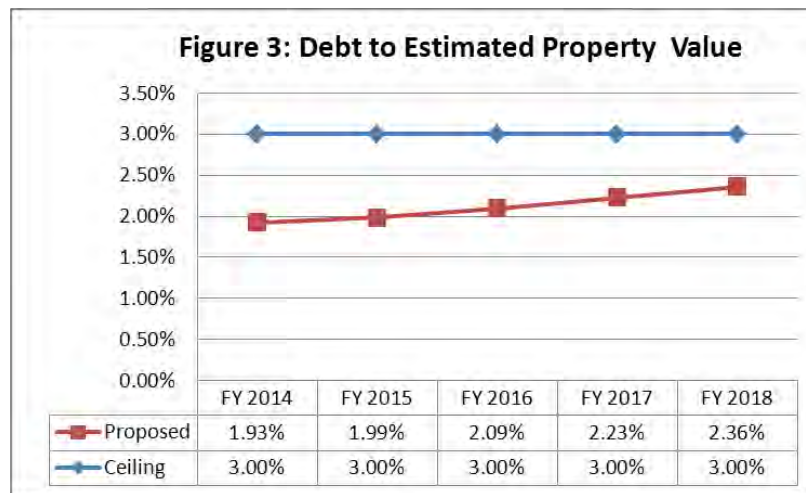


Loudoun County Government  
FY 2014 Adopted Fiscal Plan

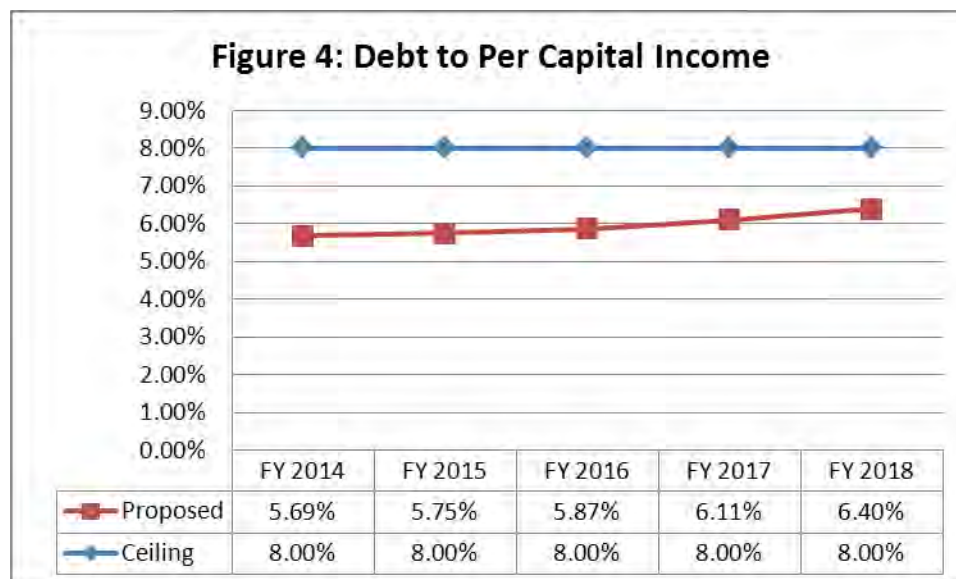
## Debt Service Fund

The following charts display the debt ratios for the Adopted FY 2014 - FY 2018 Capital Improvement Program planning period in comparison to the Board-adopted debt ceilings.

**Debt to estimated property value.** The debt to estimated property value ratio remains well beneath the Board's guideline of 3% for the entire FY 2014 – FY 2018 period.



**Debt to per capita income.** The County projects increasing per capita income for the entire FY 2014 – FY 2018 period, and a debt to per capita income ratio below the 8% ceiling throughout the planning period.



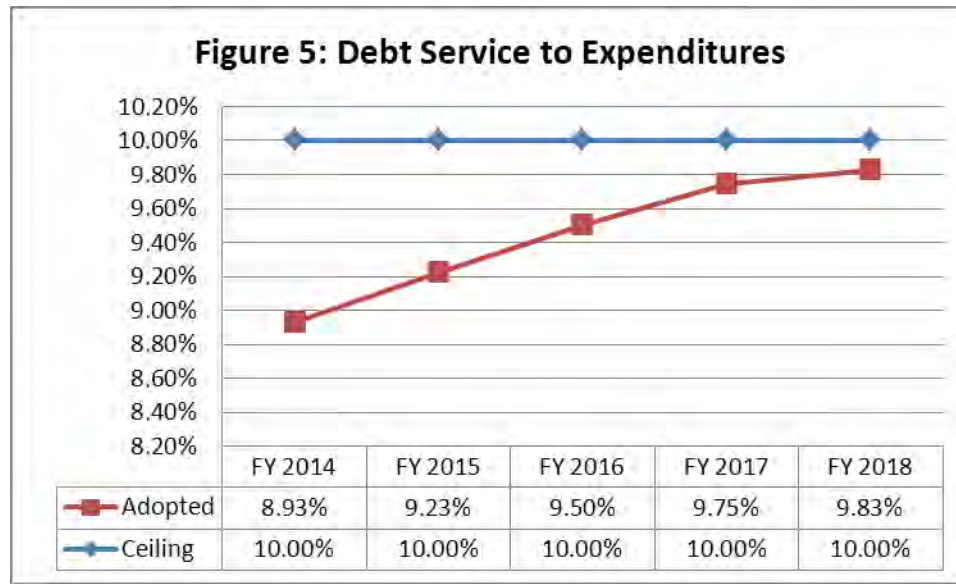


Loudoun County Government  
FY 2014 Adopted Fiscal Plan

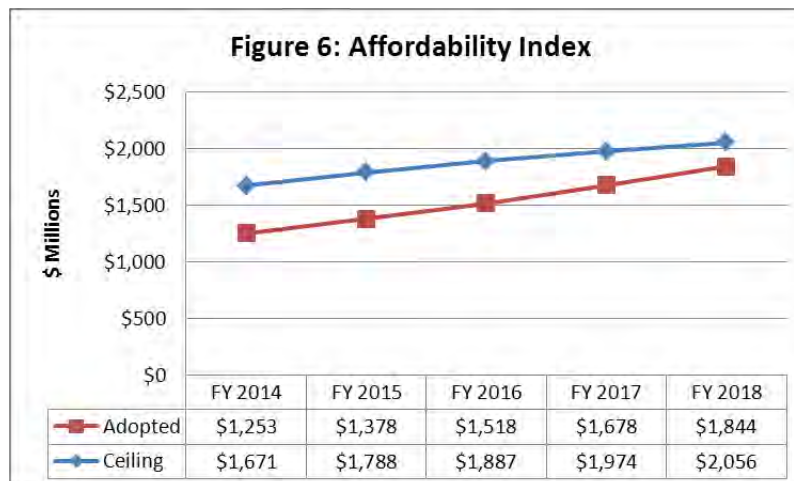
## Debt Service Fund

**Debt service as a percentage of expenditures.** The Board's debt service to expenditure ratio guideline is met throughout the FY 2014 – FY 2018 planning period.

Figure 5: Debt Service to Expenditures



**Affordability Index.** The Board's affordability index guideline is met throughout the FY 2014 – FY 2018 planning period.

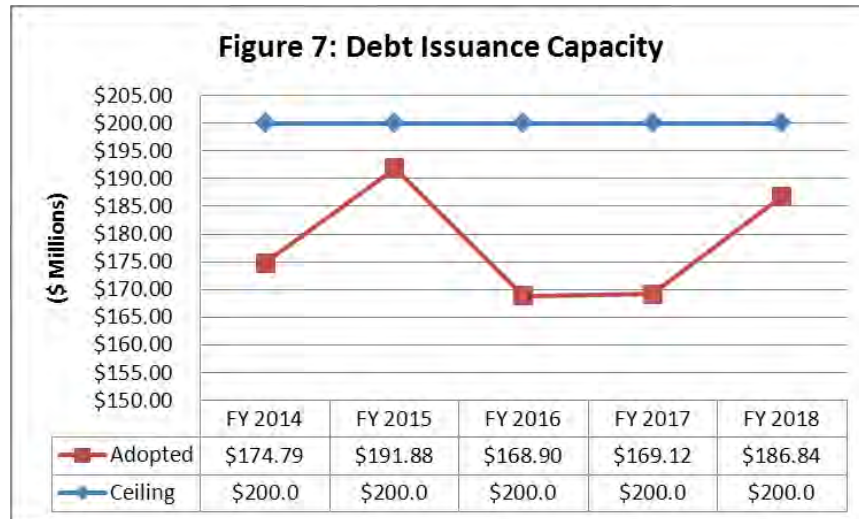




Loudoun County Government  
FY 2014 Adopted Fiscal Plan

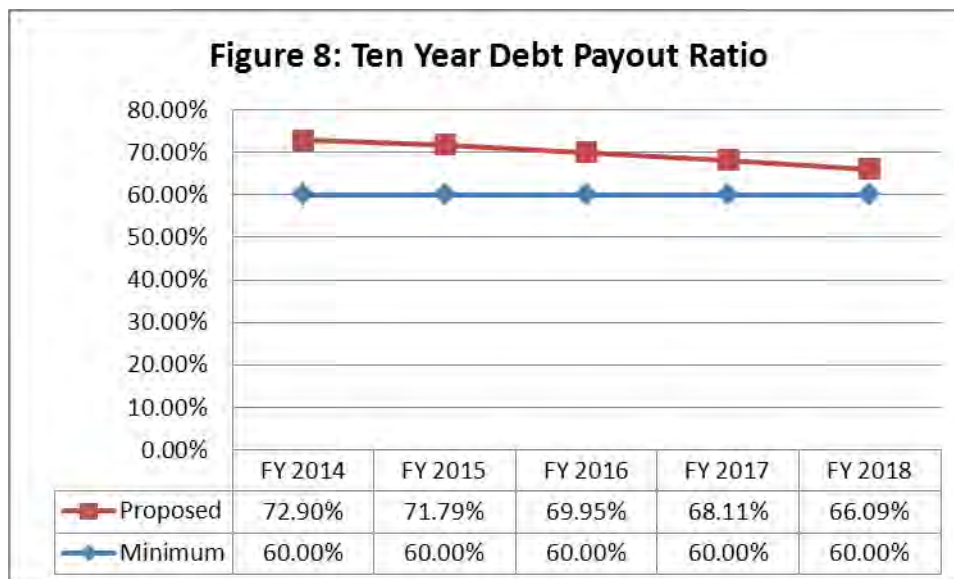
## Debt Service Fund

**Debt Capacity.** The Board's debt issuance capacity guideline is met for the entire period of the debt issuance schedule, with debt issuance peaking at \$187 million in FY 2014.



(Note: Figure 7 is rounded to the nearest million)

**Ten Year Debt Payout Ratio.** The Board continues to exceed its ten-year debt payout ratio target for the entire period of the debt issuance schedule.





Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Debt Service Fund**

**Figure 9: Debt Issuance Limits**

Adopted Debt Financing For FY 2014 - FY 2018 Capital Improvement Program					
Fiscal Year	General Government FY 14 - FY 18	Transportation FY 14 - FY 18	Schools FY 14 - FY 18	Total County Projected FY 14 - FY 18	Board Ceiling
2014	\$ 34,021,525	\$ 40,680,000	\$ 100,085,000	\$ 174,786,525	\$ 200,000,000
2015	\$ 79,571,166	\$ 23,815,000	\$ 88,495,000	\$ 191,881,166	\$ 200,000,000
2016	\$ 98,588,928	\$ 710,000	\$ 69,600,000	\$ 168,898,928	\$ 200,000,000
2017	\$ 73,950,000	\$ 25,220,000	\$ 69,950,000	\$ 169,120,000	\$ 200,000,000
2018	\$ 91,889,700	\$ 18,725,000	\$ 76,230,000	\$ 186,844,700	\$ 200,000,000
<b>Total</b>	<b>\$ \$ 378,021,318</b>	<b>\$ \$ 109,150,000</b>	<b>\$ \$ 404,360,000</b>	<b>\$ 891,531,318</b>	<b>\$ 1,000,000,000</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Debt Service Fund

Schedule of Major Financings										
FY 2014 - FY 2018 Adopted Capital Improvement Program										
Capital Projects and Leases To Be Financed						Anticipated Sale or Closing Dates and Amounts				
Financing Type/Project	Total Project	Amount to be Financed FY 2014-FY 2018	Construction Start Year	Amount of Referendum	Potential Referendum Date or Status	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
<b>General Obligation Bonds or Appropriation Based:</b>										
<b>Administration Projects:</b>										
Land Acquisition - General Government	117,270,000	6,897,855 #	2014	n/a	Not Required (2)	0	4,198,928	2,698,928	0	0
Land Acquisition - Schools	138,357,000	16,475,000 #	2014	9,000,000	Nov. 14 (1)	0	7,500,000	1,500,000	7,475,000	0
Major Computer Systems	<u>47,600,000</u>	<u>2,500,000</u>	2008	n/a	Not Required (2)	<u>0</u>	<u>2,500,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
Subtotal, Administration Projects	303,227,000	25,872,855				0	14,198,928	4,198,928	7,475,000	0
<b>General Government Projects:</b>										
Consolidated Shops & Warehouse	37,525,000	19,200,000 *	2015	n/a	Not Required (2)	0	0	0	4,200,000	15,000,000
Woods Road Landfill Mining Project	21,480,000	21,480,000	2014	n/a	Not Required (2)	6,000,000	4,000,000	2,750,000	2,750,000	5,980,000
Woods Road Landfill Sequence V Closure	<u>5,930,000</u>	<u>5,930,000</u>	2017	n/a	Not Required (2)	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,250,000</u>	<u>4,680,000</u>
Subtotal, General Government Projects	64,935,000	46,610,000				6,000,000	4,000,000	2,750,000	8,200,000	25,660,000
<b>Health &amp; Welfare Projects:</b>										
Adolescent Independent Living Residence	10,600,000	9,335,000 *	2015	n/a	Not Required (2)	0	0	0	1,255,000	8,080,000
Developmental Services Group Residences	3,130,000	3,130,000	2015	n/a	Not Required (2)	0	1,505,000	0	1,625,000	0
Emergency Homeless Shelter	5,500,000	670,000	2018	n/a	Not Required (2)	0	0	0	0	670,000
Mental Health Group Residence	1,695,000	1,695,000	2018	n/a	Not Required (2)	0	0	0	0	1,695,000
MHSADS Group Residence	<u>2,490,000</u>	<u>2,370,000</u>	2015	n/a	Not Required (2)	<u>0</u>	<u>2,050,000</u>	<u>320,000</u>	<u>0</u>	<u>0</u>
Subtotal, Health & Welfare Projects	23,415,000	17,200,000				0	3,555,000	320,000	2,880,000	10,445,000
<b>Parks, Recreation &amp; Culture Projects:</b>										
Ashburn Recreation Center	54,965,000	40,000,000 *	2017	50,160,000	Nov. 16 (1)	0	0	0	20,000,000	20,000,000
Ashburn Senior Center	8,025,000	8,025,000	2017	8,025,000	Nov. 16 (2)	0	0	0	7,000,000	1,025,000
Athletic Field Irrigation & Turf Improvements	2,100,000	2,100,000	2015	2,100,000	Nov. 13 (1)	2,100,000	0	0	0	0
Dulles South Multi-Purpose Center - Phase II	45,835,000	17,235,000	2015	17,235,000	Nov. 13 (1)	6,000,000	11,235,000	0	0	0
Dulles South Multi-Purpose Center - Phase III	6,420,000	5,745,000	2015	5,745,000	Nov. 14 (1)	0	4,745,000	1,000,000	0	0
Fields Farm District Park	12,575,000	7,000,000 *	2017	10,715,000	Nov. 17 (1)	0	0	0	0	7,000,000
Hal & Bernie Hanson Regional Park	36,105,000	21,330,000	2016	21,330,000	Nov. 14 (2)	0	10,000,000	11,330,000	0	0
Lovettsville Community Center Replacement	8,877,000	5,380,000	2014	5,380,000	Not Required (2)	4,000,000	1,380,000	0	0	0
Lovettsville District Park	11,526,000	9,000,000	2014	9,000,000	Nov. 13 (1)	4,000,000	5,000,000	0	0	0
Sterling Community Center Renovation	4,343,000	4,343,000	2016	4,343,000	Nov. 14 (1)	0	0	4,343,000	0	0
Sterling Library	<u>3,950,000</u>	<u>3,950,000</u>	2016	3,950,000	Nov. 14 (1)	<u>0</u>	<u>665,000</u>	<u>3,285,000</u>	<u>0</u>	<u>0</u>
Subtotal, Parks, Recreation & Culture Projects	194,721,000	124,108,000				16,100,000	33,025,000	19,958,000	27,000,000	28,025,000





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Debt Service Fund

Schedule of Major Financings										
FY 2014 - FY 2018 Adopted Capital Improvement Program										
Capital Projects and Leases To Be Financed						Anticipated Sale or Closing Dates and Amounts				
Financing Type/Project	Total Project	Amount to be Financed FY 2014-FY 2018	Construction Start Year	Amount of Referendum	Potential Referendum Date or Status	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
<b>General Obligation Bonds or Appropriation Based:</b>										
<b>Public Safety Projects:</b>										
Adult Detention Center Phase III	216,480,000	14,700,000 *	2017	n/a	Not Required (2)	0	0	0	0	14,700,000
Animal Shelters - Eastern & Western	15,165,000	15,040,000	2015	15,040,000	Nov. 14 (1)	0	2,340,000	9,700,000	3,000,000	0
Ashburn Volunteer Fire & Rescue Station	3,650,000	3,650,000	2014	3,650,000	Nov. 13 (1)	3,650,000	0	0	0	0
Courts Complex Phase III - Renovate I and II	63,200,000	48,025,000	2010	n/a	Not Required (2)	0	15,625,000	30,475,000	1,925,000	0
Courts Complex Phase III - Renovation of the Old Space	7,875,000	7,875,000	2016	n/a	Not Required (2)	0	0	6,000,000	1,875,000	0
ECC/E991 Communications Center	12,065,000	6,065,000 #	2013	n/a	Not Required (2)	4,900,000	1,165,000	0	0	0
Fire/Rescue Capital Apparatus	36,483,000	16,498,763 #	2011	2,875,000	Nov. 13 (1)	3,501,525	3,997,238	3,000,000	3,000,000	3,000,000
Juvenile Detention Center Phase II	14,599,700	14,599,700 #	2010	2,000,000	Nov. 07 (1)	0	0	5,400,000	5,400,000	3,799,700
Kirkpatrick West F/R Station (#26)	11,945,000	11,830,000	2015	11,830,000	Nov. 15 (1)	0	0	1,425,000	6,405,000	4,000,000
Leesburg South F&R Station (#27)	12,420,000	12,365,000	2011	12,365,000	Nov. 16 (1)	0	0	1,425,000	8,000,000	2,940,000
Lucketts Fire Station Replacement	11,490,000	11,490,000	2014	11,490,000	Nov. 13 (1)	1,370,000	5,665,000	4,455,000	0	0
Public Safety and Government Admin Center	35,000,000	0 #	2011	n/a	Not Required (2)	0	0	0	0	0
Public Safety Firing Range	9,000,000	4,500,000 #	2013	n/a	Not Required (2)	4,500,000	0	0	0	0
Round Hill F&R Station Replacement	12,920,000	6,840,000 *	2017	12,920,000	Nov. 16 (1)	0	0	0	1,540,000	5,300,000
Sterling Fire & Rescue Station Replacement	<u>12,892,000</u>	<u>12,892,000</u> 0	2016	12,892,000	Nov. 14 (1)	<u>0</u>	<u>0</u>	<u>12,892,000</u>	<u>0</u>	<u>0</u>
Subtotal, Public Safety Projects	462,292,700	186,370,463				17,921,525	28,792,238	74,772,000	31,145,000	33,739,700
<b>Transportation Projects:</b>										
Belmont Ridge Road Design - Gloucester to Hay, Truro Parish to Croson	3,180,000	3,180,000	2013	3,180,000	Nov. 13 (1)	3,180,000	0	0	0	0
Belmont Ridge Road Construction - Gloucester to Portsmouth	710,000	710,000	2016	710,000	Nov. 15 (1)	0	0	710,000	0	0
Belmont Ridge Road Construction - Portsmouth to Hay	13,220,000	1,220,000	2018	1,220,000	Nov. 16 (1)	0	0	0	1,220,000	0
Belmont Ridge Road Construction - Truro Parish to Croson	3,725,000	3,725,000	2018	3,725,000	Nov. 17 (1)	0	0	0	0	3,725,000
Crosstrail Boulevard	70,300,000	56,500,000	2013	n/a	Not Required (2)	12,500,000	5,000,000	0	24,000,000	15,000,000
Metrorail Silver Line Extension	300,000,000	300,000,000 #	2010	n/a	Not Required (2)	40,000,000	45,000,000	50,000,000	82,500,000	82,500,000
Metrorail Parking Garages	130,000,000	130,000,000	2016	n/a	Not Required (2)	0	0	45,000,000	45,000,000	40,000,000
Route 606 Widening	40,700,000	40,000,000	2014	40,000,000	Nov. 13 (1)	25,000,000	15,000,000	0	0	0
Woodgrove HS/Fields Farm Park Rd	<u>3,815,000</u>	<u>3,815,000</u>	2017	n/a	Not Required (2)	<u>0</u>	<u>3,815,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
Subtotal, Transportation Projects	565,650,000	539,150,000				80,680,000	68,815,000	95,710,000	152,720,000	141,225,000
SUBTOTAL - General Government	1,614,240,700	939,311,318				120,701,525	152,386,166	197,708,928	229,420,000	239,094,700



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Debt Service Fund

Schedule of Major Financings										
FY 2014 - FY 2018 Adopted Capital Improvement Program										
Capital Projects and Leases To Be Financed						Anticipated Sale or Closing Dates and Amounts				
Financing Type/Project	Total Project	Amount to be Financed FY 2014-FY 2018	Construction Start Year	Amount of Referendum	Potential Referendum Date or Status	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
<b>General Obligation Bonds or Appropriation Based:</b>										
<b>School Administration Projects:</b>										
Cash for Land Acquisition from Sale of Farmwell	n/a	(20,000,000)	n/a	n/a	Not Required (2)	0	0	(20,000,000)	0	0
School Vehicle Lease	44,926,000	35,000,000	n/a	n/a	Not Required (2)	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000
Subtotal, Administration Projects	44,926,000	15,000,000				7,000,000	7,000,000	(13,000,000)	7,000,000	7,000,000
<b>Elementary School Projects:</b>										
ES-16, Moorefield Station ES: Scheduled to Open Fall 2013	25,370,000	1,000,000 #	2011	22,830,000	Nov. 11 (1)	1,000,000	0	0	0	0
ES-21, Dulles South Area ES: Scheduled to Open Fall 2014	28,820,000	23,820,000 #	2013	31,300,000	Nov. 07 (1)	16,625,000	7,195,000	0	0	0
ES-22, Ashburn Area ES: Scheduled to Open Fall 2013	25,705,000	1,000,000 #	2011	22,830,000	Nov. 11 (1)	1,000,000	0	0	0	0
ES-27, Dulles North Area ES: Scheduled to Open Fall 2016	31,460,000	28,315,000	2014	28,315,000	Nov. 14 (1)	0	11,255,000	16,060,000	1,000,000	0
ES-28, Dulles South Area ES: Scheduled to Open in Future Fiscal Years	35,910,000	15,000,000 *	2018	32,320,000	Nov. 17 (1)	0	0	0	0	15,000,000
Subtotal, Elementary School Projects	147,265,000	69,135,000				18,625,000	18,450,000	16,060,000	1,000,000	15,000,000
<b>Middle School Projects:</b>										
MS-6, Ashburn Area MS: Scheduled to Open Fall 2014	43,760,000	17,470,000 #	2011	39,380,000	Nov. 11 (1)	12,470,000	5,000,000	0	0	0
MS-7, Dulles North MS: Scheduled to Open in Future Fiscal Years	54,990,000	40,920,000 *	2017	49,490,000	Nov. 16 (1)	0	0	0	20,000,000	20,920,000
MS-9, Dulles North Area MS: Scheduled to Open in Fall 2016	50,350,000	45,315,000 *	2015	45,315,000	Nov. 14 (1)	0	5,315,000	20,000,000	20,000,000	0
Mercer MS Addition: Scheduled to Open in Fall 2014	4,310,000	3,880,000	2014	3,880,000	Nov. 13 (1)	3,880,000	0	0	0	0
Subtotal, Middle School Projects	153,410,000	107,585,000				16,350,000	10,315,000	20,000,000	40,000,000	20,920,000
<b>High School Projects:</b>										
HS-6, Loudoun Valley Estates II: Scheduled to Open Fall 2015	90,240,000	81,215,000 #	2013	81,215,000	Nov. 12 (1)	16,000,000	31,340,000	27,875,000	6,000,000	0
HS-8, Ashburn Area: Scheduled to Open Fall 2015	89,995,000	76,960,000 #	2011	81,010,000	Nov. 11 (1)	24,035,000	15,000,000	18,665,000	15,950,000	3,310,000
HS-11, Dulles North: Scheduled to Open in Future Fiscal Years	112,330,000	20,000,000 *	2018	101,095,000	Nov. 17 (1)	0	0	0	0	20,000,000
Advance Technology Academy: Scheduled to Open in Future Fiscal Years	109,020,000	10,000,000 *	2018	78,120,000	Nov. 17 (1)	0	0	0	0	10,000,000
Freedom HS Addition: Scheduled for Use in Fall 2014	5,010,000	4,510,000	2014	4,510,000	Nov. 13 (1)	1,985,000	2,525,000	0	0	0
Loudoun County High School Stadium Upgrades	2,630,000	2,365,000	2014	2,365,000	Nov. 13 (1)	2,365,000	0	0	0	0
Loudoun Valley HS Renovations	29,000,000	16,865,000	2013	26,100,000	Nov. 12 (1)	13,000,000	3,865,000	0	0	0
Park View HS Science Lab Renovation	3,970,000	725,000 #	2011	3,570,000	Nov. 11 (1)	725,000	0	0	0	0
Subtotal, High School Projects	442,195,000	212,640,000				58,110,000	52,730,000	46,540,000	21,950,000	33,310,000
<b>SUBTOTAL - Schools</b>	<b>787,796,000</b>	<b>404,360,000</b>				<b>100,085,000</b>	<b>88,495,000</b>	<b>69,600,000</b>	<b>69,950,000</b>	<b>76,230,000</b>
<b>GRAND TOTAL</b>	<b>2,402,036,700</b>	<b>1,343,671,318</b>				<b>220,786,525</b>	<b>240,881,166</b>	<b>267,308,928</b>	<b>299,370,000</b>	<b>315,324,700</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**Debt Service Projections: FY 2014 – FY 2018 Adopted Capital Improvement Program**

	Prior Debt		Administration Projects			General Government Projects		
	General Govt.	School	Land Acquisition -	Land Acquisition -	Major	Consolidated Shops	Woods Road	Woods Road
	(Payments Due on Previously Issued Debt)		General Government	Schools	Computer Systems	& Warehouse Project	Landfill Mining Project	Landfill Sequence V Closure
<b>Total Principal</b>	\$ 317,273,173	\$ 823,254,828	\$ 6,897,855	\$ 16,475,000	\$ 2,500,000	\$ 19,200,000	\$ 21,480,000	\$ 5,930,000
2014	43,301,314	116,332,197	0	-	0	0	150,000	0
2015	40,072,115	109,091,763	37,500	93,750	0	0	692,500	0
2016	37,816,820	102,875,364	418,071	750,250	480,000	0	972,500	0
2017	34,578,938	97,999,763	677,517	871,375	467,250	0	1,293,750	0
2018	33,652,782	86,847,197	660,267	1,607,750	444,250	795,000	1,462,000	127,500
2019	30,155,981	82,260,073	643,017	1,556,375	431,500	1,890,750	2,022,375	588,250
2020	29,440,180	76,415,510	625,767	1,525,250	408,500	1,842,750	1,968,500	578,500
2021	23,589,140	69,633,321	608,517	1,473,875	395,750	1,794,750	1,914,875	558,500
2022	22,522,124	59,160,437	591,267	1,442,750	372,750	1,746,750	1,861,000	548,750
2023	22,286,140	50,948,093	574,017	1,391,375	0	1,698,750	1,807,375	528,750
2024	20,418,426	50,381,956	556,767	1,360,250	0	1,650,750	1,753,500	519,000
2025	17,674,522	44,191,216	539,517	1,308,875	0	1,602,750	1,699,875	499,000
2026	14,671,603	33,998,429	522,267	1,277,750	0	1,554,750	1,646,000	489,250
2027	13,979,180	29,178,621	505,017	1,226,375	0	1,506,750	1,592,375	469,250
2028	12,250,183	20,327,390	487,767	1,195,250	0	1,458,750	1,538,500	459,500
2029	11,896,316	19,295,095	470,517	1,138,875	0	1,410,750	1,484,875	439,500
2030	7,550,757	12,380,924	453,267	1,113,000	0	1,362,750	1,431,000	429,750
2031	6,670,323	9,251,869	436,017	1,056,625	0	1,314,750	1,377,375	409,750
2032	2,878,941	6,297,021	418,767	1,030,750	0	1,266,750	1,318,500	395,000
2033	2,611,795	3,474,260	401,517	974,375	0	1,218,750	1,270,125	380,250
2034	0	0	384,267	948,500	0	1,170,750	1,211,250	365,500
2035	0	0	365,945	892,125	0	1,122,750	870,375	350,750
2036	0	0	140,624	491,000	0	1,074,750	631,500	336,000
2037	0	0	0	388,500	0	1,026,750	468,125	321,250
2038	0	0	0	0	0	768,750	309,750	241,500
2039	0	0	0	0	0	0	0	0
2040	0	0	0	0	0	0	0	0
2041	0	0	0	0	0	0	0	0
2042	0	0	0	0	0	0	0	0
2043	0	0	0	0	0	0	0	0
2044	0	0	0	0	0	0	0	0
2045	0	0	0	0	0	0	0	0
2046	0	0	0	0	0	0	0	0
2047	0	0	0	0	0	0	0	0
2048	0	0	0	0	0	0	0	0
<b>Total Principal &amp; Interest</b>	<b>\$ 428,017,582</b>	<b>\$ 1,080,340,499</b>	<b>\$ 10,518,195</b>	<b>\$ 25,115,000</b>	<b>\$ 3,000,000</b>	<b>\$ 29,280,000</b>	<b>\$ 32,748,000</b>	<b>\$ 9,035,500</b>



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

Debt Service Projections: FY 2014 – FY 2018 Adopted Capital Improvement Program

Total Principal	Health & Welfare Services Projects					Parks & Recreation and Library Projects			
	Adolescent Independent Living Residence	Developmental Services Group Residences	Emergency Homeless Shelter	Mental Health Group Residence	MHSADS Group Residence	Ashburn Recreation Center	Ashburn Senior Center	Athletic Field Irrigation & Turf Improvements	Dulles South Multi-Purpose Center - Phase II
	\$ 9,335,000	\$ 3,130,000	\$ 670,000	\$ 1,695,000	\$ 2,370,000	\$ 40,000,000	\$ 8,025,000	\$ 2,100,000	\$ 17,235,000
2014	0	0	0	0	0	0	0	52,500	150,000
2015	0	0	0	0	0	0	0	207,375	873,375
2016	0	150,250	0	0	235,500	0	0	202,125	1,948,500
2017	31,375	187,125	0	0	251,875	500,000	0	196,875	1,892,000
2018	238,500	302,000	0	42,375	244,875	2,475,000	700,000	191,625	1,835,500
2019	955,500	294,250	68,500	167,625	237,875	3,900,000	783,750	186,375	1,779,000
2020	930,500	286,500	66,750	163,375	230,875	3,800,000	763,750	181,125	1,722,500
2021	905,500	278,750	65,000	159,125	228,875	3,700,000	743,750	175,875	1,666,000
2022	880,500	271,000	63,250	154,875	216,625	3,600,000	723,750	170,625	1,609,500
2023	855,500	263,250	61,500	150,625	174,625	3,500,000	703,750	165,375	1,148,375
2024	830,500	255,500	59,750	146,375	169,375	3,400,000	683,750	160,125	1,117,500
2025	805,500	247,750	58,000	142,125	164,125	3,300,000	663,750	154,875	1,076,625
2026	731,750	240,000	56,250	137,875	158,875	3,200,000	643,750	149,625	1,045,750
2027	709,250	232,250	54,500	133,625	153,625	3,100,000	623,750	144,375	1,004,875
2028	686,750	229,375	47,750	129,375	148,375	3,000,000	603,750	139,125	974,000
2029	664,250	216,500	51,250	125,125	148,000	2,900,000	588,750	133,875	933,125
2030	641,750	213,625	44,500	120,875	137,625	2,800,000	563,500	128,625	902,250
2031	619,250	200,750	48,000	116,625	137,250	2,700,000	548,500	123,375	861,375
2032	596,750	197,875	41,250	112,375	126,875	2,600,000	523,250	118,125	830,500
2033	574,250	185,000	44,750	108,125	126,500	2,500,000	508,250	112,875	789,625
2034	546,750	187,125	38,000	103,875	116,125	2,400,000	483,000	107,625	758,750
2035	529,500	169,000	41,500	99,625	115,750	2,300,000	468,000	0	425,375
2036	502,000	91,125	34,750	95,375	15,375	2,200,000	442,750	0	0
2037	484,750	82,000	38,250	91,125	0	2,100,000	427,750	0	0
2038	393,875	0	31,500	82,000	0	1,025,000	52,500	0	0
2039	0	0	0	0	0	0	0	0	0
2040	0	0	0	0	0	0	0	0	0
2041	0	0	0	0	0	0	0	0	0
2042	0	0	0	0	0	0	0	0	0
2043	0	0	0	0	0	0	0	0	0
2044	0	0	0	0	0	0	0	0	0
2045	0	0	0	0	0	0	0	0	0
2046	0	0	0	0	0	0	0	0	0
2047	0	0	0	0	0	0	0	0	0
2048	0	0	0	0	0	0	0	0	0
Total Principal & Interest	\$ 14,114,250	\$ 4,781,000	\$ 1,015,000	\$ 2,582,500	\$ 3,539,000	\$ 61,000,000	\$ 12,243,750	\$ 3,202,500	\$ 25,344,500



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**Debt Service Projections: FY 2014 – FY 2018 Adopted Capital Improvement Program**

	Parks & Recreation and Library Projects							Public Safety Projects	
	Dulles South Multi-Purpose Center - Phase III	Fields Farm District Park	Hal & Bernie Hanson Regional Park	Lovettsville Community Center Replacement	Lovettsville District Park	Sterling Community Center Renovation	Sterling Library	Adult Detention Center Phase III	Animal Shelters - Eastern & Western
<b>Total Principal</b>	\$ 5,745,000	\$ 7,000,000	\$ 21,330,000	\$ 5,380,000	\$ 9,000,000	\$ 4,343,000	\$ 3,950,000	\$ 14,700,000	\$ 15,040,000
2014	0	0	0	50,000	50,000	0	0	0	0
2015	0	0	0	432,000	522,500	0	0	0	0
2016	472,250	0	1,000,000	524,750	973,875	92,075	150,375	0	474,500
2017	560,500	0	2,106,500	511,250	946,625	492,525	391,625	0	1,259,125
2018	551,250	175,000	2,053,250	497,750	914,500	478,525	381,625	177,500	1,543,000
2019	531,750	691,250	2,000,000	484,250	892,375	464,525	371,625	1,461,125	1,500,750
2020	522,500	673,750	1,946,750	470,750	860,250	450,525	361,625	1,424,375	1,458,625
2021	503,000	656,250	1,893,500	457,250	838,125	436,525	351,625	1,387,625	1,416,250
2022	493,750	638,750	1,840,250	443,750	806,000	422,525	341,625	1,350,875	1,374,125
2023	474,250	621,250	1,787,000	430,250	642,500	403,525	326,625	1,314,125	1,331,750
2024	465,000	603,750	1,733,750	416,750	622,500	299,775	321,875	1,277,375	1,289,625
2025	445,500	586,250	1,685,500	403,250	602,500	290,525	306,875	1,240,625	1,105,875
2026	436,250	568,750	1,627,000	389,750	582,500	281,275	302,125	1,203,875	1,075,875
2027	416,750	551,250	1,578,750	376,250	562,500	272,025	287,125	1,167,125	1,035,625
2028	407,500	533,750	1,520,250	362,750	542,500	262,775	282,375	1,130,375	1,005,625
2029	388,000	516,250	1,472,000	344,375	522,500	253,525	267,375	1,093,625	965,375
2030	378,750	498,750	1,413,500	336,000	502,500	244,275	262,625	1,056,875	935,375
2031	359,250	481,250	1,365,250	317,625	482,500	230,150	247,625	1,020,125	895,125
2032	350,000	463,750	1,306,750	309,250	462,500	226,025	238,000	983,375	865,125
2033	330,500	446,250	1,258,500	290,875	442,500	211,900	228,125	946,625	824,875
2034	321,250	428,750	1,200,000	282,500	422,500	207,775	218,500	909,875	794,875
2035	301,750	411,250	1,151,750	66,625	205,000	193,650	208,625	873,125	754,625
2036	52,500	393,750	593,250	0	0	187,575	164,000	836,375	604,625
2037	0	376,250	0	0	0	0	0	799,625	102,500
2038	0	358,750	0	0	0	0	0	762,875	0
2039	0	0	0	0	0	0	0	0	0
2040	0	0	0	0	0	0	0	0	0
2041	0	0	0	0	0	0	0	0	0
2042	0	0	0	0	0	0	0	0	0
2043	0	0	0	0	0	0	0	0	0
2044	0	0	0	0	0	0	0	0	0
2045	0	0	0	0	0	0	0	0	0
2046	0	0	0	0	0	0	0	0	0
2047	0	0	0	0	0	0	0	0	0
2048	0	0	0	0	0	0	0	0	0
<b>Total Principal &amp; Interest</b>	\$ 8,762,250	\$ 10,675,000	\$ 32,533,500	\$ 8,198,000	\$ 13,399,250	\$ 6,402,000	\$ 6,012,000	\$ 22,417,500	\$ 22,613,250



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

Debt Service Projections: FY 2014 – FY 2018 Adopted Capital Improvement Program

Total Principal	Public Safety Projects								
	Ashburn Volunteer Fire & Rescue Station	Courts Complex Phase III - Renovate I and II	Courts Complex Phase III - Renovation of the Old Space	ECC/E991 Communications Center	Fire/Rescue Capital Apparatus	Juvenile Detention Center Phase II	Kirkpatrick West F/R Station (#26)	Leesburg South F&R Station (#27)	Lucketts Fire Station Replacement
	\$ 3,650,000	\$ 48,025,000	\$ 7,875,000	\$ 6,065,000	\$ 16,498,763	\$ 14,599,700	\$ 11,830,000	\$ 12,365,000	\$ 11,490,000
2014	0	0	0	122,500	67,125	0	0	0	0
2015	367,500	257,750	0	927,500	740,451	0	0	0	155,125
2016	353,250	1,931,250	0	1,115,750	1,474,563	0	35,625	35,625	779,500
2017	349,250	5,024,000	600,000	1,072,500	1,920,313	540,000	139,500	139,500	1,406,375
2018	335,000	5,075,750	773,750	1,029,250	2,500,063	1,072,743	876,250	1,009,500	1,363,125
2019	331,000	4,931,500	754,000	991,000	2,892,688	1,419,236	1,351,625	1,308,125	1,319,875
2020	316,750	4,787,250	734,250	942,500	2,774,688	1,382,611	1,311,875	1,271,875	1,276,625
2021	312,750	4,643,000	714,500	904,250	2,653,338	1,346,236	1,272,125	1,235,625	1,233,375
2022	298,500	4,498,750	694,750	173,250	2,040,725	1,309,611	1,232,375	1,199,375	1,195,000
2023	294,500	4,354,500	675,000	0	1,386,750	1,273,236	1,192,625	1,163,125	1,141,750
2024	280,250	3,460,250	655,250	0	908,250	1,236,611	1,152,875	1,131,750	669,625
2025	276,250	3,353,500	635,500	0	435,625	1,200,236	1,108,250	1,090,375	648,750
2026	262,000	3,246,750	615,750	0	0	1,163,611	766,500	893,250	622,625
2027	258,000	3,140,000	596,000	0	0	1,127,236	747,375	870,125	607,000
2028	243,750	3,038,250	576,250	0	0	1,090,611	718,250	837,000	580,875
2029	239,750	2,926,250	551,500	0	0	1,054,236	699,125	813,875	565,250
2030	225,500	2,829,500	537,000	0	0	1,017,611	670,000	780,750	539,125
2031	221,500	2,717,125	512,250	0	0	981,236	650,875	757,625	523,500
2032	207,250	2,620,125	497,750	0	0	944,611	621,750	719,625	497,375
2033	203,250	2,507,625	473,000	0	0	908,236	602,625	701,625	481,750
2034	189,000	2,405,375	458,500	0	0	871,611	573,500	663,625	455,625
2035	0	2,292,875	433,750	0	0	835,236	554,375	645,625	370,000
2036	0	1,413,625	419,250	0	0	798,611	530,250	607,625	68,250
2037	0	99,750	94,500	0	0	492,236	432,750	516,500	0
2038	0	0	0	0	0	198,818	92,250	87,125	0
2039	0	0	0	0	0	0	0	0	0
2040	0	0	0	0	0	0	0	0	0
2041	0	0	0	0	0	0	0	0	0
2042	0	0	0	0	0	0	0	0	0
2043	0	0	0	0	0	0	0	0	0
2044	0	0	0	0	0	0	0	0	0
2045	0	0	0	0	0	0	0	0	0
2046	0	0	0	0	0	0	0	0	0
2047	0	0	0	0	0	0	0	0	0
2048	0	0	0	0	0	0	0	0	0
Total Principal & Interest	\$ 5,565,000	\$ 71,554,750	\$ 12,002,500	\$ 7,278,500	\$ 19,794,579	\$ 22,264,420	\$ 17,332,750	\$ 18,479,250	\$ 16,500,500



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

Debt Service Projections: FY 2014 – FY 2018 Adopted Capital Improvement Program

	Public Safety Projects			Transportation Services Projects				
	Public Safety Firing Range	Round Hill F&R Station Replacement	Sterling Fire & Rescue Station Replacement	Belmont Ridge Road Design - Gloucester to Hay, Truro Parish to Croson	Belmont Ridge Road Construction - Gloucester to Portsmouth	Belmont Ridge Road Construction - Portsmouth to Hay	Belmont Ridge Road Construction - Truro Parish to Croson	Crosstrail Boulevard
Total Principal	\$ 4,500,000	\$ 6,840,000	\$ 12,892,000	\$ 3,180,000	\$ 710,000	\$ 1,220,000	\$ 3,725,000	\$ 56,500,000
2014	0	0	0	-	-	0	-	187,500
2015	450,000	0	0	319,000	0	0	0	1,328,125
2016	438,750	0	305,800	311,000	17,750	0	0	1,705,000
2017	427,500	0	1,334,350	303,000	69,625	30,500	0	2,261,250
2018	416,250	152,000	1,299,100	295,000	67,875	119,500	0	4,362,500
2019	405,000	678,250	1,263,850	287,000	66,125	116,500	371,250	5,365,000
2020	393,750	661,250	1,228,600	279,000	64,375	113,500	362,000	5,223,750
2021	382,500	644,250	1,193,350	271,000	62,625	110,500	352,750	5,082,500
2022	371,250	632,250	1,158,100	263,000	60,875	107,500	343,500	4,941,250
2023	360,000	610,000	1,117,850	255,000	59,125	104,500	334,250	4,800,000
2024	348,750	598,000	992,850	247,000	57,375	101,500	325,000	4,658,750
2025	337,500	575,750	967,225	239,000	55,625	98,500	315,750	4,517,500
2026	326,250	563,750	931,600	231,000	53,875	95,500	306,500	4,376,250
2027	315,000	541,500	905,975	223,000	52,125	92,500	297,250	4,235,000
2028	303,750	529,500	870,350	210,000	50,375	89,500	288,000	4,093,750
2029	292,500	507,250	844,725	207,250	48,625	86,500	283,750	3,952,500
2030	281,250	495,250	809,100	194,250	46,875	88,375	269,250	3,811,250
2031	270,000	473,000	783,475	191,500	45,125	80,250	265,000	3,670,000
2032	258,750	461,000	747,850	178,500	43,375	82,125	250,500	3,528,750
2033	247,500	438,750	722,225	175,750	46,500	74,000	246,250	3,387,500
2034	236,250	426,750	686,600	162,750	39,625	75,875	231,750	3,246,250
2035	0	404,500	660,975	0	42,750	67,750	227,500	2,489,375
2036	0	392,500	627,300	0	35,875	69,625	213,000	2,133,750
2037	0	370,250	0	0	0	61,500	208,750	2,036,250
2038	0	278,250	0	0	0	0	194,250	768,750
2039	0	0	0	0	0	0	0	0
2040	0	0	0	0	0	0	0	0
2041	0	0	0	0	0	0	0	0
2042	0	0	0	0	0	0	0	0
2043	0	0	0	0	0	0	0	0
2044	0	0	0	0	0	0	0	0
2045	0	0	0	0	0	0	0	0
2046	0	0	0	0	0	0	0	0
2047	0	0	0	0	0	0	0	0
2048	0	0	0	0	0	0	0	0
Total Principal & Interest	\$ 6,862,500	\$ 10,434,000	\$ 19,451,250	\$ 4,843,000	\$ 1,086,500	\$ 1,866,000	\$ 5,686,250	\$ 86,162,500



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**Debt Service Projections: FY 2014 – FY 2018 Adopted Capital Improvement Program**

	Transportation Services Projects				School Administration Projects		Elementary School Projects	
	Metrorail Silver Line Extension \$ 300,000,000	Metrorail Parking Garages \$ 130,000,000	Route 606 Widening \$ 40,000,000	Woodgrove HS/Fields Farm Park Rd \$ 3,815,000	Cash for Land Acquisition from Sale of Farmwell \$ (20,000,000)	School Vehicle Lease \$ 35,000,000	ES-16, Moorefield Station ES: Scheduled to Open Fall 2013 \$ 1,000,000	ES-21, Dulles South Area ES: Scheduled to Open Fall 2014 \$ 23,820,000
<b>Total Principal</b>								
2014	0	0	375,000	-	0	0	0	250,000
2015	3,335,000	0	2,668,750	95,375	0	2,100,000	195,000	1,828,625
2016	7,018,250	1,125,000	3,909,375	376,000	(500,000)	4,112,500	187,750	2,576,375
2017	11,041,500	5,568,750	3,809,375	366,500	(1,975,000)	6,037,500	175,500	2,503,625
2018	17,691,500	9,775,000	3,709,375	357,000	(1,925,000)	7,875,000	173,500	2,426,000
2019	24,204,000	12,500,000	3,609,375	347,500	(1,875,000)	7,875,000	161,250	2,358,375
2020	23,704,000	12,175,000	3,509,375	338,000	(1,825,000)	5,775,000	159,250	2,280,750
2021	23,204,000	11,850,000	3,409,375	328,500	(1,775,000)	3,762,500	147,000	2,213,125
2022	22,704,000	11,525,000	3,309,375	319,000	(1,725,000)	1,837,500	0	2,137,450
2023	22,204,000	11,200,000	3,209,375	309,500	(1,675,000)	0	0	1,672,900
2024	21,704,000	10,875,000	3,109,375	300,000	(1,625,000)	0	0	1,620,400
2025	21,204,000	10,550,000	3,009,375	290,500	(1,575,000)	0	0	1,572,900
2026	20,699,000	10,225,000	2,909,375	281,000	(1,525,000)	0	0	1,510,275
2027	20,134,250	9,900,000	2,809,375	271,500	(1,475,000)	0	0	1,467,900
2028	19,707,750	9,575,000	2,709,375	262,000	(1,425,000)	0	0	1,405,275
2029	19,212,750	9,250,000	2,609,375	252,500	(1,375,000)	0	0	1,362,900
2030	18,707,500	8,925,000	2,509,375	247,875	(1,325,000)	0	0	1,300,275
2031	18,212,500	8,600,000	2,409,375	233,250	(1,275,000)	0	0	1,257,900
2032	17,707,250	8,275,000	2,309,375	228,625	(1,225,000)	0	0	1,195,275
2033	17,217,250	7,950,000	2,209,375	214,000	(1,175,000)	0	0	1,152,900
2034	16,706,750	7,625,000	2,109,375	209,375	(1,125,000)	0	0	1,090,275
2035	16,216,750	7,300,000	778,125	194,750	(1,075,000)	0	0	223,450
2036	15,706,250	6,975,000	0	0	(1,025,000)	0	0	0
2037	15,796,250	4,456,250	0	0	0	0	0	0
2038	14,606,750	2,050,000	0	0	0	0	0	0
2039	14,115,250	0	0	0	0	0	0	0
2040	13,613,500	0	0	0	0	0	0	0
2041	13,122,000	0	0	0	0	0	0	0
2042	12,620,250	0	0	0	0	0	0	0
2043	12,128,750	0	0	0	0	0	0	0
2044	11,627,000	0	0	0	0	0	0	0
2045	9,845,500	0	0	0	0	0	0	0
2046	7,908,250	0	0	0	0	0	0	0
2047	5,886,250	0	0	0	0	0	0	0
2048	<u>2,887,500</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Principal &amp; Interest</b>	\$ 532,399,500	\$ 198,250,000	\$ 61,000,000	\$ 5,822,750	\$ (30,500,000)	\$ 39,375,000	\$ 1,199,250	\$ 35,406,950





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**Debt Service Projections: FY 2014 – FY 2018 Adopted Capital Improvement Program**

	Elementary School Projects			Middle School Projects			
	ES-22, Ashburn Area ES: Scheduled to Open Fall 2013	ES-27, Dulles North Area ES: Scheduled to Open Fall 2016	ES-28, Dulles South Area ES: Scheduled to Open in Future Fiscal Years	MS-6, Ashburn Area MS: Scheduled to Open Fall 2014	MS-7, Dulles North MS: Scheduled to Open in Future Fiscal Years	MS-9, Dulles North Area MS: Scheduled to Open in Fall 2015	Mercer MS Addition: Scheduled to Open in Fall 2014
<b>Total Principal</b>	\$ 1,000,000	\$ 28,315,000	\$ 15,000,000	\$ 17,470,000	\$ 40,920,000	\$ 45,315,000	\$ 3,880,000
2014	0	0	0	311,750	0	0	39,250
2015	75,000	157,875	0	1,357,875	0	0	417,000
2016	73,750	1,416,375	0	2,148,750	0	780,750	405,750
2017	72,500	2,952,750	0	2,081,750	375,000	3,385,000	394,500
2018	71,250	2,975,375	0	2,014,750	2,356,250	5,821,125	383,250
2019	70,000	2,885,500	1,500,000	1,947,750	4,553,500	5,636,125	372,000
2020	68,750	2,810,625	1,462,500	1,880,750	4,423,750	5,451,125	360,750
2021	67,500	2,715,500	1,425,000	1,813,750	4,294,000	5,266,125	344,500
2022	66,250	2,640,625	1,387,500	1,741,875	4,164,250	5,081,125	293,500
2023	65,000	2,545,500	1,350,000	982,875	4,034,500	4,891,125	284,500
2024	63,750	2,041,625	1,312,500	946,750	3,909,750	3,926,500	270,625
2025	62,500	1,973,375	1,275,000	920,625	3,774,750	2,378,500	266,750
2026	61,250	1,915,375	1,237,500	884,500	2,800,000	2,303,750	252,875
2027	60,000	1,847,125	1,200,000	858,375	2,712,500	2,229,000	249,000
2028	58,750	1,789,125	1,162,500	822,250	2,625,000	2,154,250	235,125
2029	57,500	1,720,875	1,125,000	796,125	2,537,500	2,079,500	231,250
2030	56,250	1,667,750	1,087,500	760,000	2,450,000	2,004,750	217,375
2031	55,000	1,594,375	1,050,000	733,875	2,362,500	1,930,000	213,500
2032	53,750	1,541,250	1,012,500	697,750	2,275,000	1,855,250	199,625
2033	52,500	1,467,875	975,000	671,625	2,187,500	1,780,500	195,750
2034	51,250	1,414,750	937,500	635,500	2,100,000	1,705,750	181,875
2035	0	1,341,375	900,000	0	2,012,500	1,631,000	0
2036	0	726,250	862,500	0	1,925,000	1,286,250	0
2037	0	52,500	825,000	0	1,837,500	512,500	0
2038	0	0	787,500	0	768,750	0	0
2039	0	0	0	0	0	0	0
2040	0	0	0	0	0	0	0
2041	0	0	0	0	0	0	0
2042	0	0	0	0	0	0	0
2043	0	0	0	0	0	0	0
2044	0	0	0	0	0	0	0
2045	0	0	0	0	0	0	0
2046	0	0	0	0	0	0	0
2047	0	0	0	0	0	0	0
2048	0	0	0	0	0	0	0
<b>Total Principal &amp; Interest</b>	\$ 1,262,500	\$ 42,193,750	\$ 22,875,000	\$ 25,009,250	\$ 60,479,500	\$ 64,090,000	\$ 5,808,750



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**Debt Service Projections: FY 2014 – FY 2018 Adopted Capital Improvement Program**

	High School Projects							
	HS-6, Loudoun Valley Estates II: Scheduled to Open Fall 2015	HS-8, Ashburn Area: Scheduled to Open Fall 2015	HS-11, Dulles North: Scheduled to Open in Future Fiscal Years	Advance Technology Academy: Scheduled to Open in Future Fiscal Years	Freedom HS Addition: Scheduled for Use in Fall 2014	Loudoun County High School Stadium Upgrades	Loudoun Valley HS Renovations	Park View HS Science Lab Renovation
<b>Total Principal</b>	\$ 81,215,000	\$ 76,960,000	\$ 20,000,000	\$ 10,000,000	\$ 4,510,000	\$ 2,365,000	\$ 16,865,000	\$ 725,000
2014	125,000	225,875	0	0	0	0	69,125	18,125
2015	1,893,750	2,765,500	0	0	257,000	283,250	1,488,125	138,625
2016	5,887,625	4,278,375	0	0	471,875	275,000	1,737,625	133,375
2017	8,405,375	5,957,875	0	0	459,125	266,750	1,685,625	128,125
2018	9,147,250	7,801,500	250,000	0	446,375	258,500	1,643,875	122,875
2019	8,872,875	8,135,625	1,987,500	1,000,000	433,625	250,250	1,591,875	112,750
2020	8,588,500	7,880,125	1,937,500	975,000	420,875	247,000	1,550,125	112,625
2021	8,314,125	7,644,625	1,887,500	950,000	408,125	238,500	1,503,125	102,500
2022	8,029,750	7,389,125	1,837,500	925,000	390,500	150,000	1,306,250	0
2023	6,566,875	7,153,625	1,787,500	900,000	339,000	150,500	1,271,750	0
2024	6,045,425	6,894,225	1,737,500	875,000	328,500	140,750	1,227,000	0
2025	5,001,800	5,531,825	1,687,500	850,000	318,000	141,250	1,192,500	0
2026	4,844,800	4,871,200	1,637,500	825,000	307,500	131,500	1,147,750	0
2027	4,677,550	4,722,325	1,587,500	800,000	297,000	132,000	1,113,250	0
2028	4,515,675	4,543,450	1,537,500	775,000	286,500	122,250	1,068,500	0
2029	4,348,550	4,394,575	1,487,500	750,000	276,000	122,750	1,034,000	0
2030	4,191,925	4,215,700	1,437,500	725,000	265,500	113,000	989,250	0
2031	4,024,800	4,066,825	1,387,500	700,000	255,000	113,500	954,750	0
2032	3,868,175	3,887,950	1,337,500	675,000	244,500	103,750	910,000	0
2033	3,701,050	3,739,075	1,287,500	650,000	234,000	104,250	875,500	0
2034	3,544,425	3,560,200	1,237,500	625,000	223,500	94,500	830,750	0
2035	2,583,550	2,217,700	1,187,500	600,000	113,000	0	194,750	0
2036	1,325,425	1,372,700	1,137,500	575,000	0	0	0	0
2037	0	403,850	1,087,500	550,000	0	0	0	0
2038	0	0	1,037,500	525,000	0	0	0	0
2039	0	0	0	0	0	0	0	0
2040	0	0	0	0	0	0	0	0
2041	0	0	0	0	0	0	0	0
2042	0	0	0	0	0	0	0	0
2043	0	0	0	0	0	0	0	0
2044	0	0	0	0	0	0	0	0
2045	0	0	0	0	0	0	0	0
2046	0	0	0	0	0	0	0	0
2047	0	0	0	0	0	0	0	0
2048	0	0	0	0	0	0	0	0
<b>Total Principal &amp; Interest</b>	\$ 118,504,275	\$ 113,653,850	\$ 30,500,000	\$ 15,250,000	\$ 6,775,500	\$ 3,439,250	\$ 25,385,500	\$ 869,000



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**Debt Service Projections: FY 2014 – FY 2018 Adopted Capital Improvement Program**

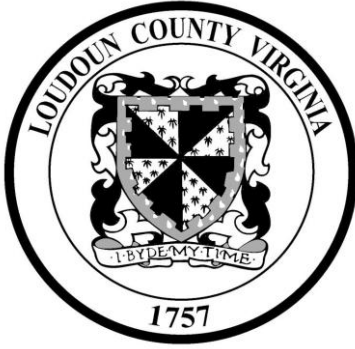
Summary - Total County Projects						
Total Principal	Total General Government & Administration Projects \$	Total Health & Welfare Services Projects \$	Total PRCS Projects \$	Total Public Safety Projects \$	Total Transportation Services Projects \$	Subtotal, County Government \$
	72,482,855	17,200,000	124,108,000	186,370,463	539,150,000	939,311,318
2014	150,000	0	2,093,750	189,625	562,500	2,995,875
2015	823,750	0	25,637,451	2,898,326	7,331,875	36,691,402
2016	2,620,821	385,750	50,756,813	6,944,613	13,757,625	74,465,622
2017	3,309,892	470,375	78,166,813	14,212,413	22,680,875	118,840,368
2018	5,096,767	827,750	106,096,931	17,623,281	35,538,375	165,183,104
2019	7,132,267	1,723,750	127,428,674	20,608,024	45,678,375	202,571,090
2020	6,949,267	1,678,000	122,047,549	19,965,024	44,612,125	195,251,965
2021	6,746,267	1,637,250	116,754,824	19,339,174	43,545,875	188,023,390
2022	6,563,267	1,586,250	109,846,161	17,528,936	42,479,625	178,004,239
2023	6,000,267	1,505,500	101,214,511	16,215,211	41,413,375	166,348,864
2024	5,840,267	1,461,500	94,919,536	14,001,461	40,347,125	156,569,889
2025	5,650,017	1,417,500	88,143,636	12,975,461	39,280,875	147,467,489
2026	5,490,017	1,324,750	83,281,886	11,671,836	38,209,625	139,978,114
2027	5,299,767	1,283,250	80,722,136	11,310,961	37,078,625	135,694,739
2028	5,139,767	1,241,625	78,215,261	10,924,586	36,085,875	131,607,114
2029	4,944,517	1,205,125	75,725,511	10,553,461	35,024,625	127,453,239
2030	4,789,767	1,158,375	73,164,636	10,177,336	33,953,125	123,243,239
2031	4,594,517	1,121,875	70,654,261	9,805,836	32,891,875	119,068,364
2032	4,429,767	1,075,125	68,088,511	9,424,586	31,820,375	114,838,364
2033	4,245,017	1,038,625	65,598,136	9,058,086	30,764,125	110,703,989
2034	4,080,267	991,875	63,016,761	8,671,586	29,687,375	106,447,864
2035	3,601,945	955,375	52,803,936	7,825,086	26,784,250	91,970,592
2036	2,673,874	738,625	43,651,361	6,298,411	24,815,000	78,177,271
2037	2,204,625	696,125	33,639,961	2,908,111	22,288,750	61,737,572
2038	1,320,000	507,375	23,594,068	1,419,318	17,425,500	44,266,261
2039	0	0	14,115,250	0	14,115,250	28,230,500
2040	0	0	0	0	13,613,500	13,613,500
2041	0	0	0	0	13,122,000	13,122,000
2042	0	0	0	0	12,620,250	12,620,250
2043	0	0	0	0	12,128,750	12,128,750
2044	0	0	0	0	11,627,000	11,627,000
2045	0	0	0	0	9,845,500	9,845,500
2046	0	0	0	0	7,908,250	7,908,250
2047	0	0	0	0	5,886,250	5,886,250
2048	0	0	0	0	2,887,500	2,887,500
<b>Total Principal &amp; Interest</b>	<b>\$ 109,696,695</b>	<b>\$ 26,031,750</b>	<b>\$ 1,849,378,324</b>	<b>\$ 272,550,749</b>	<b>\$ 877,812,000</b>	<b>3,135,469,518</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**Debt Service Projections: FY 2014 – FY 2018 Adopted Capital Improvement Program**

	Summary - Total School Projects					Total County & School Projects
	Total School Administration Projects	Total Elementary School Projects	Total Middle School Projects	Total High School Projects	Subtotal, School Projects	
<b>Total Principal</b>	\$ 15,000,000	\$ 69,135,000	\$ 107,585,000	\$ 212,640,000	\$ 404,360,000	\$ 1,343,671,318
2014	-	250,000	351,000	438,125	1,039,125	4,035,000
2015	2,100,000	2,256,500	1,774,875	6,826,250	12,957,625	49,649,027
2016	3,612,500	4,254,250	3,335,250	12,783,875	23,985,875	98,451,497
2017	4,062,500	5,704,375	6,236,250	16,902,875	32,906,000	151,746,368
2018	5,950,000	5,646,125	10,575,375	19,670,375	41,841,875	207,024,979
2019	6,000,000	6,975,125	12,509,375	22,384,500	47,869,000	250,440,090
2020	3,950,000	6,781,875	12,116,375	21,711,750	44,560,000	239,811,965
2021	1,987,500	6,568,125	11,718,375	21,048,500	41,322,500	229,345,890
2022	112,500	6,231,825	11,280,750	20,028,125	37,653,200	215,657,439
2023	(1,675,000)	5,633,400	10,193,000	18,169,250	32,320,650	198,669,514
2024	(1,625,000)	5,038,275	9,053,625	17,248,400	29,715,300	186,285,189
2025	(1,575,000)	4,883,775	7,340,625	14,722,875	25,372,275	172,839,764
2026	(1,525,000)	4,724,400	6,241,125	13,765,250	23,205,775	163,183,889
2027	(1,475,000)	4,575,025	6,048,875	13,329,625	22,478,525	158,173,264
2028	(1,425,000)	4,415,650	5,836,625	12,848,875	21,676,150	153,283,264
2029	(1,375,000)	4,266,275	5,644,375	12,413,375	20,949,025	148,402,264
2030	(1,325,000)	4,111,775	5,432,125	11,937,875	20,156,775	143,400,014
2031	(1,275,000)	3,957,275	5,239,875	11,502,375	19,424,525	138,492,889
2032	(1,225,000)	3,802,775	5,027,625	11,026,875	18,632,275	133,470,639
2033	(1,175,000)	3,648,275	4,835,375	10,591,375	17,900,025	128,604,014
2034	(1,125,000)	3,493,775	4,623,125	10,115,875	17,107,775	123,555,639
2035	(1,075,000)	2,464,825	3,643,500	6,896,500	11,929,825	103,900,417
2036	(1,025,000)	1,588,750	3,211,250	4,410,625	8,185,625	86,362,896
2037	0	877,500	2,350,000	2,041,350	5,268,850	67,006,422
2038	0	787,500	768,750	1,562,500	3,118,750	47,385,011
2039	0	0	0	0	0	28,230,500
2040	0	0	0	0	0	13,613,500
2041	0	0	0	0	0	13,122,000
2042	0	0	0	0	0	12,620,250
2043	0	0	0	0	0	12,128,750
2044	0	0	0	0	0	11,627,000
2045	0	0	0	0	0	9,845,500
2046	0	0	0	0	0	7,908,250
2047	0	0	0	0	0	5,886,250
2048	0	0	0	0	0	2,887,500
<b>Total Principal &amp; Interest</b>	8,875,000	102,937,450	155,387,500	314,377,375	\$ 581,577,325	\$ 3,717,046,843



## Other Funds

Capital Asset Preservation Fund.....	Page 14-2
Central Services Fund .....	Page 14-4
Comprehensive Services Act Fund.....	Page 14-5
Computer System Replacement Fund .....	Page 14-7
Dulles Industrial Park Water & Sewer District Fund .....	Page 14-8
Greenlea Tax District Fund .....	Page 14-9
Hamilton Sewer Service District Fund .....	Page 14-10
Legal Resource Center Fund (Law Library).....	Page 14-11
County OPEB Trust Fund.....	Page 14-12
Public Facilities Fund .....	Page 14-13
Rental Assistance Program .....	Page 14-23
Restricted Use Transient Occupancy Tax Fund .....	Page 14-24
Revolving Loan Fund .....	Page 14-29
Route 28 Transportation Improvement District Fund .....	Page 14-30
State/ Federal Grant Fund .....	Page 14-32
Transportation District Fund .....	Page 14-33



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Capital Asset Preservation Fund

The Board of Supervisors established the Capital Asset Preservation Fund (CAPP) in 1990 as a consistent means of planning and financing for major Loudoun County Public Schools and County General Government maintenance efforts. The CAPP affords the County the ability to extend the useful life of mature and aging facilities by repairing major facility components and systems, including repair by replacement.

The County uses nationally promulgated standards as guidelines for the maintenance of, and financial investment in, aging facilities. For example, the Association of Higher Education Facilities Officers recommends annual capital asset preservation funding ranges that are 1.5% to 3.0% of the total replacement value of an institution's physical plant. Similarly, the Federal Internal Revenue Service has established a depreciation standard of 2.5% per year on fixed assets. The number of new facilities for the Schools and County also influences the Capital Asset Preservation Fund budget, as new facilities are added to the County's fixed asset inventory at a faster pace than the County's ability to increase funding to maintain the CAPP at optimal levels.

The Capital Asset Preservation Fund is financed through local tax funding. The CAPP also receives additional revenue from surcharges collected by the Clerk of the Circuit Court on recordation. This recordation surcharge is legally earmarked for the ongoing maintenance of Court-related facilities. Budget projections for FY 2013 – FY 2018 reflect the funding required to eliminate the back-log of capital asset improvements delayed during the FY 2009 - FY 2012 period due to funding constraints.

**Table 1. Adopted FY 2013 - FY 2018 Capital Asset Preservation Fund**

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
<b>Revenues</b>							
<i>Local Tax Funding</i>							
General Government	\$2,300,000	\$ 4,320,000	\$ 5,480,000	\$ 6,640,000	\$ 7,800,000	\$ 8,960,000	\$ 35,500,000
Schools*	<u>2,285,000</u>	<u>5,577,000</u>	<u>7,514,000</u>	<u>6,540,000</u>	<u>3,615,000</u>	<u>3,265,000</u>	<u>28,796,000</u>
<b>Subtotal</b>	<b>\$4,585,000</b>	<b>\$9,897,000</b>	<b>\$ 12,994,000</b>	<b>\$ 13,180,000</b>	<b>\$11,415,000</b>	<b>\$12,225,000</b>	<b>\$ 64,296,000</b>
<i>Other Revenue Sources</i>							
Proffers (Cash)	0	0	0	0	0	0	0
Court Recordation Fees	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>600,000</u>
<b>Subtotal</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 600,000</b>
<i>Use of FY 11 Fund Balance</i>							
County	860,000	0	0	0	0	0	860,000
Schools*	<u>\$ 890,000</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 890,000</u>
<b>Total Sources of Funds</b>	<b>\$6,435,000</b>	<b>\$ 9,997,000</b>	<b>\$ 13,094,000</b>	<b>\$ 13,280,000</b>	<b>\$11,515,000</b>	<b>\$12,325,000</b>	<b>\$ 66,646,000</b>
<b>Expenditures</b>							
<i>General Government</i>							
CAPP	\$3,160,000	\$ 4,320,000	\$ 5,480,000	\$ 6,640,000	\$ 7,800,000	\$ 8,960,000	\$ 36,360,000
Courts Maintenance	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>600,000</u>
<b>Subtotal</b>	<b>\$3,260,000</b>	<b>\$ 4,420,000</b>	<b>\$ 5,580,000</b>	<b>\$ 6,740,000</b>	<b>\$ 7,900,000</b>	<b>\$ 9,060,000</b>	<b>\$ 36,960,000</b>
Schools*	<u>\$ 3,175,000</u>	<u>\$ 5,577,000</u>	<u>\$ 7,514,000</u>	<u>\$ 6,540,000</u>	<u>\$ 3,615,000</u>	<u>\$ 3,265,000</u>	<u>\$ 29,686,000</u>
<b>Total Expenditures</b>	<b>\$6,435,000</b>	<b>\$ 9,997,000</b>	<b>\$ 13,094,000</b>	<b>\$ 13,280,000</b>	<b>\$11,515,000</b>	<b>\$ 12,325,000</b>	<b>\$ 66,646,000</b>

**Table 2. Adopted FY 2013-FY 2018 Capital Asset Preservation Fund Compared to Fixed Asset Value**

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
<b>Fixed Asset Value (FAV)</b>						
General Government	\$ 894,689,176	\$ 984,158,094	\$1,082,573,903	\$ 1,190,831,293	\$ 1,309,914,422	\$ 1,440,905,864
Schools*	<u>1,290,913,172</u>	<u>1,420,004,489</u>	<u>1,562,004,937</u>	<u>1,718,205,430</u>	<u>1,890,025,973</u>	<u>2,079,028,570</u>
<b>Total Fixed Asset Value</b>	<b>\$2,185,602,348</b>	<b>\$ 2,404,162,583</b>	<b>\$ 2,644,578,840</b>	<b>\$ 2,909,036,723</b>	<b>\$ 3,199,940,395</b>	<b>\$ 3,519,934,434</b>
<b>CAPP Projects as a % of FAV</b>						
General Government	0.36%	0.45%	0.52%	0.57%	0.60%	0.63%
Schools*	0.25%	0.39%	0.48%	0.38%	0.19%	0.16%
<b>Total Projects as a % of FAV</b>	<b>0.29%</b>	<b>0.42%</b>	<b>0.50%</b>	<b>0.46%</b>	<b>0.36%</b>	<b>0.35%</b>



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

**Table 3. Adopted Capital Asset Preservation Fund by Functional Area and Repair Category**

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
<b>Maintenance and Repair Category</b>							
<i>General Government</i>							
Building	\$ 1,060,000	\$ 1,590,000	\$ 1,830,000	\$ 2,480,000	\$ 3,060,000	\$ 3,760,000	\$ 13,780,000
Mechanical/Electrical/Plumbing	1,170,000	1,440,000	2,010,000	2,160,000	2,400,000	2,540,000	11,720,000
Parks/Recreation Facilities	630,000	870,000	1,090,000	1,330,000	1,560,000	1,790,000	7,270,000
Pavement/Site	120,000	210,000	230,000	290,000	400,000	450,000	1,700,000
Roofing	<u>180,000</u>	<u>210,000</u>	<u>320,000</u>	<u>380,000</u>	<u>380,000</u>	<u>420,000</u>	<u>1,890,000</u>
<i>Subtotal General Government</i>	<i>\$ 3,160,000</i>	<i>\$4,320,000</i>	<i>\$ 5,480,000</i>	<i>\$ 6,640,000</i>	<i>\$ 7,800,000</i>	<i>\$ 8,960,000</i>	<i>\$ 36,360,000</i>
<i>Courts</i>							
Court Facilities Maintenance	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 600,000</u>
<i>Subtotal Courts</i>	<i>\$ 100,000</i>	<i>\$ 100,000</i>	<i>\$ 100,000</i>	<i>\$ 100,000</i>	<i>\$ 100,000</i>	<i>\$ 100,000</i>	<i>\$ 600,000</i>
<i>Schools*</i>							
Resurfacing	\$ 750,000	\$ 1,295,000	\$ 955,000	\$ 775,000	\$ 780,000	\$ 1,075,000	\$ 5,630,000
Electrical	555,000	410,000	145,000	225,000	335,000	435,000	2,105,000
Structure Repair	210,000	510,000	684,000	315,000	380,000	140,000	2,239,000
HVAC	175,000	298,000	430,000	395,000	220,000	165,000	1,683,000
Windows	0	600,000	0	450,000	300,000	0	1,350,000
Plumbing	205,000	84,000	1,250,000	80,000	50,000	100,000	1,769,000
Roofing	<u>1,280,000</u>	<u>2,380,000</u>	<u>4,050,000</u>	<u>4,300,000</u>	<u>1,550,000</u>	<u>1,350,000</u>	<u>14,910,000</u>
<i>Subtotal Schools</i>	<i>\$ 3,175,000</i>	<i>\$ 5,577,000</i>	<i>\$ 7,514,000</i>	<i>\$ 6,540,000</i>	<i>\$ 3,615,000</i>	<i>\$ 3,265,000</i>	<i>\$ 29,686,000</i>
<b>Total Capital Asset Preservation Fund</b>	<b>\$ 6,435,000</b>	<b>\$ 9,997,000</b>	<b>\$ 13,094,000</b>	<b>\$ 13,280,000</b>	<b>\$ 11,515,000</b>	<b>\$ 12,325,000</b>	<b>\$ 66,646,000</b>

**Capital Asset Preservation Fund Summary and Impacts:**

**General Government** – The Department of General Services manages the Capital Asset Preservation Fund for general government facilities. The Adopted FY 2014 funding represents a minimal funding level to meet basic rehabilitation/replacement needs for general government facilities.

**Loudoun County Public Schools** – The Division of Facilities Services manages the Capital Asset Preservation Fund for School Facilities. The Adopted FY 2014 funding includes upgrades to the heating and air conditioning system at the Douglass School, roof replacements at Broad Run High School and Guilford Elementary School, and other rehabilitation and replacement programs throughout LCPS facilities.



## Central Services Fund

The Governmental Accounting Standard Board (GASB), which serves as the final arbiter of governmental accounting matters, authorizes the use of internal services funds *"to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit...on a cost reimbursement basis (GASB 1300.104)."* The Central Services Fund provides a mechanism to centralize operations that are more efficiently managed by a single agency, such as motor pools, courier services and telecommunications, while allowing for a complete reporting of each department's share of system costs. In the case of the County government, this objective is accomplished by charging agencies for:

- their share of maintaining and operating the County telephone system, based on the number of extensions;
- photocopies made at centrally-located machines and agencies' share of Countywide imaging project;
- their share of the County interdepartmental mail system, based on the number of pickup locations, and;
- costs borne by the shared County/Schools vehicle maintenance facility, based on the number and type of vehicles assigned to each department and employees' use of the motor pool.

Agencies are also charged for scheduled depreciation on vehicles to ensure that sufficient funding is available for replacement when vehicles are no longer usable. Beginning in FY 2002, the County also funded a heavy equipment component in the Central Services Fund that allows for scheduled depreciation and maintenance on vehicles whose replacement values exceed \$100,000.

The Central Services Fund is managed on a cost-reimbursement basis. Since resources are provided by means of transfers from the County's operating funds, the Central Services Fund's spending plan is developed as part of the annual budget process. Payments are included in each agency's adopted budget and vary depending on the department's size, number of locations and estimated usage. For example, the Sheriff's Office, which is the County government's largest department, is scheduled to pay \$5,742,337 into the Central Services Fund, while Extension Services, the smallest agency, has budgeted \$14,839. An overview of transfers to the Central Services Fund and associated personnel is provided to illustrate the fund's operations from FY 2010 - 2014.

<b><u>Central Function</u></b>	<b><u>FY 2010 Actual</u></b>	<b><u>FY 2011 Actual</u></b>	<b><u>FY 2012 Actual</u></b>	<b><u>FY 2013 Adopted</u></b>	<b><u>FY 2014 Adopted</u></b>
Duplicating	\$1,174,500	\$1,044,825	\$1,059,748	\$1,212,346	\$1,197,952
Telephone	1,189,888	1,272,472	1,523,040	1,367,713	1,569,388
Mail	532,114	677,084	690,376	760,027	843,479
Vehicle Maintenance	4,098,885	4,360,050	4,646,807	4,577,406	2,473,113
Vehicle Fuel <sup>1</sup>	0	0	0	0	3,249,733
Heavy Equip. Maintenance	1,375,641	2,145,813	2,828,467	2,853,636	3,147,233
Heavy Equip. Fuel <sup>1</sup>	0	0	0	0	185,535
Vehicle Depreciation	3,924,552	3,555,572	3,507,152	3,672,698	3,500,911
Heavy Equip. Depreciation <sup>2</sup>	3,373,772	3,262,417	3,407,554	3,860,152	4,162,195
Central Support <sup>3</sup>	1,104,568	740,181	825,598	941,099	1,128,252
<b>Total Funding:</b>	<b>\$16,773,920</b>	<b>\$17,058,414</b>	<b>\$18,488,742</b>	<b>\$19,245,077</b>	<b>\$21,457,791</b>
<b>FTE Summary:</b>	<b>11.27</b>	<b>11.27</b>	<b>11.27</b>	<b>12.27</b>	<b>12.27</b>

<sup>1</sup> As a result of the Fleet Study, vehicle fuel and heavy equipment fuel costs are shown separately in FY 2014; the prior year's fuel cost is combined with vehicle maintenance.

<sup>2</sup> In FY 2012, \$880,000 in excess Commuter Bus depreciation funding was transferred from the Commuter Bus Central Services Depreciation account to the Transit Bus Maintenance and Storage facility Capital Improvement Plan project account. In the FY 2011 – 2016 CIP, \$880,000 of this excess depreciation was budgeted for the Transit Bus Maintenance and Storage facility to fully fund the project without having to issue any debt.

<sup>3</sup> In FY 2013, the Board added an enhancement of \$106,000 and 1.00 FTE for the Laserfiche Imaging system.





## Comprehensive Services Act Fund

The Comprehensive Services Act for At-Risk Youth and Families (CSA) program utilizes a state-local match formula to purchase mandated services for the highest risk populations of youth with emotional, mental health and behavior problems such as self-harm, severe depression and significant acting out. The CSA provides services and placements for these youth including private educational placements, foster care services for court involved youth, services to prevent foster care placements and services to maintain students in the least restrictive educational placement. The administrative office of the CSA program is housed within the Loudoun County Department of Family Services. CSA is governed by a mandated local interagency body called the Community Policy and Management Team (CPMT), whose role is to manage cooperative efforts serving the needs of youth and their families, and to maximize the use of State and community resources. The CPMT is composed of the directors of the Departments of Family Services, Mental Health/Substance Abuse/Developmental Disabilities, the Juvenile Court Services Unit, Health Department, County Administration, Loudoun County Public Schools, and parent and private provider representatives. The CPMT develops inter-agency policies and procedures to govern the provision of services, develops fiscal policies governing access to State pool funds, establishes quality assurance and accountability procedures and coordinates long-range community planning for services. Loudoun County's CPMT oversees a Multi-Disciplinary Team (MDT) process which reviews all requests for CSA funded services as required to access State pool funds under the Comprehensive Services Act. The purpose of a case-specific MDT meeting is to assess the strengths and needs of a troubled youth and his/her family and to identify supports and services required to meet those needs. MDT referrals can be initiated by any of the agencies represented on the CPMT.

The CSA program is funded through a State pool of monies allocated to each locality, which is subject to a local match. Prior to FY 2009, Loudoun County's match rate was 47%; however, the General Assembly passed new match rates during FY 2008. The new match rates vary by type of service provided. Local match rates are as low as 23.82% for community based services and as high as 59.54% for residential treatment services.

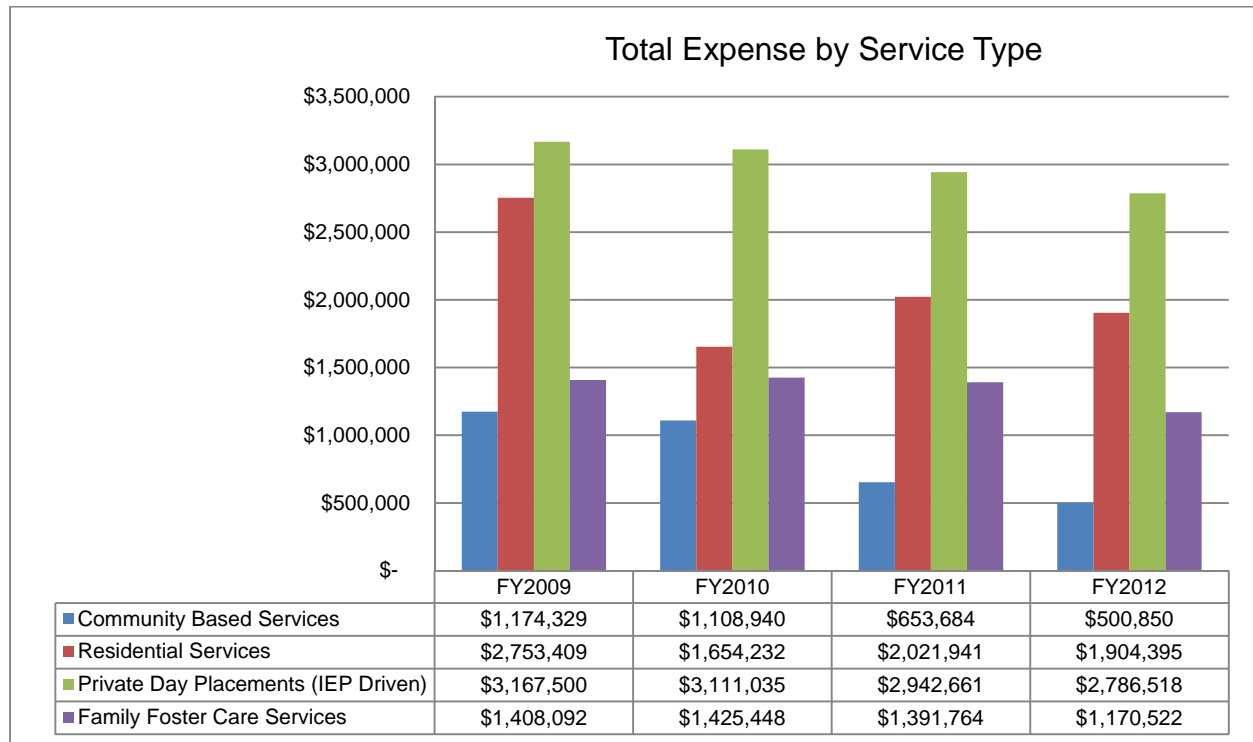
For FY 2014, the Governor's budget includes a reduction of \$200,000 in CSA funding for Loudoun County. As a result, the transfer from the General Fund has also been reduced for FY 2014.

<b>Total CSA Funding</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
<b>Expenditures</b>					
Expenditures	\$7,349,129	\$7,054,491	\$6,417,108	\$9,210,949	\$8,810,949
Transfer to General Fund <sup>1</sup>	183,000	183,000	3,462,705	183,000	183,000
<b>Total Expenditures</b>	<b>\$7,532,129</b>	<b>\$7,237,491</b>	<b>\$9,879,813</b>	<b>\$9,393,949</b>	<b>\$8,993,949</b>
<b>Revenues</b>					
State Revenue	\$3,759,921	\$3,458,497	\$2,794,482	\$3,882,407	\$3,682,407
Other Revenue	582,915	604,899	558,174	1,140,000	1,140,000
<b>Total Revenues</b>	<b>\$4,342,836</b>	<b>\$4,063,396</b>	<b>\$3,352,656</b>	<b>\$5,022,407</b>	<b>\$4,822,407</b>
<b>Local Tax Funding</b>	<b>\$4,771,542</b>	<b>\$4,771,542</b>	<b>\$4,771,542</b>	<b>\$4,371,542</b>	<b>\$4,171,542</b>

<sup>1</sup> In FY 2012, \$3,279,705 of CSA fund balance was transferred to the General Fund. This transfer represents program savings from prior fiscal years.



## Comprehensive Services Act Fund



Program Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
•Children receiving community based services <sup>1</sup>	122	99	92	100
•Average cost for community based services	\$5,358	\$5,059	\$5,036	\$5,136
•Children receiving residential services	55	54	34	30
•Average cost for residential services	\$23,085	\$20,976	\$20,417	\$20,825
•Children receiving private day placements	78	72	66	66
•Average cost of private day placements	\$37,726	\$38,702	\$48,495	\$49,465
•Children receiving treatment foster care services	35	26	22	20
•Average cost for treatment foster care services	\$27,431	\$29,788	\$27,212	\$27,756

<sup>1</sup> Children served through CSA may receive multiple services.



## Computer System Replacement Fund

The Computer System Replacement Fund, a component part of the Capital Asset Preservation Program (CAPP) and a sub-fund within the Capital Projects Fund, was established during the FY 2003 budget process to fund computer hardware and software system replacements critical to County operations. The Department of Information Technology (DIT) annually reviews current hardware and software systems, and inventories systems that have future replacement costs associated with their life cycle usefulness. This fund was established to address the replacement costs of the County's computer systems.

Starting with the FY 2006 budget, the Department of Information Technology has annually developed a series of replacement schedules for Minor Computer Systems (up to \$500,000) and Major Computer Systems (over \$500,000). Major Computer Systems were designated as a component of the Capital Improvement Program in FY 2011, and are no longer a part of this Fund.

### Minor Computer System Replacements (Up to \$500,000)

The Computer System Replacement Fund provides funding for system replacements that cost up to \$500,000. Table 1 provides a categorical list of the annual replacement costs for FY 2014 through FY 2018.

<b>Table 1. FY 2014 – FY 2018 Computer Replacement Fund Contribution Requirements for Minor System Replacements</b>	
<b>System Replacement Category</b>	<b>Estimated Replacement Costs</b>
Network Equipment	\$ 480,000
Windows & Enterprise Servers	500,000
Enterprise Printers	60,000
Enterprise Storage	320,000
Application Software	25,000
Video Conferencing	125,000
Network Security	260,000
<b><i>FY 2014 – FY 2018 Required Annual Contribution</i></b>	<b>\$ 1,770,000</b>
<b><i>FY 2014 – FY 2018 Adopted Annual Contribution</i></b>	<b>\$ 1,770,000</b>

**Table 2. Minor Computer System Replacement Fund**

Minor Computer System Replacement	Fund	Prior FY	FY13	FY14	FY15	FY16	FY17	FY18	CIP Total	FFY	Proj. Total
Minor Computer System Replacement	\$, FB	\$ 1,770	\$ -	\$ 1,770	\$ 1,770	\$ 1,770	\$ 1,770	\$ 1,770	\$ 8,850	\$ -	\$ 10,620
<b><i>Minor System Replacement Total</i></b>		<b>\$ 1,770</b>	<b>\$ -</b>	<b>\$ 1,770</b>	<b>\$ 1,770</b>	<b>\$ 1,770</b>	<b>\$ 1,770</b>	<b>\$ 1,770</b>	<b>\$ 8,850</b>	<b>\$ -</b>	<b>\$ 10,620</b>

Revenue Source	Fund	Prior FY	FY13	FY14	FY15	FY16	FY17	FY18	CIP Total	FFY	Rev Total
Local Tax Funding	\$	\$ 1,000	\$ -	\$ 1,770	\$ 1,770	\$ 1,770	\$ 1,770	\$ 1,770	\$ 8,850	\$ -	\$ 9,850
Fund Balance	FB	770	-	-	-	-	-	-	\$ -	-	\$ 770
Fund Balance from CAPP fund	CAPPFB	-	-	-	-	-	-	-	\$ -	-	\$ -
<b>Totals</b>		<b>\$ 1,770</b>	<b>\$ -</b>	<b>\$ 1,770</b>	<b>\$ 1,770</b>	<b>\$ 1,770</b>	<b>\$ 1,770</b>	<b>\$ 1,770</b>	<b>\$ 8,850</b>	<b>\$ -</b>	<b>\$ 10,620</b>



## Dulles Industrial Park Water & Sewer District Fund

The Board of Supervisors established the Dulles Industrial Park Water & Sewer District in 2006 as a service district pursuant to the Code of Virginia, Section 15.2, Chapter 24, in response to a landowner petition for the construction of water and sewer lines. The district consists of 24 properties located north of U.S. Route 50, near the Loudoun County-Fairfax County boundary. Utility improvements were constructed and operated by Loudoun Water.

The special assessment was negotiated on a per property basis, and was estimated to generate \$1,650,000 in revenue over 10 years. On September 7, 2011, the Board of Supervisors adopted the "Ordinance Amending the Special Assessment to Fund Water and Sewer Improvements at Dulles Industrial Park Based on Final Project Costs" which lowered the assessment to \$1,372,557.67. Payments in FY 2014 are anticipated to total \$143,752.

### DULLES INDUSTRIAL PARK WATER & SEWER DISTRICT PROJECTED BUDGET SCHEDULE

	<b>FY 2014</b>
	<b><u>Adopted</u></b>
Revenue	\$143,752
Expenditures	\$143,752
<b>Surplus (+)/Deficit (-)</b>	<b><u>\$0</u></b>



## Greenlea Tax District Fund

**Background:** In its 2008 Special Session, the Virginia General Assembly passed legislation amending §15.2-2404 of the Virginia State Code authorizing the creation of a special district and an assessment to fund the improvement of a damaged bridge on Crooked Bridge Road in the Blue Ridge District. The enacted legislation required a petition to create the district of not less than 50% of the property owners of Greenlea abutting Crooked Bridge Lane, who also own not less than 50% of the property within the subdivision. The Greenlea subdivision residents easily met this standard with a signed petition to the County requesting that the Board of Supervisors authorize and direct the establishment of an assessment under Title 15.2, Chapter 24, Article 2 of the Code of Virginia. The assessment is levied against the properties in the Greenlea subdivision to pay for the construction of the new bridge.

On June 16, 2009, the Board of Supervisors adopted an ordinance imposing the special assessment for local improvements to fund the replacement of the damaged bridge. The bridge was completed by a construction company selected by the property owners through their homeowners association, the Greenlea Homeowners Association II in November 2009. The cost for the bridge replacement required no local tax funds. The bridge was completely financed by the Greenlea Homeowners Association II in conjunction with a private lender. The County pays the proceeds for the special assessment directly to the lender(s) as directed by the Greenlea Homeowners Association II and payments are to be made solely from the collection of the special assessment imposed. The Board of Supervisors and the County are only responsible for imposing the special assessment, collecting the semi-annual installments, and forwarding collected monies to the lender(s) solely from the special assessment revenues. The total amount of the assessments on the properties identified by the ordinance may not exceed \$660,575.18, which is the estimated project cost financed over 15 years at six percent (6%) interest per year. The 19 properties in the community will be taxed equally and will pay the assessment in semi-annual payments.

There is no local tax funding in this district/fund.

### GREENLEA TAX DISTRICT PROPOSED BUDGET SCHEDULE

	<u>FY 2014 Adopted</u>
Revenue	\$44,038
Expenditures	<u>\$44,038</u>
<b>Surplus (+)/Deficit (-)</b>	<b>\$0</b>

Note: The first collection for this tax district occurred in December 2009.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Hamilton Sewer Service District

Loudoun County formed the Hamilton Sewer Service District on July 15, 1998 pursuant to Virginia Code Section 15.2-2400. The provision of a sewage collection system and the availability of public sewage treatment protect the health and safety of residents and conserve property values within the district. The district as established includes properties located within the Hamilton Joint Land Management Area.

All taxes levied and collected are pledged to repay a \$2.8 million loan from the Virginia Department of Environmental Quality. This loan is financed by a combination of special tax assessments on the residents of the sewer district and an annual contribution of \$88,000 from the County General Fund. On July 15, 1998, the Board of Supervisors also approved a \$218,000 grant to finance possible easement condemnation costs, availability fee loan programs, easement research and recordation costs, as well as reimbursements to the Loudoun County Sanitation Authority for engineering and other services. The Board of Supervisors approved the Hamilton Area Sewer Project service agreement on December 16, 1998.

Property owners pay an additional \$0.30 per \$100 of assessed valuation, to finance the amortized debt for installation of collector sewer lines and related treatment plant improvements. For FY 2014, the Hamilton Area Sewer Service District is projected to generate \$119,000 in revenue from its taxable base and receive an annual County General Fund contribution of \$88,000, for a total of \$207,000. Projected expenditures also total \$207,000.

### HAMILTON SEWER SERVICE DISTRICT PROJECTED BUDGET SCHEDULE

	<u><b>FY 2014 Adopted</b></u>
Revenue:	
Taxable base	\$119,000
County Contribution	<u>88,000</u>
Total Revenue	\$207,000
 Total Expenditures	 <u>\$207,000</u>
Surplus/Deficit	\$0

### HAMILTON SEWER SERVICE DISTRICT FY 2014 Forecasted Real Property Taxable Base (Forecasted as of January 2013)

2013 Estimated fair market value of real taxable property	\$40,795,810
PLUS: Reassessment due to equalization	101,990
PLUS: Actual full value of new construction	<u>101,990</u>
2014 Forecasted fair market value of real taxable property	\$40,990,489
 FY 2014 Real property tax base subtotal	 \$40,898,000
LESS: Potential administrative and/or Board of Equalization adjustments <sup>1, 2</sup>	(123,000)
LESS: Land use deferrals	<u>(447,000)</u>
FY 2014 Forecasted real property tax base total	\$40,328,000

### HAMILTON SEWER SERVICE DISTRICT FY 2014 Forecasted Real Property Tax Revenue

	<u><b>Forecasted Taxable Base</b></u>	<u><b>Net Revenue per Penny<sup>3</sup></b></u>	<u><b>Revenue (\$0.30/\$100 Tax Base)<sup>4, 5</sup></b></u>
Real Property	\$40,328,000	\$3,980	\$119,000

Notes:

1. Resulting from hearings and appeals.
2. Estimated at 0.3% of fair market value.
3. Excludes estimate of 0.05% uncollectible revenue and 1.22% deferred revenue and 0.30% for refunds projected to be unavailable for funding expenditures in FY 2014.
4. Includes \$6,000 in delinquent tax revenue.
5. Revenue total is rounded to nearest \$1,000 for FY 2014 forecast.

Source: Department of Management and Financial Services



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Legal Resource Center Fund (Law Library)

The mission of the Law Library is to provide resources and reference services that promote access to justice by addressing the legal information needs of Loudoun County government, court personnel, attorneys, the local prison population and the general public. The Law Library provides a collection of legal materials that is needed, much used and not generally available elsewhere in Loudoun County. The full-time law librarian selects, purchases, shelves and updates materials, manages subscriptions, coordinates gifts, processes payments and develops library policies and procedures.

The library is open 8:30 AM to 4:30 PM, Monday through Friday. During these hours, the librarian is available to provide reference service, bibliographic instruction, copier service and online access. Attorneys and court personnel can also access the collection at other times during the workweek. The librarian responds to patrons' requests received in person, by phone or e-mail, and prisoner requests submitted by the Office of the Sheriff.

<b><u>Departmental Financial Summary</u></b>	<b><u>FY 2010 Actual</u></b>	<b><u>FY 2011 Actual</u></b>	<b><u>FY 2012 Actual</u></b>	<b><u>FY 2013 Adopted</u></b>	<b><u>FY 2014 Adopted</u></b>
<b>Expenditures</b>	<b>\$85,316</b>	<b>\$93,783</b>	<b>\$100,733</b>	<b>\$83,498</b>	<b>\$84,351</b>
<b>Departmental Revenue</b>	<b>\$85,316</b>	<b>\$93,783</b>	<b>\$100,733</b>	<b>\$83,498</b>	<b>\$84,351</b>
<b>Local Tax Funding:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
 <b>FTE Summary:</b>	 <b>1.00</b>	 <b>1.00</b>	 <b>1.00</b>	 <b>1.00</b>	 <b>1.00</b>



## County OPEB Trust Fund

The Governmental Accounting Standards Board issued Statement #45, *Accounting and Financial Reporting by Employers for Post-employment Benefits Other Than Pensions*, to address how governmental entities should account for and report their costs and obligations related to "other post-employment benefits" or "OPEB." OPEB refers to fringe benefits provided to retired and former employees other than pension benefits. In past accounting standards, entities recognize the cost of these benefits as they are paid. The new standard requires recognition of the cost of the benefits over the service period of the employee. This concept is similar to accounting requirements for pension obligations under existing standards.

Currently, Loudoun County and Loudoun County Public Schools (LCPS) offer post-retirement health plan benefits which include a Medicare Advantage Plan with prescription drugs, dental and vision coverage. The bond rating agencies have stated that they have begun to consider OPEB funding status in their evaluations of government financial condition. It is possible that bond ratings may suffer for those governments with large and/or mounting liabilities that do not have a mechanism in place to manage these obligations. Following these new guidelines, the County's actuarial firm has been conducting biannual analyses in accordance with GASB 45.

In response to the new reporting requirements, a new fiduciary fund was created in FY 2009 with a budget of \$10,000,000; \$7,000,000 for the LCPS and \$3,000,000 for Loudoun County. This fiduciary fund allows the County to budget for the annual cost of public employee non-pension benefits related to OPEB in the same manner as reporting financial information for pensions. In FY 2010, an annual contribution to the OPEB Trust of \$15,000,000; \$10,500,000 for the LCPS and \$4,500,000 for Loudoun County was made. In FY 2011, an annual contribution of \$20,000,000; \$14,000,000 for the LCPS and \$6,000,000 for Loudoun County was made. In FY 2012, an annual contribution of \$23,500,000; \$17,500,000 for the LCPS and \$6,000,000 for Loudoun County was made. The FY 2013 budget included a \$21,500,000 contribution; \$14,000,000 for LCPS and \$7,500,000 for Loudoun County.

In September 2009, LCPS and Loudoun County joined the VML/VACo Pooled OPEB Trust for the investment of County assets related to OPEB. The initial funding transfer occurred on September 8, 2009, with the County OPEB Committee continuing its role of monitoring the performance of the VML/VACo Pooled OPEB Trust. In order to mitigate future liabilities, the LCPS and Loudoun County have implemented several cost saving measures which include the transition of the Retiree Health Plan to a fully-insured Medicare Advantage Plan in September 2009. Effective January 2013, additional cost saving measures have been implemented by Loudoun County to further mitigate future liabilities. In order to continue the County's commitment to this important program, the FY 2014 plan budgets an annual contribution of \$17,500,000 to the OPEB Trust; \$12,000,000 for the LCPS and \$5,500,000 for Loudoun County. This reflects a projected annual savings of \$2,000,000 for both Loudoun County and the LCPS. The County will continue to explore innovative solutions that will assist in future program cost management.

### Post-Retirement Employee Benefits

OPEB Contributions	FY 2010 <u>Actual</u>	FY 2011 <u>Actual</u>	FY 2012 <u>Actual</u>	FY 2013 <u>Adopted</u>	FY 2014 <u>Adopted</u>
County	\$ 4,500,000	\$ 6,000,000	\$ 6,000,000	\$ 7,500,000	\$ 5,500,000
School	<u>10,500,000</u>	<u>14,000,000</u>	<u>17,500,000</u>	<u>14,000,000</u>	<u>12,000,000</u>
<b>Total OPEB Contributions:</b>	<b>\$ 15,000,000</b>	<b>\$ 20,000,000</b>	<b>\$ 23,500,000</b>	<b>\$ 21,500,000</b>	<b>\$ 17,500,000</b>





## Public Facilities Fund

Developer contributions, also known as proffers, provide resources that assist in the development of capital facilities in the Capital Improvements Program (CIP). Proffers are cash contributions, dedicated land, and/or in-kind services that are voluntarily granted to the County to partially offset future capital facility costs associated with specific land developments. Proffer contributions are typically obtained through rezonings (changes in the planned use of land) which result in land use patterns or higher residential densities that may generate significant capital facility costs. When a developer is awarded a rezoning that changes the use of land parcels from commercial to residential uses, or to higher density residential uses, those new housing units generate a need for County services and capital facilities such as schools, parks, libraries, etc. at a higher rate than the pre-existing base zoning of the parcel. The development community offers contributions to help offset these future capital costs.

The County maintains an inventory of all types of proffers, which include cash, land and in-kind proffers. Cash proffers accrue to the Public Facilities Fund. As allowed in §15.2-2299 of the *Code of Virginia*, the Loudoun County Zoning Administrator is vested with all necessary authority to administer and enforce proffers and, per statute, holds the final authority to adjudicate eligibility for public facility uses.

In 2001, the General Accounting Standards Board (GASB) issued GASB 34, the account reporting standard for local governments. Prior to GASB 34, proffers had been reported as transfers from the Public Facilities Fund to a particular capital project. Since FY 2002, the County has been required to budget proffer funds and report them in its annual financial report. The County began budgeting appropriated proffers in the Public Facilities Fund in FY 2003.

Until recently, land proffers were budgeted at a pre-zoned assessed value with the final value of the land proffer established at the time of conveyance. At its January, 2005 business meeting, the Board of Supervisors initiated a Comprehensive Plan Amendment (CPAM) which included a revision to proffered land policy. CPAM 2006-0001, "Proffered Land Sites Credit Methodology," was approved by the Board of Supervisors on June 14, 2006. Per this policy, land proffers are valued at the planned land use market rate for proffered Capital Facilities contributions. In-kind proffers are budgeted at an estimated value based on current construction market trends. The value of the in-kind asset is verified at the time the work is completed. Cash proffers are budgeted in the Public Facilities Fund and shown as transfers into the Capital Projects, General or Debt Service funds as applicable.

### FY 2013 – FY 2018 Public Facilities Fund

The Adopted FY 2013 – FY 2018 Public Facilities Fund utilizes \$72,932,000 in cash proffers, and \$3,015,000 in in-kind proffer contributions to fund capital improvement projects. The expenditures focus on capital investments for County-owned facilities with the goal to develop County-owned land assets, expand the use of existing facilities for public use, and emphasize the construction of transportation infrastructure.

### FY 2014 Adopted Expenditures

In FY 2014, cash proffers of \$37.801 million are utilized to fund the procurement of five transit buses, the construction of Tall Cedars Parkway between Pinebrook Road and Gum Spring Road, intersection improvements on Waxpool Road at Pacific Boulevard and Broderick Drive, the construction of the Ashburn Sheriff Station, the construction of the Dulles Multipurpose Center, and the installation of safety netting, bleachers, backstops and public restrooms at the Potomac Green Community Park.

The Adopted FY 2013 – FY 2018 Public Facilities Fund Expenditures are:

Table 1. Adopted FY 2013- FY 2018 Public Facilities Fund							
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
<b>Revenues</b>							
<i>Public Facilities Fund</i>							
Cash Proffers	\$11,226,000	\$37,801,000	\$8,445,000	\$10,540,000	\$4,920,000	\$ 0	\$ 72,932,000
In-Kind Proffers	<u>2,100,000</u>	<u>0</u>	<u>0</u>	<u>915,000</u>	<u>0</u>	<u>0</u>	<u>3,015,000</u>
<b>Total Expenditures</b>	<b>\$13,326,000</b>	<b>\$37,801,000</b>	<b>\$ 8,445,000</b>	<b>\$ 11,455,000</b>	<b>\$4,920,000</b>	<b>\$ 0</b>	<b>\$ 75,947,000</b>

The FY 2014 cash proffer appropriations obtained proffer determinations from the Loudoun County Zoning Administrator verifying that the uses are appropriate to the planned use and intent of the original proffer statements provided by the proffer contributors. Actual transfer amounts will include Proffer Trust Fund principal and interest balances available at the time of appropriation.



## FY 2013 Public Facilities Fund

### FY 2013 Cash Proffers

Ashburn Sheriff Station	ZMAP	Development	SEQ#	INDEX	AMOUNT
	ZMAP 1999-0023	Hunt at Belmont	99064224	911065	\$1,330,000
					<b>\$1,330,000</b>

East Gate Park and Ride Lot	ZMAP	Development	SEQ#	INDEX	AMOUNT
	ZMAP 2003-0018	Pulte Homes at Croson	99066027	911336	\$105,397
	ZMAP 2002-0012	Corro Property	99064926	911226	\$820,326
	ZMAP 2002-0022	Towns at East Gate	99066557	911493	\$1,574,277
					<b>\$2,500,000</b>

Riverside Parkway	ZMAP	Development	PIN	INDEX	AMOUNT
	ZMAP 2001-0002	Cooke's Crossing	99065495	911417	\$36,000
	ZMAP 1992-0001	Harper Park	95060066	910443	\$339,000
					<b>\$375,000</b>

Route 7/ Route 659 Interchange	ZMAP	Development	SEQ#	INDEX	AMOUNT
	ZMAP 1999-0005	Cedar Ridge	99063636	910913	\$246,772
	ZMAP 1986-0047	Belmont Forest	95070008	910306	\$1,362,387
	ZMAP 1986-0047	Belmont Forest	96110444	910371	\$432,986
	ZMAP 1994-0005	Broadlands South	96062851	910456	\$501,347
	ZMAP 2003-0006	Lansdowne Village Greens	99066403	911282	\$201,508
					<b>\$2,745,000</b>

Smith Switch Road	ZMAP	Development	SEQ#	INDEX	AMOUNT
	ZMAP 2002-0016	One Loudoun Center	99064780	911090	\$950,000
					<b>\$950,000</b>



## FY 2013 Public Facilities Fund Continued

Fire and Rescue Training Prop Lots	ZMAP	Development	SEQ#	INDEX	AMOUNT
	ZMAP 2001-0002	Cookes Crossing	99065492	911416	\$242,409
	ZMAP 2002-0002	Evergreen Rural Village	99066330	911239	\$107,591
					<b>\$350,000</b>

Transit Buses	ZMAP	Development	SEQ#	INDEX	AMOUNT
	ZMAP 2001-0004	Pinebrook Village	99064556	911189	\$52,430
	ZMAP 2001-0010	South Riding Station	99066363	911200	\$36,000
	ZMAP 2002-0004	Reserve at Belle Terra	99064797	911211	\$611
	ZMAP 2002-0005	Loudoun Station	99064848	911126	\$75,104
	ZMAP 2003-0014	Belmont Trace	99066148	911486	\$19,652
	ZMAP 2004-0019	Treburg	99067639	911432	\$6,199
	ZMAP 2004-0004	Estates at Elk Run	99067195	911445	\$365,004
					<b>\$555,000</b>

Tall Cedars Parkway and Poland Road	ZMAP	Development	SEQ#	INDEX	AMOUNT
	ZMAP 2005-0007	Reserve at South Riding I	9906762	911549	\$55,306
	ZMAP 2005-0014	Reserve at South Riding II	9906777	911520	\$56,390
	ZMAP 1999-0022	Poland Road Property	9906397	911101	\$513,304
					<b>\$625,000</b>

Route 606 Engineering	ZMAP	Development	SEQ#	INDEX	AMOUNT
	SBPL 1987-0027	Mercure Business Park	96100530	910039	\$305,544
	ZMAP 1986-0012	Broad Run	97060952	911045	\$194,456
					<b>\$500,000</b>



## FY 2013 Public Facilities Fund Continued

Traffic Signal – RT 606 and Commerce Center	ZMAP	Development	SEQ#	INDEX	AMOUNT
	ZMAP 1988-0016	North Dulles Industrial Park	97050722	910774	\$91,000
					<b>\$91,000</b>

Byrne's Ridge Park	ZMAP	Development	SEQ#	INDEX	AMOUNT
	ZMAP 2005-0006	Seven Hills	99066992	911582	\$750,000
	ZMAP-2001-0010	South Riding Station	99066349	911199	\$235,000
					<b>\$985,000</b>

Claude Moore Park Trails	ZMAP	Development	SEQ#	INDEX	AMOUNT
	ZMAP-1990-0014	Dulles Town Center	96044243	910576	\$220,000
					<b>\$220,000</b>

**Subtotal Cash Proffers** **\$11,226,000**

### FY 2013 In-Kind Proffers

Dulles Town Center Park and Ride Lot	ZMAP	Development	SEQ#	INDEX	AMOUNT
	ZMAP 2007-0001	Dulles Town Center	TBA	TBA	\$2,100,000
					<b>\$2,100,000</b>

**Subtotal In-Kind Proffers** **\$2,100,000**

**Total FY 2013 Public Facilities  
Fund** **\$13,326,000**



## FY 2014 Public Facilities Fund

### FY 2014 Cash Proffers

<b>Ashburn Sheriff Station</b>	<b>ZMAP</b>	<b>Development</b>	<b>SEQ#</b>	<b>INDEX</b>	<b>AMOUNT</b>
	ZMAP 1986-0032	Ashleigh	96031115	910025	\$152,173
	ZMAP 1986-0047	Belmont Forest	96111451	910348	\$2,265
	ZMAP 1990-0008	Toll Road Plaza	95120227	910715	\$1,988
	ZMAP 1990-0015	Loudoun Park Center	97040470	910704	\$6,460
	ZCPA 1991-0007	Belmont Farms	96014720	910066	\$497
	ZCPA 1992-0001	Primrose Village	97020051	910345	\$58
	ZCPA 1993-0003	Belmont Ridge	96012737	910022	\$5,372
	ZCPA 1993-0006	Belmont Forest	95070019	910307	\$6,273
	ZMAP 1994-0012	Ashbrook	97020070	910927	\$44,513
	ZMAP 1994-0013	Ashburn Run	99062711	910789	\$1,466
	ZMAP 1994-0016	Ryans Ridge	96061154	910332	\$112,131
	ZMAP 1995-0002	Sun Valley Mews	96061817	910968	\$46,432
	ZMAP 1999-0005	Cedar Ridge	99063646	910916	\$232,138
	ZMAP 1999-0015	Ashburn Square	99062887	910995	\$817
	ZMAP 1999-0024	Trask	99063237	910992	\$11,840
	ZMAP 2000-0003	Potter Property	99063216	911136	\$374,767
	ZMAP 1999-0023	Hunt at Belmont	99064224	911065	\$552,580
	ZMAP 2003-0008	Goose Creek Village North	99067537	911465	\$3,127,255
	ZMAP 2005-0026	Erickson Retirement Communities	99067825	911343	\$2,783,471
	ZMAP 2003-0009	Goose Creek Village South	99066235	911353	\$377,504
					<b>\$7,840,000</b>



## FY 2014 Public Facilities Fund Continued

Dulles Multipurpose Center	ZMAP	Development	SEQ#	INDEX	AMOUNT
	ZMAP 2001-0010	South Riding Station	99066349	911199	\$6,257,404
	ZMAP 2003-0004	Masira	99066116	911364	\$1,294,379
	ZMAP 2001-0004	Pinebrook Village	99064554	911188	\$1,923,005
	ZMAP 2003-0014	Belmont Trace	99066151	911488	\$1,926,601
	ZMAP 2004-0004	Estates at Elk Run	99067198	911446	\$3,431,907
	ZMAP 2003-0002	Greenfield Crossing	99066271	911571	\$998,779
	ZMAP 2002-0023	Providence Glen	99066058	911552	\$797,484
	ZMAP 2004-0019	Treburg	99067641	911434	\$669,040
	ZMAP 2005-0014	Reserve at South Riding II	99067719	911605	\$61,775
	ZMAP 2005-0016	Kimmit Property	99066982	911586	\$1,721,646
	ZMAP 1995-0014	Kirkpatrick Farms	99064415	910933	\$182,980
					<b>\$19,265,000</b>

Potomac Green Community Park	ZMAP	Development	SEQ#	INDEX	AMOUNT
	ZMAP 1989-0039	Courts of Ashburn	96023105	910067	\$65,995
	ZMAP 1993-0002	Ridges at Ashburn	95060028	910015	\$78,908
	ZMAP 2002-0016	One Loudoun Center	99065895	911185	\$278,173
	ZMAP 2004-0013	Alexanders Chase	99066799	911531	\$326,924
					<b>\$750,000</b>

Waxpool Road Intersection Improvements	ZMAP	Development	SEQ#	INDEX	AMOUNT
	ZMAP 1989-0021	Dulles 28 Center	97050648	911670	\$1,945,481
	ZMAP-2002-0016	One Loudoun Center	99064780	911090	\$4,519
					<b>\$1,950,000</b>



## FY 2014 Public Facilities Fund Continued

Tall Cedars Parkway	ZMAP	Development	SEQ#	INDEX	AMOUNT
	ZMAP 2000-0012	Blue Springs View	99063666	911078	\$376,203
	ZMAP 2002-0020	Braddock Corner	99065511	911242	\$1,199,747
	ZMAP 2004-0008	Frontier Spring	99066647	911330	\$315,201
	ZMAP-2005-0016	Kimmit Property	99066983	911587	\$354,247
	ZCPA-2011-0009	East Gate Three	99072602	911656	\$818,668
	ZMAP-2002-0022	Towns at East Gate	99066575	911496	\$8,546
	ZMAP 2004-0019	Treburg	99067640	911433	\$450,382
	ZMAP 1994-0017	Stone Ridge	96075230	911102	\$193,399
	ZMAP 2003-0002	Greenfield Crossing	99066268	911507	\$390,749
	ZMAP 2003-0002	Greenfield Crossing	99066269	911508	\$65,124
	SBRD 2001-0054	Westview Estates	99064441	910959	\$175,342
	ZMAP 2005-0001	Seven Hills	99066997	911574	\$2,022,742
	ZCPA 2011-0008	East Gate One	99072560	911655	\$1,264,650
					<b>\$7,635,000</b>

Transit Buses	ZMAP	Development	SEQ#	INDEX	AMOUNT
	ZMAP 2003-0014	Belmont Trace	99066148	911486	\$3
	ZMAP 2004-0004	Estates at Elk Run	99067195	911445	\$122,309
	ZMAP 2001-0004	Pinebrook Village	99064556	911189	\$27,456
	ZMAP 2001-0010	South Riding Station	99066363	911200	\$22,062
	ZMAP 2005-0014	Reserve at South Riding II	99067718	911604	\$26,152
	ZMAP 2005-0001	Seven Hills	99066991	911581	\$43,850
	ZMAP-1989-0038	Dulles Parkway Center	97040386	910925	\$30,632
	ZMAP 2006-0003	Morley Corner	99069013	911577	\$33,815
	ZMAP 2004-0018	Reserve at Waxpool	99067442	911593	\$29,199
	ZMAP 2008-0007	Fairfield at Ryans Corner	99070324	911623	\$25,522
					<b>\$361,000</b>

**Total FY 2014 Public Facilities  
Fund**

**\$37,801,000**



## FY 2015 Public Facilities Fund

### FY 2015 Cash Proffers

<b>Hanson Regional Park</b>	<b>ZMAP</b>	<b>Development</b>	<b>SEQ#</b>	<b>INDEX</b>	<b>AMOUNT</b>
	ZMAP 1994-0017	Stone Ridge	96073609	910920	\$59,850
	ZMAP 1995-0014	Kirkpatrick Farms	99064418	910936	\$57,427
	ZMAP 2003-0012	Braddock Crossing	99066770	911440	\$2,772,510
	ZMAP 2002-0012	Corro Property	99064926	911226	\$176,617
	ZMAP 2002-0022	Townes at East Gate	99066557	911493	\$2,657,937
	ZCPA 2010-0002	Kirkpatrick Farms - Lunnette House	99070577	911510	\$200,659
					<b>\$5,925,000</b>

<b>One Loudoun Park and Ride Lot</b>	<b>ZMAP</b>	<b>Development</b>	<b>SEQ#</b>	<b>INDEX</b>	<b>AMOUNT</b>
	ZMAP 2000-0005	Bodmer Property	99063410	911055	\$37,240
	ZMAP 2002-0019	Amberleigh	99065145	911231	\$80,250
	ZMAP 1989-0038	Dulles Parkway Center	97040386	910925	\$30,611
	ZMAP 2004-0017	Station View	99066955	911564	\$16,100
	ZMAP 2005-0004	Stonegate	99067390	911610	\$68,762
	ZMAP 2003-0006	Lansdowne Village Greens	99066408	911307	\$356,069
	ZMAP 2006-0003	Morley Corner	99069003	911575	\$1,072,345
	ZMAP 2005-0041	Dulles Parkway Center II	99071346	911539	\$858,623
					<b>\$2,520,000</b>

**Total FY 2015 Public Facilities  
Fund**

**\$8,445,000**





## FY 2016 Public Facilities Fund

### FY 2016 Cash Proffers

Moorefield Station Community Park	ZMAP	Development	SEQ#	INDEX	AMOUNT
	RZPA 1999-0001	Belmont Glen	99064090	910908	\$1,435
	ZMAP 2001-0003	Moorefield Station	99064951	911377	\$58,985
	ZMAP 1996-0001	Belmont Bluff	99041858	910691	\$42,528
	ZMAP 2004-0013	Alexanders Chase	99066799	911531	\$871,775
	ZMAP 2005-0041	Dulles Parkway Center II	99071346	911539	\$33,584
	ZMAP 2002-0002	Evergreen Rural Village	99066330	911239	\$1,709,571
	ZMAP 2003-0008	Goose Creek Village North	99067537	911465	\$3,409,677
	ZMAP 2003-0006	Lansdowne Village Greens	99066408	911307	\$1,745,847
	ZMAP 2001-0003	Moorefield Station	99064955	911437	\$35,354
	ZMAP 2006-0003	Morley Corner	99069003	911575	\$229,693
	ZMAP 2005-0004	Stonegate	99067390	911610	\$209,256
	ZMAP 2004-0017	Station View	99066953	911563	\$102,986
	ZMAP 2003-0018	Pulte Homes at Croson	99066029	911335	\$1,539,309
					<b>\$9,990,000</b>

Stone Ridge Park and Ride Lot	ZMAP	Development	SEQ#	INDEX	AMOUNT
	ZMAP 1994-0017	Stone Ridge	96075256	911654	\$541,456
	ZMAP 1994-0017	Stone Ridge	96073301	911429	\$8,544
					<b>\$550,000</b>

**Subtotal Cash Proffers**

**\$10,540,000**

### FY 2016 In-Kind Proffers

Stone Ridge Park and Ride Lot	ZMAP	Development	SEQ#	INDEX	AMOUNT
	ZMAP 2006-0011	Stone Ridge	TBD	TBD	\$915,000
					<b>\$915,000</b>

**Subtotal In-Kind Proffers**

**\$915,000**

**Total FY 2016 Public Facilities Fund**

**\$11,455,000**



## FY 2017 Public Facilities Fund

Ashburn Recreation Center	ZMAP	Development	SEQ#	INDEX	AMOUNT
	ZMAP 2004-0018	Reserve at Waxpool	99067444	911594	\$983,965
	ZMAP 2005-0004	Stonegate	99067390	911610	\$552,616
	ZMAP 2002-0002	Evergreen Rural Village	99066330	911239	\$485,424
	ZMAP 1999-0021	Fairfield Residential at Silo Creek	99063314	910868	\$371,304
	ZMAP 2002-0004	Reserve at Belle Terra	99064798	911212	\$766,401
	ZMAP 2000-0005	Bodmer Property	99063397	911051	\$321,283
	ZMAP 2002-0019	Amberleigh	99065148	911232	\$1,324,007
					<b>\$4,805,000</b>

Kirkpatrick West Fire and Rescue Station	ZMAP	Development	SEQ#	INDEX	AMOUNT
	ZMAP 2005-0001	Seven Hills	99066993	911546	\$114,681
	ZMAP 2004-0004	Estates at Elk Run	99067198	911446	\$319
					<b>\$115,000</b>

**Total FY 2017 Public Facilities  
Fund**

**\$4,920,000**



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Rental Assistance Program Fund

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 of the Housing Choice (Section 8) Voucher Rental Assistance Program. This Federal Rental Assistance Program is funded by the U.S Department of Housing and Urban Development (HUD) and prior to FY 2002 funding was passed through VHDA to Loudoun. Loudoun County executed agreements with VHDA and HUD to transfer the administration of the Housing Choice Voucher Program from passing through VHDA to direct County administration with HUD, effective July 1, 2001 (FY 2002). The program's purpose is to provide low income families with decent, safe, and sanitary housing at prices which they can afford. The program provides Housing Choice Voucher subsidies for eligible low-income families and handicapped or elderly persons. All types of housing are eligible (i.e. single-family homes, duplexes, condominiums and apartments) providing they meet Housing and HUD Quality Standards.

The Program Description and Program Financial Summary for the Housing Choice Voucher Program are included in the Department of Family Services section of the FY 2014 Adopted Fiscal Plan.

<u>Departmental Financial Summary</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Actual</u>	<u>FY 2013 Adopted</u>	<u>FY 2014 Adopted</u>
Expenditures	\$8,643,469	\$9,206,965	\$8,904,322	\$9,209,130	\$9,201,420
Departmental Revenue	\$8,631,995	\$9,206,965	\$8,888,472	\$9,128,724	\$9,121,014
Local Tax Funding <sup>1</sup>	\$11,474	\$0	\$15,850	\$80,406	\$80,406
FTE Summary:	10.25	11.25	11.25	11.25	11.25

<sup>1</sup> Historically, \$80,406 of local tax funding has been budgeted in HCV to cover one FTE along with O&M expenditures; however, funds received from HUD are completely utilized before local tax funding. Actual local tax funding fluctuates depending on HUD administrative fees earned and the resulting need for local tax funding in the Program. In FY 2011, a transfer from the General Fund was not needed due to a position vacancy within the program.



## Restricted Use Transient Occupancy Tax Fund

Loudoun County levies a Transient Occupancy Tax (TOT) on hotels, motels, boarding houses, travel campgrounds, and other facilities offering guest rooms rented out for continuous occupancy for fewer than thirty consecutive days. The customers of these establishments, such as traveling business persons and vacationers pay this tax, which is 7% 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 directed to local and regional transportation projects, and 2% is unrestricted and is part of the General Fund, while 3% is restricted to be used only for promoting tourism, travel, or business that generates tourism or travel in the County.

The Board of Supervisors adopted a new TOT Funding Policy in July 2005, which was revised in January 2011. The Funding Policy guides the Board of Supervisors in its efforts to strategically and proactively impact tourism in Loudoun County. Funding priorities for TOT revenues will be for: 1) Core Tourism Services to sustain Loudoun's tourism base; and 2) Strategic Tourism Growth Initiatives to expand Loudoun's tourism base by implementing projects to sustain Loudoun County's Tourism Destination Strategy. Core Tourism Services, based upon standards recommended by Destination Marketing Association International, will be provided by Visit Loudoun (formerly LCVA) which functions as the primary programmatic element of the County's travel and tourism promotion program. Visit Loudoun will be allocated 75% of the forecasted Restricted TOT revenues to implement these core services.

The Loudoun County Tourism Destination Strategy guides the marketing, promotion and product development of Loudoun's tourism sector. The strategy is reviewed annually by the Board of Supervisors in conjunction with the Economic Development Commission, Visit Loudoun and industry partners. The remaining 25% of the forecasted Restricted TOT revenues will be available to fund those uses as determined by the Board of Supervisors to best meet the goals of the Tourism Destination Strategy.

Projections for FY 2014 Restricted TOT revenue anticipate an increase of 4.76% over FY 2013 estimated revenues. At this time, the Restricted TOT fiscal reserve has been funded at an amount of \$327,900 which is approximately 10% of estimated FY 2014 Restricted TOT revenues.



## Restricted Use Transient Occupancy Tax Fund

<b><u>FY 2013 Restricted TOT Resources</u></b>	
Actual Beginning Fund Balance	\$ 2,204,226
Estimated Restricted TOT Revenue	3,130,000
Transfer from Capital Projects Fund <sup>1</sup>	845,877
<b>Total Projected Restricted TOT Resources</b>	<b>\$ 6,180,103</b>
<b><u>FY 2013 Uses of Restricted TOT Revenue</u></b>	
Visit Loudoun <sup>2</sup>	\$ 2,255,500
Epicuriance Virginia (Visit Loudoun) <sup>3</sup>	200,000
Department of Economic Development	537,997
Greater Loudoun Babe Ruth World Series <sup>4</sup>	50,000
Department of Fire, Rescue & Emergency Mgmt.	76,060
Department of Parks, Recreation & Comm. Services	124,232
Sports Tournament Grants (Visit Loudoun)	50,000
Washington Airports Task Force	50,000
Washington Redskins Marketing Agreement <sup>4</sup>	500,000
<b>Total Restricted TOT Uses</b>	<b>\$ 3,843,789</b>
Restricted TOT Reserve	\$ (296,458)
Reserve for Journey Through Hallowed Ground	\$ (45,242)
<b>FY 2013 Projected Year End Restricted TOT Balance</b>	<b>\$ 1,994,614</b>
<b><u>FY 2014 Restricted TOT Resources</u></b>	
Estimated Beginning Fund Balance	\$ 1,994,614
Estimated Restricted TOT Revenue	\$ 3,279,000
<b>Total Projected Restricted TOT Resources</b>	<b>\$ 5,273,614</b>
<b><u>FY 2014 Adopted Uses of Restricted TOT Revenue</u></b>	
Visit Loudoun	\$ 2,459,000
Epicuriance Virginia (Visit Loudoun)	200,000
Department of Economic Development	446,207
Department of Fire, Rescue & Emergency Mgmt.	78,610
Department of Parks, Recreation & Comm. Services	124,232
Journey Through Hallowed Ground	40,000
Sports Tournament Grants (Visit Loudoun)	50,000
Washington Airports Task Force	50,000
Washington Redskins Marketing Agreement <sup>5</sup>	500,000
<b>Total Restricted TOT Uses</b>	<b>\$ 3,948,049</b>
Adjustment to Restricted TOT Reserve	(31,442)
<b>FY 2014 Projected Year End Restricted TOT Balance</b>	<b>\$ 1,294,123</b>

<sup>1</sup> In November 2012, the Board ended the County's Wayfinding Project and returned funds to the Restricted TOT Fund.

<sup>2</sup> Per the MOU between the County and Visit Loudoun, in FY 2013 Visit Loudoun's share of Restricted TOT revenue was reduced by \$92,500 and these funds diverted to the Department of Economic Development for services related to rural marketing activities.

<sup>3</sup> On March 20, 2013 the Board appropriated \$200,000 Restricted TOT fund balance for the Epicuriance Virginia Event and \$200,000 for this event was also added by the Board to the FY 2014 budget.

<sup>4</sup> In September 2012, the Board allocated \$50,000 of Restricted TOT fund balance for the Greater Loudoun Babe Ruth World Series. The Board also used \$500,000 of Restricted TOT fund balance for the Washington Redskins Marketing Agreement.

<sup>5</sup> This expenditure will be paid for with fund balance.



## Restricted Use Transient Occupancy Tax Fund

### Restricted Transient Occupancy Tax (TOT) Funding Policy Adopted by the Loudoun County Board of Supervisors July 19, 2005 Revised Through January 19, 2011

#### I. Purpose:

- a. To provide the Loudoun County Board of Supervisors with the opportunity to strategically and proactively impact tourism in Loudoun County through the sustained investment in the provision of core tourism services.
- b. To enable targeted investment in high priority tourism projects that advance Loudoun's strategic tourism objectives.
- c. To maximize tax relief to the general fund by increasing Restricted Transient Occupancy Tax revenues.

#### II. Funding Guidelines:

- a. Use of funds must meet the purposes set out for the Restricted Transient Occupancy Tax as stated in Section 58.1-3819 of the Code of Virginia (1950), as amended, which is:

"(Any) excess over two percent shall be designated and spent solely for tourism and travel, marketing of tourism or initiatives that, as determined after consultation with the local tourism industry organizations, including representatives of lodging properties located in the county, attract travelers to the locality, increase occupancy at lodging properties, and generate tourism revenues in the locality." While it is recognized that this is a broad criteria, it will be incumbent on the entity requesting the funds to show how they meet this requirement.

#### III. Tourism Priorities:

- a. Priorities of funding for the revenues generated by the Restricted Transient Occupancy Tax will be as follows:
  1. **Core Tourism Services** to sustain Loudoun's tourism base and competitively position Loudoun County to attract visitors; and
  2. **Strategic Tourism Growth Initiatives** to expand Loudoun's tourism base by implementing high priority projects that are compatible with the programmatic elements of the Loudoun County Tourism Destination Strategy.

#### IV. Development of the Loudoun Tourism Destination Strategy:

- a. Loudoun County will develop and adopt a 5-year Tourism Destination Strategy that will guide the marketing, promotion and product development of Loudoun's tourism sector.
- b. The Loudoun Convention and Visitors Association, Inc. (d/b/a "Visit Loudoun"), as the primary programmatic element of Loudoun County's travel and tourism promotion, will coordinate the Tourism Destination Strategy development process.
- c. The development of the Tourism Destination Strategy will include broad participation from tourism industry sectors, citizens, advisory boards (Economic Development Commission, Rural Economic Development Council, Parks and Recreation Advisory Board, Loudoun PLACES), elected officials, and others.
- d. The Tourism Destination Strategy will be reviewed annually by the Board of Supervisors, with the Economic Development Commission, Visit Loudoun, and industry partners. This annual review will identify and prioritize Strategic Tourism Growth Initiatives. It will also determine how to assign and manage the allocation of funds for Strategic Tourism Growth Initiatives.



## Restricted Use Transient Occupancy Tax Fund

### V. Funding Policy for Core Tourism Services:

- a. Core Tourism Services will be defined and measured based upon standards recommended by the International Association of Convention and Visitors Bureaus.
- b. Loudoun County will develop a 5-Year Memorandum of Understanding (MOU) with Visit Loudoun to provide those defined Core Tourism Services.
- c. Seventy-five (75) percent of the projected Restricted Transient Occupancy Tax funds will be allocated annually to Visit Loudoun to perform Core Tourism Services.
- d. Visit Loudoun will report semi-annually to the Board of Supervisors, or one of its Committees, regarding its performance in the delivery of Core Tourism Services.
- e. The funding process for Core Tourism Services shall be as follows:
  1. Each year, by November 1, the Budget Office will provide Visit Loudoun with a preliminary projection of Restricted TOT revenues for the upcoming fiscal year.
  2. Each year by December 1, Visit Loudoun will provide to the Budget Office, a complete description of the Core Tourism Services that will be performed in the upcoming fiscal year by Visit Loudoun based on the receipt of 75 percent of the forecasted Restricted TOT revenues, and based on any excess revenues from the prior fiscal year.
  3. Each year, along with the year-end fund balance report, the Board of Supervisors will consider the draft budget for Visit Loudoun for the upcoming fiscal year, to include any necessary increase or decrease based on the prior fiscal year's actual revenues.
  4. The Budget Office will incorporate the draft budget for Visit Loudoun, with any changes recommended by the Board of Supervisors, into the County Administrator's proposed budget document for the upcoming year.

### VI. Funding Policy for Strategic Tourism Growth Initiatives:

- a. Projects to be funded as Strategic Tourism Growth Initiatives will be identified and prioritized by the annual review of the Tourism Destination Strategy.
- b. Specified projects may be funded by competitive procurement, grants to non-profit entities, or transfers to County agencies or Visit Loudoun.
- c. Unallocated funds may be carried over to the following year to use as a reserve or for multi-year projects.
- d. The Board will maintain a reserve of 10% of actual Restricted TOT Revenues, to be adjusted at the end of each fiscal year, for years in which revenues received are less than projected.
- e. It is the Board's policy that non-profit entities receiving public funds for a certain project through other means (such as through Visit Loudoun, CDBG, Regional Organizations, or other such programs), will not be eligible for Restricted TOT grants.



## Restricted Use Transient Occupancy Tax Fund

f. The funding process for Strategic Tourism Growth initiatives shall be as follows:

1. Funding for Strategic Tourism Growth initiatives will be considered as part of the Countywide budget review.
2. Upon closing of the financial books for the previous fiscal year, staff will bring a year-end report of the Restricted TOT Fund to the Board of Supervisors, or one of its Committees, for review. Staff will also update the Board on the status of the Restricted TOT Reserve Fund and projected revenues for the upcoming fiscal year. The County Administrator (or designee) will recommend potential uses of the Restricted TOT Fund for the upcoming fiscal year. (November/December)
3. The annual review of the Tourism Destination Strategy will identify and prioritize the Strategic Tourism Growth Initiatives. The Board will make a recommendation for use of the Restricted TOT Fund for consideration in the upcoming budget process. (December/January)
4. Should the Board recommend funding Strategic Tourism Growth Initiatives outside of County programs, applications will be due to Visit Loudoun by April 1. Applicants will be expected to complete the TOT Funding Application provided by the County and any additional materials requested by Visit Loudoun.
5. Proposals and applications will be reviewed by Visit Loudoun and recommendations provided to a Committee of the Board at a May meeting.
6. TOT funds for strategic tourism growth projects will be allocated by the Board of Supervisors prior to July 1<sup>st</sup> of such year. Any entity receiving funding through Strategic Tourism Growth Initiative funds will be required to enter into an MOU with the County guiding the use of those funds.





## Revolving Loan Fund

The Board of Supervisors created the Revolving Loan Fund (RLF) on July 21, 1992. The Fund provided a financing mechanism for capital project and equipment needs of General Government, the Schools, and Volunteer Fire/Rescue Companies. During the CIP deliberation process on March 21, 1996, the Board of Supervisors redefined the scope of the Revolving Loan Fund by limiting those entities that may receive these funds. As a result, General Government and School capital projects no longer receive any financing from the Revolving Loan Fund. The Fund remains a source of capital for future non-General Government and non-School requests related to wastewater treatment projects or Volunteer/Fire Rescue requests. The FY 2013 estimated year-end balance for the Revolving Loan Fund is \$3,009,780.

### FY 2014 Revolving Loan Fund Requests

There were no requests submitted for FY 2014. An estimated \$3,162,591 will be available in FY 2014 for loans meeting the Board of Supervisors' criteria.

#### Revolving Loan Fund (amounts in dollars)

<b>ESTIMATED BEGINNING BALANCE</b>				<b>\$3,009,780</b>
<b>FY 2014 REVENUE</b>				
<u>Payments Received:</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	
Ashburn Volunteer Fire Company	\$31,500	\$1,181	\$32,681	
Round Hill Volunteer Fire Company	25,000	850	\$25,850	
Leesburg Volunteer Fire Company	<u>67,908</u>	<u>20,372</u>	<u>\$88,280</u>	
<b>SUBTOTAL PAYMENTS RECEIVED:</b>	<b>\$124,408</b>	<b>\$22,403</b>	<b>\$146,811</b>	
Interest Income			\$6,000	
<b>TOTAL FY 2014 REVENUE:</b>				<b>\$152,811</b>
<b>FY 2014 AVAILABLE BALANCE:</b>				<b>\$3,162,591</b>



## Route 28 Transportation Improvement District

**Background:** Loudoun County, in partnership with Fairfax County, formed the Route 28 Highway Transportation Improvement District on December 21, 1987. Under Virginia law, such a district may be formed only upon the joint petition of owners of at least 51 percent of the land area in each County located within the boundaries of the district, and which has been zoned or is used for commercial or industrial purposes. The District was formed to provide improvements to State Route 28, which connects State Route 7 in eastern Loudoun County to U.S. Route 50 and Interstate Highway 66 in western Fairfax County, running approximately parallel to the County's eastern border. State Route 28 provides access to Dulles International Airport, along with the Dulles Access Road, which connects the Capital Beltway to Dulles Airport, and the Dulles Greenway, which provides highway access into central Loudoun County. This District was formed upon landowner petition to accelerate planned highway improvements which relied primarily on slower pay-as-you-go financing from the Northern Virginia region's share of the State primary road fund allocation.

The district, administered by a Commission appointed by the Boards of Supervisors of both Counties, may subject the owners of industrial and commercial property within the District to a maximum additional tax assessment of 20 cents per \$100 of assessed value. These funds, in addition to funds received through the State Primary Road Fund allocation formula, are to be used for the road improvements and debt service on bonds issued by the State. The initial debt issue for this project consisted of \$138.5 million in revenue bonds issued by the State in September 1988. In 2002, the County entered into an agreement with the State and Fairfax County to refund the existing debt and issue new bonds to construct six additional interchanges. The total cost of this additional project is estimated at \$190 million and will be completed under the auspices of the State Public Private Transportation Act.

Loudoun County and Fairfax County entered into a contract with the District on September 1, 1988, and agreed to levy additional tax assessments as requested by the district, collect the tax and pay all tax revenues to the Commonwealth Transportation Board. The contract specified that: (1) the County Administrator shall include in the budget all amounts to be paid by the County under the District Contract for the fiscal year; (2) the County shall provide by February of each year the total assessed fair market value of the district as of January 1 of that year; and (3) the district in turn shall notify the County of the required payment and request a rate sufficient to collect that amount, up to a maximum of 20 cents per \$100 of assessed value. Initially, tax collections at the maximum amount were not sufficient to pay the debt obligation in full. Consequently, the difference was made up from the Northern Virginia State Highway allocation. The inter-jurisdictional agreement was subsequently amended to incorporate the revised financing plan for the new work program. Under the revised agreement, Fairfax and Loudoun counties agreed to transfer funds necessary to pay debt service on the existing debt. The remaining amount will be held in a revenue stabilization fund to protect the counties against any fluctuations in revenue. Expected expenditures can be met in FY 2014 with a rate of 18 cents per \$100 of assessed value.

For FY 2014, the Route 28 Transportation Improvement District is projected to generate \$9,413,000 in current and delinquent tax revenue to offset its estimated \$9,413,000 in expenditures. There is no local tax funding in this district/fund.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## Route 28 Transportation Improvement District

### ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT PROJECTED BUDGET SCHEDULE

	<b><u>FY 2014 Adopted</u></b>
Revenue	\$9,413,000
Expenditures	<u>\$9,413,000</u>
Surplus (+)/Deficit (-)	\$0

### ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT FY 2014 Forecasted Real Property Taxable Base

2013 Estimated fair market value of real taxable property <sup>1</sup>	\$5,035,469,540
PLUS: Reassessment due to equalization	100,709,391
PLUS: Actual full value of new construction	<u>100,709,391</u>
2014 Forecasted fair market value of real taxable property	\$5,236,888,322
 FY 2014 Real property tax base subtotal	 \$5,136,179,000
LESS: Potential administrative and/or Board of Equalization adjustments <sup>2,3</sup>	(47,862,000)
LESS: Land use deferrals	<u>0</u>
FY 2014 Forecasted real property taxable base total	\$5,088,317,000

### ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT FY 2014 Forecasted Real Property Tax Revenue

	<b><u>Forecasted Taxable Base</u></b>	<b><u>Net Revenue Per Penny<sup>4</sup></u></b>	<b><u>Revenue (\$0.18/\$100 Tax Base)</u></b>
Real property	\$5,088,317,000	\$500,840	\$9,015,000
Public Service Corp. & delinquent, and penalty revenue			<u>\$398,000</u>
Total Revenue			\$9,413,000

Notes:

1. Excludes residential properties.
2. Resulting from hearings and appeals.
3. Estimated at 1% of fair market value.
4. Excludes estimate of 0.05% of uncollectible revenue and 1.22% of deferred revenue and 0.30% for refunds projected to be unavailable for funding expenditures in FY 2014.

Source: Department of Management and Financial Services



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

## State/ Federal Grant Fund

The State/ Federal Grant Fund was established during FY 2011 to record State, Federal or other revenues that restrict expenditures for specified purposes. These funds had previously been recorded in the departmental revenues and expenditures and the FY 2012 Adopted Fiscal Plan included the funds received by Fire, Rescue & Emergency Management and the Department of Mental Health, Substance Abuse and Developmental Services in those departments. Due to the establishment of this fund, those amounts are now included in the State/Federal Grant Fund and not in their respective departments. The FY 2014 Adopted Fiscal Plan includes State or Federal revenues totaling \$1,915,394.

The Clerk of the Circuit Court receives State funding from the Clerk's Technology Fund for 1.00 FTE for the imaging of land records.

The Department of Family Services receives Federal funding for the Community Development Block Grant (CDBG) program. 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.

The Department of Fire, Rescue & Emergency Management receives Four-for-Life funds dedicated to enhance the provision of emergency medical services to Loudoun County. These funds are provided annually to the Loudoun County EMS Advisory Council, Incorporated, for use by the emergency medical services providers in the County.

The Department of Mental Health, Substance Abuse and Development Services receives State funding for the Wounded Warrior and the Early Intervention Programs and 2.00 FTE dedicated personnel. The Wounded Warrior Program provides outreach case management and treatment to veterans, Guardsmen, Reservists and their families; and the Early Intervention Program is mandated to provide early intervention services to disabled infants and toddlers and their families.

<b><u>Departmental Financial Summary</u><sup>1</sup></b>	<b><u>FY 2013 Adopted</u></b>	<b><u>FY 2014 Adopted</u></b>
<b>Departmental Expenditures:</b>		
Clerk of Circuit Court	\$ 33,819	\$ 71,425
Family Services	0	719,089
Fire, Rescue & Emergency Management	240,000	240,000
MHSADS	862,141	884,880
<b>Total Expenditures</b>	<b>\$ 1,135,990</b>	<b>\$ 1,915,394</b>
<b>Departmental Revenue:</b>		
Clerk of Circuit Court	\$ 33,819	\$ 71,425
Family Services	0	719,089
Fire, Rescue & Emergency Management	240,000	240,000
MHSADS	862,141	884,880
<b>Total Revenue</b>	<b>\$ 1,135,990</b>	<b>\$ 1,915,394</b>
<b>Local Tax Funding:</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>FTE</b>	<b>2.00</b>	<b>3.00</b>

<sup>1</sup> FY 2013 and FY 2014 funding is reflected in the department pages of the FY 2013 and FY 2014 Adopted Fiscal Plans but is also included in the State/ Federal Grant Fund since it is an established fund.



## Transportation District Fund

The Transportation District Fund was created in FY 2013 and includes local gasoline tax revenue as well as real property tax revenue collected from the newly established Metrorail Service, the Route 606-Airport Station and the Route 772 Station Service Tax Districts associated with Phase II of the Metrorail Silver Line Extension Project.

### **Local Gasoline Tax**

Loudoun County began the collection of a two percent local gasoline tax in January 1989. Initially, gasoline tax funds were administered through the Loudoun County Transportation District Commission (LCTDC). In January 1990, the Loudoun County Board of Supervisors (the Board) dissolved the LCTDC and elected to join the Northern Virginia Transportation Commission (NVTC). Local gasoline tax collections are now directed to a special Loudoun account at NVTC and transferred to the County as revenue.

The Board's consideration of the distribution of local gasoline tax revenue typically occurs in two phases. Prior to the development of the County Administrator's Proposed Fiscal Plan, County staff presents proposals received during the annual application process to the Board's Transportation/Land Use Committee (TLUC), along with updated revenue estimates for the current and upcoming year. Following its review, the Committee provides direction to staff on those applications it supports recommending to the full Board of Supervisors for funding. Such direction occurred on December 14, 2012. Consideration and adoption by the Board occurs in concert with the development of the adopted budget in the spring.

In 1993, the Board modified the original policy by establishing a funding formula for the local gasoline tax annual budget. This policy recommends that revenue be allocated according to the following formula: 80% for capital projects, 15% for transportation-related projects, and 5% for administration of the County's transportation system. As part of this funding formula, the Board designates a percentage of the County's gasoline tax revenues to both the Towns of Leesburg and Purcellville, as they are proportional to the Towns' shares of the County's population. The Board agreed to provide these two towns with a proportional share of local gasoline tax funds because these towns have the responsibility to maintain their streets. (The other five incorporated towns have not met the State Code population threshold to maintain their streets). The Adopted FY 2014 appropriation includes \$3,500,000 to provide local matching funds required for participation in the State's Revenue Sharing transportation program, for which the State has increased the level of matching funding available to \$10 million in FY 2013.

### **Metrorail Service, Route 606-Airport Stations and Route 772 Station Service Tax Districts**

In December 2012, the Board established three special tax districts in concert with the Phase II extension of the Silver Metrorail Line into the county. Supplemental real property taxes are assessed on parcels within the boundaries of the three special tax districts at an effective rate not to exceed \$0.20 per \$100 of assessed value exclusive of all other applicable taxes and is collected by the Treasurer in the same manner the county-wide real property tax is administered.

The Metrorail Service Tax District was established for the purpose of providing public transportation systems to each Station Service District and will be utilized specifically for the construction of any related facilities and structures including parking facilities; a rail yard; vehicular and pedestrian access; electrical facilities and equipment; studies, assessments and analysis of environmental and other impacts; local, state and federal government approvals; environmental preservation and mitigation; acquisition of real property or easements; rail lines; relocation of roadways; and engineering and legal costs related to the Metrorail project. The Metrorail Service Tax District is the only one of the three rail districts for which the Board chose to levy a tax rate in FY 2014.

The Route 606-Airport Stations Service Tax District was created to provide transit service to the District at a station to be located at the Dulles International Airport proximate to the airport passenger terminal as well as the station to be located proximate to State Route 606. This District is to provide revenue continuing beyond the term of the Metrorail Service District for the purpose of funding the ongoing payments to the Washington Metropolitan Area Transit Authority (WMATA) to provide Metrorail transit service to the stations.

The Route 772 Station Service Tax District was created to provide transit service to the District at the station to be located proximate to State Route 772. This District is to provide revenue continuing beyond the term of the Metrorail Service District for the purpose of funding the ongoing payments to the WMATA to provide Metrorail transit service to the stations.



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

**Transportation District Fund  
FY 2014 Adopted Fund Summary**

	<b>Proposed Budget</b>
Estimated Beginning Fund Balance, FY 2014	\$10,437,932
<b>Revenues</b>	
Metrorail Services Special Tax Revenues	\$6,700,000
Local Gasoline Tax Revenues	11,111,424
Transit- State Operating Assistance Grant <sup>1</sup>	573,022
Interest	23,000
Transfer In from General Fund <sup>1</sup>	<u>495,903</u>
<b>Total, Revenue</b>	<b>\$18,903,349</b>
<b>Expenditures</b>	
Capital Projects	\$5,166,713
Transportation/ Transit Operations	5,449,131
Administrative	<u>428,253</u>
<b>Total, Expenditures</b>	<b>\$11,044,097</b>
<b>Estimated Excess FY 2014 Revenue over Expenditures</b>	<b>\$7,859,252</b>
CIP Transportation Projects- Use of Previous Year Fund Balance	\$(2,484,000)
Revenue Sharing- Use of Previous Year Fund Balance	<u>(3,790,000)</u>
Total Use of Previous Year Fund Balance, FY 2014	\$(6,274,000)
Estimated Net Impact to Fund Balance, FY 2014	\$1,585,252
<b>Projected FY 2014 Fund Balance</b>	<b><u>\$12,023,184</u></b>
Metrorail Special Tax- Reserved Fund Balance <sup>2</sup>	6,708,000
Gas Tax- Committed/ Designated Fund Balance	1,003,397
Gas Tax- Contingency Reserve Fund Balance	3,111,787
Gas Tax- Unallocated/ Unreserved Fund Balance	1,200,000

<sup>1</sup> The State Operating Assistance Grant funding and the Transfer In from General Fund are associated with the total appropriation included for Virginia Regional Transit in order to maintain current transit service levels and replace loss federal funding for non-rural fixed route service in FY 2014.

<sup>2</sup> Projected FY 2014 year-end reserve fund balance includes \$8,000 in interest earned on the estimated \$6,700,000 of Metrorail tax revenue.



## **Transportation District Fund** **Local Gasoline Tax Appropriation**

**Table 2: Adopted Appropriations**

<b><u>Applicant/Sponsoring Organization</u></b>	<b><u>FY 2013 Adopted</u></b>	<b><u>FY 2014 Adopted</u></b>
<b>CAPITAL PROJECTS (BOS Policy 80%):</b>		
Town of Leesburg	\$ 1,343,713	\$ 1,444,485
Town of Purcellville	237,739	222,228
DTCI - Revenue Sharing <sup>1</sup>	2,100,000	3,500,000
Park & Ride Lot land Acquisition	750,000	0
<b>SUBTOTAL, CAPITAL PROJECTS:</b>	<b>\$ 4,431,452</b>	<b>\$ 5,166,713</b>
<b>Percent of Total Expenditures</b>	<b>43.6%</b>	<b>46.8%</b>
<b>TRANSPORTATION/TRANSIT PROJECTS (15%)</b>		
DGS - Park and Ride Lot Maintenance <sup>2</sup>	\$ 149,725	\$ 154,217
DTCI - Commuter Bus	3,108,522	2,949,772
DTCI - Rideshare Grant Match	81,250	81,008
PRCS - Adaptive Recreation Transportation <sup>3</sup>	140,000	160,000
American Red Cross (LCARC)	38,916	38,916
Every Citizen Has an Opportunity (ECHO)	32,500	33,300
Leesburg Safety Shuttle (Safe-T-Ride)	20,000	20,000
Loudoun Volunteer Caregivers	155,208	155,208
Virginia Regional Transit (VRT) <sup>4</sup>	1,555,056	1,822,210
Virginia Regional Transit (VRT) - Udvary Hazy Service Route	34,445	34,500
<b>SUBTOTAL, TRANSPORTATION/TRANSIT PROJECTS:</b>	<b>\$ 5,315,622</b>	<b>\$ 5,449,131</b>
<b>Percent of Total Expenditures</b>	<b>52.3%</b>	<b>49.3%</b>
<b>ADMINISTRATIVE CONTRIBUTIONS (5%)</b>		
DTCI - Commuter Bus Promotion & Advertising	\$ 10,000	\$ 10,000
DTCI - Administrative Services	387,136	388,994
Dulles Area Transportation Association (DATA)	6,000	12,000
Northern Virginia Transportation Commission (NVTC)	19,993	17,259
<b>SUBTOTAL, ADMINISTRATIVE CONTRIBUTIONS:</b>	<b>\$ 423,129</b>	<b>\$ 428,253</b>
<b>Percent of Total Expenditures</b>	<b>4.2%</b>	<b>3.9%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 10,170,203</b>	<b>\$ 11,044,097</b>
<b>USE OF FUND BALANCE</b>		
Capital Improvement Plan	\$ 500,000	\$ 2,484,000
DTCI - Revenue Sharing	\$ 0	\$ 3,790,000
<b>SUBTOTAL, USE OF FUND BALANCE</b>	<b>\$ 500,000</b>	<b>\$ 6,274,000</b>

<sup>1</sup> DTIC- Department of Transportation and Capital Infrastructure

<sup>2</sup> DGS- Department of General Services

<sup>3</sup> PRCS- Department of Parks, Recreation and Community Services

<sup>4</sup> The amount included only reflects the local gasoline tax appropriation for VRT. Other revenue sources are included in the Transportation District Fund for VRT including a transfer from the General Fund of \$495,903 approved by the Board and \$573,022 in state operating assistance grant funding required to maintain the current level of transit services and to replace the loss of federal funding for non-rural fixed route service.



## Transportation District Fund Local Gasoline Tax Appropriation Capital Projects

**Project/Program Name:** Town of Leesburg  
FY 2013 Adopted: \$1,343,713  
FY 2014 Adopted: \$1,444,485

**Project Description:** As part of the funding formula adopted in 1993, the Board designates a percentage of the County's gasoline tax revenues to the Town of Leesburg, as it is proportional to the Town's shares of the County's population. The Board agreed to provide the Town with a proportional share of local gasoline tax funds as the Town has responsibility for maintenance of its streets. (The other five incorporated towns have not met the State Code population threshold to maintain their streets. The County's total projected population in FY 2014 is 349,864. Leesburg's forecasted population rate is 44,621. As a result, the County would assumingly allocate 13% of projected gasoline tax revenues to the Town to use for transportation projects at its discretion. The Town, who requested \$1,500,000, has indicated that it intends to use the FY 2014 funding for Phase IV of Sycolin Road capital improvements project.

**Project/Program Name:** Town of Purcellville  
FY 2013 Adopted: \$237,739  
FY 2014 Adopted: \$222,228

**Project Description:** The Town of Purcellville submitted a request of \$250,000 for FY 2014 for a road reconstruction of North 33<sup>rd</sup> Street and Country Club Drive including drainage improvements and traffic calming measures. As part of the funding formula adopted in 1993, the Board designates a percentage of the County's gasoline tax revenues to the Town of Purcellville, as it is proportional to the Town's share of the County's population. For FY 2014, the projected population proportional to the County for the Town of Purcellville was 2% (or 7,938 residents). Based on forecasted revenues, the formulaic amount appropriated to the Town of Purcellville would assumingly be \$222,228.

**Project/Program Name:** DTIC/Commonwealth - Revenue Sharing  
FY 2013 Adopted: \$2,100,000  
FY 2014 Adopted: \$3,500,000

**Project Description:** The newly established Department of Transportation and Capital Infrastructure (DTIC) Transportation Services Division has requested funding for the local match of the County's participation in the State's revenue sharing transportation project program. Each year, the County has the opportunity to match up to \$10,000,000 of State funds on a 50/50 basis for transportation improvement projects. The revenue sharing program continues to remain an important funding source for the construction of surface transportation projects in the County.

The Board of Supervisors approved the FY 2014 appropriation of \$3,500,000 in order to supplement the use of \$3,790,000 of Local Gasoline Tax fund balance to fulfill the total funding request of \$7,290,000 that was presented and approved by the Board of Supervisors at their business meeting on November 20, 2012. The approved State revenue sharing transportation projects included in this total funding request are listed in the FY 2013-18 Capital Improvement Plan and include road improvement projects on Claiborne Parkway, Waxpool Road at Pacific and Broderick, and Route 7 at Williams Gap.





---

## Transportation District Fund Local Gasoline Tax Appropriation Capital Projects – Continued

**Project/Program Name:** DTCL - Transit Maintenance and Operations Facility

FY 2013 Adopted: \$500,000

FY 2014 Adopted: \$0

**Project Description:** In FY 2013, the Office of Transportation Services, now a Division within DTCL, utilized prior year fund balance (previously appropriated, unused, commuter bus funding) to serve as local match to a State capital grant to acquire a bus wash and water reclamation system, maintenance equipment, security equipment and furniture and fixtures for the Transit Maintenance and Operations Facility project. No funding is required in FY 2014.

**Project/Program Name:** Capital Improvement Plan Transportation Capital Projects

FY 2013 Adopted: \$0

FY 2014 Adopted: \$2,484,000

**Project Description:** The Board of Supervisors approved the use of \$2,484,000 of local gasoline tax fund balance in FY 2014 as local cash match for several transportation capital projects included in the Adopted FY 2013-2018 Capital Improvement Plan including Claiborne Parkway, Woods Road and the Braddock and Pleasant Valley Intersection.

**Project/Program Name:** DTCL - Park & Ride Lot Land Acquisition/Development

FY 2013 Adopted: \$750,000

FY 2014 Adopted: \$0

**Project Description:** In FY 2013, the Office of Transportation Services, now a Division within DTCL, utilized funding for the acquisition of land for the construction and development of future park and ride lots. No funding was requested in FY 2014.

**Project/Program Name:** DGS - Park and Ride Lot Maintenance

FY 2013 Adopted: \$149,725

FY 2014 Adopted: \$154,217

**Project Description:** The Department of General Services (DGS) has requested funding for maintenance of county-owned park and ride lots. Maintenance responsibilities include minor repairs, snow removal and lighting.

**Project/Program Name:** DTCL - Loudoun County Commuter Bus Operations

FY 2013 Adopted: \$3,108,522

FY 2014 Adopted: \$2,949,772

**Project Description:** The DTCL Transportation Services Division has requested funding for Loudoun County Commuter Bus operations. This service provides daily transportation for commuters to and from Arlington County and Washington, D.C. The FY 2005 budget represented the first budget under which the commuter bus program operated according to its new business model, where a County-owned fleet is operated and maintained by a private contractor. The commuter bus program is funded by a combination of fare box revenue, annual appropriations from the Transportation District Fund and State Formula Aid.

DTCL intends to increase public transportation opportunities for citizens of Loudoun and neighboring jurisdictions by adding buses that have been purchased or leased. This continued growth and expansion is to meet the demand for increased capacity and service. The requested appropriation covers the cost of fuel and other maintenance expenses.



---

## Transportation District Fund Local Gasoline Tax Appropriation Transportation/Transit Projects

**Project/Program Name:** DTCL - Rideshare Matching Grant Program  
FY 2013 Adopted: \$81,250  
FY 2014 Adopted: \$81,008

**Project Description:** This matching program leverages State funds at an 80/20 ratio, with the State providing 80% of the program costs. The Rideshare program provides personal assistance to commuters interested in car/van pooling and commuter transit services, and advocates the benefits of ridesharing services through advertisements and promotional events. In addition, this funding provides the 20% match to support a full time employer outreach position.

**Project/Program Name:** PRCS - Adaptive Recreation Transportation  
FY 2013 Adopted: \$140,000  
FY 2014 Adopted: \$160,000

**Project Description:** The Department of Parks, Recreation and Community Services (PRCS) has requested funding for the Adaptive Recreation Section which operates a summer camp program for individuals ages 2-22 who qualify for special education for an eight week period annually. The purpose of the program is to give families of participants some respite over the summer and to give the camper a true summer camp experience full of opportunities for socialization and adventure. School bus transportation is provided for an estimated 125 campers from their home or summer school to the camp location and back home again. The Adaptive Recreation Section follows the mission of PRCS to promote healthy lifestyles for all Loudoun citizens. Additional funding for FY 2014 is associated with a projected increase of 23% in transportation costs over FY 2013 and to accommodate additional service request demands.

**Project/Program Name:** American Red Cross, Loudoun County Chapter  
FY 2013 Adopted: \$38,916  
FY 2014 Adopted: \$38,916

**Project Description:** The Loudoun County Chapter (LCARC) has requested funding for maintenance of the disaster vehicle fleet, which is used to carry out its stated mission of providing relief to victims of disasters 24 hours a day, seven days a week. Currently, the Chapter maintains three separate vehicles that are dedicated to disaster response: an Emergency Response Vehicle, a Shelter Response Truck, and a Mobile Communications and Service Delivery Unit.

**Project/Program Name:** Every Citizen Has an Opportunity (ECHO)  
FY 2013 Adopted: \$32,500  
FY 2014 Adopted: \$33,300

**Project Description:** ECHO has requested funding to support part of the organization's transportation operational costs for transporting clients to their workplaces. ECHO assists disabled persons with securing and maintaining integrated community-based employment. As in previous years, the organization will continue to seek Federal Transit Administration grant funding. ECHO estimates that it will provide daily transportation to work sites for more than 100 County residents with various levels of disability.



---

## **Transportation District Fund**

### **Local Gasoline Tax Appropriation**

#### **Transportation/Transit Projects- Continued**

---

**Project/Program Name:**       **Leesburg Safety Shuttle**  
FY 2013 Adopted:           \$20,000  
FY 2014 Adopted:           \$20,000

**Project Description:**       The Town of Leesburg has requested funding to support the operations of Safe-T-Ride. Since FY 2001, the Town has contracted with Virginia Regional Transit (VRT) for the operation of a shuttle service on the Route 15 Bypass. The County agreed to participate in the service on a 50/50 cost-sharing basis, equivalent to \$20,000 in FY 2009 and in FY 2010. Initially, the service was provided on weekdays only. In past years, the Town has expanded the service to seven days a week and improved headways during holiday shopping seasons.

**Project/Program Name:**       **Loudoun Volunteer Caregivers**  
FY 2013 Adopted:           \$155,208  
FY 2014 Adopted:           \$155,208

**Project Description:**       Loudoun Volunteer Caregivers has requested funding to provide annual transportation services to its clients. Loudoun Volunteer Caregivers is a volunteer organization that provides elderly residents and people with disabilities within Loudoun County with assisted transportation. Services include transportation to non-emergency medical appointments, prescription pick-ups, physical therapy, and cancer or dialysis treatments. In FY 2012, Loudoun Volunteer Caregivers provided 3,459 total trips for 197 County seniors and residents with disabilities.

**Project/Program Name:**       **Virginia Regional Transit (VRT)**  
FY 2013 Adopted:           \$1,555,056  
FY 2014 Adopted:           \$1,822,210

**Project Description:**       As part of the FY 2014 budget development process, VRT was notified that federal funding associated with non-rural fixed transportation service would no longer be available beginning in October 2013. In order to maintain the current level of service, the Board appropriated \$495,903 as a General Fund transfer to the Transportation District Fund and the County anticipates being awarded a State Operating Assistance Grant of \$573,022. As a result, the total FY 2014 appropriation for VRT is \$2,925,635 of which, \$1,822,210 is appropriated local gasoline tax revenue for transit services excluding the Udvary Hazy route.

VRT's operations in Loudoun County include daily transportation services in Leesburg, Ashburn, Sterling/Countryside, the "7 to 7 on 7" Service, as well as "On Demand" services throughout the County. VRT introduced its first fixed route bus service in Leesburg in January 2001, and began service along Route 7 in 2002.

**Project/Program Name:**       **Virginia Regional Transportation (VRT) - Udvary Hazy Service Route**  
FY 2013 Adopted:           \$34,445  
FY 2014 Adopted:           \$34,500

**Project Description:**       Virginia Regional Transit (VRT) has requested funding to provide public transportation services to riders from the Dulles Town Center to the Udvary Hazy Smithsonian Air & Space Museum in Fairfax County. This route is intended to be replaced by the Pacific Boulevard Circulator route; however, the replacement is not anticipated for FY 2014 due to delays in development within the service area corridor which includes the Kincora development. The local gasoline tax revenue appropriation in FY 2014 will provide the local match for federal and state funds and provide transit service six days a week/ 30 hours per week from Dulles Town Center and Dulles Airport to the Udvary Hazy Museum.



---

## **Transportation District Fund**

### **Local Gasoline Tax Appropriation**

#### **Transportation/Transit Projects- Continued**

**Project/Program Name:** **DTCI - Commuter Bus Promotion and Advertising**  
FY 2013 Adopted: \$10,000  
FY 2014 Adopted: \$10,000

**Project Description:** The DTCI Transportation Services Division has requested funding for the promotion and advertisement of commuter bus services to the public. The policy guidelines for the distribution of these funds are established by the Loudoun Commuter Bus Advisory Board (CBAB). The County has made use of this allocation in recent years to leverage Federal grant funding promoting public awareness of transit alternatives.

#### **Administrative Contributions**

**Project/Program Name:** **DTCI – Administrative Services**  
FY 2013 Adopted: \$387,136  
FY 2014 Adopted: \$388,994

**Project Description:** The DTCI Transportation Services Division has requested funding to offset staffing and operating costs associated with administrative functions as well as transit and commuter services.

**Project/Program Name:** **Dulles Area Transportation Association (DATA)**  
FY 2013 Adopted: \$6,000  
FY 2014 Adopted: \$12,000

**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 where all members can work cooperatively to formulate policies, plans, and programs for the effective administration of transportation operations within the area. Membership consists of government and business organizations. Annual dues have been funded from the Local Gasoline Tax Fund since FY 1992.

**Project/Program Name:** **Northern Virginia Transportation Commission (NVTC) Administrative Costs**  
FY 2013 Adopted: \$19,993  
FY 2014 Adopted: \$17,259

**Project Description:** The Northern Virginia Transportation Commission receives, invests, and disburses Loudoun County's share of local gasoline tax funds. Funding is associated with the administrative cost of this service.



**Fiscal Trends**

**FISCAL TRENDS**  
.....  
Demographic & Economic Trends..... Page 15 – 3  
.....  
Assessed Value & Tax Rates..... Page 15– 15  
.....  
Revenue & Expenditures ..... Page 15– 23  
.....  
Debt & Debt Service ..... Page 15 – 38  
.....





## DEMOGRAPHIC & ECONOMIC TRENDS



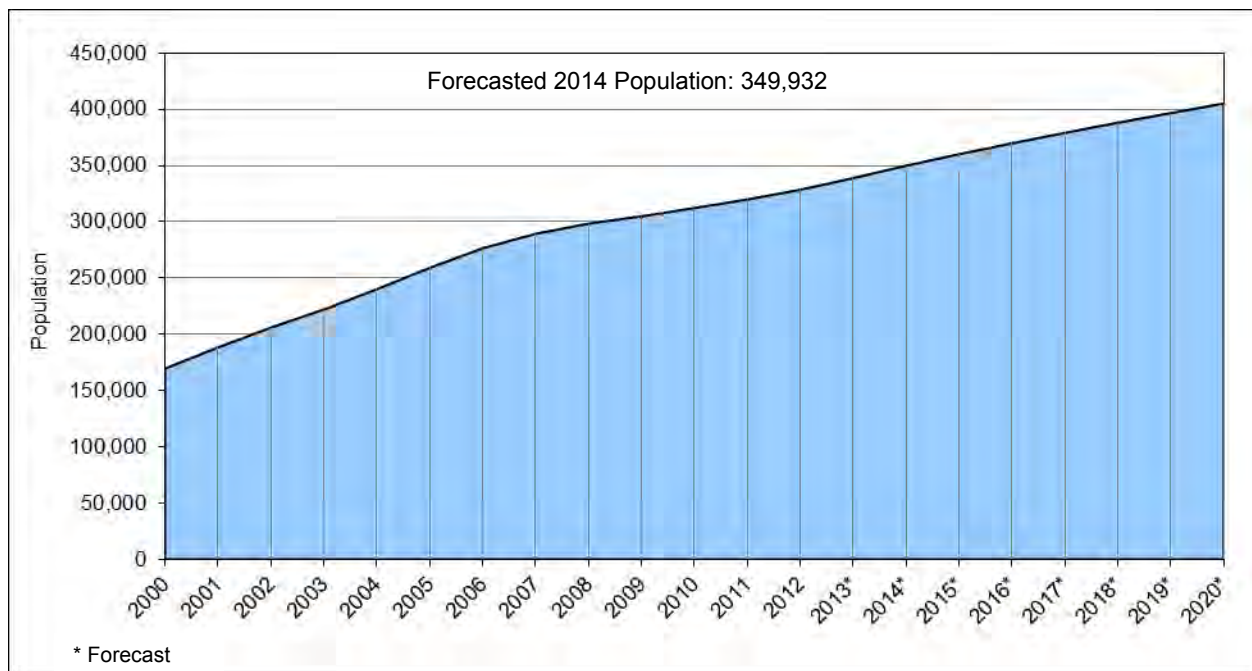
**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Population

Loudoun County has been one of the fastest growing counties in the nation since the late 1990s. Between 2010 and 2012 Loudoun was ranked the seventeenth-fastest growing county in the nation and number two for jurisdictions with populations over 100,000. The County's forecasted 2014 population is 349,932, according to Loudoun County's November 2012 forecast series. In 2020, the County's population is forecasted to be 405,244, which is an increase of 30% from 2010.

### Population in Loudoun County

<u>Year</u>	<u>Source</u>	<u>Population</u>	<u>Average Annual Percentage Change in Population</u>
1960	U.S. Census Bureau figure	24,549	n/a
1970	U.S. Census Bureau figure	37,150	4.2%
1980	U.S. Census Bureau figure	57,427	4.5%
1990	U.S. Census Bureau figure	86,129	4.1%
2000	U.S. Census Bureau figure	169,599	7.0%
2005	Estimate	259,146	8.8%
2006	Estimate	276,542	6.7%
2007	Estimate	289,397	4.6%
2008	Estimate	298,420	3.1%
2009	Estimate	304,964	2.2%
2010	U.S. Census Bureau figure	312,311	2.4%
2011	Estimate	320,583	2.6%
2012	Estimate	328,533	2.5%
2013*	Forecast	338,897	3.2%
2014*	Forecast	349,932	3.3%
2015*	Forecast	360,135	2.9%
2020*	Forecast	405,244	2.4%



Sources: U.S. Census Bureau, Census 2000 and Census 2010; Loudoun County Department of Planning, November 20, 2012 estimate/forecast series.





**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

## Income

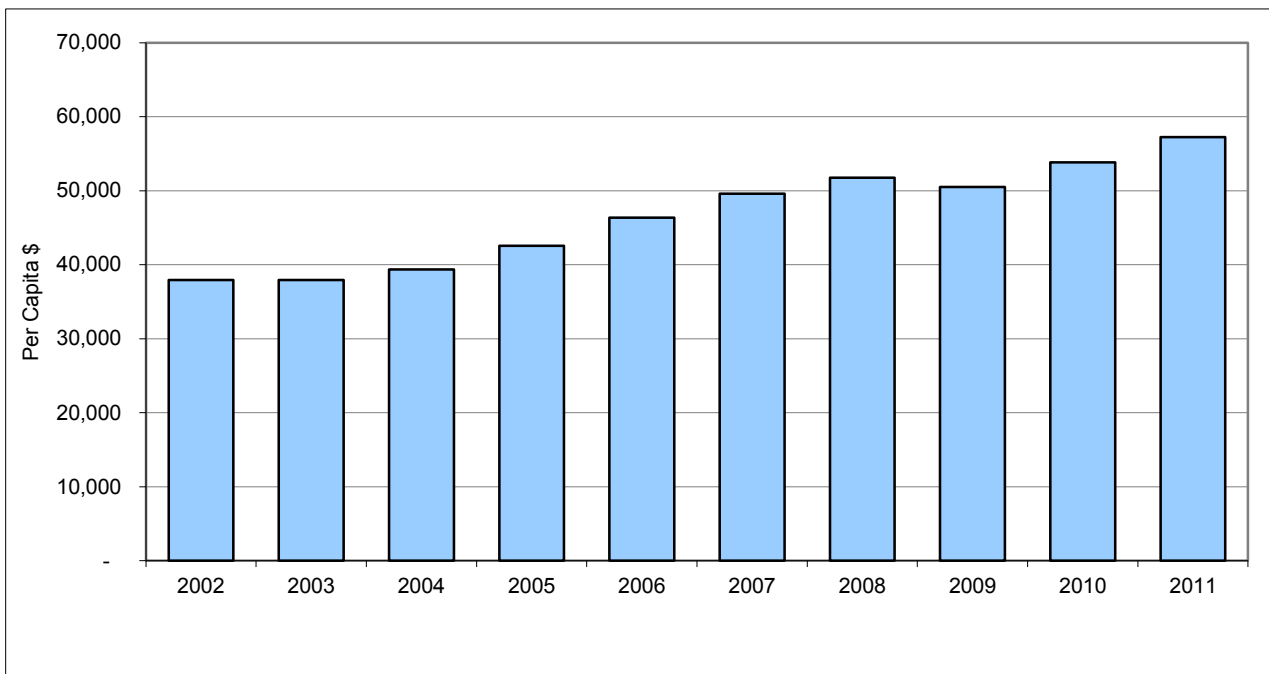
Incomes in Loudoun County are among the highest in the nation. Loudoun County's median household income was ranked second in the nation according to the U.S. Census Bureau's 2007-2011 American Community Survey five-year averages, after the City of Falls Church, Virginia. Loudoun County's median household income has ranked highest in the nation since 2007 among jurisdictions with populations above 65,000 according to the U.S. Census Bureau's American Community Survey one-year estimates. In 2011 Loudoun's median was \$119,134, more than twice the national median of \$50,502, and nearly twice Virginia's median of \$61,882. Compared to the Washington, D.C. Metropolitan Statistical Area's (MSA) median of \$86,680, Loudoun was 37% higher.

On a per capita personal income basis, Loudoun County residents have seen their incomes increase since 2003 at an average annual rate of 5.3% per year. Loudoun County's 2011 per capita income ranked in the top 3% in the United States, placing 92<sup>nd</sup> out of 3,113 U.S. counties according to the U.S. Bureau of Economic Analysis.

<u>Year</u>	<u>Per Capita Income</u>
2002	\$37,945
2003	37,943
2004	39,380
2005	42,582
2006	46,388
2007	49,607
2008	51,773
2009	50,519
2010	53,824
2011	57,242

### Per Capita Personal Income 2002 – 2011

Source: U.S. Bureau of Economic Analysis

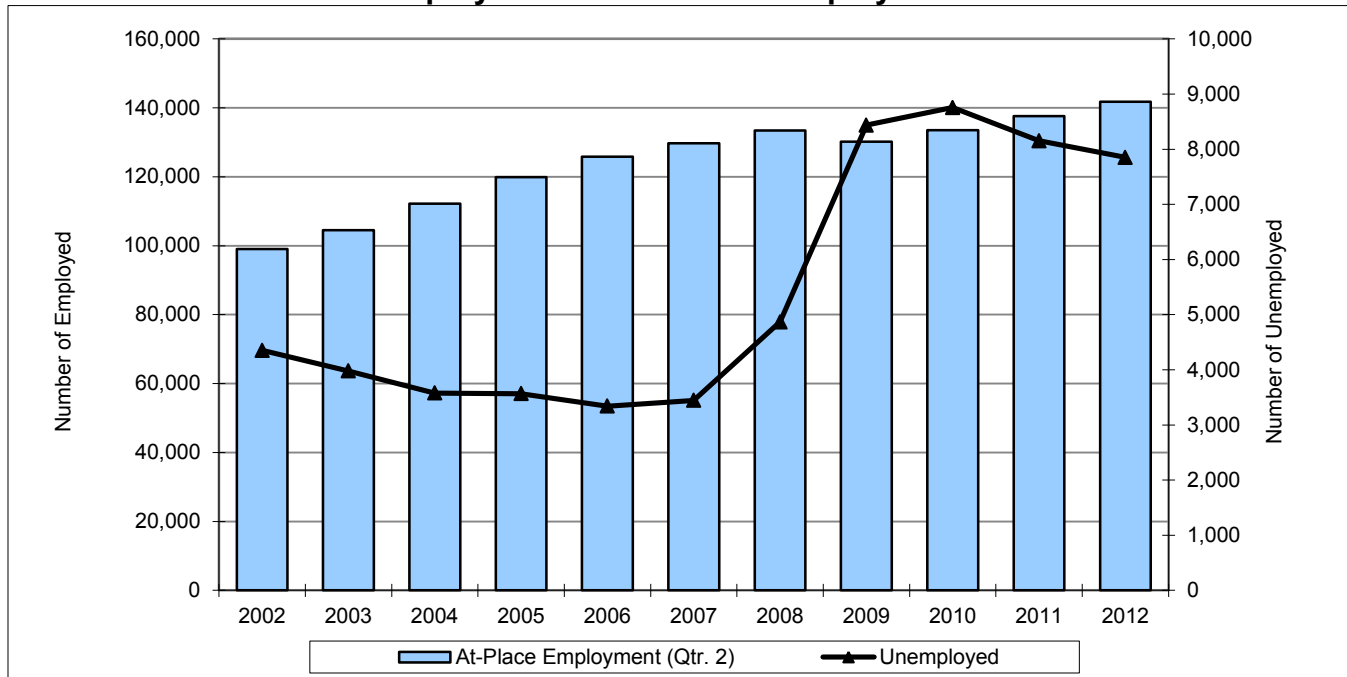




## At-Place Employment & Unemployed

At-place employment is the number of persons working at businesses and other organizations within the County. Loudoun's at-place employment increased 43% between 2002 and 2012. The recession beginning in 2007 had reversed employment growth and led to sharp increases in unemployment in 2008 and 2009. Unemployment peaked in 2010, and has since fallen. Total employment resumed its growth by 2011.

**At-Place Employment & Number Unemployed 2002 – 2012**



*Note: The at-place employment data are for the second quarter of each calendar year. Unemployment data are annual values, based on residence in Loudoun County, not place of employment.*

Source: Virginia Employment Commission

The number of employees in the County for each industry sector as of the 2<sup>nd</sup> quarter of 2012 is:

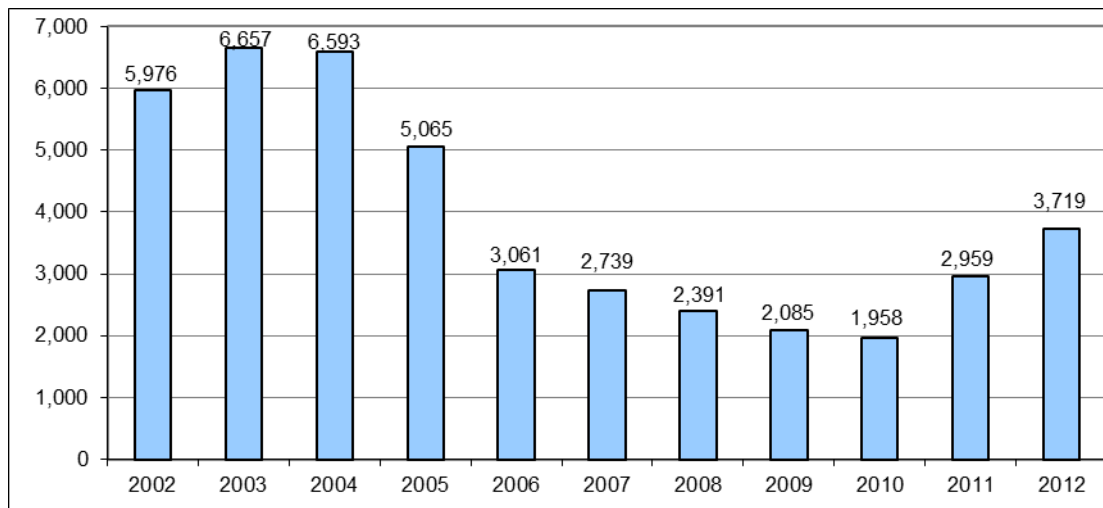
Industry Sector	Number of Employees	Percentage
Agriculture	466	0.3
Mining	164	0.1
Utilities	123	0.1
Construction	12,803	9.0
Manufacturing	4,805	3.4
Transportation	9,719	6.9
Wholesale Trade	3,175	2.2
Retail Trade	16,937	11.9
Information	7,030	5.0
Finance, Insurance and Real Estate	4,731	3.3
Services	59,277	41.8
<u>Government</u>	<u>22,587</u>	<u>15.9</u>
<b>Total</b>	<b>141,817</b>	<b>100.0</b>



## Residential Construction

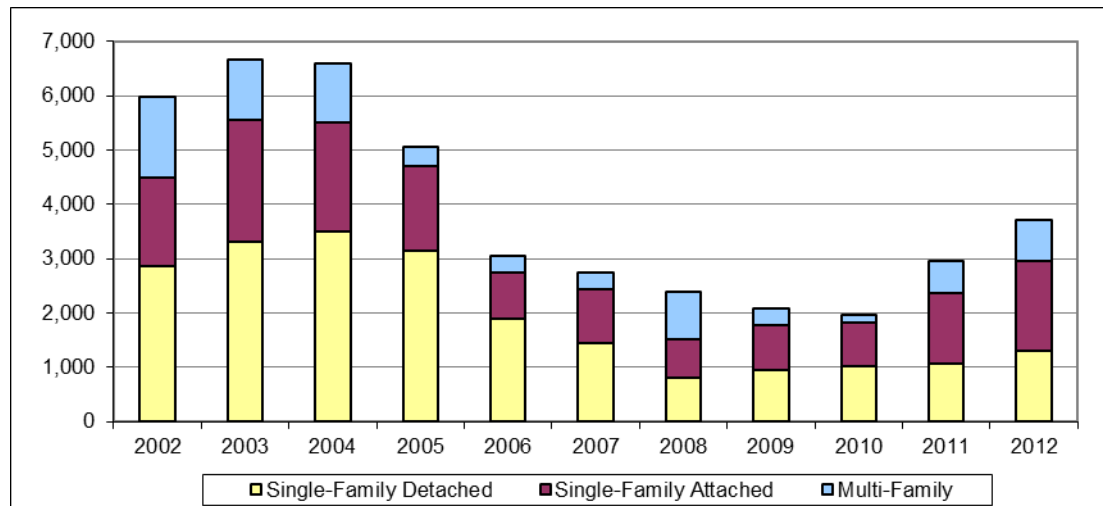
Residential construction was at a high level from 2001 through 2005. From 2005 to 2010 residential construction declined in Loudoun County, the Washington D.C. Metropolitan Area, and the nation due to the effects of the nation-wide housing crisis and recession. In 2011, residential construction increased substantially, to a level not seen since 2006. In 2012, residential construction increased further, with 3,719 permits issued for new housing units. Of those, 35% were for single-family detached units, 44% were for single-family attached units, and 21% were for multi-family units. In addition to these residential building permits, 156 residential group quarter living units were permitted in 2012. Group quarters, such as nursing homes and college dormitories, receive commercial building permits. The County's relatively large amount of residential construction, bringing with it more residents, has created increased service demands.

### Residential Building Permits Issued for New Construction



Source: Loudoun County Department of Building and Development.  
Compiled by: Loudoun County Department of Planning.

### Residential Building Permits Issued for New Construction by Type



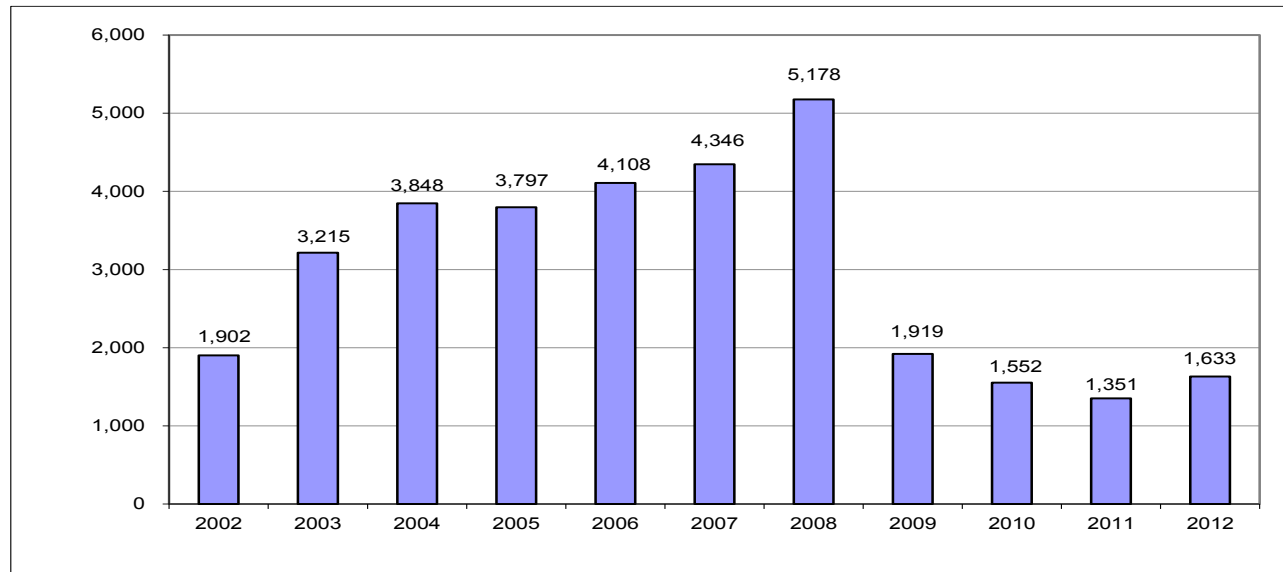
Source: Loudoun County Department of Building and Development.  
Compiled by: Loudoun County Department of Planning.



## Non-Residential Construction and Vacancy Rate

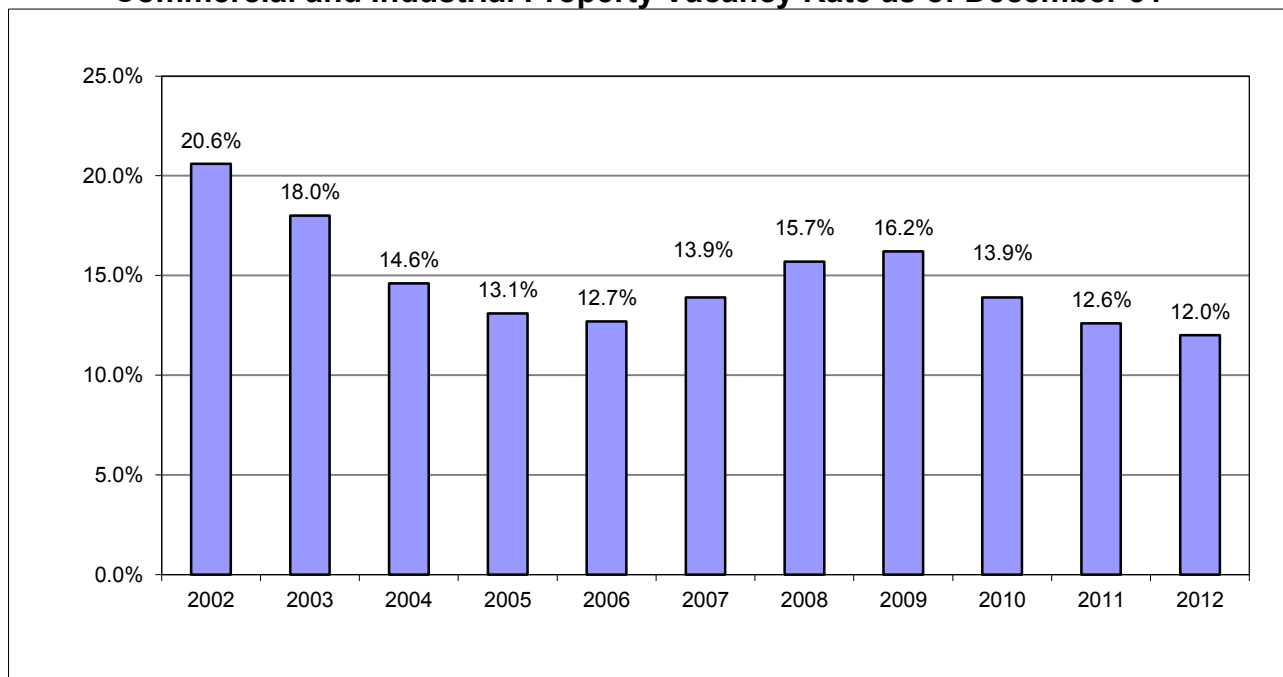
After a downturn in 2002 due to prior the economic recession, the local construction market rebounded. The substantial increase in 2008 was largely due to the parking facilities associated with the Village at Leesburg mixed commercial-residential development. The reduced levels from 2009 through 2012 were due to the recent recession.

### Non-Residential Square Footage Permitted for New Construction Calendar Years 2002 - 2012 (in thousands)



Source: Loudoun County Department of Building and Development; Compiled by: Loudoun County Department of Economic Development

### Commercial and Industrial Property Vacancy Rate as of December 31<sup>st</sup>



Source: CoStar Realty Information, Inc.; Compiled by: Loudoun County Department of Economic Development



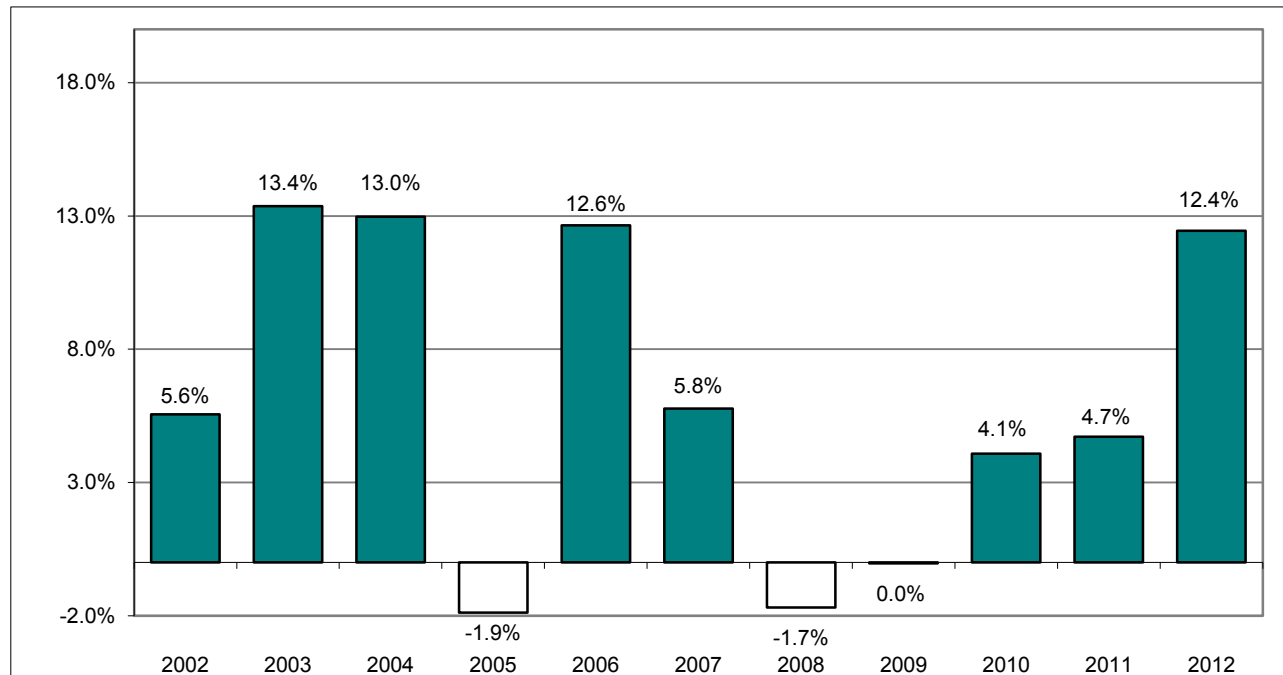
## Retail Sales

Loudoun County's retail sales have grown annually most years due to population growth and new retail development. The apparent decline in 2005 was the result of the Virginia Department of Taxation implementing a new accounting system which in turn caused substantial under reporting of taxable sales for the year. The decline in 2008 and 2009 was due to the recent recession. Retail sales growth resumed in 2010. Part of the large jump in 2012 results from prior years' sales that had not been reported by the business.

### Actual Retail Sales (in millions of dollars)

<u>Year</u>	<u>Sales</u>
2002	\$2,795
2003	3,169
2004	3,580
2005	3,513
2006	3,957
2007	4,185
2008	4,115
2009	4,113
2010	4,281
2011	4,483
2012	5,041

### Annual Percentage Change in Actual Retail Sales Calendar Years 2002 – 2012



Source: Virginia Department of Taxation

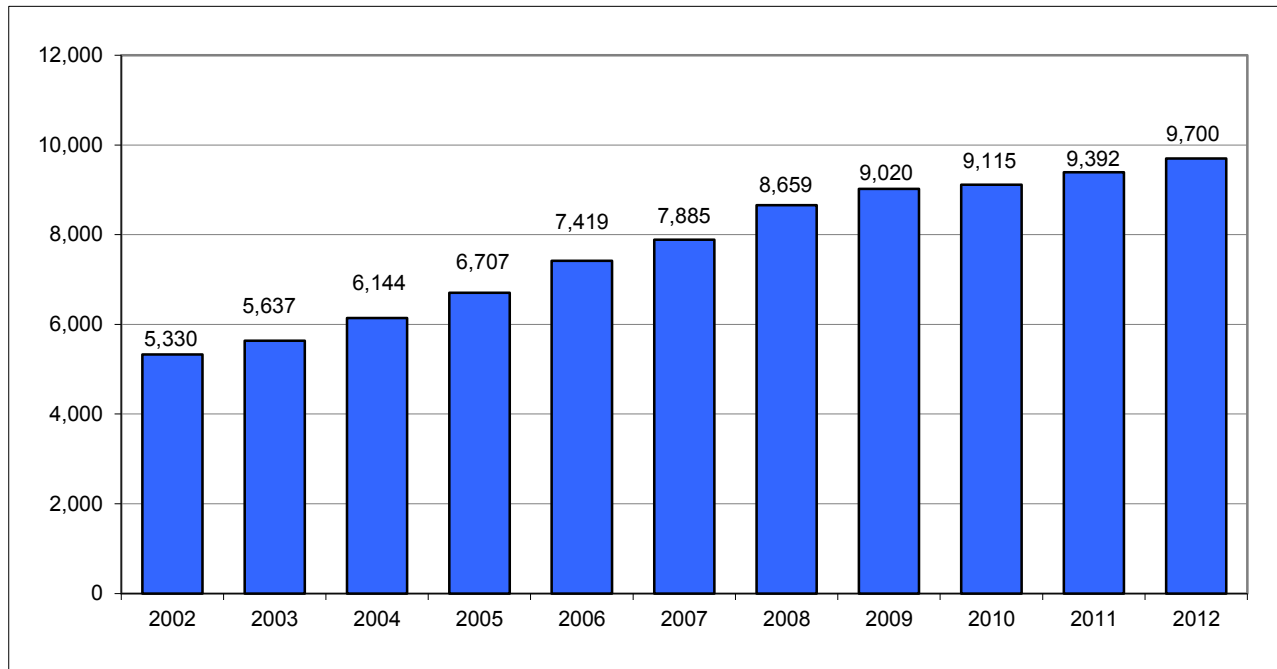
Note: Due to the implementation of a new accounting system at the Virginia Department of Taxation, retail sales for 2005 were underreported. Since sales for 2012 were overreported, the 12.4% increase does not represent the economic growth trend.



## Business Establishments

Since 2002, the number of business establishments has grown each year, reflecting a growing population and economy. The number of establishments is used as a proxy for the number of businesses. An establishment is usually at a single location and engaged in one predominant activity. However, a company may be comprised of more than one establishment if they are in more than one location, or are engaged in multiple services or products that fall under different classifications. Annual growth in business establishments averaged 6.2% per year since 2002.

### Number of Business Establishments Calendar Years 2002 – 2012



Source: Virginia Employment Commission, 2<sup>nd</sup> Quarter Data



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

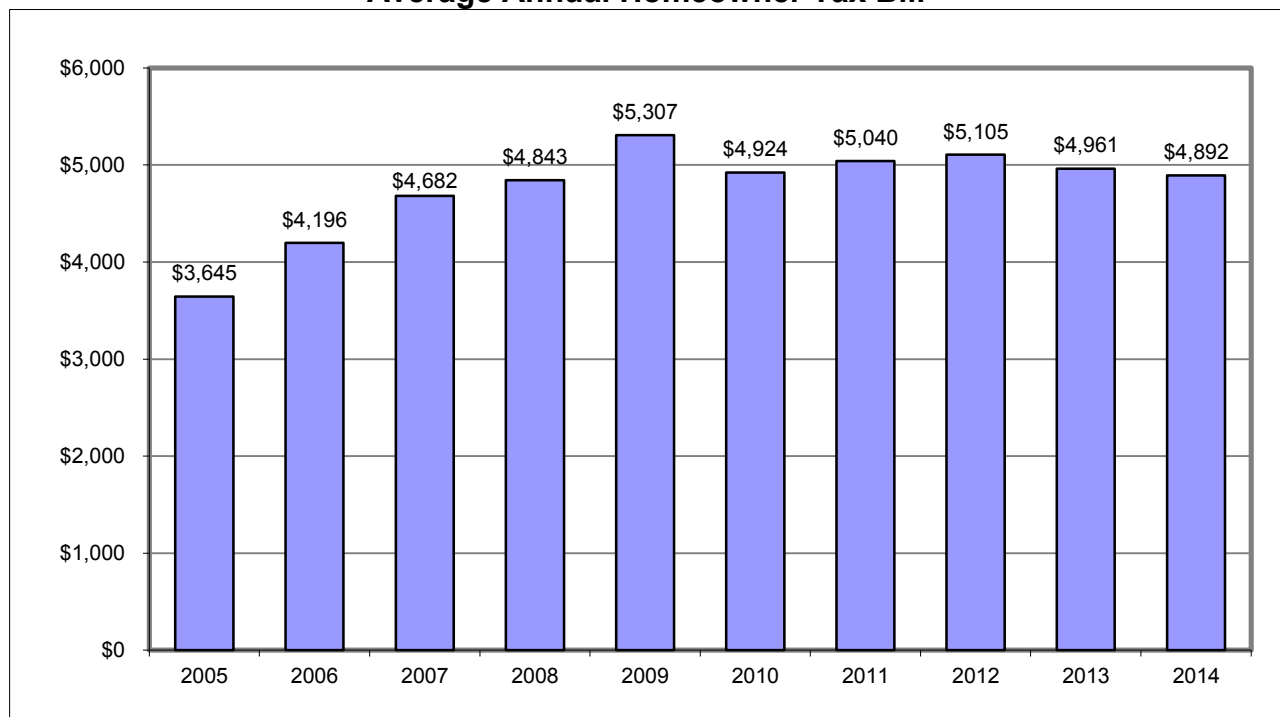
## Average Homeowner Tax Bill

The average homeowner tax bill is computed by applying the County's real estate tax rate to the average assessed value of a Loudoun home. The following is a summary of the average assessed value of a home in Loudoun:

<u>Calendar Year</u>	<u>Fiscal Year</u>	<u>Tax Rate</u>	<u>Average Assessed Value of Home</u>	<u>Average Tax Bill</u>
2004	2005	\$1.1075	\$329,120	\$3,645
2005	2006	1.04	403,430	4,196
2006	2007	0.89	526,111	4,682
2007	2008	0.96*	504,490	4,843
2008	2009	1.14	464,940	5,307
2009	2010	1.245	395,480	4,924
2010	2011	1.30	387,720	5,040
2011	2012	1.285	397,300	5,105
2012	2013	1.235	401,710	4,961
2013	2014	1.205	405,977	4,892

\* Combined rate for General Fund and Fire & EMS Fund

### Average Annual Homeowner Tax Bill



Source: Loudoun County Commissioner of the Revenue, compiled by the Department of Management and Financial Services

Notes: 1) The purpose of this table is to provide consistent data by reporting the average January 1 value of housing units which were 100% complete at the beginning of the prior year. In this way the impact of proposed tax changes on homeowners can be assessed. 2) Because the number of housing units changes each year as new units are completed, some of the change in value results from the new housing units added each year. For this reason, this data does not provide the trend in value for units built in the past. 3) The value for 2013 is an estimate and 2014 is a forecast.



**Loudoun County Government  
FY 2014 Adopted Fiscal Plan**

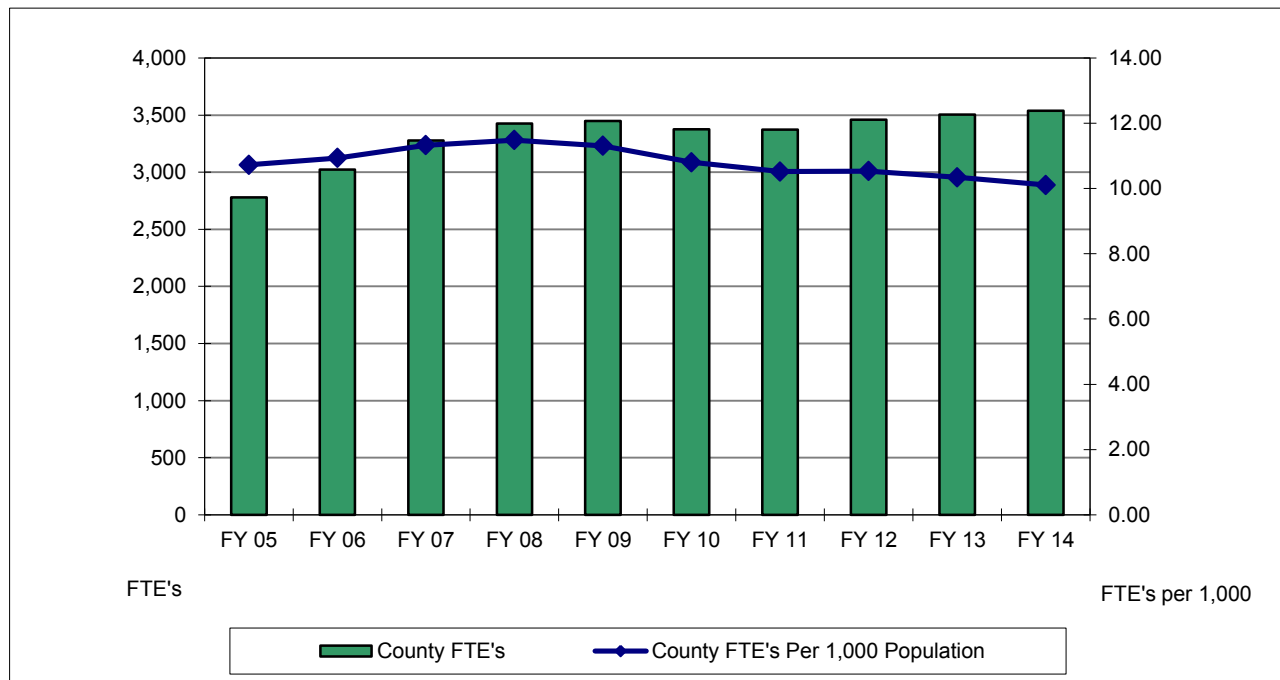
## County Government FTE's Per 1,000 Population

One full-time equivalent employee (FTE) equates to one employee who is authorized to work the normal 1,950 hours per year. The number of FTE's per 1,000 residents had been increasing to meet increased service demands in FY 2006 through FY 2008. The impact of the recession reversed this trend in FY 2009 and the reduction continued through the FY 2011 budget cycle. For FY 2012, FTE's per 1,000 population increased slightly before resuming the decline in FY 2013 and FY 2014.

## County Government FTE's Per 1,000 Population

Fiscal Year	FTE's Per 1,000 Population
2005	10.73
2006	10.94
2007	11.33
2008	11.48
2009	11.31
2010	10.81
2011	10.52
2012	10.54
2013	10.34
2014	10.11

## FTE's per Capita (per 1,000 Population) FY 05 - FY 14



Source: Loudoun County Department of Management and Financial Services



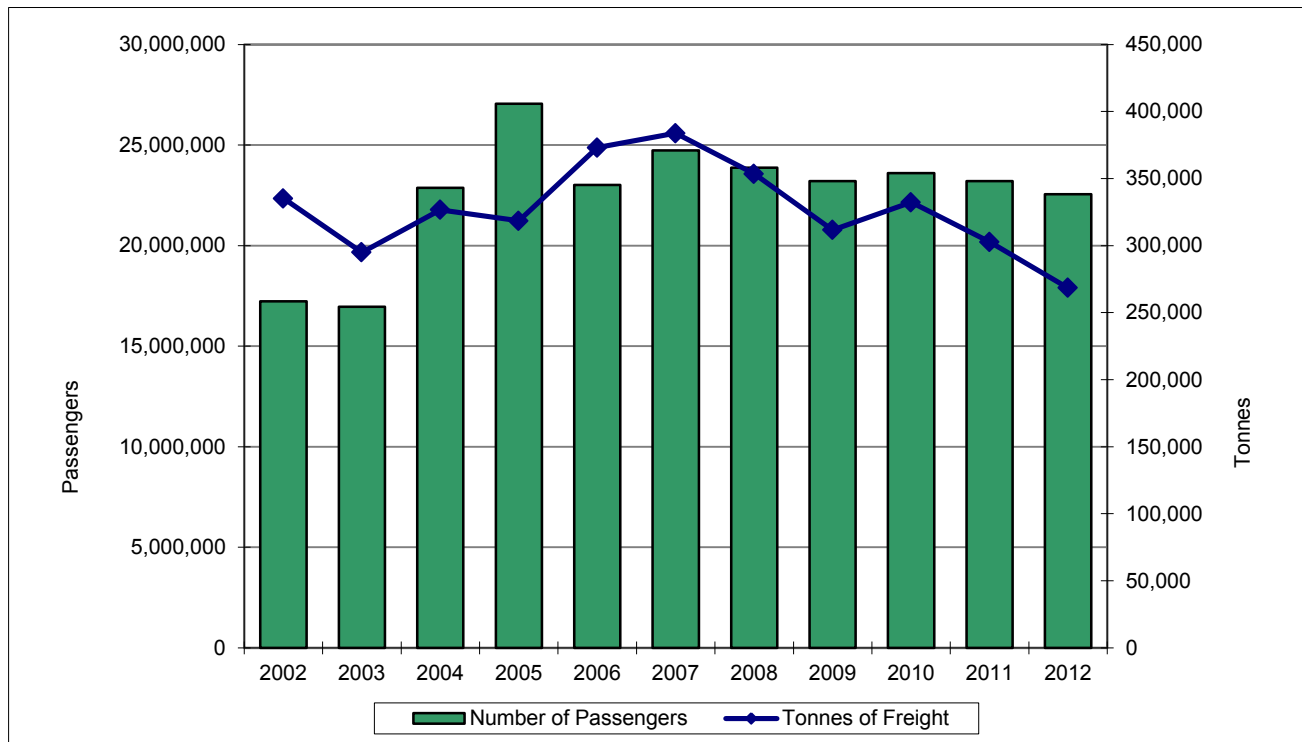


## Passengers at Washington Dulles International Airport

The number of passengers at Washington Dulles International Airport, which is an important part of the County's economy, decreased in the early 2000s due to the terrorist attacks of September 11, 2001 and economic recession. Both passenger and freight traffic rebounded in 2004 and freight traffic continued to increase through 2007. The rise and fall of Independence Air in 2005-2006 led to a drop in passenger traffic in 2006. The advent of the current recession in late 2007 depressed both passenger and freight traffic in 2008 and 2009. While passenger activity has fallen slightly since 2010, freight has fallen more substantially due to economic conditions in Europe.

A major airport construction project was completed in 2010. This will continue to help Dulles airport to attract businesses to the County and to have a positive impact on the County's future economic growth.

### Actual Number of Passengers and Tonnes of Freight at Washington Dulles International Airport CY 2002 - CY 2012



Source: Metropolitan Washington Airports Authority



## Major Employers in Loudoun County

### Employers in Loudoun County with 500 or more employees:

Loudoun County Public Schools  
AOL, Inc.  
Inova Loudoun Hospital  
Loudoun County Government  
M.C. Dean Inc.  
Orbital Sciences Corporation  
Raytheon Company  
United Airlines Inc.  
Verizon Business  
Air Serv Corporation  
Club Demonstration Services Inc.  
Commonwealth of Virginia  
Federal Aviation Administration  
Federal Express Corp.  
Gate Gourmet  
J K Moving & Storage Inc.  
Loudoun Medical Group  
Metropolitan Washington Airports Authority  
NEW Customer Service Companies, Inc.  
Neustar, Inc.  
Northern Virginia Community College  
Toll Brothers Inc.  
Town of Leesburg  
U.S. Airways Express  
U.S. Dept. of Homeland Security  
U.S. Postal Service  
U.S. Transportation Security Administration  
Wegman's Food Markets



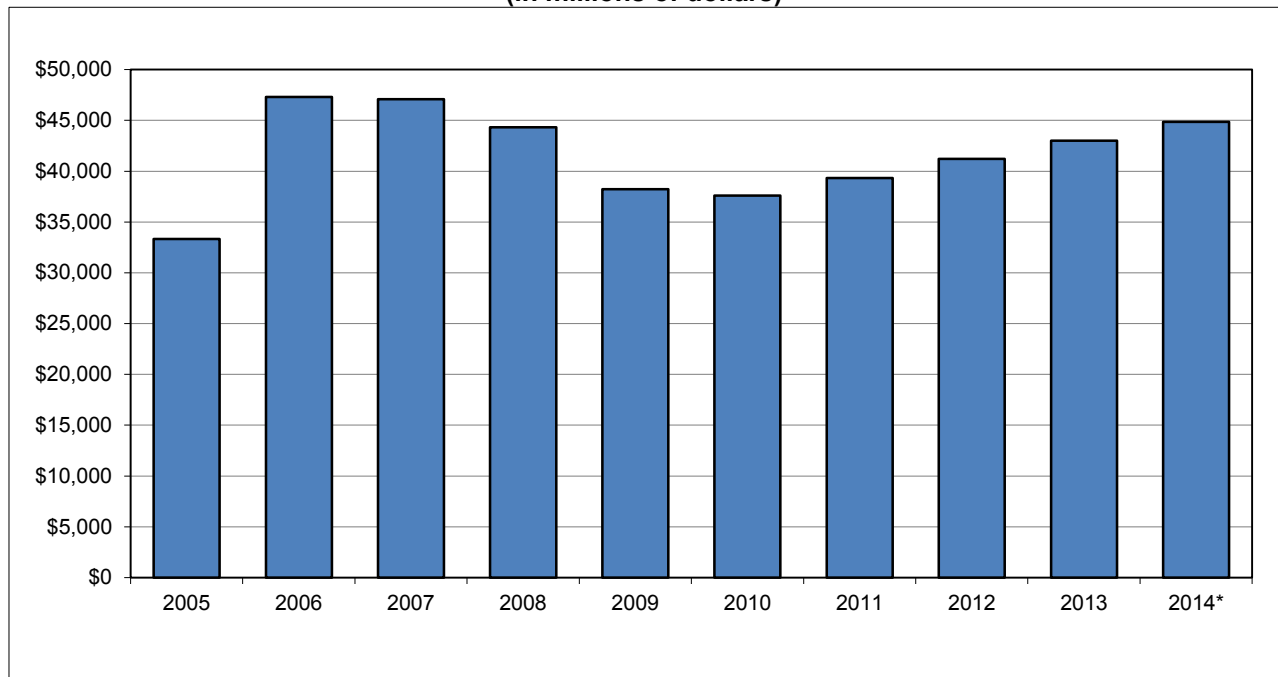
## **ASSESSED VALUE & TAX RATES**



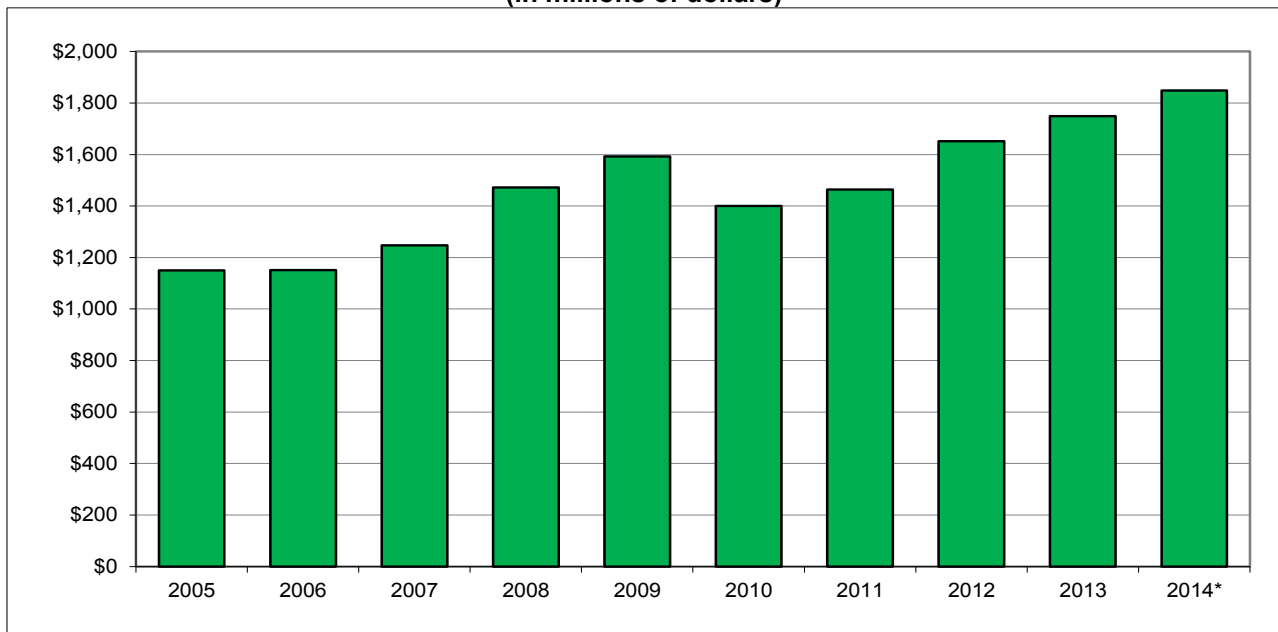
## Assessed Valuation of Residential Real Property

Growth in residential property assessed values ended in 2006 after sustained increases since 1994. Existing values for single-family and condo properties declined from 2006 to 2010 before beginning to increase in 2011. Continued growth is forecast through 2013. The rate of new construction also fell substantially during the recession. Values for multi-family rental property grew strongly in the early part of this decade but also were reduced in 2010, before resuming another period of growth in 2011.

**Assessed Valuation of Residential Property**  
(in millions of dollars)



**Assessed Valuation of Multi-Family Residential Property**  
(in millions of dollars)



\*Forecast

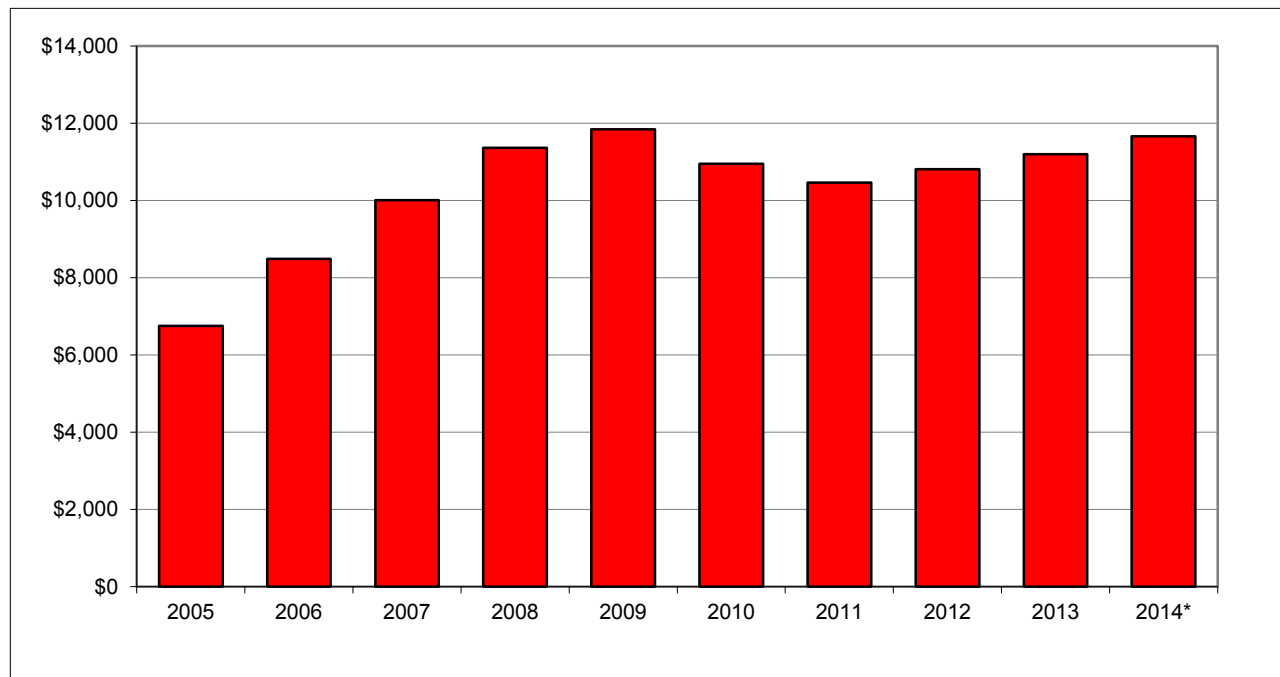
Source: Commissioner of the Revenue; Department of Management & Financial Services



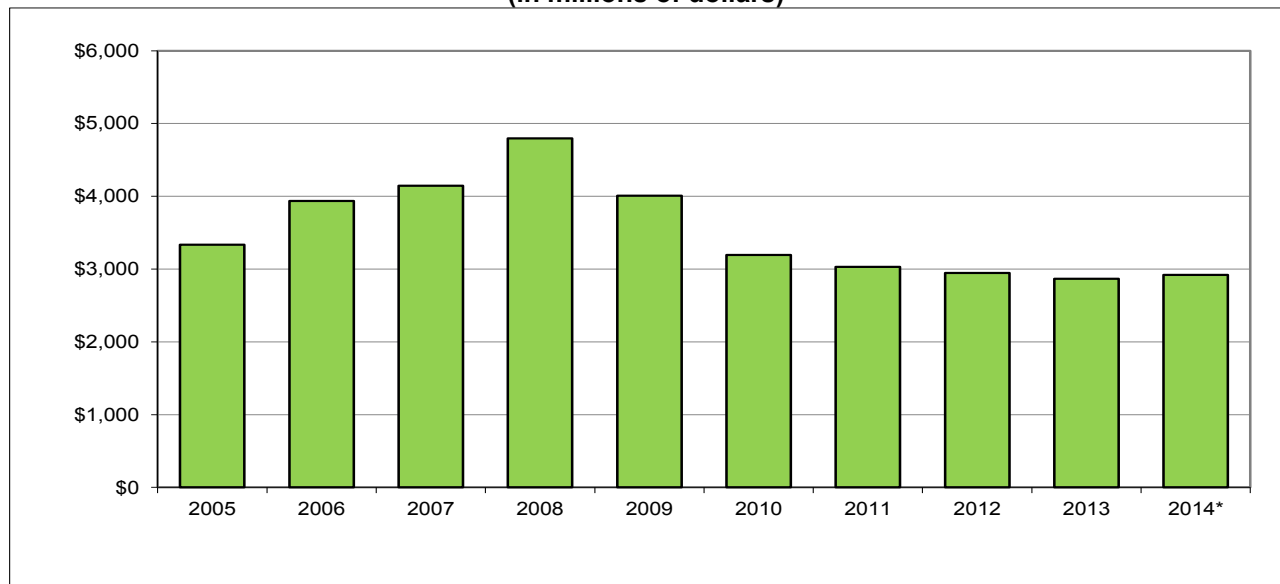
## Assessed Valuation of Other Real Property

Commercial and industrial property declined in both 2010 and 2011, but has grown since 2012 and is forecasted to continue to increase through 2014. Agricultural property values experienced a sharp decline in 2009 and again in 2010, but the valuation decline has moderated since 2011.

### Assessed Valuation of Commercial & Industrial Property (in millions of dollars)



### Assessed Valuation of Agricultural Property (in millions of dollars)



\*Forecast

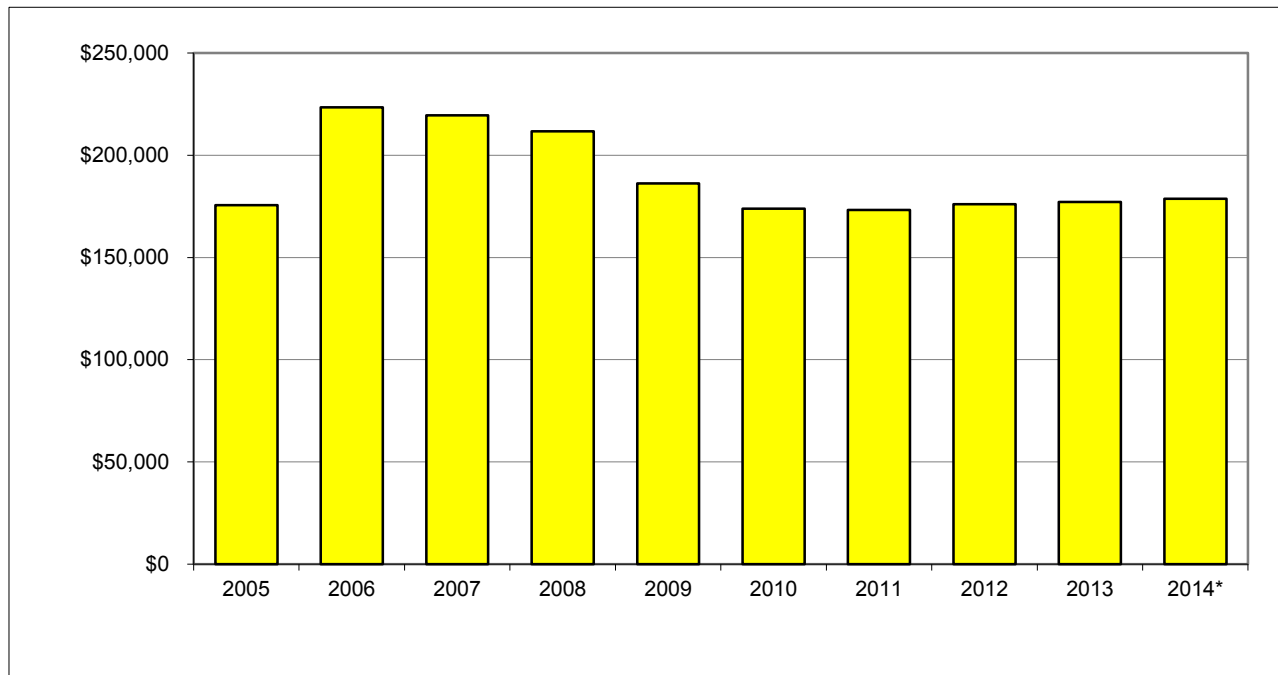
Source: Commissioner of the Revenue; Department of Management & Financial Services



## Assessed Value Per Capita

Per capita real property assessed values increased sharply from 2003 through 2006, reflecting higher growth in the County's real property assessed valuation than in the County's population growth rate. This trend changed in 2008, and saw a sharp drop in 2009, but has now begun to gradually increase.

### Assessed Value per Capita 2005 – 2014\*



\*Forecast

Source: U.S. Census Bureau (2000); Commissioner of the Revenue; Department of Management & Financial Services



## Residential & Business Property - Share of Real Property Valuation

From 2003 through 2006 residential property accounted for an increasing share of property valuation while commercial and industrial shares declined. This trend reversed in 2007, reflecting declines in residential valuation and construction while commercial and industrial development's share reached a peak in 2009. The relative shares have roughly stabilized since 2011.

<u>Year</u>	<u>Residential Property Valuation as a Percentage of Total</u>	<u>Year</u>	<u>Commercial &amp; Industrial Property Valuation as a Percentage of Total</u>
2005	73%	2005	15%
2006	77%	2006	14%
2007	74%	2007	16%
2008	70%	2008	18%
2009	67%	2009	21%
2010	69%	2010	20%
2011	71%	2011	19%
2012	71%	2012	19%
2013	72%	2013	19%
2014*	72%	2014*	19%

**Residential Property Valuation and Commercial & Industrial Property Valuation as a Percentage of All Real Property Valuation 2004 – 2014\***



\*Forecast

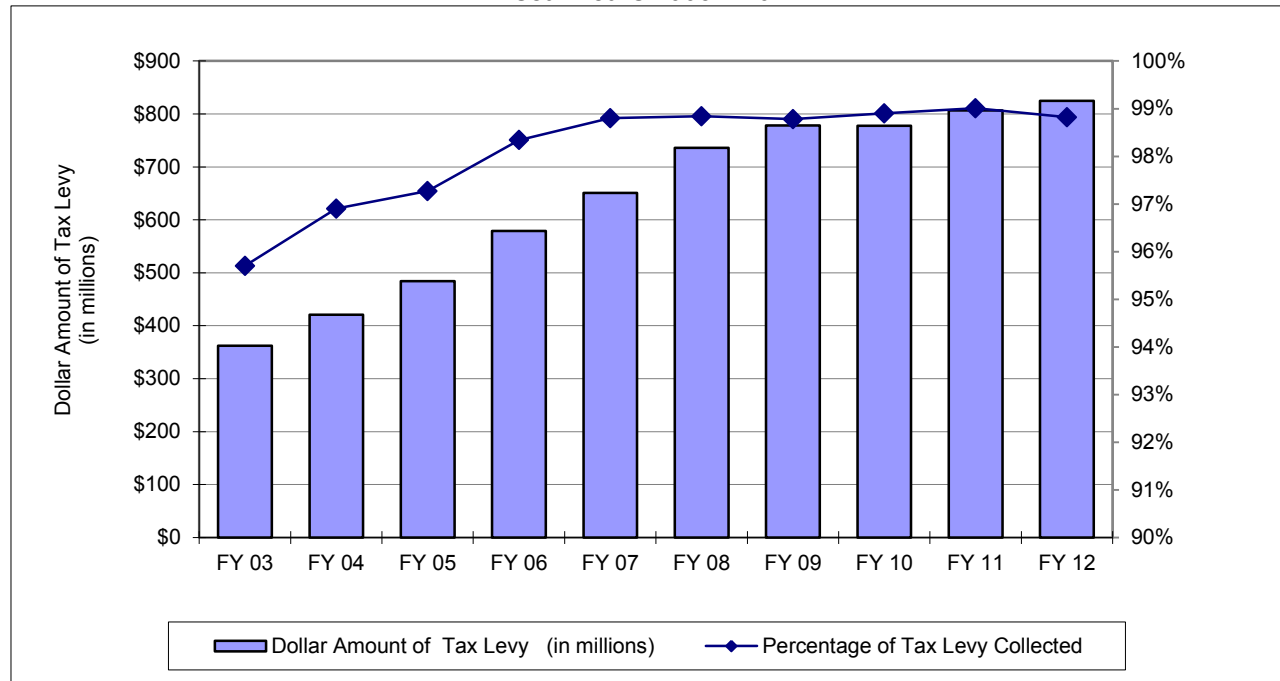
Source: Commissioner of the Revenue; Department of Management & Financial Services



## Property Tax Levy and Percentage of Tax Levy Collected

The general property tax levy, which includes real and personal property, has increased as the County has grown. In FY 2008, the percentage of the tax levy actually collected reached approximately 99%, where it remained through FY 2012.

**Total Property Tax Levy and Rate of Collection of Tax Levy  
Fiscal Years 2003 – 2012**



Source: Comprehensive Annual Financial Report

*Note: Both real property and personal property taxes are collected semiannually, with real property taxes due on December 5th and June 5th. Personal property taxes are due on October 5th and then May 5th (for residents) or June 5th (for businesses). The Collection Department of the Treasurer's Office does not pursue actions on delinquencies until 60 days after the due date.*





## Loudoun County Real Property Assessed Values

There were large increases in valuation from 2002 through 2006, reaching a peak growth of 36% from January 1, 2005 to January 1, 2006. This increase was primarily the result of increased residential and commercial/industrial valuation. Residential valuation decreased from 2007 through 2010, but has increased since 2011. A decline in commercial/industrial property valuation occurred in 2010 and 2011 but also began to increase in 2012 and is now expected to grow through 2013.

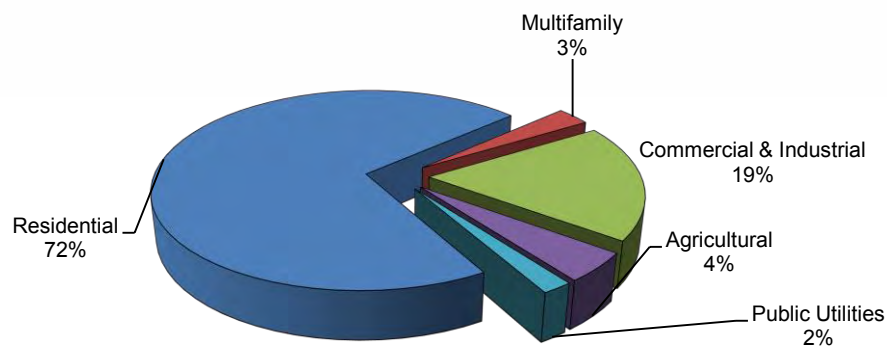
### Real Property Assessed Values by Land Use Category for Loudoun County: January 1, 2004 - 2013

	<u>Residential</u>	<u>Multifamily</u>	<u>Commercial &amp; Industrial</u>	<u>Agricultural</u>	<u>Public Utilities</u>	<u>Total</u>
2004	25,653,513,650	1,032,548,200	5,901,616,500	3,179,350,500	766,808,100	36,533,836,950
2005	33,335,779,590	1,150,523,500	6,750,873,200	3,335,204,000	936,335,300	45,508,715,590
2006	47,318,885,230	1,151,456,200	8,487,078,200	3,937,053,100	890,762,900	61,785,235,630
2007	47,075,197,202	1,247,033,880	10,009,819,600	4,143,962,100	1,074,847,800	63,551,012,782
2008	44,319,772,669	1,472,169,580	11,362,447,600	4,794,833,700	1,230,597,200	63,179,820,749
2009	38,238,407,900	1,592,117,080	11,839,195,900	4,009,280,100	1,114,070,600	56,793,071,580
2010	37,617,284,300	1,400,033,500	10,945,844,400	3,195,328,500	1,139,802,800	54,298,293,500
2011	39,317,484,000	1,464,124,300	10,461,441,900	3,029,178,700	1,282,383,327	55,554,612,227
2012	41,225,557,250	1,651,986,440	10,812,733,170	2,946,034,850	1,195,855,000	57,832,166,710
2013	43,011,730,396	1,749,195,300	11,197,859,475	2,866,357,670	1,218,576,245	60,043,719,086
2014*	44,846,921,694	1,848,782,492	11,658,272,078	2,920,321,933	1,241,729,194	62,516,027,390

\*Forecast

Source: Commissioner of the Revenue; Department of Management & Financial Services

### Loudoun County Real Property Assessed Values for Calendar Year 2014\*





## Loudoun County Real Estate, Personal Property, Machinery and Tools, and Heavy Construction Machinery Tax Rates

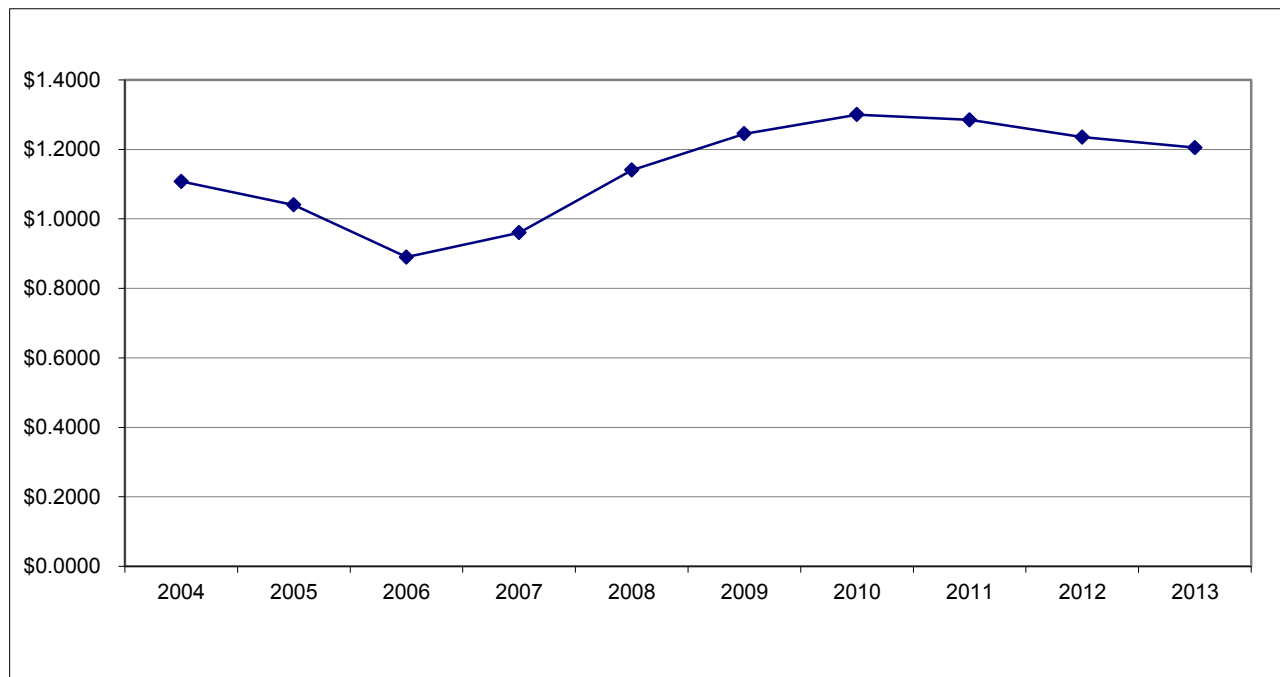
Tax rates for personal property, machinery & tools, and heavy construction machinery have remained stable for several years. The real estate tax rate has changed more frequently. The tax rates below are per \$100 of assessed value. Tax rates are set on a calendar year basis.

<u>Calendar</u>	<u>Real Estate Tax</u>	<u>Personal Property</u>	<u>Machinery &amp; Tools</u>	<u>Heavy Equipment</u>
<u>Year</u>	<u>Rate</u>	<u>Tax Rate</u>	<u>Tax Rate</u>	<u>Tax Rate</u>
2004	\$1.1075	\$4.20	\$2.75	\$4.00
2005	1.04	4.20	2.75	4.00
2006	0.89	4.20	2.75	4.00
2007	0.96*	4.20	2.75	4.00
2008	1.14	4.20	2.75	4.00
2009	1.245	4.20	2.75	4.00
2010	1.30	4.20	2.75	4.00
2011	1.285	4.20	2.75	4.00
2012	1.235	4.20	2.75	4.00
2013	1.205	4.20	2.75	4.00

\* Combined rate for General Fund and Fire & EMS Fund

*Note: The tax rate on the real estate and on most personal property of public utilities is the same as the real estate tax rate. Public utility vehicles are taxed at the personal property tax rate.*

**Adopted Real Estate Tax Rate (per \$100 of value) Calendar Years 2003 – 2013**





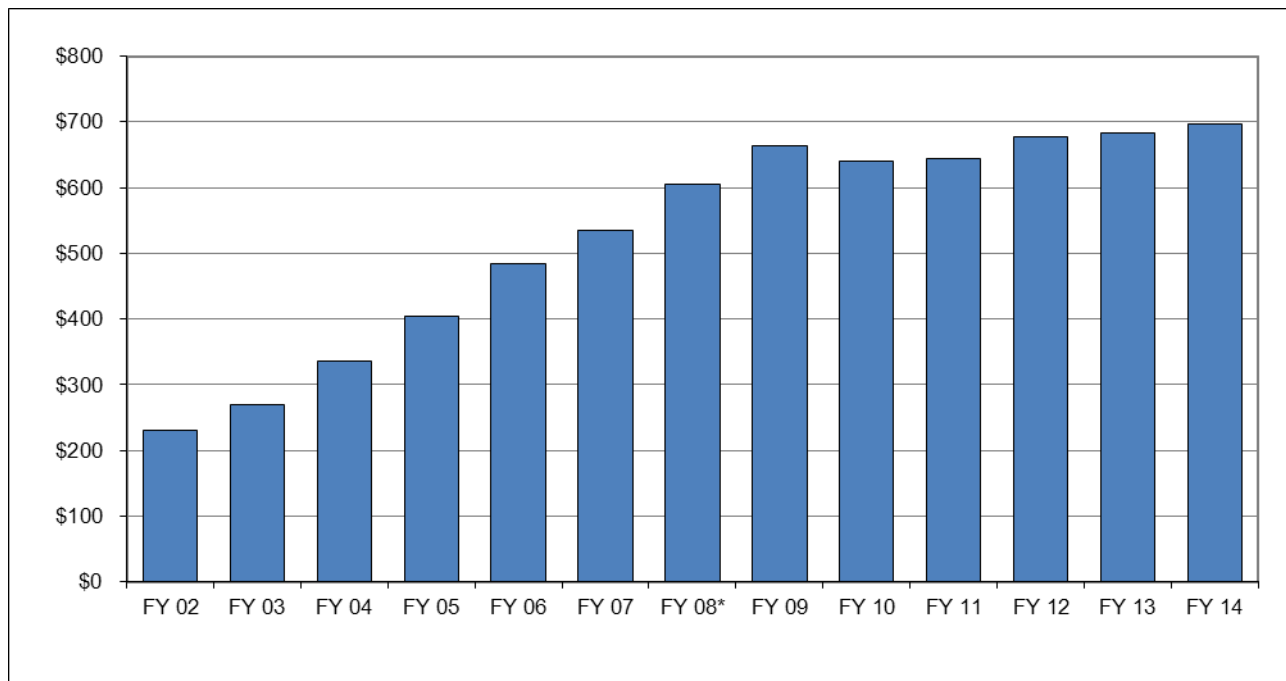
## REVENUE & EXPENDITURES



## Real Property Taxes

The FY 2014 budgeted real property tax revenue is 1.85% higher than FY 2013. The real property tax is the County's largest revenue source. For FY 2014, the budgeted real property tax revenue as a percentage of the total General Fund revenue is 63.71%, and budgeted real property tax revenue as a percentage of the total County Government and Schools budgeted operating expenditures is 55.52%.

**Real Property Taxes<sup>1</sup>**  
**FY 2002 – FY 2014**  
**(in millions of dollars)**



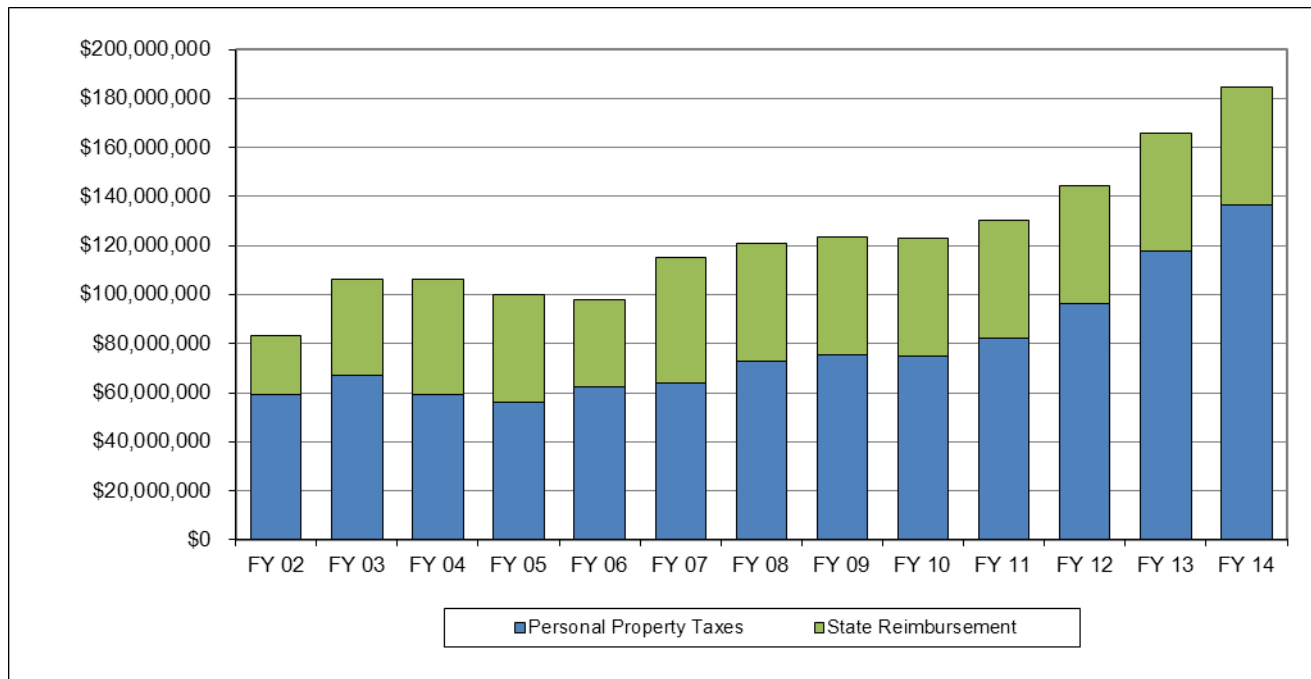
<sup>1</sup> The FY 2008 budget includes the Fire and Emergency Medical Services Tax District which is supported by a levy on real property located within Loudoun County. The Board of Supervisors eliminated the Fire and Emergency Medical Services Tax District during the FY 2009 budget process and included it in the General Fund where it had been previously.



## Personal Property Taxes

The budgeted personal property tax revenue for FY 2014 is 11% higher than budgeted amount for FY 2013. The major contributors to the revenue increase include data center development and higher vehicle values. Over the past several years, the personal property tax rate has remained at \$4.20 per \$100 of assessed value.

**Personal Property Taxes<sup>1</sup>**  
**FY 2002 – FY 2014**



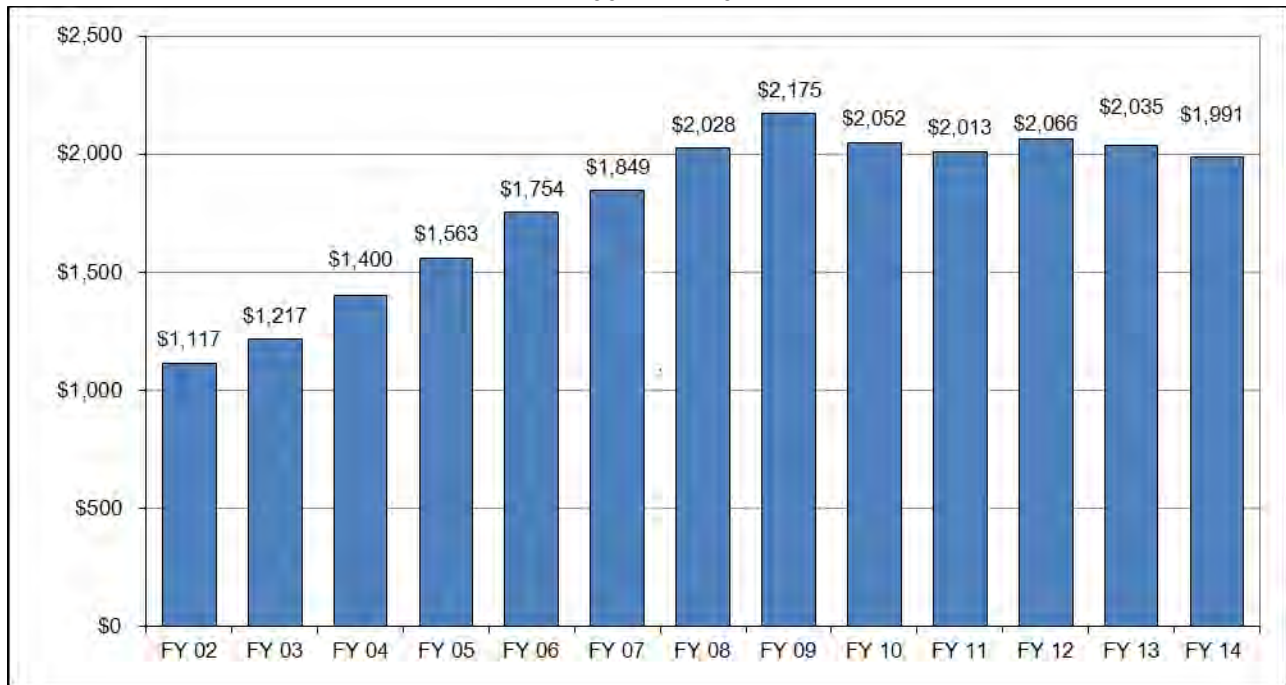
<sup>1</sup> The State began providing a partial reimbursement for the personal property tax on automobiles beginning in 1999. The Personal Property Tax Reduction Act reduced the bill on the first \$20,000 assessed per residential vehicle by an increasing amount through 2001, when the reimbursement rate was capped at 70%. The County continues to collect 100% of the personal property tax on the assessed value of a vehicle that is above \$20,000. Through calendar year 2005, the State reimbursed the County for the revenue lost by the personal property tax reduction. The 2004 State General Assembly set a firm monetary limit on the total reimbursement provided to localities beginning in 2006.



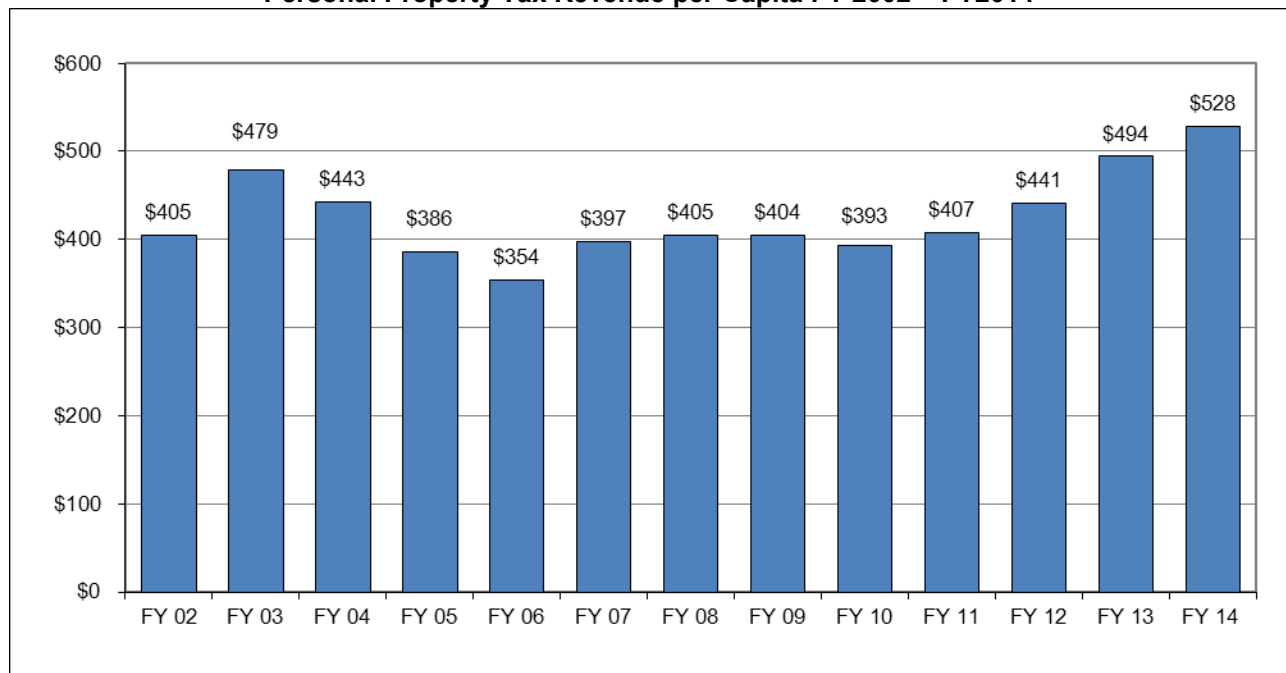
## Personal Property and Real Property Taxes Per Capita

Real property tax revenue per capita decreased 2% in FY 2014. Personal property tax revenue per capita increased by \$34.00 from FY 2013. The personal property tax amount includes the state's partial replacement of tax revenues for the first \$20,000 of assessed value of a vehicle. The State provides \$48,071,000 annually in vehicle personnel property tax relief.

**Real Property Tax Revenue per Capita  
FY 2002 – FY 2014**



**Personal Property Tax Revenue per Capita FY 2002 – FY2014**

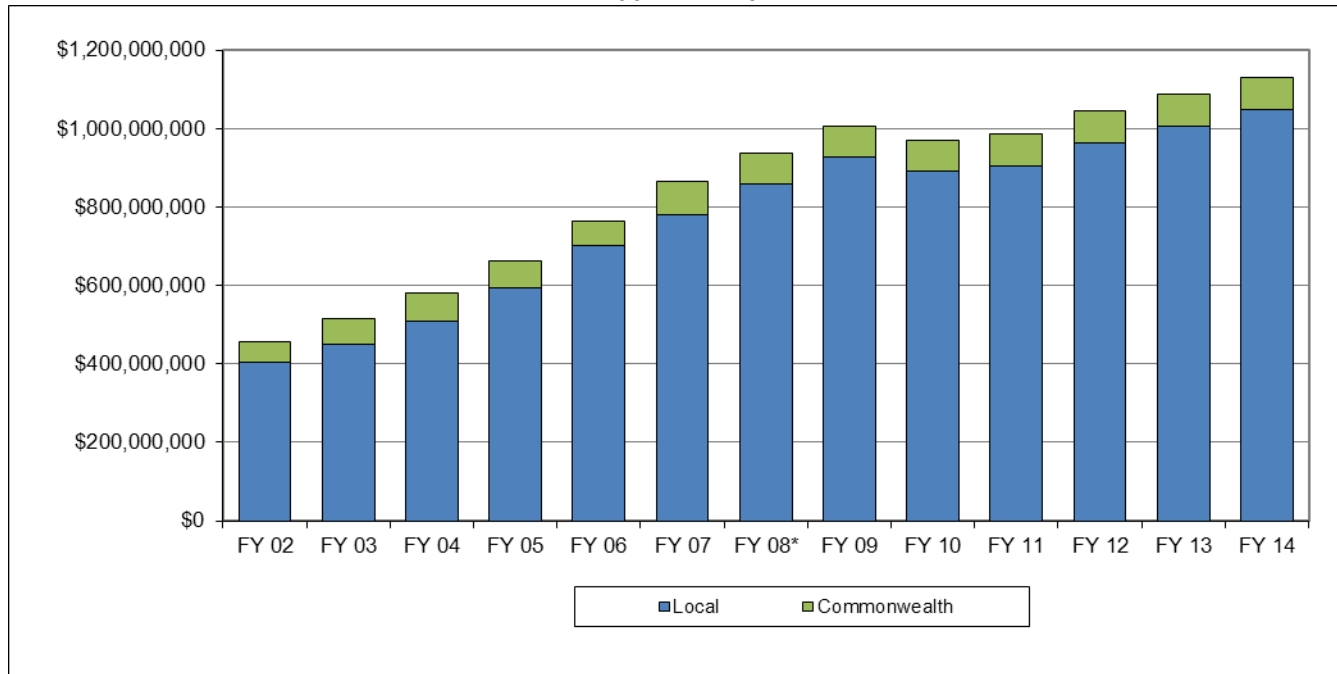




## Local and Commonwealth Revenues

Budgeted local revenue is projected to increase by 4.2% in FY 2014. Revenue from the Commonwealth increases 0.9% in FY 2014, from \$82,064,459 to \$82,793,077. Commonwealth revenue includes the State's property tax reimbursement to Loudoun County for tax revenue lost due to the State's reduction in personal property tax for the first \$20,000 of assessed value of a vehicle. This represents the conversion of a local revenue source to a Commonwealth revenue source. The budgeted Commonwealth revenue for FY 2014, exclusive of the State's personal property tax reimbursement, increased 2.1% compared with FY 2013.

Revenue from Local Sources and the Commonwealth<sup>1</sup>  
FY 2002 – FY 2014



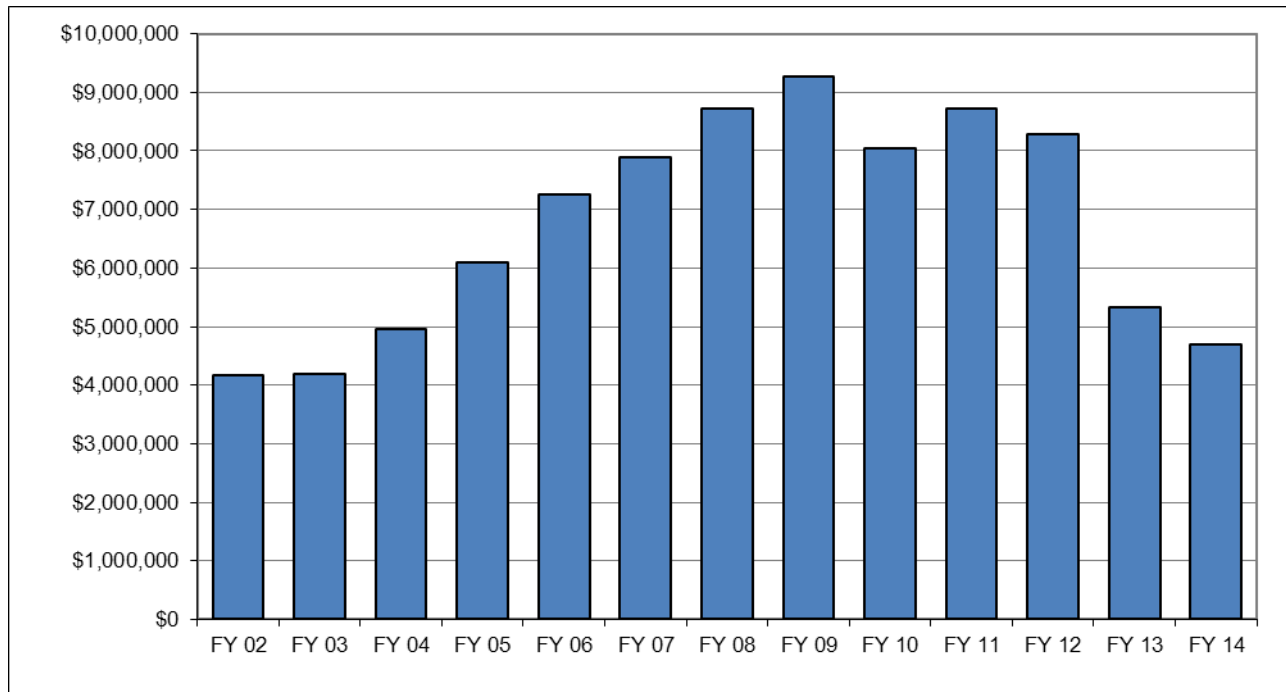
<sup>1</sup> The FY 2008 budget includes the Fire and Emergency Medical Services Tax District which was supported by a levy on real property located within Loudoun County. The Board of Supervisors eliminated the Fire and Emergency Medical Services Tax District during the FY 2009 budget process and included it in the General Fund where it had been previously.



## Federal Revenue

Federal revenue, mostly in the form of program specific grants in a variety of different categories, increased significantly from FY 2003 through FY 2009, then decreasing most sharply in FY 2013 and FY 2014. Previously budgeted federal revenues had reached \$30 per capita in FY 2009, declining to \$13 by FY 2014. Federal revenues per capita dropped 36% between FY 2012 and FY 2013, and another 12% in FY 2014.

**Federal Revenue  
FY 2002 - FY 2014**







## General Fund Revenue Sources

Since FY 1998, local revenue has accounted for 86%-92% of the County's total General Fund revenue. Commonwealth revenue has increased significantly since the FY 2001 budget due to the inclusion of the state's personal property tax reimbursement. Excluding the personal property tax reimbursement, Commonwealth revenue from FY 2003 to FY 2009 had increased by an average of 3.6% but as a portion of the General Fund Revenues had declined from 5% to 3%. The state's personal property tax reimbursement was capped in 2006 at \$48,070,701, causing a decline in Commonwealth revenue as a percent of General Fund revenues. As the County's budget grows and Commonwealth revenues remain basically static, the reimbursement amount will not fill the gap in the County's revenue, which must be filled with local revenues. The State is failing to adequately fund the County's operations from year to year. Commonwealth revenue, excluding the reimbursement, is 3.06% of the General Fund Revenues in FY 2014. After six years of increases in Federal revenue, FY 2010 decreased by 13%, FY 2011 saw a moderate increase, FY 2012 declined by 5% and a dramatic decrease of 36% in FY 2013. For FY 2014 Federal revenue is projected to decrease again by 12% from FY 2013.

### Revenue Sources<sup>1</sup>

<u>Fiscal Year</u>	<u>Local Revenue</u>	<u>Commonwealth Revenue</u> <sup>2</sup>	<u>Federal Revenue</u>
FY 1998	\$232,232,861	\$15,126,238	\$5,469,084
FY 1999	241,832,327	15,911,107	4,013,599
FY 2000	278,810,282	21,081,305	4,279,557
FY 2001	328,631,345	43,840,358	4,543,149
FY 2002	404,868,902	52,813,724	4,173,591
FY 2003	448,585,015	65,992,809	4,187,092
FY 2004	510,126,309	71,728,899	4,964,401
FY 2005	593,511,360	69,870,335	6,091,469
FY 2006	702,137,875	62,465,079	7,262,132
FY 2007	781,949,137	82,299,765	7,891,511
FY 2008	858,286,689	78,313,164	8,717,268
FY 2009	926,876,444	80,374,319	9,265,806
FY 2010	891,319,419	78,765,084	8,044,202
FY 2011	905,929,802	80,709,202	8,713,442
FY 2012	964,225,764	81,725,969	8,278,765
FY 2013	1,005,883,021	82,064,459	5,330,088
FY 2014	1,047,679,643	82,793,077	4,686,657

<sup>1</sup> The FY 2008 budget includes the Fire and Emergency Medical Services Tax District which was supported by a levy on real property located within Loudoun County. The Board of Supervisors eliminated the fire and Emergency Medical Services Tax District during the FY 2009 budget process and included it in the General fund where it had been previously.

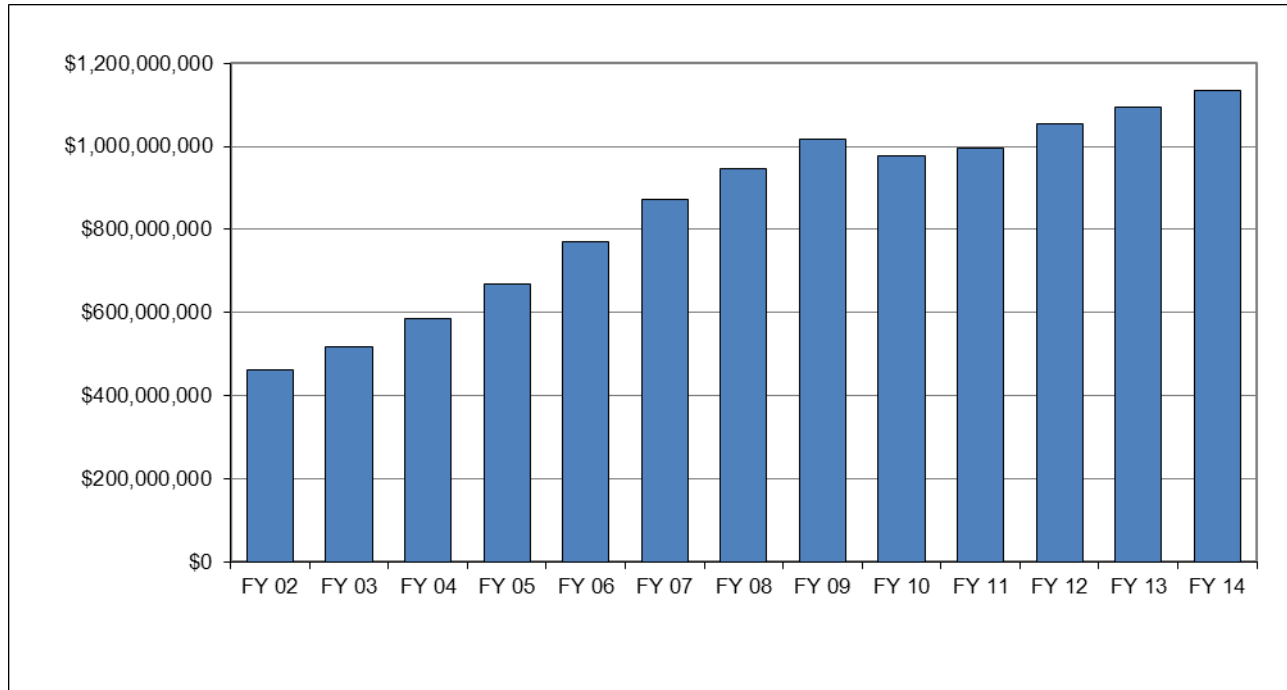
<sup>2</sup> Beginning in FY 2001, Commonwealth revenue includes the reimbursement of funds from the Commonwealth of Virginia to replace revenue lost due to the State's reduction in personal property tax for the first \$20,000 of assessed value on vehicles.



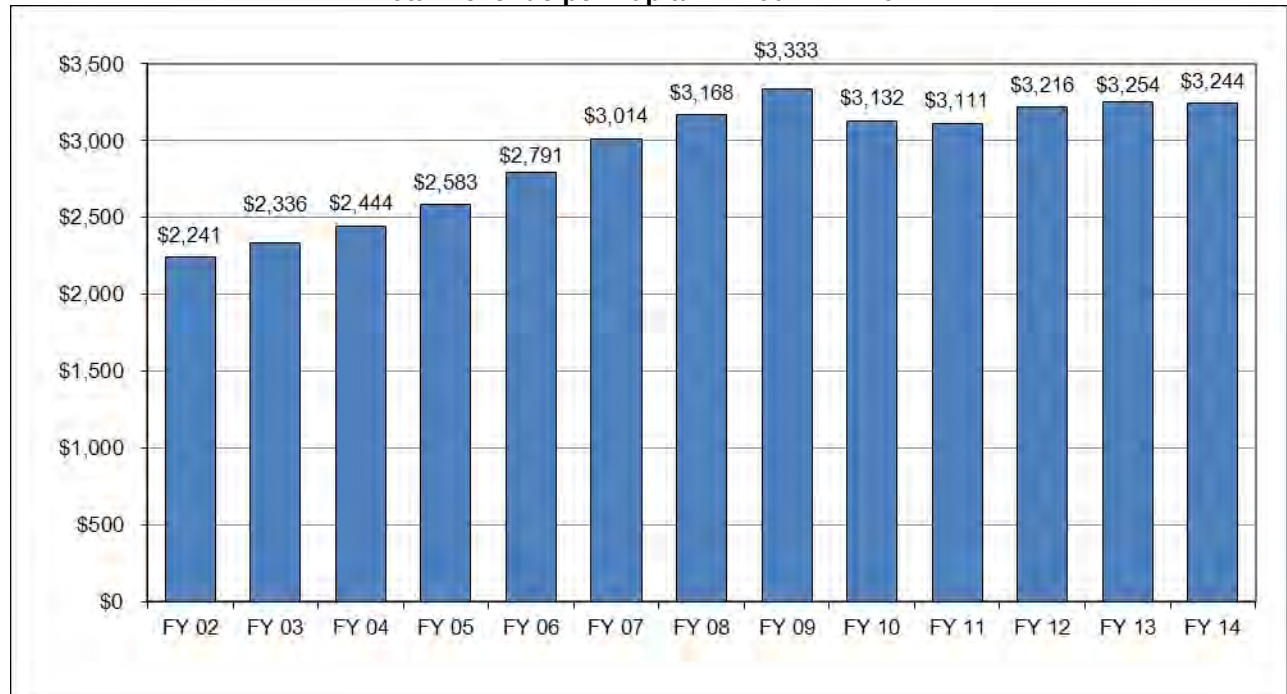
## Total General Fund Revenue

FY 2014 general fund revenue is projected to increase 3.8% over the FY 2013 budget. The budgeted General Fund revenue and revenue per capita had been on an escalating trend since the early 1990s with the peak occurring in FY 2009 at \$3,333.

Total Revenue<sup>1</sup> FY 2002 - FY 2014



Total Revenue per Capita FY 2002 - FY 2014



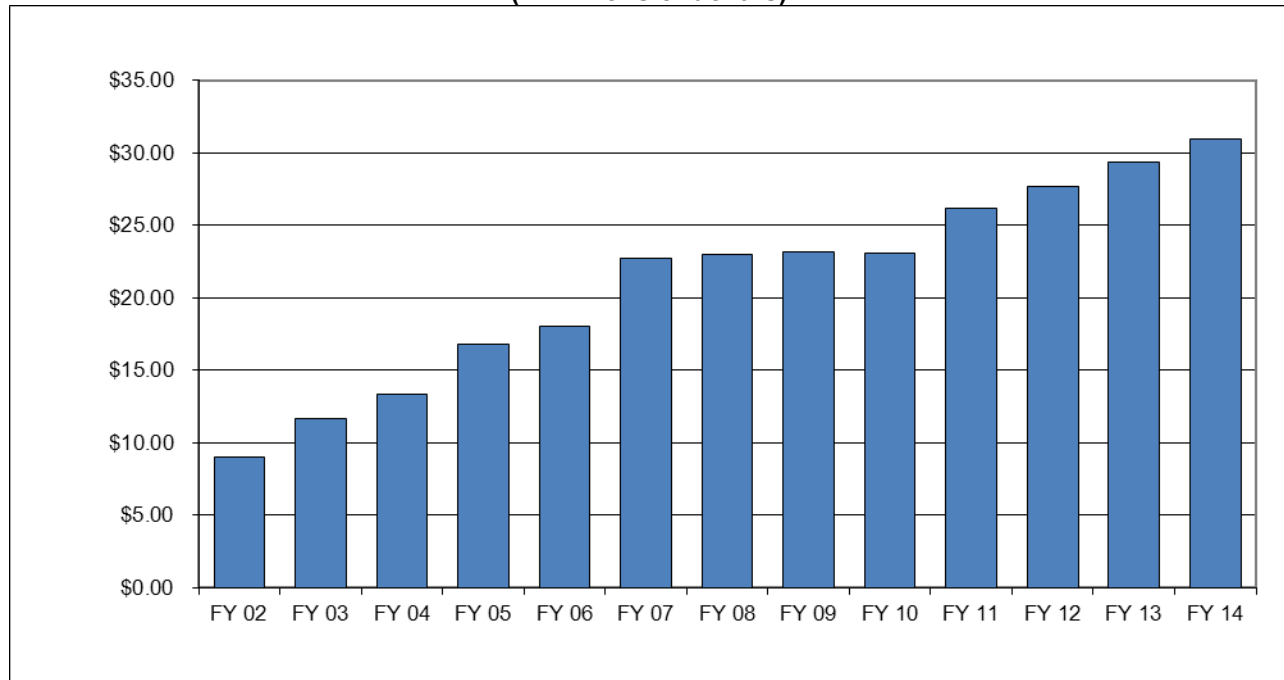
<sup>1</sup> The FY 2008 budget includes the Fire and Emergency Medical Services Tax District which was supported by a levy on real property located within Loudoun County. The Board of Supervisors eliminated the Fire and Emergency Medical Services Tax District during the FY 2009 budget process and included it in the General Fund where it had been previously.



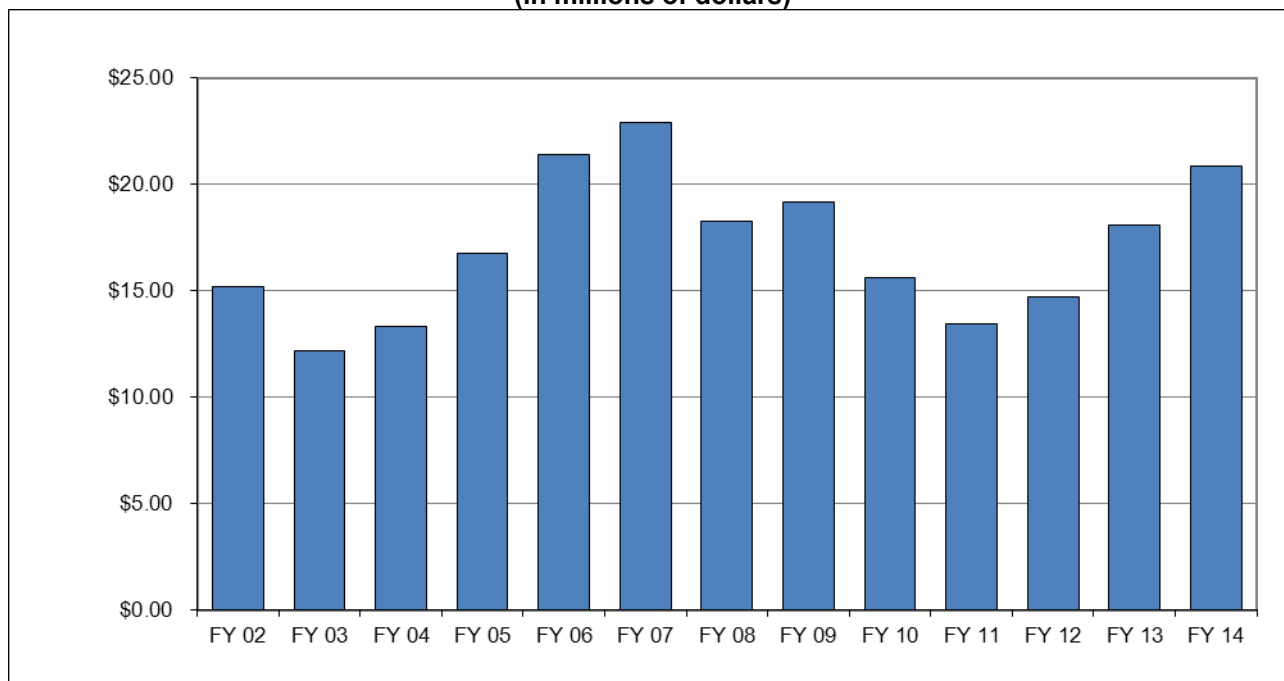
## Charges for Services and Permits & Privilege Fees (Revenue)

Revenues shown on this page result from fees charged to provide services, licenses, permits and to process land development applications. Revenue from permits and privilege fees, some of which are for building permits, zoning permits, and dog licenses is projected to continue the FY 2012 and FY 2013 upward trend as recovery from the national recession continues. Revenues for permits and privilege fees increased 15.6% over FY 2013, while revenue from charges for services increased by 5.2%.

**Charges for Services  
FY 2002 – FY 2014  
(in millions of dollars)**



**Permits and Privilege Fees  
FY 2002 – FY 2014  
(in millions of dollars)**





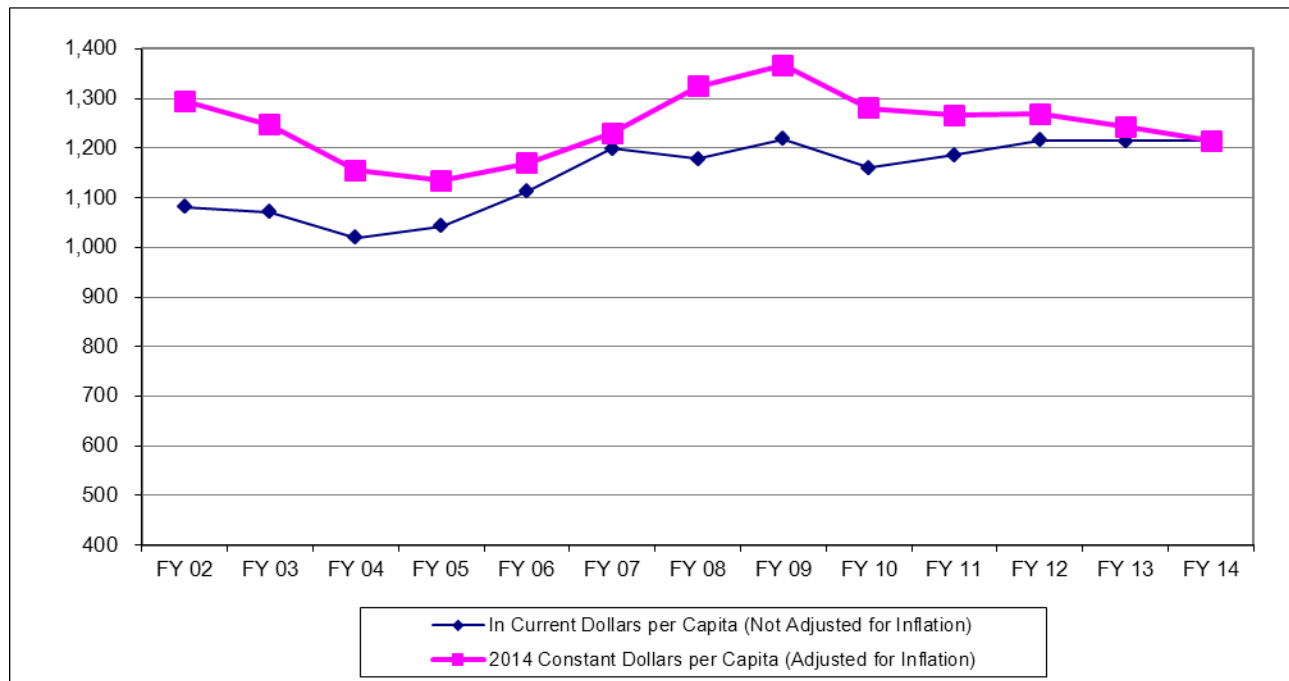
## General Government Expenditures Per Capita

Per capita spending in constant dollars decreased from \$1,243 in FY 2013 to \$1,214 in FY 2014, which represents a 2.35% decrease.

### General Government Expenditures per Capita

<u>Fiscal Year</u>	<u>Current Dollars</u>	<u>2014 Constant Dollars</u>	<u>Percent Change</u>
2002	1,082	1,295	---%
2003	1,071	1,247	-3.71%
2004	1,020	1,155	-7.38%
2005	1,043	1,135	-1.73%
2006	1,112	1,169	3.00%
2007	1,199	1,230	5.22%
2008	1,179	1,325	7.69%
2009	1,219	1,367	3.18%
2010	1,161	1,280	-6.35%
2011	1,187	1,267	-1.03%
2012	1,215	1,269	0.20%
2013	1,215	1,243	-2.05%
2014	1,214	1,214	-2.35%

### Expenditures Per Capita in Current Dollars and in 2014 Dollars: FY 2002 - FY 2014

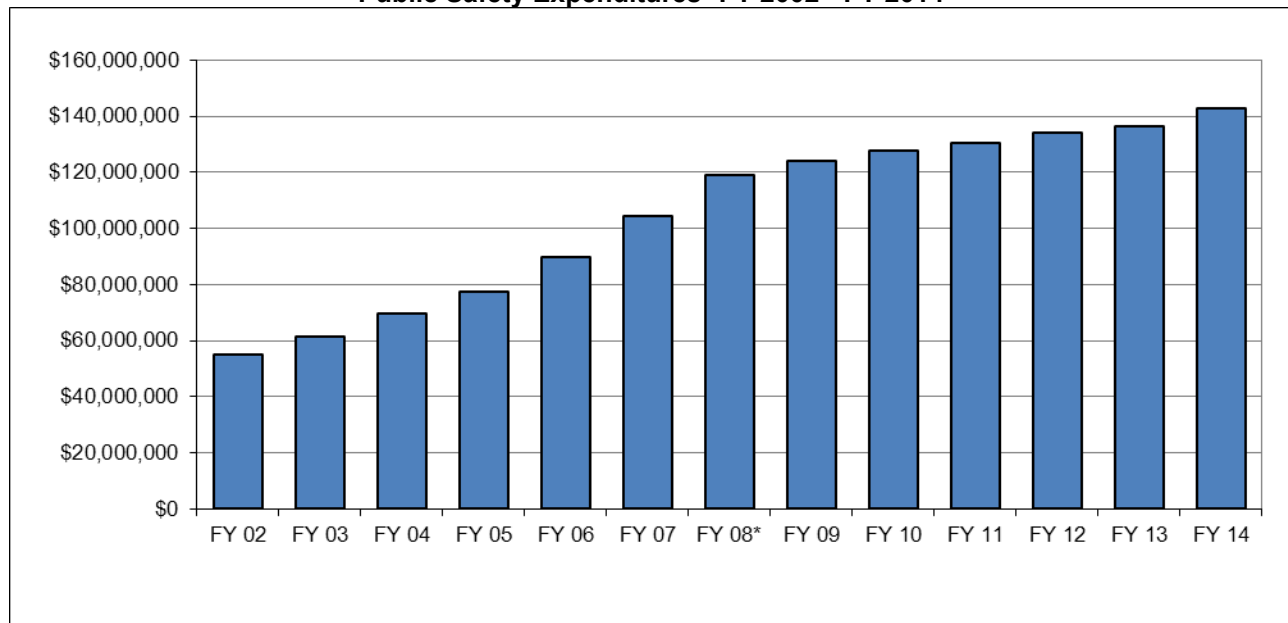




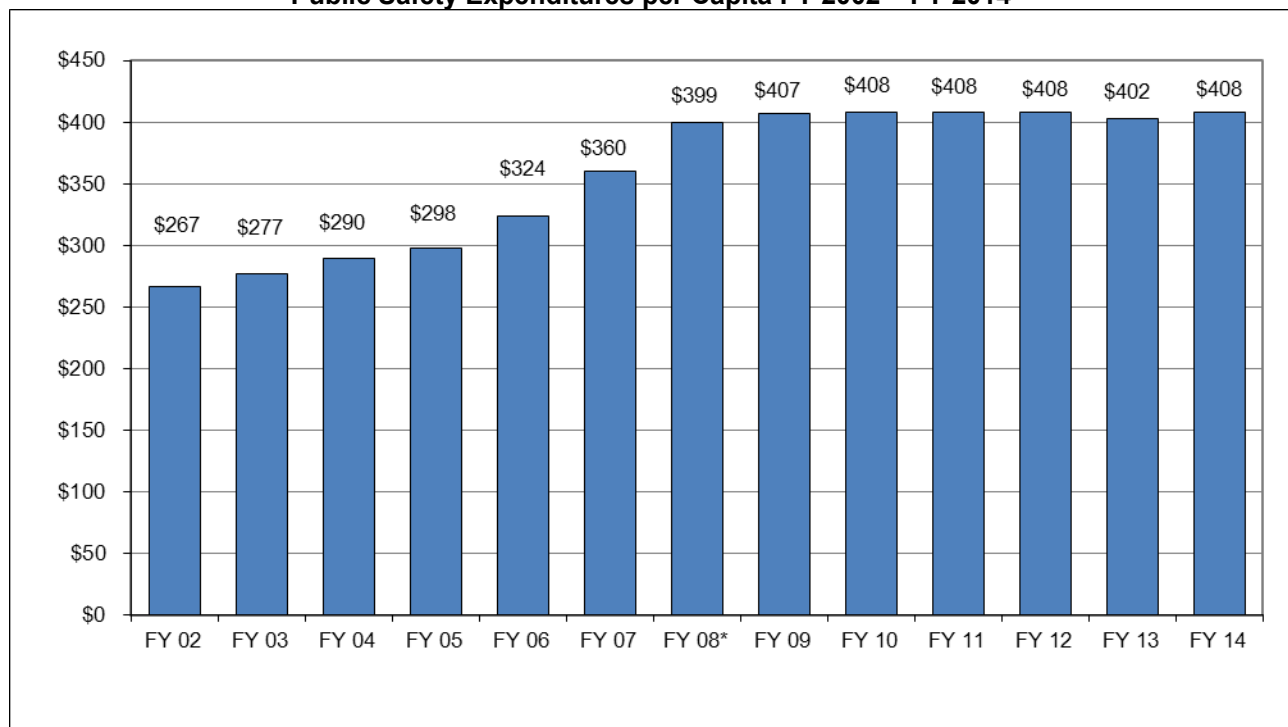
## Public Safety Expenditures

Expenditures increased in FY 2014 by 4.8% after having increased by 1.8% in FY 2013. The departmental expenditures for public safety reflect the following changes in FY 2014: Sheriff's Office increased by 4.6%, Juvenile Court Services Unit decreased by 1.0%, Community Corrections decreased by 3.2%, Animal Services increased by 4.9% and Fire, Rescue and Emergency Management increased by 5.4%.

**Public Safety Expenditures<sup>1</sup> FY 2002 - FY 2014**



**Public Safety Expenditures per Capita FY 2002 – FY 2014**



<sup>1</sup> The FY 2008 budget includes the Fire and Emergency Medical Services Tax District which was supported by a levy on real property located within Loudoun County. The Board of Supervisors eliminated the Fire and Emergency Medical Services Tax District during the FY 2009 budget process and included it in the General Fund where it had been previously.

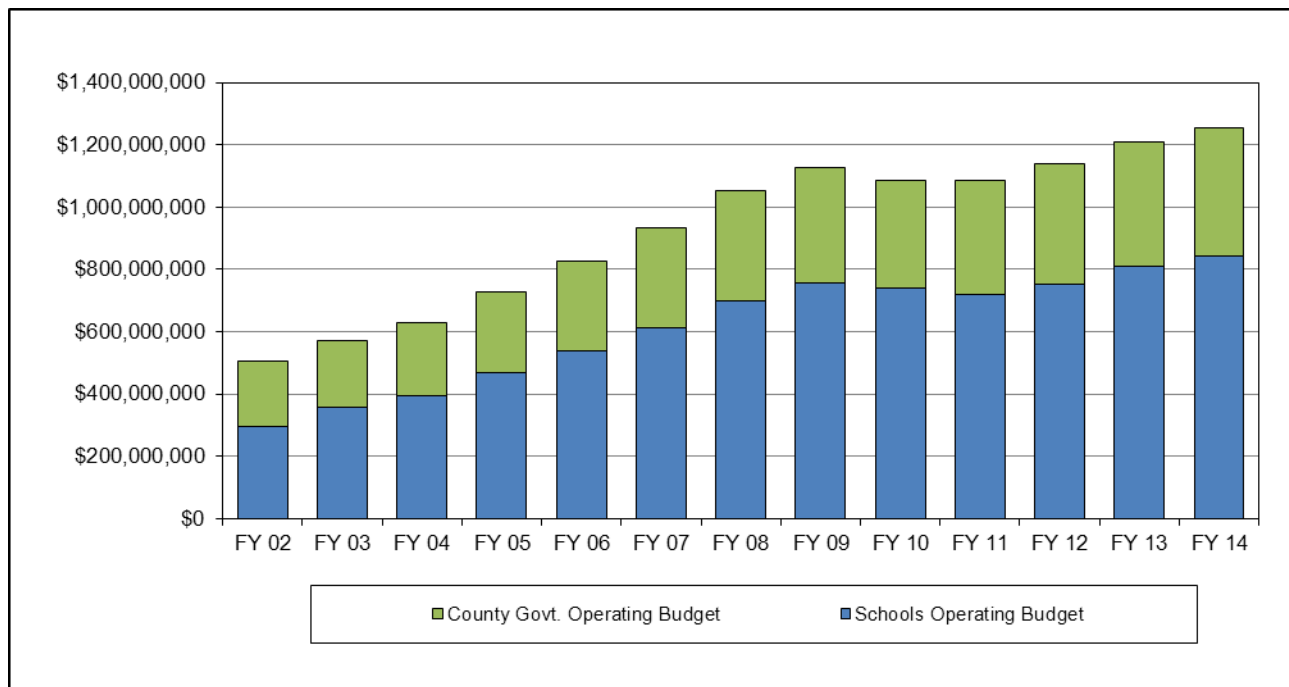


## County Government and Schools Operating Budgets

The county government's operating budget for FY 2013 increased by 3.26%, while the school system's operating budget increased by 3.78%. For the period from FY 2002 through FY 2014, the county government's operating budget increased at an average annual rate of 6.01%, while the school system's operating budget increased at an average annual rate of 9.30%. The county's high growth rate in the school age population has been a factor in the school system's increased expenditures.

<u>Fiscal Year</u>	<u>County Government</u>	<u>School Operating Budget</u>	<u>Total</u>
2002	\$207,566,825	\$297,093,646	\$504,660,471
2003	217,333,229	355,764,893	573,098,122
2004	231,440,757	395,611,766	627,052,523
2005	259,975,668	469,011,715	728,987,383
2006	288,997,011	537,542,494	826,539,505
2007	319,536,615	613,856,662	933,393,277
2008	351,761,297	700,564,208	1,052,325,505
2009	371,663,510	755,600,922	1,127,264,432
2010	347,469,536	738,998,960	1,086,468,496
2011	369,029,698	718,489,662	1,087,519,360
2012	387,299,465	752,946,877	1,140,246,342
2013	399,790,354	811,052,294	1,210,842,648
2014	412,823,405	841,672,450	1,254,495,855

Adopted County Government and School Operating Budgets FY 2002 - FY 2014<sup>1</sup>



<sup>1</sup> For FY 2002-2008 the general government expenditures include transfers to the Self Insurance Fund, Public Safety Communications Fund, the Federal Foster Care Reimbursement Fund, the Fire/Emergency Medical Services Tax District, the Rental Assistance Program Fund (Housing Choice Voucher) and the Office of Capital Construction (now part of Transportation and Capital Infrastructure).



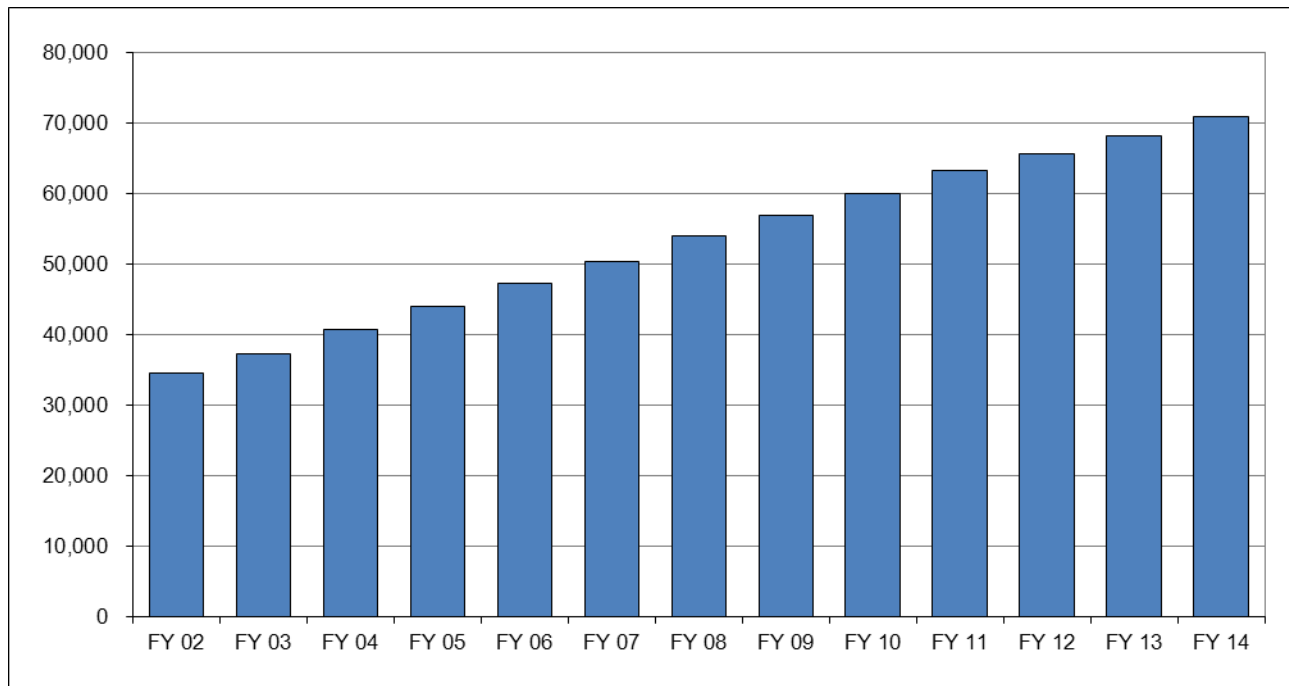
## Loudoun County School System Enrollment

Public school enrollment has been increasing rapidly. School enrollment is projected to increase 3.8% in FY 2014, after having increased 4.0% in FY 2013. Projected school enrollment growth exceeds the County's 2013 projected population growth rate of 3.3%.

### Public School Enrollment FY 2002 – FY 2014<sup>1</sup>

FY 2002	34,589
FY 2003	37,532
FY 2004	40,751
FY 2005	44,014
FY 2006	47,361
FY 2007	50,478
FY 2008	54,047
FY 2009	57,009
FY 2010	60,096
FY 2011	63,220
FY 2012	65,668
FY 2013	68,289
FY 2014	70,855

### Public School Enrollment FY 2001 - FY 2013



Source: School Board FY 13 Adopted Capital Improvements Program

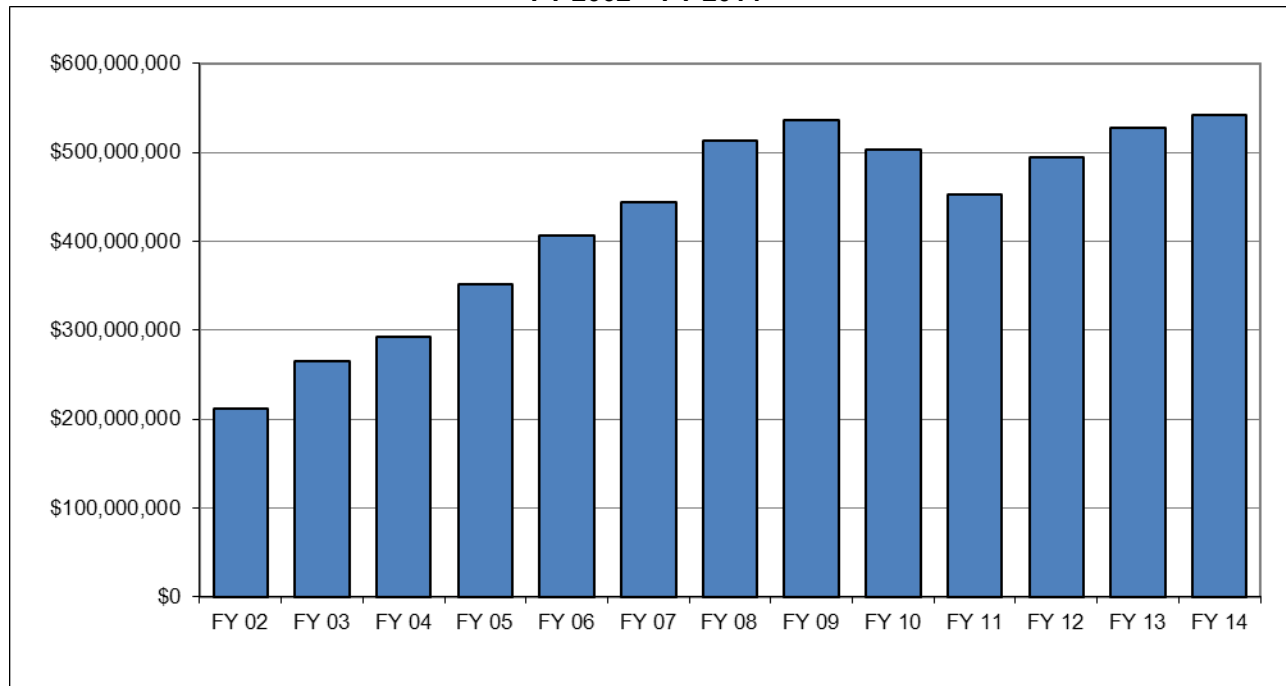
<sup>1</sup> FY 2014 is a projection.



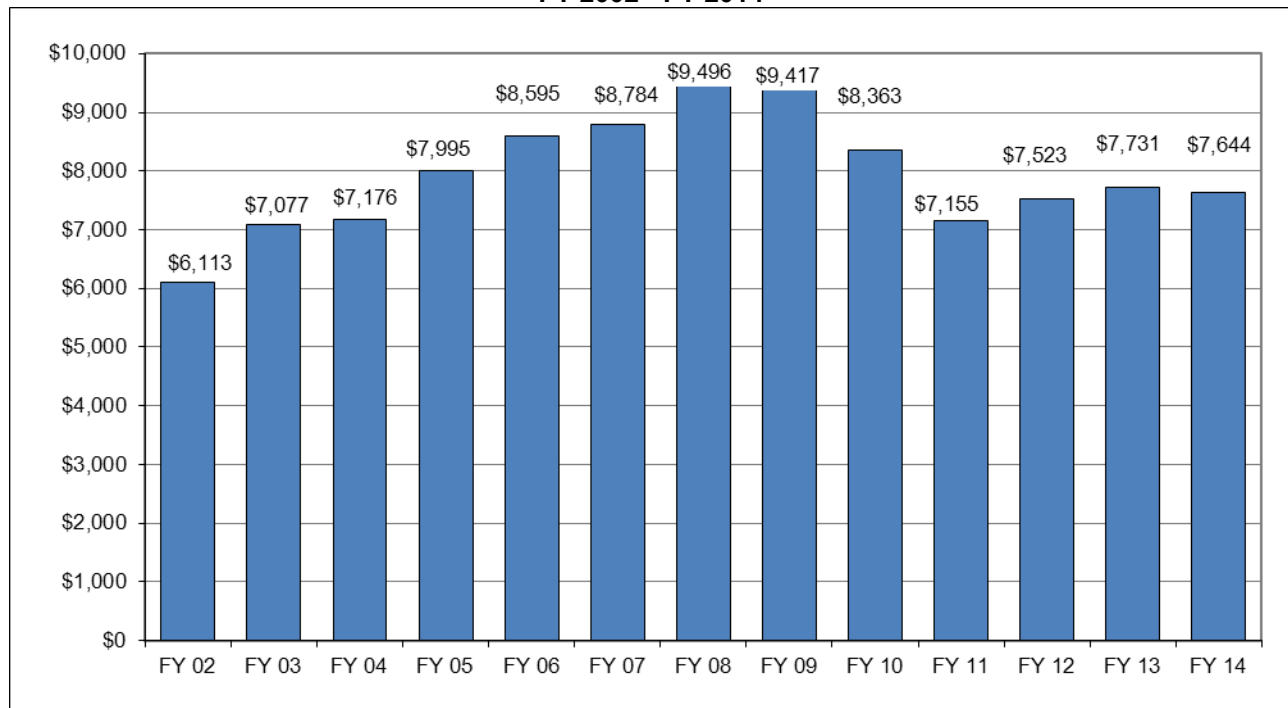
## General Fund Transfer to Schools – Total & Per Pupil

As public school enrollment has grown, general fund transfers to the school system have increased, with significant annual increases from through FY 2009. The general fund transfer to the school system decreased 10% for the FY 2011 budget, the second decrease since FY 1993, increased 9.2% for FY 2012, 6.9% for FY 2013 and 2.6% for FY 2014. School age enrollment has increased 105% since FY 2002. The general fund transfer per pupil increased in FY 2012 by 5.1% to \$7,523, increased in FY 2013 by 2.8% to \$7,731 and decreased in FY 2014 by 1.1% to \$7,644.

**General Fund Transfer to School System  
FY 2002 – FY 2014**



**Per Pupil General Fund Transfer to School System  
FY 2002 - FY 2014**



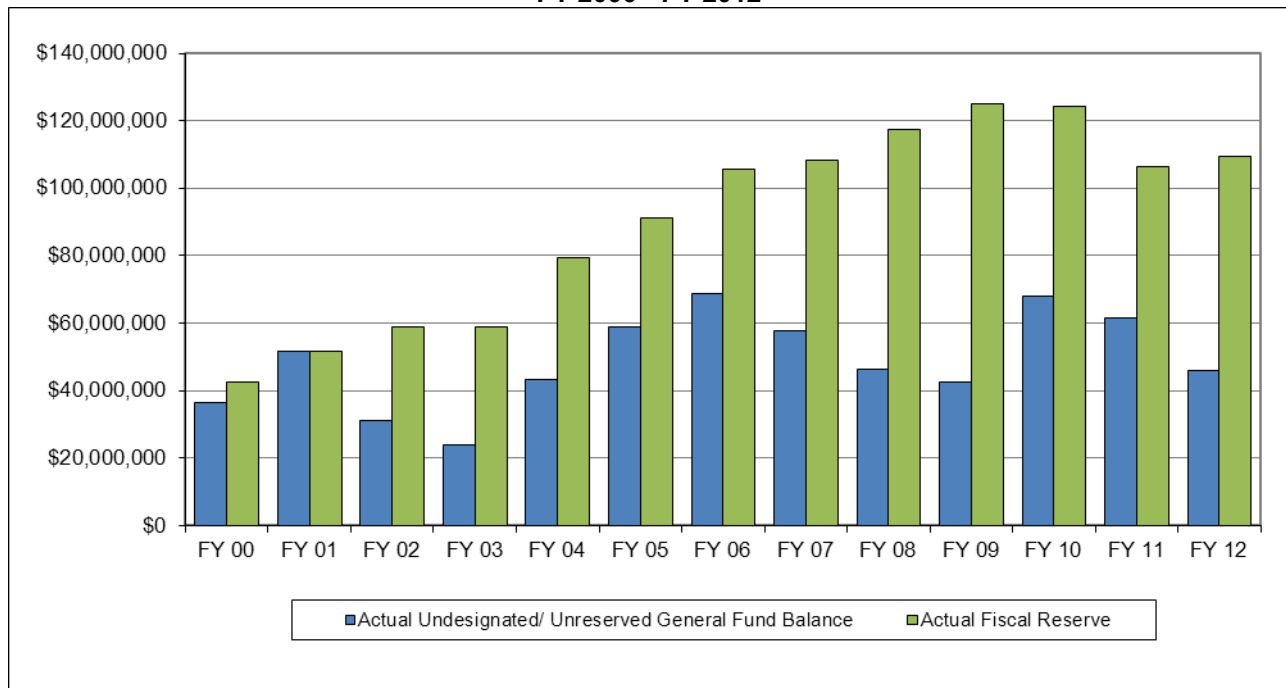




## Actual Unrestricted/Undesignated General Fund Balance

Unrestricted/undesignated general fund balance is the amount in the general fund which is not reserved or designated for a specific purpose. In FY 1994, the Board of Supervisors established the County's fiscal reserve and adopted a policy that the reserve will always be maintained at 10% of net operating revenues of the general and school funds.

**Actual Fiscal Reserve and Unrestricted/Undesignated General Fund Balance<sup>1</sup>**  
**FY 2000 - FY 2012**



Source: Comprehensive Annual Financial Reports.

<sup>1</sup> Fund balances are as of the end of each fiscal year.



## DEBT & DEBT SERVICE



## Debt Service

Pursuant to the Constitution of the Commonwealth of Virginia and the Public Finance Act, a county in Virginia is authorized to issue general obligation bonds secured by a pledge of its full faith and credit. The governing body of the County is authorized and required to levy on all taxable property within the County such *ad valorem* taxes as may be necessary for the payment of principal and interest on such bonds. The issuance of general obligation bonds must have been approved by public referendum, unless such bonds are issued to certain State authorities. In the Commonwealth of Virginia, there is no statutory limitation on the amount of debt the County may incur; however, the County is restricted by its own guidelines to borrowing no more than 3.0% of its assessed value of taxable real and personal property (see *Fiscal Policy* section in the Executive Summary in Volume 1 of this budget document).

Debt service constitutes an expense to the County for principal and interest payments on financing mechanisms which include general obligation bonds, revenue bonds issued through the Virginia Resource Authority, lease-purchase arrangements and lease revenue bonds. Debt service expenditures result from the total debt being used by the County for both School and General Government capital projects in the Capital Projects Fund, School Fund, and/or Capital Asset Replacement Fund. These expenditures are typically offset by interest earnings, proceeds from lease-purchase financing transferred from the School Fund or General Fund, and/or use of various fund balances.

The Board, through its fiscal policies and principles, establishes guidelines for a number of debt ratios in an effort to maintain fiscal restraint and control. The Board adopted its updated debt-related Fiscal Policy on June 2, 2010. As part of its review, the County refined its debt ratio guidelines, increasing the Debt per Capita Income guideline from 7.5% to 8.0% to reflect the changing economic environment. Also, following the lead of similarly highly-rated municipalities, the Board removed the \$2,500 Debt per Capita ratio from the County's watch list, as its significance is negligible. The County's recently adopted debt ratios and respective guidelines are provided below. More information regarding County debt may be found in the *Debt Service Fund* section of Volume 2 of this budget document.

### **Loudoun County Debt Ratio Guidelines**

(Revised June 2, 2010)

- Annual debt issuance limit of \$200 million.
- Net debt as a percentage of estimated market value of taxable property should not exceed 3.0%.
- Net debt per capita as a percentage of income per capita should not exceed 8.0%.
- Debt service expenditures as a percentage of governmental fund expenditures should not exceed 10%.
- Ten year debt payout ratio should be above 60%.
- The affordability index, consisting of the weighted average of the net debt per capita (20%), net debt as a percentage of estimated market value of taxable property (45%), and net debt per capita as a percentage of income per capita (35%) shall be updated annually.
- Total overlapping debt should not exceed 1% of the total assessed value of taxable property in the County.

The charts on the following pages provide both a retrospective and a prospective view of the County's debt service expenditures as a result of financing approved by the Board of Supervisors.

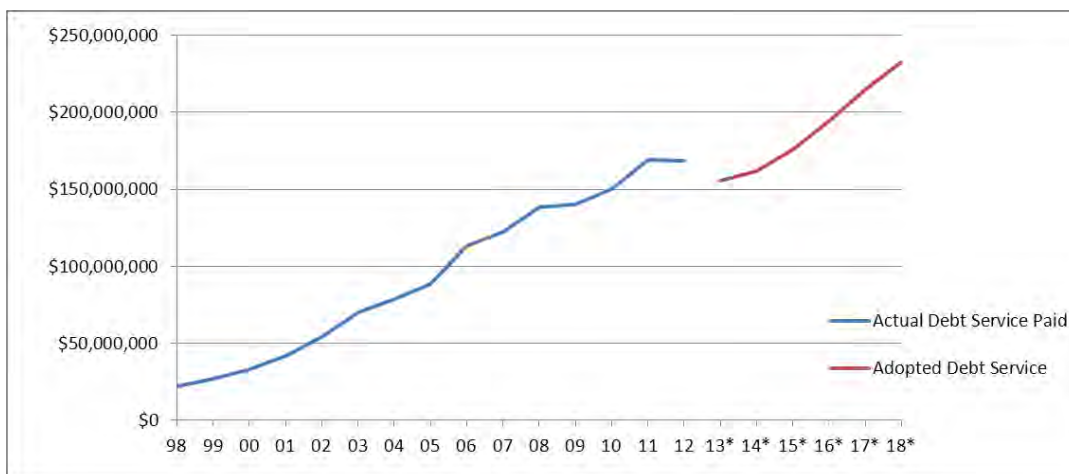


## Debt Service

The County's debt service has been on a significant increasing trend since FY 2000, as a result of rapid growth in public school enrollment requiring an aggressive school construction program for many of the last fifteen years. Projected FY 2014 debt service in the amount of \$161,967,261 is a slight reduction below the FY 2012 amount, as shown in the graph below. The actual amount of debt service payments in both FY 2011 and FY 2012 is likely to be even less than currently projected due to (1) planned delays in bond issuances based on the funding requirements of projects, (2) favorable rates realized for issuances because of the County's AAA status and (3) returns that may be achieved through refunding.

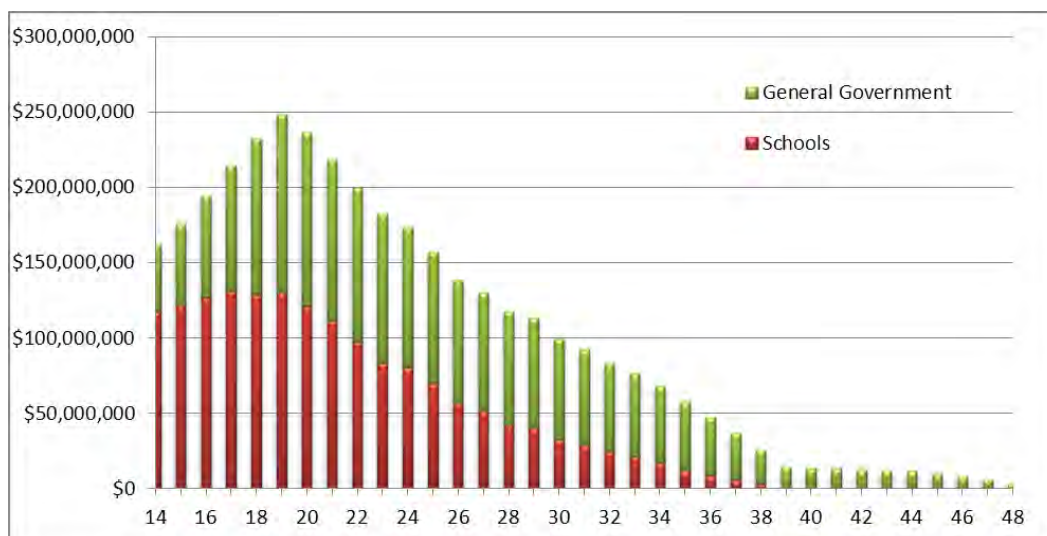
Beginning in FY 2015, projected debt service payments begin to rise again as a result of the impact of issuing debt for Phase 2 of the Dulles Rail project.

### Annual Debt Service FY 1998 - FY 2018



\*Projected from Adopted CIP

### Projected Future Annual Debt Service FY 2014 – FY 2048

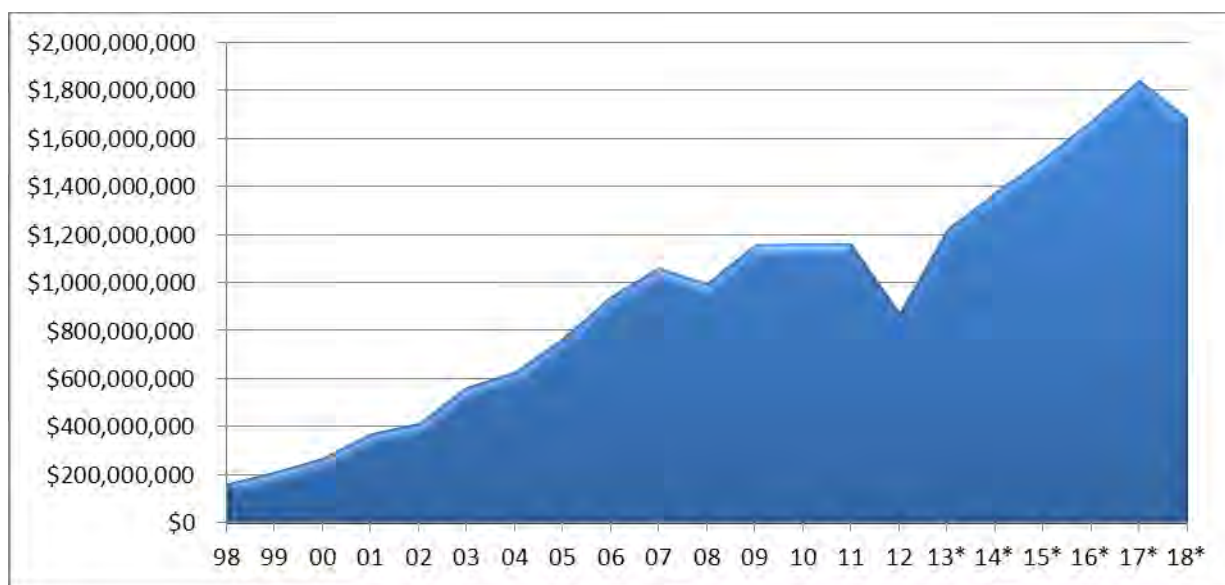




## Net Debt Outstanding

The County's continuing population and student enrollment growth create demand for infrastructure improvements, new capital facilities, and new school construction. As a result, the County's total net bonded debt measured at year end has increased significantly since FY 2000 as shown in the graph below. That same graph shows a leveling off during the four year period of FY 2008 – FY 2012, reflecting the impact of the nation-wide recession. However, the County's net bonded debt is project to rise to more than \$1.6 billion in FY 2016, as the pace of school construction increases, and the County issues the final planned tranche of debt for Phase 2 of the Dulles Corridor Rapid Transit Project.

**Annual Year End Net Bonded Debt<sup>1</sup>**  
**FY 1998 - FY 2018**



\*Projected from Adopted CIP

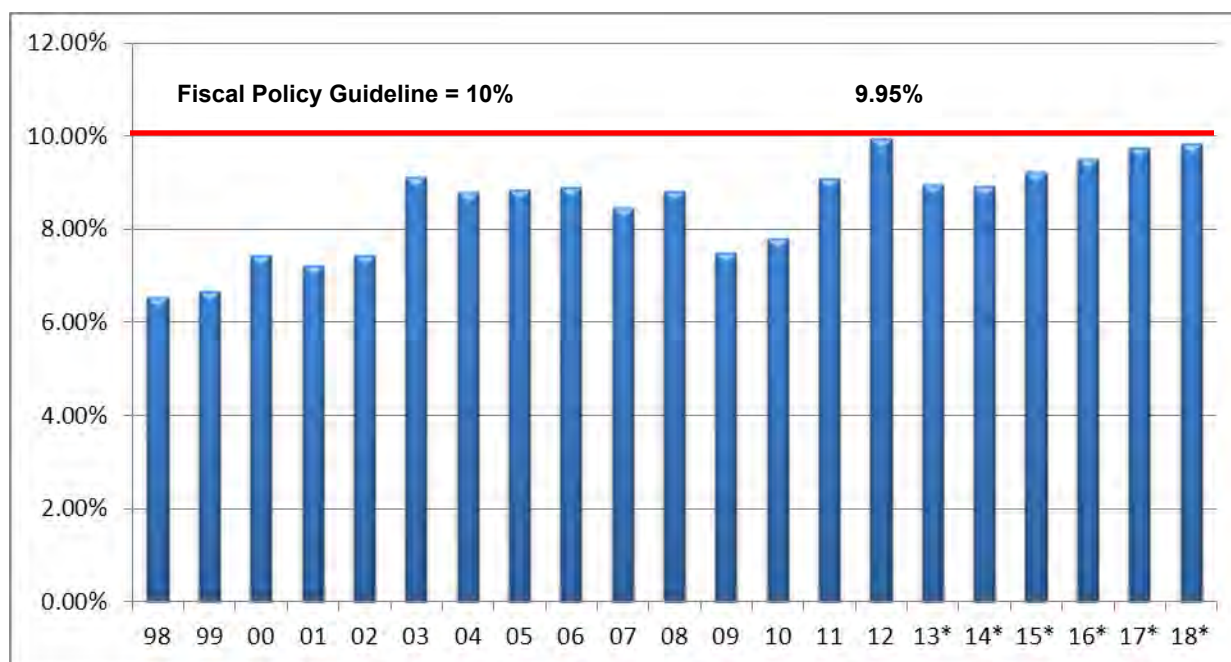
<sup>1</sup> Source: *Debt Financing - Impact on Future Debt Ratios* Table, County Comprehensive Annual Financial Report.



## Debt Service as a Percentage of Expenditures

From FY 1998 through FY 2010, the ratio of debt service to total expenditures remained well under the County's 10% guideline, as total expenditures increased in concert with debt service. However, as the County continues to economize in the face of difficult economic conditions, total governmental expenditures are projected to increase at a lower rate than in prior years. As a result, fixed expenses such as debt service on previously issued bonds will increase as a percentage of those expenditures. This trend, along with the County's need to finance school construction and the County's largest single capital project - Phase 2 of the Dulles Corridor Rapid Transit Project - has increased pressure on this important debt ratio. The graph below shows the current projections for this ratio for FY 2014 – FY 2018 (as well as historical data). While FY 2012 total for the debt service to expenditure ratio is 9.95%, the projections for FY 2014 – FY 2018 continue to be below the 10% guideline. It is important to note the *actual* ratio measured at the end of the fiscal year is almost always significantly less than had been projected. This is due primarily to the favorable interest rates at which the County is able to issue debt due to its AAA rating.

**Debt Service as a Percentage of Total Expenditures<sup>1</sup>**  
**FY 1998 - FY 2018**



**\*Projected from Adopted CIP**

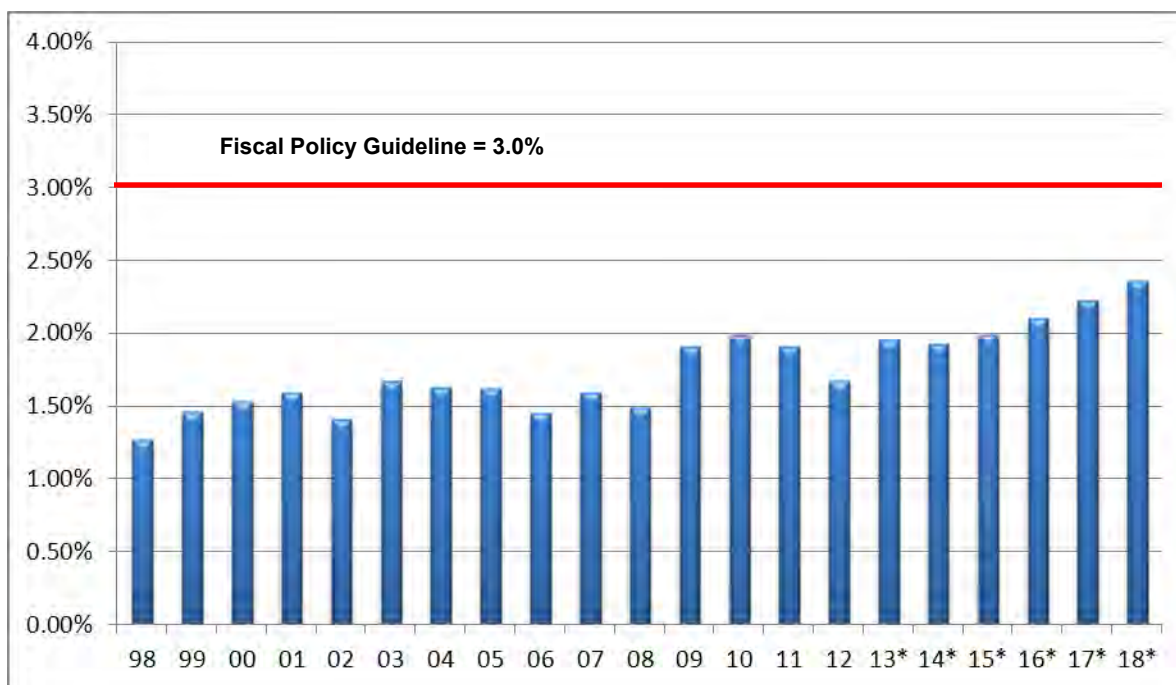
<sup>1</sup> Sources: *Debt Service Fund* Section, County Comprehensive Annual Financial Report.



## Net Debt as a Percentage of Assessed Value

The ratio of outstanding net debt to assessed value of all property in the County rose sharply in the 1990s, and did so again in FY 2009, as assessed values continue their steep decline reflecting the slump in the nation's housing market. Projections for FY 2014 – FY 2018 indicate that this ratio will increase as the housing market in the greater Washington, DC area continues to grow.

### Total Net Debt as a Percentage of Total Assessed Value FY 1998 - FY 2018



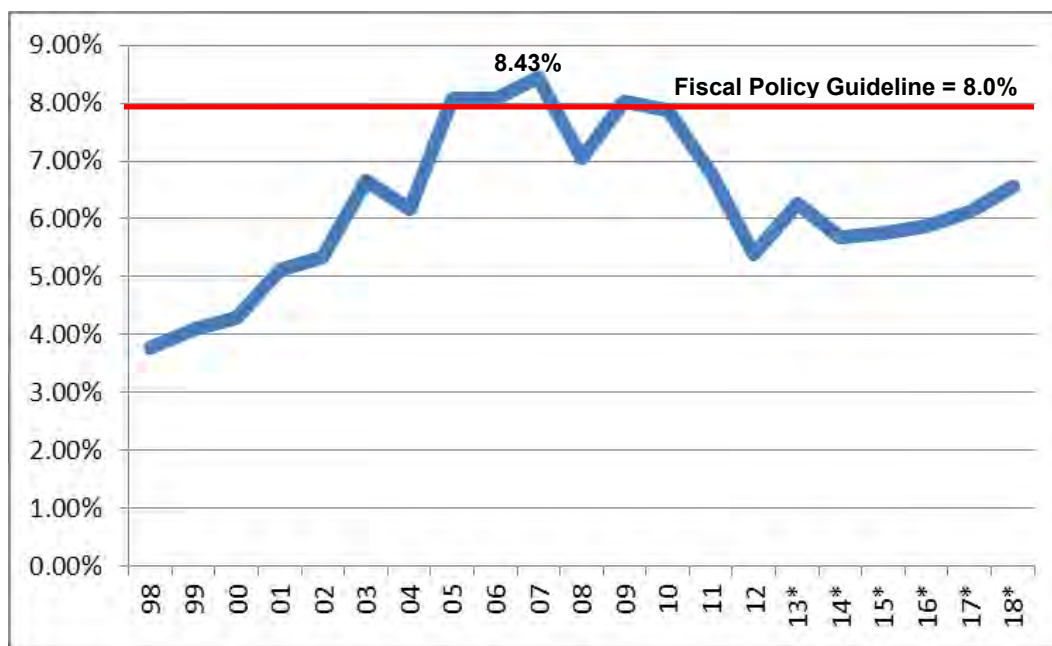
\*Projected from Adopted CIP



## Net Debt Per Capita as a Percentage of Per Capita Income

After several years above the Fiscal Policy guideline of 8%, the net debt per capita to per capita income ratio is projected to remain well under that level for the FY 2014 – FY 2018 period, due in large part to continued growth in per capita income.

**Net Debt Per Capita as a Percentage of Per Capita Income<sup>1</sup>**  
**FY 1998 – FY 2018**



\*Projected from Adopted CIP

<sup>1</sup> Sources: *Debt Service Fund* Section, County Comprehensive Annual Financial Report





**Glossary & Index**

Glossary ..... Page 16-3  
.....  
Index ..... Page 16-11  
.....





## GLOSSARY OF TERMS

<b>501(c)3</b>	Exempt tax status afforded to nonprofit organizations meeting certain criteria.
<b>Accrual Basis of Accounting</b>	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.
<b>Actuals</b>	Revenues and expenditures that occur in a prior fiscal year. Actuals differ from budgeted figures in that they represent the real disbursements and/or collections that take place subsequent to budget adoption.
<b>Adjusted Gross Income</b>	Adjusted Gross Income is the key before-tax definition of income used by the IRS to compute individual income tax liabilities and is defined as: "all income that is received in the form of money, property, and services and that is not explicitly exempt by law."
<b>Adopted Fiscal Plan</b>	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.
<b>Annual Budget</b>	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.
<b>Appropriation</b>	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.
<b>Appropriation Resolution</b>	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.
<b>Assess</b>	To place a value on property for tax purposes.
<b>Assessed Valuation</b>	The appraised value of property for purposes of property taxation. The assigned valuation covers real and personal property at 100% valuation.
<b>Assessment</b>	A charge of money collected by the government from people or businesses for public use.
<b>Asset</b>	Owned resources, possibly held by Loudoun County, which have a monetary value.
<b>Audit</b>	A formal examination of an organization's or individual's accounts or financial situation.
<b>Balanced Budget</b>	A financial plan in which total expenditures equal total revenue and/or fund balance.
<b>Base Budget</b>	The cost of continuing existing levels of service in the upcoming budget year.
<b>Benchmark</b>	A factor or standard used to assess the effectiveness of a service or program in comparison with other organizations or jurisdictions.



## GLOSSARY OF TERMS

<b>Bond</b>	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.
<b>Bond Rating</b>	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.
<b>BPOL</b>	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.
<b>Budget</b>	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.
<b>Budget Calendar</b>	Schedule of key dates which a government follows in the preparation and adoption of the budget.
<b>Capital Asset Replacement Fund</b>	A fund established to ensure a consistent means of financing and planning for Countywide major maintenance efforts. This fund provides a mechanism for the replacement and rehabilitation of major components of the School and County physical plant including structural, mechanical, electrical, plumbing and site-related efforts.
<b>Capital Expenditures</b>	Expenditures on all fixed assets with a value greater than \$5,000 and an expected life of 3 years or more.
<b>Capital Facilities</b>	Fixed assets, primarily buildings, acquired or constructed by the County.
<b>Capital Improvement Program</b>	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.
<b>Capital Outlay</b>	Expenditures for items of a substantial nature that are expected to have a useful life of more than one year. Examples include personal computers, vehicles, radios and furniture.
<b>Carryover Funds</b>	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.
<b>CDBG</b>	Community Development Block Grant; a Federal grant program administered by the U.S. Department of Housing and Urban Development.
<b>Code of Virginia</b>	The titles, chapters, articles and sections of this Code contain the laws of the State.
<b>Codified Ordinance</b>	Regulation related to a specific code, such as the Code of the Commonwealth of Virginia.
<b>Comprehensive Services Act for At-Risk Youth (CSA)</b>	This is a joint project of the Departments of Family Services; Mental Health, Mental Retardation and Substance Abuse Services; Management and Financial Services; Juvenile Courts; the School System and community service providers and private citizens. CSA is funded jointly by the State and the County. The project goal is to maintain, strengthen and reunify at-risk youth and their families.



## GLOSSARY OF TERMS

<b>Constituent</b>	A resident in an electoral district.
<b>Constitutional Officers</b>	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.
<b>Contractual Services</b>	Services rendered to a government by private firms, individuals, or other governmental agencies.
<b>County Seat</b>	An administrative center of a community. Leesburg is the County Seat of Loudoun County.
<b>County Zoning Map</b>	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.
<b>County Zoning Ordinance</b>	This zoning ordinance was adopted by the County in conformance with the provisions of Title 15.1, Chapter 11, Article 8, of the Code of the Commonwealth of Virginia. Its purpose is to promote the health, safety, and general welfare of the public. The zoning ordinance is a means of controlling land use. For example, zoning ordinances can help to prevent traffic congestion, protect historic areas, and control population density.
<b>Debt</b>	An obligation resulting from the borrowing of money.
<b>Debt Service</b>	Funding as defined by the State Auditor of Public Accounts that finances and accounts for the payment of principal and interest on bonds.
<b>Department</b>	Basic organizational unit of government which is functionally unique in its service delivery responsibilities.
<b>Depreciation</b>	Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.
<b>Division</b>	Major organizational subunits.
<b>Encumbrance</b>	A reservation of funds for an anticipated expenditure prior to actual payment of an item. Funds are usually reserved or encumbered once a contract obligation has been signed, but prior to the actual disbursement of the cash payment.
<b>Enhancement</b>	"Enhancement" is a general term used for new initiatives that may consist of: (1) expansions or improvements to an existing program, (2) establishment of a new program, (3) a proposal to fund from local dollars a program which has previously been supported by non-local sources of revenue, or (4) an increase in revenue due to a new fee or an increase in fee rates.
<b>Enterprise Funds</b>	Funds used to account for operations (a) that are financed through dedicated user fees, or (b) where the Board of Supervisors has decided to appropriate funding for specific operations using a periodic determination of revenues earned, expenses incurred, and/or net income.
<b>Equalization</b>	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.



## GLOSSARY OF TERMS

<b>Expenditures</b>	Decreases in net financial resources not properly classified as other financing uses.
<b>Facilities Standards Manual</b>	A document by the Board of Supervisors which sets out specific regulations and design standards for such facilities as water/sewer service, roads and streets, soils review, etc.
<b>Fiduciary Fund</b>	Funding used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or funds.
<b>Fire/Emergency Services Tax District</b>	A special revenue fund established by the Board of Supervisors in 2007 to provide a dedicated funding mechanism for career and volunteer fire and rescue operations in Loudoun County. The Fire/EMS District is primarily funded by a separate tax rate on real property.
<b>Fiscal Impact Model</b>	A 20-year model developed to help the County plan for future population growth. The fiscal impact model determines the financial impact of growth on the County Government, quantifying the need for services and projecting the related expenditures for providing these services.
<b>Fiscal Policy</b>	A statement of the guidelines and goals that will influence and guide financial management practices.
<b>Fiscal Trends</b>	The statistical section of the document that provides a broad range of trend data covering key financial indicators with historical and current data. The fiscal trends section also contains demographic and miscellaneous data useful in assessing the County's government's financial condition.
<b>Fiscal Year</b>	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.
<b>FTE</b>	Full-Time Equivalent, considering all full-time and part-time staff positions. One FTE consists of 1,950 work hours per year.
<b>Fund</b>	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.
<b>Fund Balance</b>	The amount of money or other resources remaining unspent or unencumbered in a fund at a specific point in time. This term usually refers to funding available at the end of the fiscal year.
<b>Fund Type</b>	A group of funds that have similar activities, objectives or funding sources as defined by the State Auditor of Public Accounts.
<b>GAAP</b>	An acronym for Generally Accepted Accounting Principles, this term refers to uniform minimum standards for financial accounting and recording.
<b>General Fund</b>	The primary location of all financial activity associated with the ordinary operations of County Government. Most taxes are accrued into this fund and transfers are made to the School, Debt Service, and Capital Projects funds as appropriate.
<b>General Obligation Bond Financing</b>	G.O. bonds are approved by voter referendum and carry the full faith and credit of Loudoun County.



## GLOSSARY OF TERMS

<b>General Plan</b>	An official public document, which is the product of citizen participation, the Planning Commission, the Board of Supervisors, County staff and consultants. The General Plan is a long-range guide for growth, land use and development decisions in the County and provides a framework for consistent future decision-making.
<b>GIS</b>	The Geographic Information System (GIS) is a computer system used to assemble, store, manipulate, and display information about land in the County. GIS is a multi departmental resource integrated with several of the County's other computer systems. It is used in part to manage and analyze land information and produce maps in support of the assessment process, in the management of zoning and health information, in the planning process, for addressing County residences, and in landfill management.
<b>Goals</b>	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").
<b>Grant</b>	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.
<b>Intergovernmental Revenue</b>	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.
<b>Intergenerational Equity</b>	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.
<b>Landfill Fee Waiver</b>	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.
<b>Lease Purchase</b>	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.
<b>Levy</b>	The imposition of taxes for the support of government activities.
<b>Liabilities</b>	Obligations incurred in past or current transactions requiring present or future settlement.
<b>Liquidity</b>	Funds consisting, or capable, of ready conversion into cash.
<b>Local Gasoline Tax</b>	This is a 2% tax on gasoline sold in the County. Local gasoline tax collections are directed to a special account maintained by the Northern Virginia Transportation Commission (NVTC).
<b>Local Tax Funding</b>	Represents funds that the Board of Supervisors may allocate from general tax revenues to supplement revenues received by a program.
<b>Long-Term Debt</b>	Debt with a maturity of more than one year after the date of issuance.
<b>Mission Statement</b>	A written description stating the purpose of an organizational unit (department or agency) and its function.



## GLOSSARY OF TERMS

<b>Modified Accrual Basis of Accounting</b>	Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred (if measurable). Under this approach, immature interest on general long-term debt and certain similar accrued obligations are recognized when due.
<b>Non-Revenue Receipt</b>	Assets received by the County which are not in the form of cash, such as Federal food commodities received at the Juvenile Detention Home and donated land from developers in the form of proffers. These are entered in the County records at their fair market value at the time of receipt.
<b>Object Classification</b>	A grouping of expenditures on the basis of goods or services purchased, such as personal services, materials, supplies, equipment, etc.
<b>Objective</b>	A statement of purpose defined more specifically than a goal. Objectives describe specific measurable outputs within a designated timeframe (e.g., "increase the number of children qualifying as Level I swimmers by 20%"). Program objectives are identified for each program description in the budget document.
<b>Obligation</b>	A future expenditure requirement incurred by voluntary agreement or legal action.
<b>Overlapping Debt</b>	The debt issuer's (County's) proportionate share of the debt of other local governmental units such that the issuer (the County) is located either wholly or partly within the geographic limits of the other units. The debt is generally apportioned based upon relative assessed value. For example, debt issued by a regional organization with which the County is affiliated would be overlapping debt of the County.
<b>Overmatch</b>	The amount of local tax funding over and above the amount required to leverage Federal and State grant revenue.
<b>Parcel Mapping</b>	The process of producing maps of land parcels in the County. These parcels serve as units for assessing taxes.
<b>Pay-As-You-Go</b>	A term used to describe the practice of financing certain capital expenditures using current revenue as opposed to borrowing.
<b>Pay-For-Performance</b>	An assessment system that provides a process for appraising the quality of work performed by County employees and linking potential pay increases with work performance. The Pay for Performance system is designed to establish a link between performance assessment and employee performance of job duties and responsibilities.
<b>Performance Measures</b>	Data collected to assess a program's progress toward achieving established objectives and goals.
<b>Personal Property</b>	A category of property other than real estate, identified for purposes of taxation, including personally owned items, corporate property, and business equipment. Examples include automobiles, motorcycles, trailers, boats, airplanes, business furnishing and manufacturing equipment. Goods held for sale by manufacturers, wholesalers, or retailers (i.e., inventory) are <u>not</u> included.
<b>Policy</b>	A high-level overall plan embracing the general goals and acceptable procedures of the governing body.
<b>Private Contributions/Donations</b>	These donations are usually from private citizens, typically one-time, non-recurring donations of cash or property.





## GLOSSARY OF TERMS

<b>Proffer</b>	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.
<b>Program</b>	This is a plan or unit under which action may be taken towards meeting an individual or set of goal(s) in the provision of a particular service. Examples of County Government programs include fleet management, field services, outpatient services and the Loudoun Youth Initiative.
<b>Property Tax Rate</b>	The rate of taxes levied against real or personal property expressed as dollars or \$100 of equalized assessed valuation of the property taxed.
<b>Proposed Fiscal Plan</b>	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.
<b>Proprietary Fund Types</b>	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.
<b>Prorate Tax System</b>	A system in which taxes are assessed proportionally during the year.
<b>Public Service Property</b>	Property specifically designated for public service use, as determined by the State Corporation Commission. This category includes designated real property, such as land and buildings and other property, such as computers, copiers and cash registers.
<b>Real Property</b>	Real estate, including land and improvements (building, fencing, paving), classified for purposes of tax assessment.
<b>Referendum</b>	The principle or practice of submitting to popular vote a measure passed on or proposed by a legislative body or by popular initiative.
<b>Regional Organization</b>	Organizations to which the County is either a member or contributes as a funding source.
<b>Resolution</b>	A formal expression of opinion will, or intent voted by an official body or assembled group.
<b>Revenue</b>	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).
<b>Revolving Loan Fund</b>	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.
<b>Rollback taxes</b>	Amount of the difference between the taxes calculated for a property with and without the exemption for the previous five years.
<b>Short-Term Debt</b>	Debt with a maturity of less than one year after the date of issuance.
<b>Special District</b>	An independent unit of local government organized to perform a single governmental function or a restricted number of related functions. Special districts usually have the power to incur debt and levy taxes; however, certain types of special districts are entirely dependent upon enterprise earnings and cannot impose taxes. Examples of special districts are the Fire/EMS Tax District, the Route 28 Special Improvement District and the Dulles Industrial Park Waster and Sewer District.



## GLOSSARY OF TERMS

<b>State/Federal Grant Fund</b>	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.
<b>State Compensation Board</b>	A State Board that determines the rate of State funding toward the total cost of office operations for Constitutional Officers.
<b>Task Force</b>	A group of individuals organized to discuss and research a particular topic. Task forces are often used as advisory groups on a given topic.
<b>Tax Base</b>	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.



## INDEX

<b>A</b> ccounting, Auditing, and Financial Reporting Policies .....	E-60
Additional Revenue Details .....	R-19
Adolescent Independent Living Residence .....	10-47
Adult Detention Center (Phase III) .....	10-35
Adult Detention Center Phase II .....	8-9
Advanced Technology Academy .....	12-24
Alder School Road Paving .....	9-4
Aldie Fire and Rescue Station .....	10-30
American Red Cross of the National Capital Region .....	6-11
Ashburn Area High School (HS-8) .....	12-21
Ashburn Park & Ride Lot .....	8-4
Ashburn Recreation Center .....	10-60
Ashburn Sheriff Station .....	10-36
Asset Maintenance, Replacement, and Enhancement Policies .....	E-61
 <b>B</b> elfort Area Road Improvements .....	11-18
Belmont Ridge Road at W&OD Trail .....	11-32
Birmingham Green .....	6-18
Blue Ridge Speech and Hearing Center .....	6-12
Board of Supervisors .....	1-3
Braddock/Pleasant Valley Road Improvements .....	11-29
Brain Injury Services, Inc. ....	6-12
Brambleton District Park .....	9-10
Brambleton Public Safety Center .....	9-5
Buffalo Trail Elementary School (ES-20) .....	8-14
Building & Development Building Code Enforcement .....	5-16
Building & Development .....	5-3
Building & Development, Land Development Engineering .....	5-10
Building & Development, Land Development Planning .....	5-8
Building & Development, Permit Issuance/Department Management .....	5-18
Building & Development, Zoning Administration .....	5-12
Business, Professional and Occupational License Tax .....	R-10
 <b>C</b> apital Asset Preservation Fund .....	14-2
Capital Budget Policies .....	E-60
Capital Caring (Formerly Capital Hospice) .....	6-12
Capital Improvement Program .....	7-1
Capital Improvement Program, Capital Budget Process .....	7-10
Capital Improvement Program, Capital Facility Standards .....	7-5
Capital Improvement Program, Capital Intensity Factor .....	7-7
Capital Improvement Program, Capital Needs Assessment .....	7-6
Capital Improvement Program – County Projects .....	10-1
Capital Improvement Program – County Capital Projects – Administration .....	10-7
Capital Improvement Program, County Capital Projects – General Government .....	10-13
Capital Improvement Program, County Capital Projects – Health and Welfare .....	10-41
Capital Improvement Program, County Capital Projects – Parks, Recreation and Culture .....	10-49
Capital Improvement Programs, County Capital Projects – Public Safety .....	10-21
Capital Improvement Program, Executive Summary .....	7-3
Capital Improvement Program, Funding the CIP .....	7-37
Capital Improvement Program, High Schools .....	12-17
Capital Improvement Program, Impact on Future Debt Ratios .....	7-53
Capital Improvement Program, Loudoun County Public Schools’ Capital Projects Summary .....	7-35
Capital Improvement Program, Notice of Intent .....	7-54
Capital Improvement Program, Purpose of the Capital Improvement Program .....	7-3
Capital Improvement Program, Schedule of Appropriations, School Capital Projects Fund .....	7-46
Capital Improvement Program, Schedule of Appropriations .....	7-44



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

INDEX

Capital Improvement Program, Schedule of Appropriations, General Capital Projects Fund.....	7-45
Capital Improvement Program, Schedule of Financing and Referenda .....	7-47
Capital Improvement Program, Schedule of Major Financings, County .....	7-55
Capital Improvement Program, Schedule of Major Financings, Schools.....	7-57
Capital Improvement Program, School Capital Projects – Elementary Schools.....	12-5
Capital Improvement Program, School Capital Projects – Middle Schools .....	12-11
Capital Improvement Program, School Capital Projects .....	12-1
Capital Improvement Program, School Capital Projects, Table of Contents .....	12-3
Capital Improvement Program, Summary of County Capital Projects .....	7-17
Capital Improvement Program, The Capital Planning Process .....	7-3
Capital Improvement Program, The Interaction of the Capital Planning & Capital Budget Process .....	7-7
Capital Improvement Program, Transportation Capital Projects .....	11-1
Capital Project Management.....	10-15
Capital Vehicles .....	10-12
Cascades Parkway Shared Use Trails.....	11-35
Central Services Fund.....	14-4
Charges for Services.....	R-13
Claiborne Parkway .....	11-20
Clerk of the Circuit Court.....	2-13
Commonwealth Aid .....	R-17
Commonwealth's Attorney .....	2-19
Community Corrections.....	2-23
Community Development.....	5-1
Completed Capital Projects.....	8-1
Comprehensive Services for At-Risk Youth and Families .....	14-5
Computer System Replacement Fund .....	14-7
Consolidated Shops & Warehouse Facility .....	10-17
County Administration .....	1-15
County Administration, Executive Management.....	1-20
County Administration, Public Affairs and Communications.....	1-26
County Administration, Support to the Board .....	1-23
County Attorney .....	1-29
County Landfill Mining Project.....	10-18
County Landfill Sequence V Closure.....	10-19
County OPEB Trust Fund .....	14-12
County Road Projects .....	11-16
Courts Complex (Phase III).....	10-25
Courts Lobby.....	8-9
Courts .....	2-29
Courts, Circuit Court.....	2-33
Courts, General District Court .....	2-37
Courts, Juvenile & Domestic Relations Court .....	2-35
Courts, Magistrates .....	2-39
Criteria for Establishment of Special Assessment Districts .....	E-63
CS Monroe Conversion.....	12-25

<b>D</b> ebt Issuance Limits.....	13-9
Debt Policies .....	E-56
Debt Service Expenditures & Funding Sources .....	13-2
Debt Service Fund .....	12-1
Debt Service Fund, Schedule of Major Financings, County Projects .....	13-10
Debt Service Fund, Schedule of Major Financings, School Projects.....	13-12
Debt Service Projections by Projects .....	13-13
Department of Animal Services.....	2-3
Department of Animal Services, Animal Control .....	2-10
Department of Animal Services, Animal Shelter.....	2-7
Department of Transportation & Capital Infrastructure.....	5-53



## INDEX

Department of Transportation & Capital Infrastructure, Capital Projects, Design & Construction .....	5-58
Department of Transportation & Capital Infrastructure, Transportation Planning & Operations .....	5-60
Department of Transportation & Capital Infrastructure, Capital Budget & Policy .....	5-64
Developmental Services Group Residences .....	10-44
Distinguished Budget Award .....	i-3
Dulles Corridor Rapid Transit .....	11-10
Dulles Industrial Park Water & Sewer District .....	14-8
Dulles North Area High School (HS-11) .....	12-22
Dulles North Area Middle School (MS-9) .....	12-14
Dulles North Elementary School (ES-27) .....	12-8
Dulles South Area Elementary School (ES-21) .....	12-7
Dulles South Area Elementary School (ES-28) .....	12-9
Dulles South Area Middle School (MS-7) .....	12-13
Dulles South Multipurpose Center (Phase II) .....	10-52

<b>E</b> astern Loudoun Animal Shelter & Western Shelter Renovation .....	10-24
Eastern Loudoun Respite Center .....	8-13
Eastern Loudoun Sheriff Station .....	8-7
ECC/E-911 Communications Center .....	10-23
Economic Development .....	5-21
Edgar Tillett Memorial Park .....	9-9
Elections and Voter Registration .....	1-33
Elections and Voter Registration, Electoral Board .....	1-38
Elections and Voter Registration, Voter Registration .....	1-39
Emergency Homeless Shelter .....	10-46
Emergency Homeless Shelter .....	8-10
Executive Summary .....	E-1
Extension Services .....	3-3
Extension Services, 4-H Youth Development .....	3-11
Extension Services, Agriculture & Natural Resources .....	3-8
Extension Services, Family & Consumer Sciences .....	3-13

<b>F</b> amily Services .....	3-15
Family Services, Adult & Family Programs .....	3-24
Family Services, Child Services .....	3-20
Family Services, Facilities & Internal Operations .....	3-31
Family Services, Housing & Community Development .....	3-27
Federal Categorical Aid .....	R-19
Federal Payments .....	R-19
Fields Farm Park .....	10-83
Fines and Forfeitures .....	R-13
Fire and Rescue Capital Apparatus .....	10-34
Fire and Rescue Training Prop Lots .....	10-33
Fire and Rescue Training Prop Lots .....	9-8
Fire, Rescue and Emergency Management .....	2-41
Fire, Rescue and Emergency Management, Administrative Services .....	2-66
Fire, Rescue and Emergency Management, Asset Management .....	2-70
Fire, Rescue and Emergency Management, Communications & Support Services .....	2-51
Fire, Rescue and Emergency Management, Emergency Medical Services .....	2-47
Fire, Rescue and Emergency Management, Fire Marshal's Office .....	2-59
Fire, Rescue and Emergency Management, Fire-Rescue Training .....	2-57
Fire, Rescue and Emergency Management, Office of Emergency Management .....	2-63
Fire, Rescue and Emergency Management, Operations .....	2-49
Fire, Rescue and Emergency Management, Volunteer Coordination .....	2-55
Fireman's and Haske Field Improvements .....	10-64
Fiscal Policy .....	E-53



## INDEX

Fiscal Trends.....	15-1
Fiscal Trends, Assessed Value & Tax Rates .....	15-15
Fiscal Trends, Debt & Debt Service .....	15-39
Fiscal Trends, Demographic & Economic Trends .....	15-3
Fiscal Trends, Revenue & Expenditures .....	15-23
Fiscal Year 2014 Budget Process .....	E-13
Franchise Fees & Miscellaneous Taxes.....	R-11
Franklin Park Athletic Field Lighting .....	10-61
Frederick Douglass Elementary School (ES-15).....	8-16
Freedom High School Addition.....	12-23
Friends of Loudoun Mental Health .....	6-12
Fund Balance Policy: County and Schools .....	E-47
FY 2012-2014 Summary of Financial Sources and Uses of Funds Balances .....	E-39
FY 2014 Adopted Enhancements .....	E-21
FY 2014 Landfill Fee Waivers .....	6-3
FY 2014 Budget Tables & Graphs .....	E-27

<b>G</b> eneral Fund Revenue Profile .....	R-3
General Fund Revenue.....	R-2
General Government Administration .....	1-1
General Property Taxes .....	R-4
General Services.....	1-41
General Services, Environmental Compliance .....	1-51
General Services, Facilities Support .....	1-47
General Services, Fleet Management.....	1-49
General Services, Management Support Services.....	1-55
General Services, Public Works.....	1-45
General Services, Waste Management.....	1-53
Glossary & Index.....	16-1
Glossary of Terms.....	16-3
Gloucester Parkway .....	11-26
Greenlea Tax District .....	14-9
Gum Spring Library .....	8-13

<b>H</b> al and Berni Hanson Regional Park .....	10-55
Hamilton Sewer Service District.....	14-10
Harmony Park & Ride Lot .....	8-6
Health and Welfare .....	3-1
Health Services.....	3-35
Health Services, Community Health.....	3-39
Health Services, Environmental Health.....	3-42
Help for Others, Inc. ....	6-12
Historical Real Property Tax Rates and Average Tax Bill by Category .....	E-34
History of Expenditures by Department.....	E-43
History of FTEs by Department.....	E-45

<b>I</b> mpact on Future Debt Ratios (Debt Service Fund) .....	13-5
Information Technology.....	1-57
Information Technology, Enterprise Services.....	1-66
Information Technology, Infrastructure & Network Services .....	1-62
Information Technology, Public Safety Support Services.....	1-68
Information Technology, Systems Development & Support Services .....	1-64
Information Technology, Technology Services.....	1-71
INMED Partnerships for Children – MotherNet Loudoun .....	6-12
Investment Policies .....	E-59



Loudoun County Government  
FY 2014 Adopted Fiscal Plan

---

---

INDEX

<b>J</b> Michael Lunsford Middle School (MS-5) .....	8-14
John Champe High School (HS-7) .....	8-16
Juvenile Court Service Unit .....	2-73
Juvenile Detention Center Phase II .....	10-39
Juvenile Detention Center .....	9-8
Juvenile Probation Residence .....	10-38

<b>K</b> incaid/Crosstrail Boulevards .....	11-13
Kincora Fire and Rescue Station .....	9-6
Kirkpatrick Fire and Rescue Station (Station #26) .....	10-28

<b>L</b> and Acquisition Fund .....	10-9
Lansdowne Fire & Rescue Station .....	8-7
Leesburg Park & Ride Lot .....	8-4
Leesburg South Fire and Rescue Station (Station #27) .....	10-29
Legal Resource Center (Law Library) .....	14-11
Legal Services of Northern Virginia .....	6-13
Library Services .....	4-3
Library Services, Administration .....	4-11
Library Services, Public Services .....	4-9
Library Services, Support Services .....	4-7
Local Non-Property Taxes .....	R-8
Loudoun Cares .....	6-13
Loudoun Citizens for Social Justice/Loudoun Abused Women's Shelter .....	6-13
Loudoun Community Health Center .....	6-13
Loudoun County High School Stadium Upgrades .....	12-26
Loudoun County Mission .....	i-4
Loudoun County Parkway @ Redskins Park .....	9-3
Loudoun County Parkway Interchange .....	8-5
Loudoun ENDependence (ENDependence Center of Northern Virginia) .....	6-13
Loudoun Free Clinic .....	6-14
Loudoun Heights Fire and Rescue Station #16 .....	9-6
Loudoun Heritage Farm Museum .....	6-18
Loudoun Interfaith Relief .....	6-14
Loudoun Literacy Council .....	6-15
Loudoun Museum .....	6-15
Loudoun Small Business Development Center .....	6-11
Loudoun Soil and Water Conservation District Board .....	6-21
Loudoun Valley Estates II High School (HS-6) .....	12-20
Loudoun Valley High School Renovations .....	12-19
Loudoun Volunteer Caregivers .....	6-14
Lovettsville Community Center Replacement .....	10-65
Lovettsville District Park .....	10-57
Lower Sycolin Pump Station .....	9-2
Lucketts Community Center Renovation .....	8-12
Lucketts Fire Station Replacement .....	10-32

<b>M</b> ajor Computer Systems .....	10-10
Management & Financial Services .....	1-73
Management & Financial Services, Accounting & Financial Analysis .....	1-82
Management & Financial Services, Budget Analysis & Research .....	1-85
Management & Financial Services, Human Resources Management .....	1-78
Management & Financial Services, Procurement .....	1-87
MAP-21 Transportation Enhancement Projects .....	10-11



## INDEX

Mapping & Geographic Information.....	5-27
Mapping & Geographic Information, Development & Analysis.....	5-35
Mapping & Geographic Information, Land Records Maintenance.....	5-37
Mapping & Geographic Information, Public Information.....	5-31
Mapping & Geographic Information, Systems Development & Support.....	5-33
Mason Enterprise Center.....	6-11
Mental Health, Substance Abuse and Developmental Services.....	3-45
Mental Health, Substance Abuse and Developmental Services, Community-Based Support Services.....	3-52
Mental Health, Substance Abuse and Developmental Services, Outpatient Services.....	3-56
Mental Health, Substance Abuse and Developmental Services, Outreach & Coordination Services.....	3-59
Mental Health, Substance Abuse and Developmental Services, Residential Services.....	3-49
Mercer Middle School Addition.....	12-15
Metro Parking Garages.....	11-9
Metropolitan Washington Council of Government.....	6-18
MHSADS Group Residence.....	10-43
Mirror Ridge Group Home.....	9-9
Miscellaneous Revenue.....	R-14
Miscellaneous.....	6-1
Moorefield Elementary School (ES-16).....	9-11
Moorefield Fire & Rescue Station.....	8-8
Moorefield Station Community Park.....	10-59

<b>N</b> on-Departmental Expenditures.....	6-6
Non-Profit Organizations.....	6-8
Non-Tax Accounts Receivable Policies.....	E-59
North Street Administration Building.....	8-11
Northern Virginia Community College.....	6-19
Northern Virginia Dental Clinic.....	6-14
Northern Virginia Family Services.....	6-14
Northern Virginia Regional Commission.....	6-19
Northern Virginia Regional Park Authority.....	6-19
Northern Virginia Resource Center for the Deaf and Hard of Hearing.....	6-15

<b>O</b> ccoquan Watershed Monitoring Program.....	6-19
Office of the Commissioner of the Revenue.....	1-7
Office of the Treasurer.....	1-89
Office of the Treasurer, Administration of Revenue.....	1-93
Office of the Treasurer, Project Fairness/Cost Recovery.....	1-96
Operating Budget Policies.....	E-53
Organizational Chart.....	E-10
Other Financing Sources.....	R-16
Other Funds.....	14-1
Other Local Sources of Revenue.....	R-12

<b>P</b> arks, Recreation and Community Services.....	4-13
Parks, Recreation and Community Services, Adaptive Recreation.....	4-29
Parks, Recreation and Community Services, Administration.....	4-38
Parks, Recreation and Community Services, Aging Services.....	4-31
Parks, Recreation and Community Services, Children's Programs.....	4-18
Parks, Recreation and Community Services, Community Centers.....	4-27
Parks, Recreation and Community Services, Facilities Planning & Development.....	4-36
Parks, Recreation and Community Services, Maintenance Services.....	4-20
Parks, Recreation and Community Services, Parks.....	4-25
Parks, Recreation and Community Services, Sports.....	4-22
Parks, Recreation and Community Services, Youth Services.....	4-34





---

---

## INDEX

Parks, Recreation and Culture .....	4-1
Payment in Lieu of Taxes .....	R-19
Permits and Privilege Fees .....	R-12
Personal Property .....	R-6
Peumansend Creek Regional Jail Authority .....	6-19
Philip A. Bolen Memorial Park .....	8-11
Planning Services .....	5-39
Planning Services, Application Review & Management .....	5-44
Planning Services, Community Information & Outreach .....	5-49
Planning Services, Community Planning .....	5-47
Policy Goals .....	E-53
Potomac Green Community Park .....	10-62
Previously Authorized Capital Projects .....	9-1
Property Tax Rates .....	E-33
Public Facilities Fund .....	14-13
Public Safety and General Government Office Center .....	10-37
Public Safety and Judicial Administration .....	2-1
Public Safety Firing Range .....	9-7
Purcellville Fire & Rescue Station .....	8-8

<b>Q-R</b> Real Property .....	R-5
Real Property Tax Relief .....	R-5
Recovered Costs .....	R-15
Regional Organizations and Intergovernmental Contributions .....	6-16
Regional Park-and-Ride Lots .....	11-8
Rental Assistance Program .....	14-23
Restricted Use Transit Occupancy Tax Fund .....	14-24
Revenue Policies .....	E-58
Revolving Loan Fund .....	14-29
Risk Management Policies .....	E-61
Riverside Parkway .....	11-21
Round Hill Fire Station Replacement .....	10-31
Route 28 Transportation Improvement District .....	14-30
Route 606 Widening .....	11-28
Route 690 Interchange Engineering .....	11-24
Route 7 and Williams Gap Road (Route 719) .....	11-33
Route 7 Traffic Flow Improvements .....	9-2
Route 7/287 Interchange Study .....	9-5
Route 7/Belmont Ridge Road Interchange .....	11-17
Russell Branch Parkway .....	9-4

<b>S</b> Sales and Utilities Taxes .....	R-8
School Revenue Fund .....	R-25
Scott Jenkins Memorial Park .....	9-11
Sheriff's Office .....	2-79
Sheriff's Office, Administrative & Technical Services .....	2-103
Sheriff's Office, Corrections .....	2-99
Sheriff's Office, Court Services .....	2-101
Sheriff's Office, Criminal Investigations .....	2-85
Sheriff's Office, Emergency Communications .....	2-96
Sheriff's Office, Field Operations .....	2-87
Sheriff's Office, Office of the Sheriff .....	2-108
Sheriff's Office, Operational Support .....	2-91
Shreve Mill Road .....	11-31
Sidewalks and Signals .....	8-6



## INDEX

Smith Switch Road.....	11-30
State/Federal Grants Fund.....	14-32
State Categorical Aid .....	R-18
State Non-Categorical Aid.....	R-17
State Shared Expenses .....	R-18
Storm Water Management.....	10-16
Sugarland Run Drive.....	11-34
Sycolin Road Improvements .....	8-5

<b>T</b> all Cedars Parkway .....	11-22
Tall Cedars Signal and Turn Lane.....	11-25
The Woods Road (Route 771) .....	11-15
Title Page of Board of Supervisors.....	i-1
Title Page of Department of Management & Financial Services Staff with Capital Budget Unit.....	i-2
Total Debt Service Expenditures FY 2014-FY 2018.....	13-3
Total Debt Service Forecast.....	13-3
Town of Hamilton (Sewer).....	6-20
Town of Hamilton Solar Radar Signs .....	11-38
Town of Leesburg for School Resource Officers (SROs).....	6-20
Town of Purcellville Sidewalk Project.....	11-39
Traffic Signals .....	11-41
Trails .....	9-3
Transit Buses .....	11-6
Transit Bus Maintenance & Storage Facility .....	11-7
Transmittal Letter .....	E-3
Transportation District Fund.....	14-33
Tuscarora High School (HS-5) .....	8-15

<b>U</b> se of Money and Property .....	R-13
User's Guide .....	E-11

<b>V-W</b> ashington Airports Task Force.....	6-11
Waxpool Road.....	11-23
Waxpool Road Intersection Improvements .....	11-27
Western Loudoun Sheriff Station .....	9-7
Woodgrove High School (HS-3).....	8-15
Woods Road Landfill Cell IA.....	8-3
Woods Road Landfill Leachate Transmission .....	8-2
Woods Road Landfill Maintenance Shop .....	8-2
Woods Road Landfill Wheel Wash.....	8-3

<b>X-Y</b> outh Shelter .....	8-10
Youth Shelter Renovation .....	10-48

## Z