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

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

Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to Loudoun County, Virginia for the annual budget for the fiscal year beginning July 1, 2010 In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operational guide, as a financial plan and as a communication device.

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

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Loudoun County

Virginia

For the Fiscal Year Beginning

July 1, 2010

President

Executive Director

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
Washington County, MD
Frederick County, MD
Jefferson County, WV
Montgomery County, MD
Clarke County, VA
Fauquier County, VA
Fairfax County, VA
Prince William County, VA
Potomac River
Loudoun Heights
Neersville
Lovettsville
Taylorstown
Lucketts
Hillsboro
Waterford
Paeonian Springs
Beacon Hill
Purcellville
Villages at Round Hill
Round Hill
Hamilton
Hirst Farm
Lincoln
Bluemont
Leesburg
River Creek
Potomac Station
Lansdowne
Belmont
University Center
Countryside
Lowes Island
Cascades
Sugarland Run
Ashburn
Ashburn Village
Ashburn Farm
Dulles Town Center
Broadlands
Sterling
Philomont
Unison
Willisville
St. Louis
Brambleton
Loudoun Valley Estates
Oak Grove
Middleburg
Aldie
Aldie Mountain
Arcola
Washington Dulles International Airport
Stone Ridge
South Riding
9
287
15
7
267
28
50
Select Villages
Select Subdivisions
0
5
10
15
Miles

History of Loudoun County

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

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

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

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

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

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

County Profile

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

County Population*	325,000	**Land Area** (square miles)	520
Per Capita Personal Income**	$51,717	**Unemployment Rate*****	4.8%
Median Household Income**	$114,204	**Total Employment***	150,370
Public School Enrollment*	66,266	**New Commercial Permits*****	1,551,748 sf.
Cost Per Pupil*	$11,014	**New Residential Permits*****	1,958 units
County & School Employees*	12,587	**Office/Industrial Vacancy Rate (year end)*****	13.9%

* Forecast FY 12 **Calendar Year 2009 ***Calendar Year 2010

Top 10 Real Property Tax Payers (2011 value)

	% of Tax Base
Virginia Electric & Power Company	0.54%
Verizon Business (formerly MCI Worldcom)	0.50%
Dulles Town Center Mall, LLC	0.44%
Verizon Virginia, Inc.	0.34%
VISA USA, Inc.	0.34%
Toll Road Investors Partnership II, LP	0.29%
America Online/Time Warner	0.28%
Carlyle/Cypress Leesburg I, LLC	0.22%
Brambleton Group, LLC	0.22%
R T Pacific Blvd, LLC	0.21%

Top 10 Employers (second quarter 2010)

Loudoun County Public Schools
AOL Inc.
County of Loudoun
Inova Loudoun Hospital
MC Dean Inc.
Orbital Sciences Corporation
U.S. Postal Service
United Air Lines Inc.
Verizon Business
Wal Mart Associates Inc.

PROJECTED FY 2012 MAJOR OPERATING INDICATORS

FUNCTION	INDICATOR
GENERAL GOVERNMENT ADMINISTRATION	
County's bond ratings	
Moody's	AAA
Standard and Poor's	AAA
Fitch	Aaa
Energy cost per square foot of owned space	$3.00
Major computer availability	98.00%
JUDICIAL ADMINISTRATION	
Number of Deed book recordings	440,000
PUBLIC SAFETY	
Sheriff's Office	
Average response time for emergency calls	9:00 min
Average response time for non-emergency calls	13:00 min
Fire and Rescue Services	
Number of emergency medical incidents responded	18,779
HEALTH AND WELFARE	
Number of senior meals provided	116,250
Number of age appropriate vaccinations provided	5,700
Number of Loudoun residents in the Medical Reserve Corps	1,100
PARKS, RECREATION AND CULTURE	
Annual Park visits	831,140
Number of adults participating in adult sports leagues	7,500
Number of children participating in youth sports	45,000
COMMUNITY DEVELOPMENT	
Number of plans submitted for review	10,290
Square feet of commercial and industrial permits	2,000,000
Number of subdivision applications submitted	290
EDUCATION (LOUDOUN COUNTY PUBLIC SCHOOLS)	
Per Pupil Expenditures	$11,014

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LOUDOUN COUNTY, VIRGINIA
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July 1, 2011

To the Citizens of Loudoun County:

On behalf of the Loudoun County Board of Supervisors, I hereby present to you the FY 2012 budget for the operation of your County government. The budget sets forth a plan for funding County Government Services, the School System, and debt service on County and School capital projects for the upcoming fiscal year.

The public process of developing the budget plan officially began on February 7, 2011, when the County Administrator presented the FY 2012 Proposed Fiscal Plan to the Board of Supervisors. In an effort to continue our ongoing commitment to fiscal preparedness, the Board provided fiscal guidance to the general government and school system early in the budget development process.

The Board provided that explicit direction in the fall of 2010 when it directed the County Administrator to prepare the proposed fiscal plan using the following directives:

1) The County General Government Fund and the School Operating Fund proposals should be prepared with no increase in current tax rates and options that address the loss of Local, State and Federal Stimulus funding and other one-time funding sources used in balancing FY 2011, and

2) The Capital, Capital Asset and Debt Service funds should be prepared with the minimum possible reliance upon local tax funding.

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

On April 4, 2011, the Board of Supervisors adopted the County's FY 2012 Fiscal Plan, which was based on a $1.285 real property tax rate. During the course of its budget deliberations, the Board of Supervisors took a number of actions to identify revenue resources and make various budget reductions in the proposed FY 2012 budget which

altogether totaled $20.2 million. These combined actions resulted in a lowering of the proposed tax rate from $1.32 to the adopted rate of $1.285, a reduction of 3.5 cents from the rate proposed by the County Administrator.

The FY 2012 budget includes funding for a number of enhancements for the County and Loudoun County Public Schools. The County's enhancements relate mostly to the opening of new facilities and the staffing and operating costs to maintain these facilities. LCPS enhancements are related to continuing growth in the number of students and the opening of a new middle school.

The adopted tax rate of $1.285 is nearly one cent below the equalized tax rate of $1.293. 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 2011 to FY 2012. Because the average residential property assessment increased by almost 2.5 percent, the average residential tax bill will go up by $65 for the year or about 1.3 percent. The average commercial property assessment decreased by about 4.2 percent, and coupled with the decrease in tax rate, the average commercial tax bill will decline by about 5.3 percent for Fiscal Year 2012. The personal property tax rate remains unchanged at $4.20 per $100.

ECONOMIC, DEMOGRAPHIC AND FISCAL ENVIRONMENT

Loudoun's economy has weathered the national recession better than other regions and this began to show for the first time in three years. Although there are some encouraging trends, total recovery from this recession will likely take a number of years and may be uneven across our economy. Political unrest in the Middle East has contributed to rising fuel prices which can have a destabilizing effect on the recovery trend that was beginning to emerge. While Loudoun's residential property values have begun to show signs of stabilization and tenuous recovery, commercial sector property values are lagging and continue to decline.

While the Commonwealth is still under pressure due to lingering economic issues statewide, the Commonwealth did approve changes in 2011 that had a favorable impact on the budget for Loudoun County Public Schools. These included additional state aid of $21.5 million which was driven by two key components: $10 million from a change in Loudoun's composite index score and $6 million from an improved sales tax outlook coupled with a greater share of Virginia's school age population. Absent a sustained national economic recovery, we expect the Commonwealth to be continually challenged to provide consistent levels of funding to localities. Since one time approaches were used to balance Virginia's budget over the past several years, over the longer term, Commonwealth budget stresses will persist even with modest economic growth.

Population growth also continues to be a dominant local trend, affecting every area of the government's operations. Even with the recent slowdown in residential construction, the County's population is forecast to continue growing by between 2.0% and 2.4% per year

or about 6,000 to 8,000 persons for the next several years. The combination of increasing population coupled with minimal tax base growth made the task of developing a FY 2012 fiscal plan that balanced residents' service requirements and tax burdens a singular challenge for the Board of Supervisors. Even with the recent resumption of real property growth, the real property tax base has fallen by about 10% from the peak seen in 2007. Thus, potential resources have been reduced but the county population will increase by 12% from 2007 through 2012.

BUDGET OVERVIEW

The FY 2012 budget includes $1.17 billion for operating costs, including $767 million for the school system, $393 million for the general government and $10 million for the Comprehensive Services Act for At-Risk Youth (CSA). In addition, the adopted fiscal plan includes $158 million for annual debt service, including $118 million for the school system and $40 million for general government projects. The fiscal plan includes $216 million in FY 2012 capital expenditures, $18.2 million of which will be funded by local tax revenue.

About 69% of the $919 million in revenues from local taxes will be used for school operating expenses, capital projects and debt service, while the remaining 31% will fund general county operating expenses, capital projects, debt service and the CSA. The adopted budget also includes fee increases in Building and Development based upon an extensive fee study review completed during FY 2011.

COUNTY GOVERNMENT

The adopted budget for the County Government for FY 2012 is $387 million, an overall increase of $17.8 million or 4.8% from FY 2011 appropriations. For the General Government, the proposed operating fiscal plan offers a 3% compensation increase for County employees. This provides the first increase in employee wages in three years and follows a policy of equity with the State and other county governments.

The General Government's proposed operating fiscal plan includes no reduction in full-time equivalent (FTE) positions and includes a limited number of enhancements, such as funding the opening of new facilities, Board directives and critical public safety issues. Because of increases in other local revenues and savings within departments, the General Government budget requires $14.7 million of the $70 million in available new local tax funding compared to FY 2011. Under the proposed budget, across all funds, the County Government uses 21% of the new local tax funding available while Loudoun County Public Schools uses the remaining $55.3 million or 79% of the new revenue available at the adopted real property tax rate of $1.285.

The Adopted Fiscal Plan balances affordability and service delivery while preserving the major initiatives of the Board of Supervisors. As part of its appropriation action, the Board approved funding for a limited number of program enhancements that were mostly restricted to the opening of new facilities, such as the second Youth Shelter, the Eastern Loudoun Adult Day Center, the Gum Spring Library, the Sheriff's Western Loudoun Station, and Brambleton District Park. Board initiatives included a watershed management plan/riparian buffer incentives, career staffing for the Middleburg Fire Station, and funding of VRS benefits for eligible, full-time Board Aides. Remaining enhancements were necessary to maintain critical services in the loss of outside resources related to State and Federal revenue reductions, such a funding needed for the Gang Task Force in the Sheriff's and Juvenile Court Service Unit's budgets.

SCHOOL SYSTEM

The adopted budget for Loudoun County Public Schools for FY 2012 is $767 million, an overall increase of 6.7% from FY 2011 appropriations. The overall Schools budget increase of $48.5 million provides for new enrollment, additional OPEB, health insurance and VRS funding, as well as staffing for a new middle school. The proposed operating fiscal plan also provides for a 3% compensation increase for Schools employees consistent with the salary increase provided to County employees.

For the Schools, the FY 2012 Adopted Fiscal Plan began with the Superintendent's proposed operating budget (including OPEB and capital leases) with adjustments made by the Board of Supervisors during budget work sessions. There were a number budget reductions and revenue increases within the total of $20.2 million in work session adjustments that impacted the Loudoun County Public Schools budget. Adjustments to the Schools budget lowered the local tax funding transfer requirements and included $2.3 million in additional Commonwealth revenue, recognition of $3.5 million in VRS savings, and a $7.7 million (1%) budget reduction initiated by the Board.

CAPITAL IMPROVEMENT PROGRAM

The adopted, amended FY 2011-2016 Capital Improvement Program (CIP) for the General County Government and School System totals $1.18 billion. The FY 2012 capital budget of $214 million includes funding for $111 million in General Government projects and $103 million in projects for the County Schools. The adopted, amended 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 capital budget relies on approximately $30 million in local tax funding and proffers, $170 million in bonds and lease purchase financing, and $10 million in gasoline tax and grant revenue.

The Board of Supervisors and School Board worked collaboratively to amend a school capital plan that proposed $954 million in expenditures for the six-year school Capital

Improvement Program (CIP). The Boards' collaboration reduced the school CIP by $437 million over the six-year period to $517 million.

Schools construction and renovation still remains a significant spending category at $517 million or 44% of the planned capital expenditures over the six-year planning period. This includes plans for funding five elementary schools, two middle schools and three high schools. Of the $103 million in FY 2012 school projects funding, the Capital Budget proposes $51 million for elementary schools, $44 million for middle schools, and $8 million for high school design and renovations. This includes: funding for an elementary school at Moorefield Station; an elementary and middle School in the Ashburn area; design of a high school in the Ashburn Area; and, renovation of Park View High School in eastern Loudoun.

The county government portion of the CIP, including funding for public safety projects and transportation initiatives, totals $664 million. This includes $306 million in transportation projects, which consists principally of Loudoun's contribution over six years of $235 million toward the Dulles Metrorail project. The Dulles Rail project comprises $40 million in the General Government capital budget.

DEBT SERVICE

As in past years, long-term debt is the major source of funding for the CIP, which will require borrowing about $978 million from FY 2011 through FY 16. The Board has also made a significant commitment to pay-as-you-go financing for capital projects, with approximately $143 million of the CIP provided through local tax funding.

Due to the combined demands of school construction and the rail project, estimated FY 2012 debt service will climb approximately 50% from FY 11. The average annual increase from FY 2012 through FY 2016 is 31%, as the County periodically issues debt to fund school construction and the contributions to the Dulles Metrorail capital projects as financing needs evolve.

CONCLUSION

In developing the FY 2012 Fiscal Plan, the Board of Supervisors focused on the long view, preserving and protecting core public safety services, health and welfare programs and a solid operating infrastructure, while remaining well-positioned for future recovery and growth. The Board also reaffirmed its commitment to the sound fiscal principles that allowed the County to achieve and retain its AAA status with the three major bond rating agencies. The FY 2012 Fiscal Plan addresses the need for the County to maintain essential program services and infrastructure while meeting the critical demands of its community. The Board followed a policy of fiscal sustainability and recognized the challenging economic circumstances of many Loudoun residents by lowering the tax rate by 3.5 cents per $100.

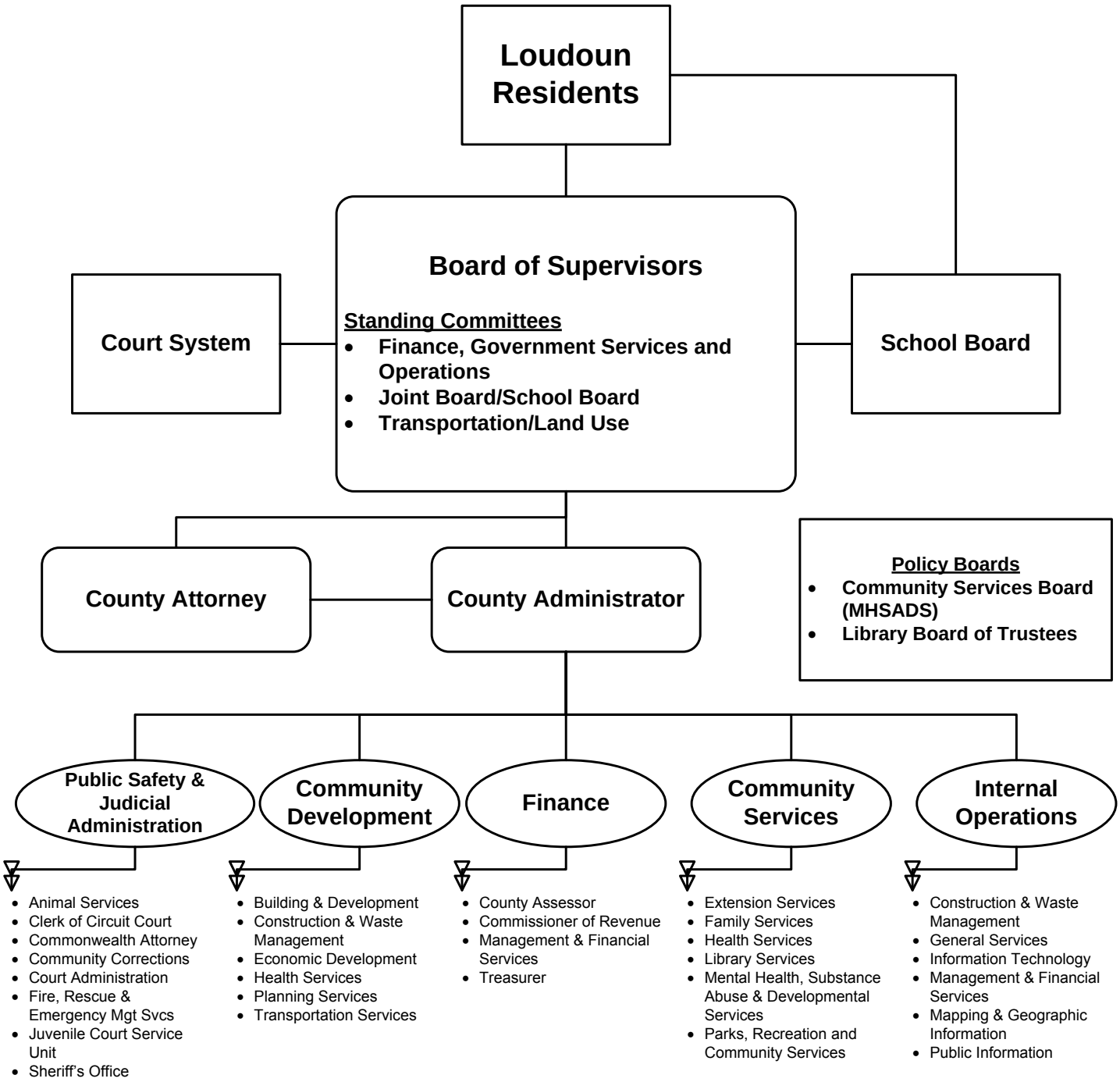
While we are living in challenging times, Loudoun County continues to experience positive trends that are counter to the national situation. Our unemployment rate is

substantially lower than most localities and there is still job growth in the region and in Loudoun. We have a highly diverse local economy that allows us to better withstand economic stress better than other regions. Even in this time of recession, Loudoun continues to be an attractive market in which to locate commercial businesses. There has been and will continue to be considerable business interest in a Loudoun location. Our well-designed neighborhoods, high-quality school system and dedication to services continue to make Loudoun a vibrant and desirable place in which to live, work, play and conduct business.

Sincerely,

Scott K. York
Chair
Loudoun County Board of Supervisors

LOUDOUN COUNTY ORGANIZATIONAL CHART



USER'S GUIDE

The *FY 2012 Adopted Fiscal Plan* is divided into eight sections to explain the County's planned expenditures and supporting revenues.

EXECUTIVE SUMMARY

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

GENERAL REVENUE

This section includes tables, charts and graphs that present the County's sources of revenue in FY 09: General Property Taxes, Local Non-Property Taxes, Other Local Sources of Revenue, Aid from the Commonwealth, and Federal Payments.

PROGRAM BUDGETS

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

CAPITAL IMPROVEMENT PROGRAM

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

DEBT SERVICE

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

OTHER FUNDS

This section presents information on those funds which do not fall into any of the *FY 2010 Adopted Fiscal Plan's* major program areas, such as the Capital Asset Preservation Program, Housing Choice Voucher Fund, or the Route 28 Transportation Improvement District.

FISCAL TRENDS

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

FISCAL YEAR 2012 BUDGET PROCESS

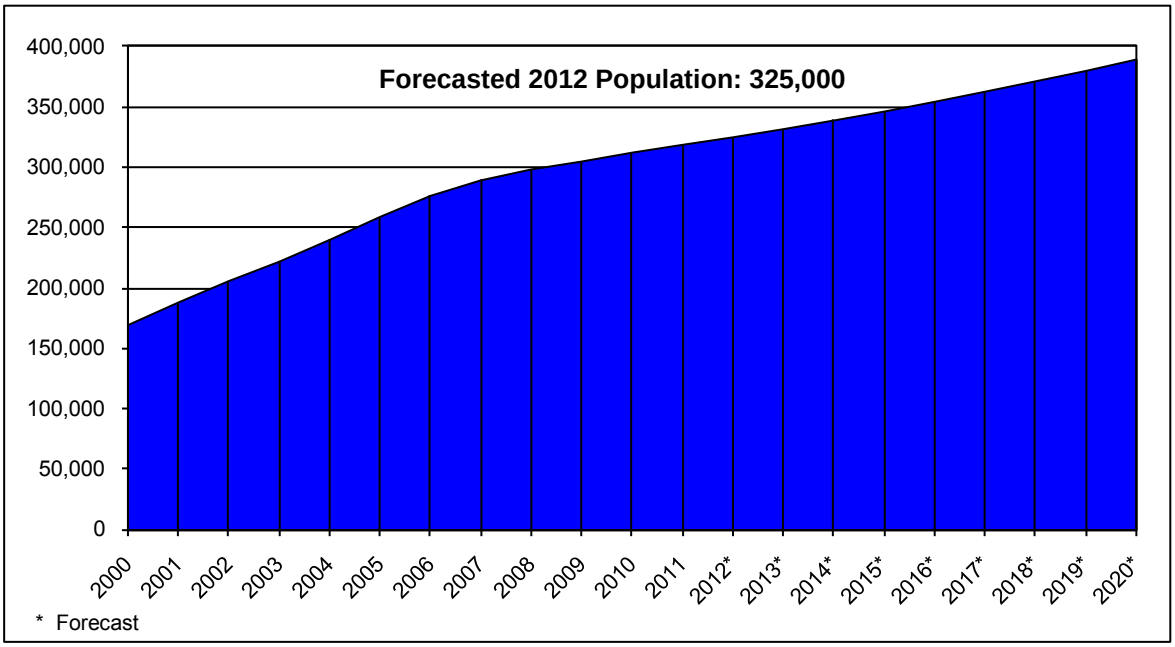
Loudoun County's Fiscal Year 2012 begins on July 1, 2011, and ends on June 30, 2012. The County initiated its budget process in April 2010 to allow for additional collaboration between County staff, the Board of Supervisors and the citizenry during these difficult economic times. Between September and 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 2012 Proposed Fiscal Plan*. The Board of Supervisors organized public hearings, committee meetings and budget worksessions to review and revise the *Proposed Fiscal Plan,* which was presented by the County Administrator on February 7, 2011. The Board of Supervisors adopted the County *FY 2012 Adopted Fiscal Plan* on April 5, 2011, following the completion of its review process.

DATE	ACTION	DESCRIPTION
September-October 2010	County Administrator meetings	The County Administrator held FY 11 and FY 12 planning meetings with individual department heads.
September 9, 2010	FY 2012 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 5, 2010	Board provides FY 2012 Budget Direction	The Board of Supervisors directs the County Administrator to develop a draft FY 12 operating budget with no increase in current tax rates and minimize fiscal impacts of capital and debt accounts; an option to use FY 11 fund balance to replace necessary state/federal dollars; and maximum real property tax rate of $1.33 to address the potential School Board request.
November 2010-January 2011	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 *FY 2012 Proposed Fiscal Plan.*
January 2011	Draft Fiscal Plan Production	Budget staff organized, edited and compiled the final draft of the *FY 12 Proposed Fiscal Plan* to present to the Board of Supervisors. The School Board adopted their proposed budget.
February 7, 2011	*FY 2012 Proposed Fiscal Plan* presented to the Board of Supervisors	The County Administrator officially presented the *FY 2012 Proposed Fiscal Plan* to the Board of Supervisors.
February 23, 24 & 26, 2011	Public Hearings	The Board of Supervisors held hearings to gather public input on the *FY 2012 Proposed Fiscal Plan.*
March 2 – March 23, 2011	Board of Supervisors Budget Worksessions	The Board held budget worksessions to review the *FY 2012 Proposed Fiscal Plan* and made changes to appropriations, revenue and tax rates.
April 5, 2011 - June 2011	Board of Supervisors adopts tax rates and the FY 2012 Appropriations Resolution on April 5, 2011	The Board set tax rates for Tax Year 2011 and adopted the FY 2012 Appropriations Resolution, creating the *FY 2012 Adopted Fiscal Plan*. Staff completes final edits and sends the budget document to the printer.
July 1, 2011	Beginning of FY 2012	*FY 2012 Adopted Fiscal Plan* implementation.

Demographic Environment

Loudoun County is one of the fastest growing counties in the United States. Loudoun's population increased by 84% between 2000 and 2010. According to the U.S. Census Bureau, during this first decade of the new century, Loudoun was the fifth fastest growing county in the nation and number three among counties with populations over 100,000. The County's forecasted 2012 population is 325,000. In 2020, the County's population is forecasted to be 389,350, which is an increase of 25% from 2010.

Population in Loudoun County



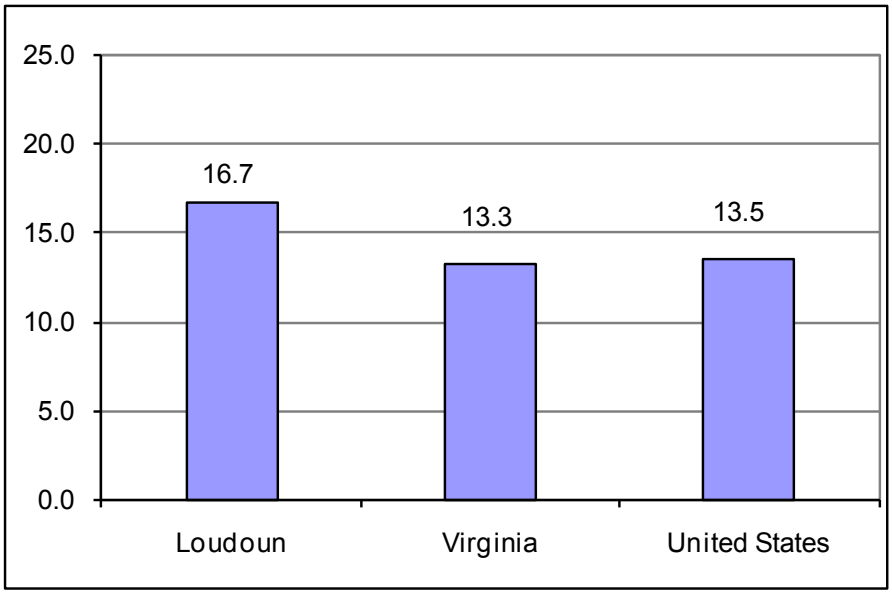
Sources: U.S. Census Bureau, Census 2000 and Census 2010; Loudoun County Department of Management and Financial Services, April 2010 estimates series.

The County's population growth results from an excess of in-migrants compared to out-migrants as well as births out-pacing deaths. The *Loudoun County 2010 Community* Assessment indicated that approximately seventy-eight percent of Loudoun's residents have lived in the County for ten years or less. Many new residents come to Loudoun County to take advantage of its growing economy, job opportunities, proximity to jobs and amenities, housing affordability and availability, public school system, and quality of life. U.S. Census Bureau estimates show that from 2002 to 2005 when there was a housing boom, migration produced anywhere from 74% to 78% of Loudoun's growth. In 2009, 59% of Loudoun's growth resulted from migration. IRS estimates show that between 2002 and 2006, 42% to 45% of those migrating into the County moved here from Fairfax County. That percentage dropped to 35% by 2008. The slowing growth in population and lower migration since the mid-2000s reflect the end of the housing boom and the effects of the recession.

Population growth can also be attributed to the County's high birthrate, which is 26% higher than the Commonwealth of Virginia's and 24% higher than the national rate. This is due to the fact that young families dominate the County's population. In 2009, 34% of the County's residents were between the ages of 25 and 44.

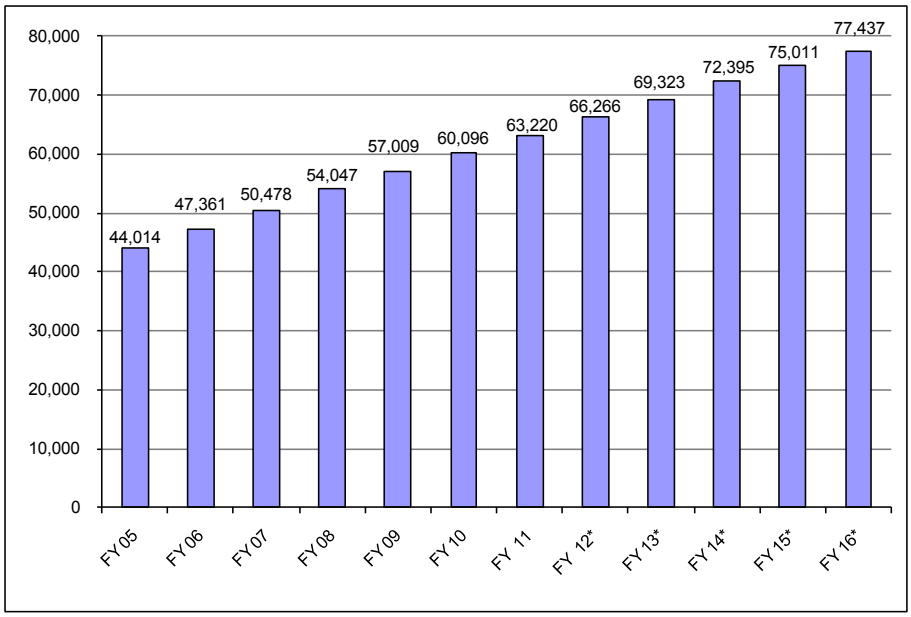
Demographic Environment

Birthrate Per 1,000 – 2009



The high percentage of young families is responsible for the County's large population of school children. Twenty-three percent of the total population is 5 to 19 years old; another 9% of the population is under five years old. Loudoun's public school enrollment increased by 99% between September 30, 2000 and September 30, 2010. Public school enrollment in FY 2012 (2011-12 school year) is forecasted to total 66,266.

Public School Enrollment

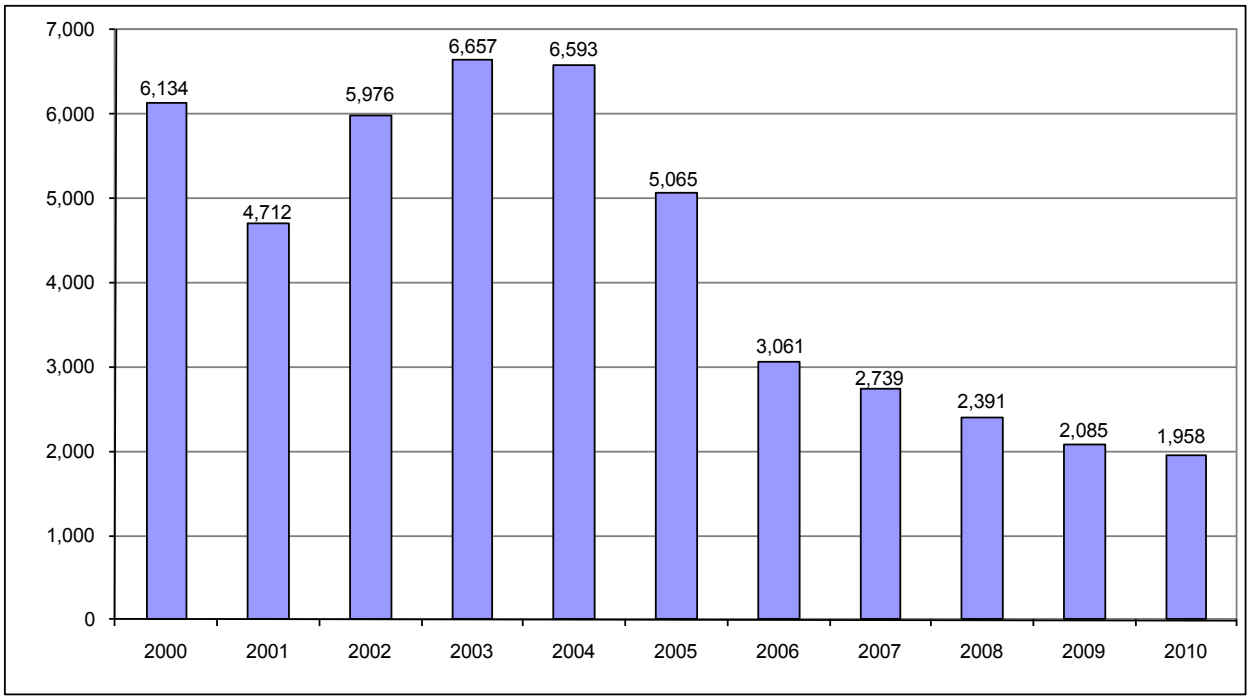


* Forecast

Demographic Environment

Residential construction was at a high level from 1999 through 2005. From 2005 to 2009 residential construction declined in Loudoun County, the Washington D.C. Metropolitan Area, and the nation due to the effects of the national recession. Loudoun County, the Washington, D.C. Metropolitan Area, and the nation's number of new residential permits in 2010 were quite similar to their number in 2009, a sign of stabilization. In 2010, 1,958 building permits for new residential units were issued in Loudoun County. Of those, 52% of Loudoun's permits were for single-family detached units and 48% were for single-family attached units. There were no multi-family units permitted in 2010, which can be partly attributed to stacked townhouse style condos now dominating the condo market, instead of apartment style condos. The County's relatively large amount of residential construction (more residents) has created increased service demands.

Residential Building Permits Issued for New Construction



Economic Environment

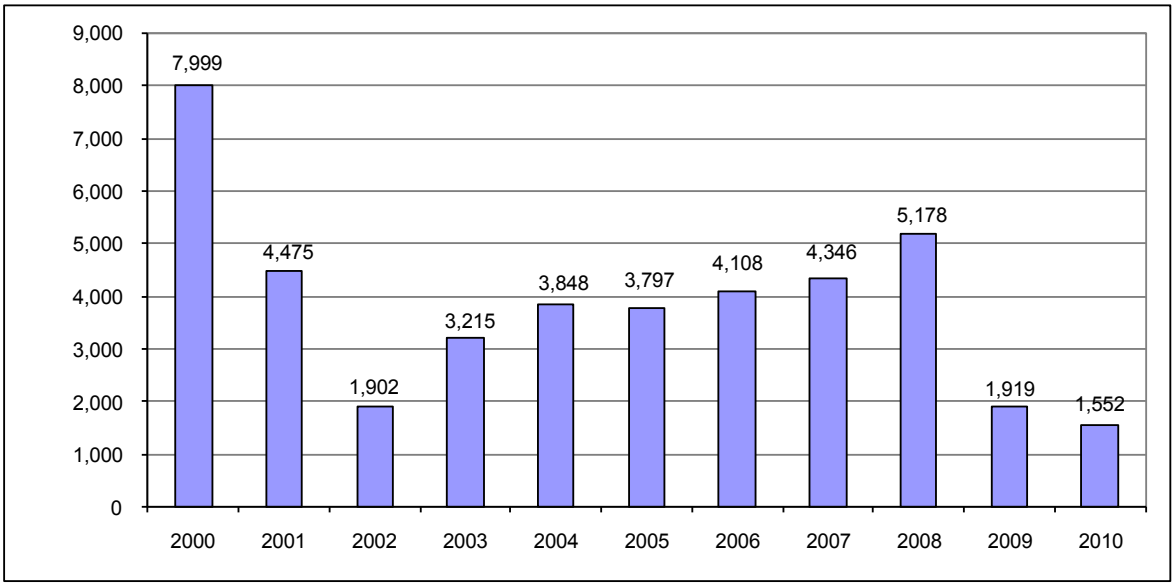
The Washington region continues to outperform most other parts of the United States; however, the current cycle of rapid growth has slowed as a result of the global credit crisis with its effect on residential and commercial construction, and the national recession. Based on data from the Virginia Employment Commission, employment grew by 46,480 jobs between 2000 and 2010; employment grew steadily until it fell by 2.4% from 2008 to 2009. Employment turned around by 2.4% in 2010 as the recession waned. In 2010, the County's unemployment rate of 4.8%, while elevated from its historically low level, remained one of the lowest in Virginia.

Loudoun's economy weathered the recession better than the national economy and many other regions in part because of a dynamic mix among key industries. Employment in service industries, accounting for 40% of Loudoun's employment, has steadily grown with only a brief interruption for the national recessions in 2002 and 2009. Government, at 15% of total employment, continued to grow through 2010 although at a much slower pace. Retail employment, at 12%, fell by 3.4% from 2008 to 2009 before recovering in 2010. Construction, representing 11% of the workforce, grew rapidly until 2007, when it began to contract due to the effects of the residential housing downturn, seeing sharp declines in both 2008 and 2009 before beginning to recover in 2010. The transportation and information industries are two other key industry groups which remain well below their peak employment levels seen in 2001 and 2004 respectively.

Loudoun's economic environment contributes to its status as having the nation's highest median household income in 2009, at $114,204. Another comprehensive measure of Loudoun's economic position is the per capita income of its residents. By this measure, Loudoun's per capita income has grown from $39,569 in 2004 to $51,717 in 2009, the most recent period available. Loudoun ranked in the top 3% of all counties nationwide by this measure.

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

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



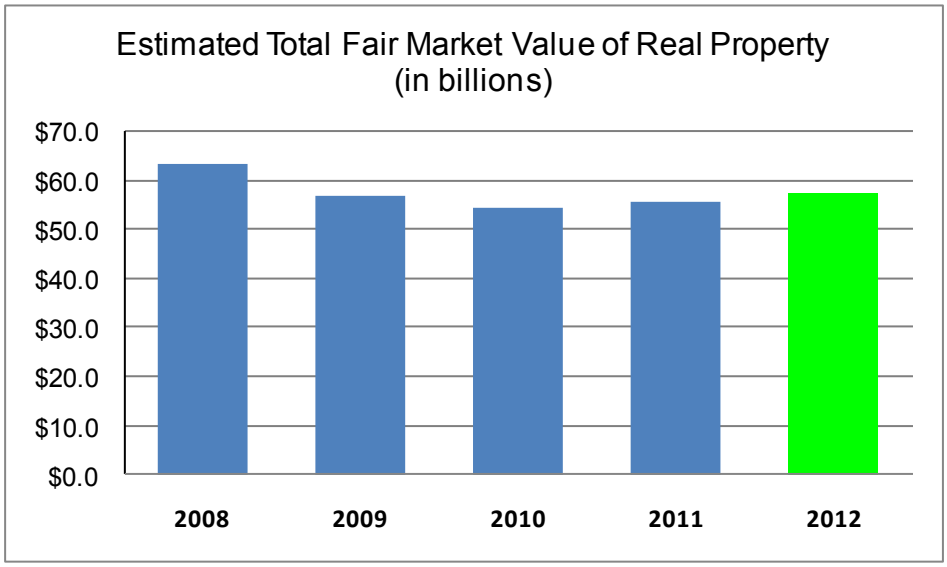
Economic Environment

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

The County's highly-educated workforce, proximity to Washington, D.C. and connectivity (Washington Dulles International Airport and broadband access) will continue to make Loudoun a desirable business location. Solid business development activity has occurred in both of Loudoun's key clusters; Information Communications Technology and Federal Government Contracting/Aerospace. Recent recruitment and expansion successes include: Technica, Raytheon, Carpathis Hosting, and other key data center campus expansions. Following up on their announced relocation to Loudoun, Raytheon has now moved 1,500 employees to its location in the Pacific Corporate Park (formerly known as the AOL campus) and announced a further expansion. This illustrates why Loudoun remains a premier DC area location under consideration for major government contractors. In addition to new business activity, current and recently concluded expansion projects include Washington-Dulles International Airport, Orbital Sciences Corporation and Equinix, along with other highly secured data center facilities. The presence of the Howard Hughes Medical Institute Janelia Farm Research Campus continues to generate international interest from the life science community. The County's list of major employers includes Aol, Inc., Inova Loudoun Hospital, M.C. Dean, Orbital Sciences Corporation, United Air Lines and Verizon Business.

Real Property Assessments

The estimated fair market value of taxable real property increased from $54.3 billion on January 1, 2010 to $55.7 billion on January 1, 2011. It is expected to further increase to $57.4 billion by of January 1, 2012. This represents an increase of -2.7% during calendar year 2010 and a 2.9% increase during calendar year 2011. The reduction in the County's real property tax base over the past several years represents the combined effects of the housing/credit crises and subsequent worldwide recession. The more recent increase reflects the recent improvements in the housing market and business conditions.

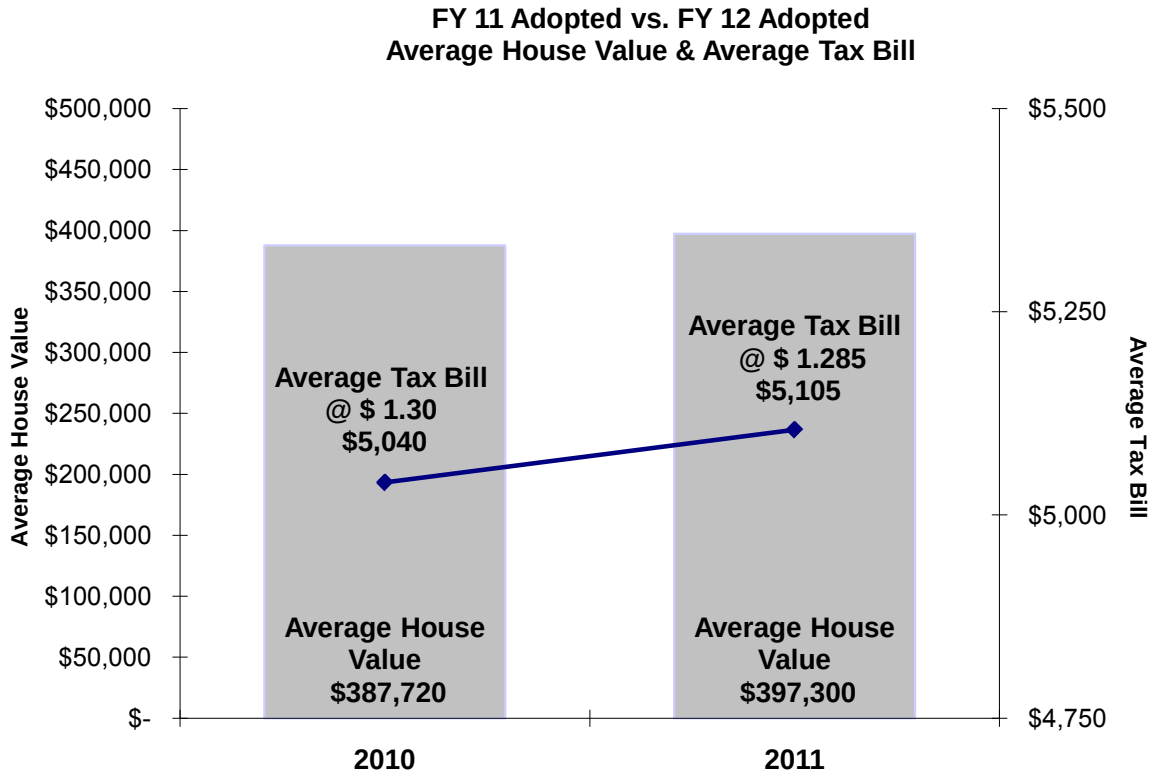


Economic Environment

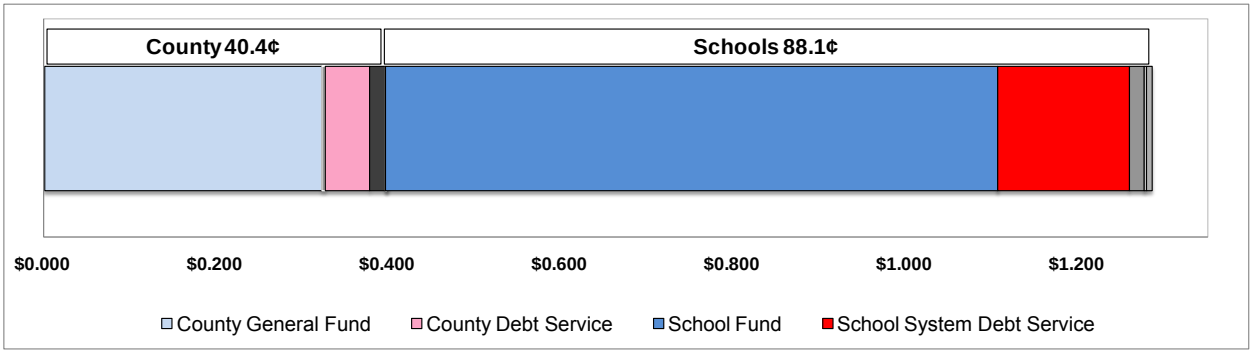
Residential property values for single-family and condo properties increased by $1.7 billion from January 1, 2010 to January 1, 2011. This increase includes about $0.8 billion in new construction and growth. The average assessed value of a home in Loudoun increased this year, after several years of decline from $387,720 in 2010 to $397,300 in 2011, and is anticipated to increase again to $407,304 by 2012.The assessed values for rental multi-family units increased by 2% to $1.5 billion from 2010 to 2011.

Commercial and industrial values decreased by $369 million between January 1, 2010 and January 1, 2011. This represents a 3.4% decrease to $10.5 billion on January 1, 2011. Agricultural property values fell by about $120 million, or 3.9%, from 2010 to 2011.

The FY 2012 Adopted Fiscal Plan reflects a real property tax rate of $1.285 per $100 of assessed value. This tax rate is in effect for tax year 2011 (January 1 – December 31, 2011). While this tax rate is down 1.5¢ from FY 2011, a 1.2% decrease in the absolute rate, the increase in assessed values results in a small increase in the average tax bill of $65, or 1.3%.



Economic Environment



Of the total rate of $1.285, 88.1¢ in local tax funding supports the Schools, with its operating budget constituting the largest share at 71.0¢. School debt service and capital projects account for an additional 17.1¢ in FY 2012. County government is supported by 40.4¢ In FY 2012, which includes debt service at 5.1¢, Capital Improvement and Capital Asset Preservation Programs at 1.9¢., and 0.7¢ supports the County Comprehensive Services Act. The FY 2012 Fiscal Plan continues to address the County and Schools post-retirement benefits liability, and this is included within the county and school funding this year (0.8¢ for the County and 2.0¢ for the Schools). The chart above demonstrates how $1.285 is allocated between the General Government and Schools in FY 2012.

Service Environment

Population growth continues to be a dominant local trend, affecting every area of the government's operations. Loudoun grew by 16,000 to 19,000 persons per year between 2000 and 2006, and has slowed to about 6,500 in 2011. Even with the recent slowdown in residential construction, the County's population is forecasted to continue growing by about 6,000 to 8,000 persons for the next several years. The combination of increasing population and an overall stagnant tax base made the task of developing a FY 2012 Fiscal Plan that balances residents' service requirements and tax burdens a singular challenge for the Board of Supervisors. Even with the recent resumption of real property growth, the real property tax base has fallen by about 10% from the peak seen in 2007. Thus, potential resources have been reduced but the county population will increase by 12% from 2007 through 2012.

Recent data show that over 35% to 45% of those migrating into the County from 2002 through 2008 moved here from Fairfax County. The expectations of these residents are shaped by their previous experiences. As a result, the County is challenged to meet the public's increasingly high demand for, and changing expectations of, public services. The Board of Supervisors continues to seek appropriate funding for high priority initiatives, which include education, public safety, transportation, and parks programs.

FY 2012 Adopted Enhancements

Functional Group/Department	Expenditures	Revenues	Funding	FTEs
General Government				
Boards, Commissions & Committees				
Increase District Budgets	100,288	0	100,288	0.00
Increase Administrative Support for Electoral Board	21,139	0	21,139	0.25
Replace State funding in Loudoun Soil & Water Conservation District	34,100	0	34,100	0.00
Construction & Waste Management				
Increase Funds for Heavy Equipment at Landfill Operations	60,000	60,000	0	0.00
General Government Total	215,527	60,000	155,527	0.25
Public Safety and Judicial Administration				
Community Corrections				
Provide Victim Impact Panel Administrative Support	14,536	14,536	0	1.00
Courts				
Provide Staff Attorney for Circuit Court Judges	85,900	0	85,900	1.00
Fire, Rescue and Emergency Management				
Career Staff in Middleburg Volunteer Fire Department Company 3	868,765	0	868,765	8.96
Juvenile Court Service Unit				
Gang Task Force Position Contingency	102,000	0	102,000	1.07
Sheriff's Office				
Gang Task Force Positions Contingency	246,077	0	246,077	0.00
Western Loudoun Station	289,457	0	289,457	4.12
SRO J. Michael Lunsford Middle School	168,575	0	168,575	1.12
Public Safety and Judicial Administration Total	1,775,310	14,536	1,760,774	17.27
Health and Welfare				
Family Services				
Increase Operations Contract for 2nd Youth Shelter	501,000	0	501,000	0.00
Regional Organization				
Increase Funds for SRO in Town of Leesburg	166,396	0	166,396	0.00
Provide Funding to Loudoun Youth Inc.	35,000	0	35,000	0.00
Increase Funding for Loudoun Cares	25,000	0	25,000	0.00
Health and Welfare Total	727,396	0	727,396	0.00
Community Development				
Building & Development				
Increase Riparian Buffer Incentives	96,000	0	96,000	0.00
Fund a Watershed Management Plan Pilot Program	300,000	0	300,000	0.00
Economic Development				
Provide a Business Development Manager for Business Retention	106,655	0	106,655	1.00
Community Development Total	502,655	0	502,655	1.00

Functional Group/Department	Expenditures	Revenues	Funding	FTEs
Parks, Recreation and Culture				
Library Services				
Provide Managerial Positions for Gum Spring Library	**64,319**	**0**	**64,319**	**4.00**
Parks, Recreation & Community Services				
Completion of Brambleton District Park	**168,109**	**5,000**	**163,109**	**2.72**
Completion of Byrnes Ridge Park	**57,603**	**0**	**57,603**	**1.72**
Open Eastern Loudoun Adult Day Center	**408,462**	**54,500**	**353,962**	**9.00**
Open Senior Center at North Street in Leesburg	**90,905**	**6,500**	**84,405**	**0.00**
Operating Expenses for New Restrooms at Parks	**48,000**	**0**	**48,000**	**0.00**
Parks, Recreation and Culture Total	**837,398**	**66,000**	**771,398**	**17.44**
Non-Departmental				
Replace Reduction in State Aid to Localities	**847,704**	**0**	**847,704**	**0.00**
Increase to County OPEB	**1,500,000**	**0**	**1,500,000**	**0.00**
Increase to School OPEB	**3,500,000**	**0**	**3,500,000**	**0.00**
Non-Departmental Total	**5,847,704**	**0**	**5,847,704**	**0.00**
Grand Total	**9,905,990**	**140,536**	**9,765,454**	**35.96**

FY 2012 Appropriations Schedule

Appropriations Category	Expenditures (Proposed)	Revenue/ Carryover	Local Tax Funding	% of Total LTF
Operating Appropriations				
County General Fund	$ 387,299,465	$ 156,513,260	$ 230,786,205	25.1%
School Fund	766,946,877	258,921,010	508,025,867	55.3%
School Cafeteria Fund	25,052,808	25,052,808	0	0.0%
Comprehensive Services Act Fund	10,122,699	5,351,157	4,771,542	0.5%
Legal Resource Center (Law Library)	80,389	80,389	0	0.0%
Restricted Use Transient Occupancy Tax[1]	2,929,872	3,083,000	0	0.0%
Rental Assistance Fund	9,209,130	9,128,724	80,406	0.0%
Self-Insurance Fund	2,800,000	0	2,800,000	0.3%
Operating Appropriations Subtotal	***$ 1,204,441,240***	***$ 458,130,348***	***$ 746,464,020***	***81.2%***
Debt Service Appropriations				
County Government/Transportation	$ 40,333,846	$ 3,554,693	$ 36,779,153	4.0%
School System	118,334,264	8,869,047	109,465,217	11.9%
Route 28 Special Tax District	8,229,000	8,229,000	0	0.0%
Aldie Sewer Service District	27,476	27,476	0	0.0%
Hamilton Sewer Service District	192,000	104,000	88,000	0.0%
Dulles Industrial Park Tax District	217,000	217,000	0	0.0%
Greenlea Tax District	44,038	44,038	0	0.0%
Debt Service Appropriations	***$ 167,377,624***	***$ 21,045,254***	***$ 146,332,370***	***15.9%***
Operating & Debt Service Appropriations	***$ 1,371,818,864***	***$ 479,175,602***	***$ 892,796,390***	***97.1%***
Capital Appropriations				
County/Transportation Capital Projects	$ 111,194,245	$ 101,248,672	$ 9,945,573	1.1%
County Asset Preservation Program	2,380,000	80,000	2,300,000	0.3%
School System Capital Projects	103,305,000	92,660,000	10,645,000	1.2%
School System Asset Preservation	2,285,000	0	2,285,000	0.2%
Computer System Replacement Fund	1,770,000	770,000	1,000,000	0.1%
Public Facilities Trust Fund	11,400,000	11,400,000	0	0.0%
Local Gas Tax Fund	9,446,500	9,446,500	0	0.0%
Capital Appropriations Subtotal	***$ 241,780,745***	***$ 215,605,172***	***$ 26,175,573***	***2.9%***
Total Appropriations[2]	***$ 1,613,599,609***	***$ 694,780,774***	***$ 918,971,963***	***100.0%***

[1] No Local Tax Funding is required, but the excess revenue is retained in Transient Occupancy Tax fund balance.

[2] Note: Appropriated, but unallocated funds of $1,076,527,054 are not included in the Local Tax Funding column.

FY 2011 vs. FY 2012
Adopted Appropriations Schedule

Appropriations Category	FY 2011 Adopted	FY 2012 Adopted	Variance
Operating Appropriations			
County General Fund	$ 369,499,716.00	$ 387,299,465	$ 17,799,749
School Fund	718,489,662	766,946,877	48,457,215
School Cafeteria Fund	24,034,272	25,052,808	1,018,536
Comprehensive Services Act Fund	10,409,338	10,122,699	(286,639)
Legal Resource Center (Law Library)	85,836	80,389	(5,447)
Restricted Use Transient Occupancy Tax	3,009,122	2,929,872	(79,250)
Rental Assistance Fund	8,629,571	9,209,130	579,559
Self-Insurance Fund	2,800,000	2,800,000	0
Operating Appropriations Subtotal	***$ 1,136,957,51***	***$ 1,204,441,240***	***$67,483,723***
Debt Service Appropriations			
County Government/Transportation	$ 39,275,889	$ 40,333,846	$ 1,057,957
School System	120,648,084	118,334,264	(2,313,820)
Route 28 Special Tax District	8,501,000	8,229,000	(272,000)
Aldie Sewer Service District	27,476	27,476	0
Hamilton Sewer Service District	196,000	192,000	(4,000)
Dulles Industrial Park Tax District	217,000	217,000	0
Greenlea Tax District	44038	44,038	0
Debt Service Appropriations	***$ 168,909,487***	***$ 167,377,624***	***$ (1,531,863)***
Operating & Debt Service Appropriations	***$ 1,305,867,004***	***$ 1,371,818,864***	***$ 65,951,860***
Capital Appropriations			
County/Transportation Capital Projects	$ 68,479,982	$ 111,194,245	$ 42,714,263
County Asset Preservation Program	2,250,000	2,380,000	130,000
School System Capital Projects	27820000	103,305,000	75,485,000
School System Asset Preservation	0	2,285,000	2,285,000
Computer System Replacement Fund	1,000,000	1,770,000	770,000
Public Facilities Trust Fund	14,830,000	11,400,000	(3,430,000)
Local Gas Tax Fund	7,828,467	9,446,500	1,618,033
Capital Appropriations Subtotal	***$ 122,208,449***	***$ 241,780,745***	***$ 119,572,296***
Total Appropriations	***$ 1,428,075,453***	***$ 1,613,599,609***	***$ 185,524,156***

FY 2011 vs. FY 2012
Use of Local Tax Funding & General Fund Balance

Local Tax Funding Category	FY 2011 Adopted	FY 2012 Adopted	Variance
Appropriations Category			
Operating Appropriations			
County General Fund	$ 217,808,721	$ 230,786,205	$ 12,977,484
School Fund	462,831,173	508,025,867	45,194,694
School Cafeteria Fund	147,000	0	(147,000)
Comprehensive Services Act Fund	4,771,542	4,771,542	0
Legal Resource Center (Law Library)	0	0	0
Restricted Use Transient Occupancy Tax	0	0	0
Rental Assistance Fund	78,906	80,406	1,500
Self-Insurance Fund	2,800,000	2,800,000	0
	$ 688,437,342	***$ 746,464,020***	***$ 58,026,678***
Debt Service Appropriations			
County Government/Transportation	$ 39,065,889	$ 36,779,153	$ (2,286,736)
School System	112,184,321	109,465,217	(2,719,104)
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
Debt Service Appropriations	***$ 151,338,210***	***$ 146,332,370***	***$ (5,005,840)***
Operating & Debt Service Appropriations	***$ 839,775,552***	***$ 892,796,390***	***$ 53,020,838***
Capital Appropriations			
County/Transportation Capital Projects	$6,279,982	$ 9,945,573	$3,665,591
County Asset Preservation Program	2,000,000	2,300,000	300,000
School System Capital Projects	0	10,645,000	10,645,000
School System Asset Preservation	0	2,285,000	2,285,000
Computer System Replacement Fund	1,000,000	1,000,000	0
Public Facilities Trust Fund	0	0	0
Local Gas Tax Fund	0	0	0
Capital Appropriations Subtotal	***$ 9,279,982***	***$ 26,175,573***	***$ 16,895,591***
Total Appropriations	***$ 849,055,534***	***$ 918,971,963***	***$ 69,916,429***
Unallocated Budgetary Authority	0	1,041,831	1,041,831
Total Use of Local Tax Funding & General Fund Balance	***$ 849,055,534***	***$ 920,013,794***	***$ 70,958,260***

FY 2011 vs. FY 2012
Adopted Local Tax Funding Revenue Sources

This table details the line items that constitute local tax funding. Real and personal property taxes represent the largest components of local tax funding. The revenue budget for FY 2012 reflects revenues at the proposed $1.285 real property tax rate. Each additional cent on the real property tax rate equals about $7.9 million in revenue and carryover.

Description	FY 2011 Adopted	FY 2012 Adopted	Variance ($)
Revenue			
Real Property Taxes (General)	$629,166,000	$661,278,480	$32,112,480
Public Service Property Taxes	19,118,000	20,606,510	1,488,510
Delinquent Real Property Taxes	5,250,000	6,500,000	1,250,000
Penalties & Interest	4,788,000	5,234,000	446,000
			0
Personal Property	130,761,000	144,595,040	13,834,040
Delinquent Personal Property	2,780,000	3,700,000	920,000
Mobile Homes	14,000	15,000	1,000
Aircraft	61,000	61,000	0
Heavy Equipment	1,520,000	1,475,000	(45,000)
Machinery & Tools	1,127,800	1,097,800	(30,000)
			0
Sales Tax	47,000,000	51,612,964	4,612,964
Consumer Utility/Franchise Taxes	7,852,000	8,058,000	206,000
Short-Term Rental Tax	225,000	225,000	0
Transient Occupancy Tax	2,036,000	2,055,000	19,000
Revenue Subtotal	***$851,698,800***	***$906,513,794***	***$54,814,994***
Use of Fund Balance/Carryover	0	13,500,000	13,500,000
Total	***$851,698,800***	***$920,013,794***	***$68,314,994***

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

Property Tax Rates	CY 2007	CY 2008	CY 2009	CY 2010	CY 2011
Taxable Real Property					
Real Property – General	0.917	1.140	1.245	1.300	1.285
Real Property - Fire & EMS[1]	0.043	-	-	-	-
Public Utility Property - General	0.917	1.140	1.245	1.300	1.285
Public Utility Property - Fire & EMS[1]	0.043	-	-	-	-
Route 28 Highway Transportation Improvement District	0.200	0.200	0.180	0.180	0.180
Aldie Sewer Service District	0.130	0.130	0.130	0.130	0.130
Hamilton Sewer Service District	0.300	0.300	0.300	0.300	0.300
Taxable Personal Property					
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	0.917	1.140	1.245	1.300	1.285
Public Utility Personal Property (Excluding Aircraft & Vehicles) - Fire & EMS[1]	0.043	-	-	-	-
Personal Property - Special Fuels Vehicles	0.010	0.010	1.000	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
Mobile Homes Used as Residences - General	0.917	1.140	1.245	1.300	1.285
Mobile Homes Used as Residences - Fire & EMS[1]	0.043	-	-	-	-
Aircraft, Flight Simulators	0.010	0.010	0.010	0.010	0.010
Personal Property Used in a Research and Development Business	2.750	2.750	2.750	2.750	2.750
Machinery and Tools (Va Code §58.1-3507)	2.750	2.750	2.750	2.750	2.750
Satellite Manufacturing Equipment	0.010	0.010	0.010	0.010	0.010
Heavy Construction Machinery	4.000	4.000	4.000	4.000	4.000

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

Historical Real Property Tax Rates & Average Tax Bill by Category

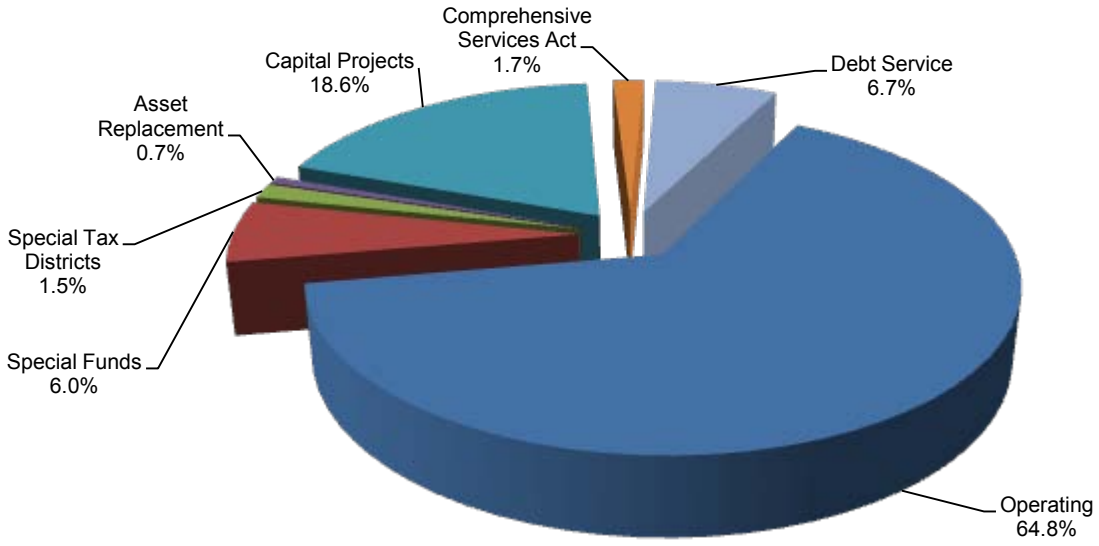
Tax Rate/Average Tax Bill Category	Adopted FY 2010 Tax Rate	Adopted FY 2010 Average Tax Bill	Adopted FY 2011 Tax Rate	Adopted FY 2011 Average Tax Bill	Adopted FY 2012 Tax Rate	Adopted FY 2012 Average Tax Bill
***Operating Tax Rate/Average Tax Bill*[1]**						
County General Fund[2]	$ 0.301	$ 1,192	$ 0.346	$ 1,338	$0.322	$1,281
School Fund[2]	0.735	2,905	0.700	2,715	0.710	2,819
School Cafeteria Fund	0.000	1	0.000	1	0	0
Comprehensive Services Act Fund	0.007	27	0.007	28	.007	26
Rental Assistance Fund	0.000	0	0.000	1	.000	0
Self –Insurance Fund	0.004	14	0.004	16	.004	16
Operating Tax Rate/Average Tax Bill Subtotal	***$ 1.047***	***$ 4,139***	***$ 1.057***	***$ 4,099***	***$1.043***	***$4,142***
Debt Service Tax Rate/Average Tax Bill						
County Government/Transportation	$ 0.033	$ 132	$ 0.059	$ 229	$0.051	$204
School System	0.152	600	0.170	658	0.153	607
Hamilton Sewer Service District	0.000	0	0.000	1	0.000	0
Debt Service Tax Rate/Average Tax Bill	***$ 0.185***	***$ 732***	***$ 0.229***	***$ 888***	***$0.204***	***$812***
Operating & Debt Service Tax Rate/Average Tax Bill	***$ 1.232***	***$ 4,871***	***$ 1.286***	***$ 4,987***	***$1.2470***	***$4,954***
Capital Tax Rate/Average Tax Bill						
County/Transportation Capital & Asset Preservation Projects	$ 0.011	$ 44	$ 0.014	$ 54	$0.019	$73
School System Capital & Asset Preservation Projects	0.002	8	0.000	0	0.018	72
Capital Tax Rate/Average Tax Bill Subtotal	***$ 0.013***	***$ 52***	***$ 0.014***	***$ 54***	***$0.037***	***$145***
Total Tax Rate/Average Tax Bill	***$ 1.245***	***$ 4,924***	***$ 1.300***	***$ 5,040***	***$1.285***	***$5,105***

[1] Average tax bills less than $1.00 are shown as $0 and are presented as a Tax rate of $0.000 for the category. Appropriated, but unallocated funds represent $.001 of the FY 2011 total tax rate, but are not displayed separately.

[2] OPEB funding expenses are now included in the County General Fund and School Operating Tax rates. FY 2010 and FY 2011 have been updated to reflect this change in presentation. OPEB appropriations contributed $0.02 cents (Schools), and $0.008 cents (County) in the FY 2012 tax rate.

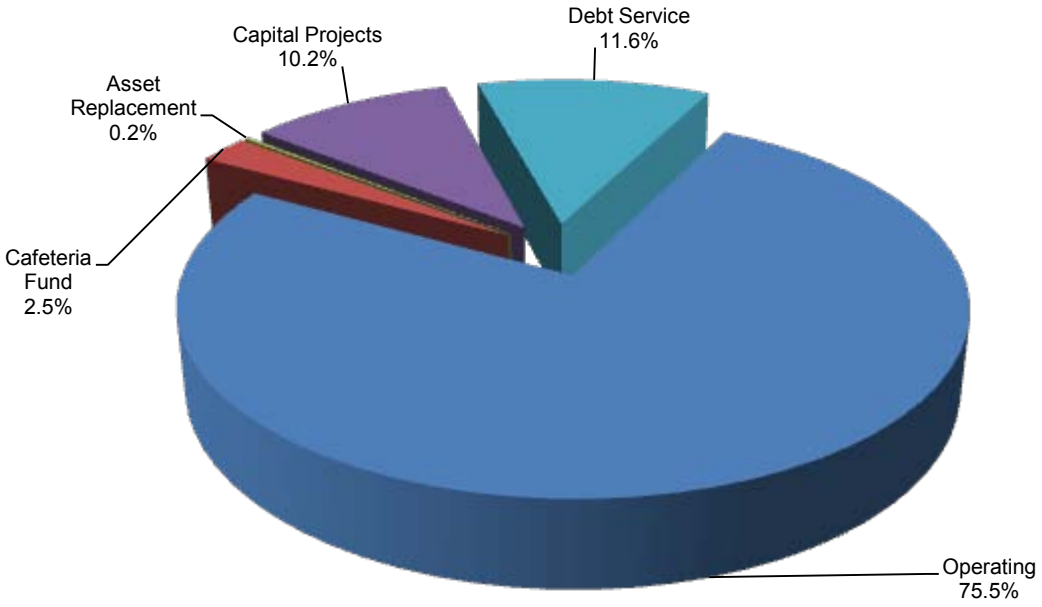
General Government Appropriations

Total Approprations: $597,675,660



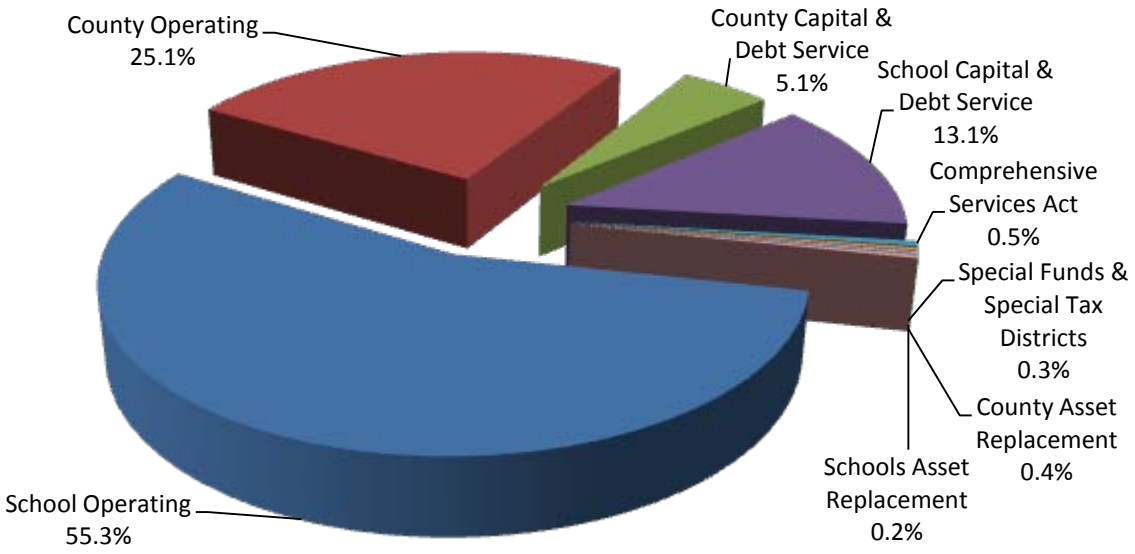
Loudoun County School Appropriations

Total Appropriations: $1,015,923,949



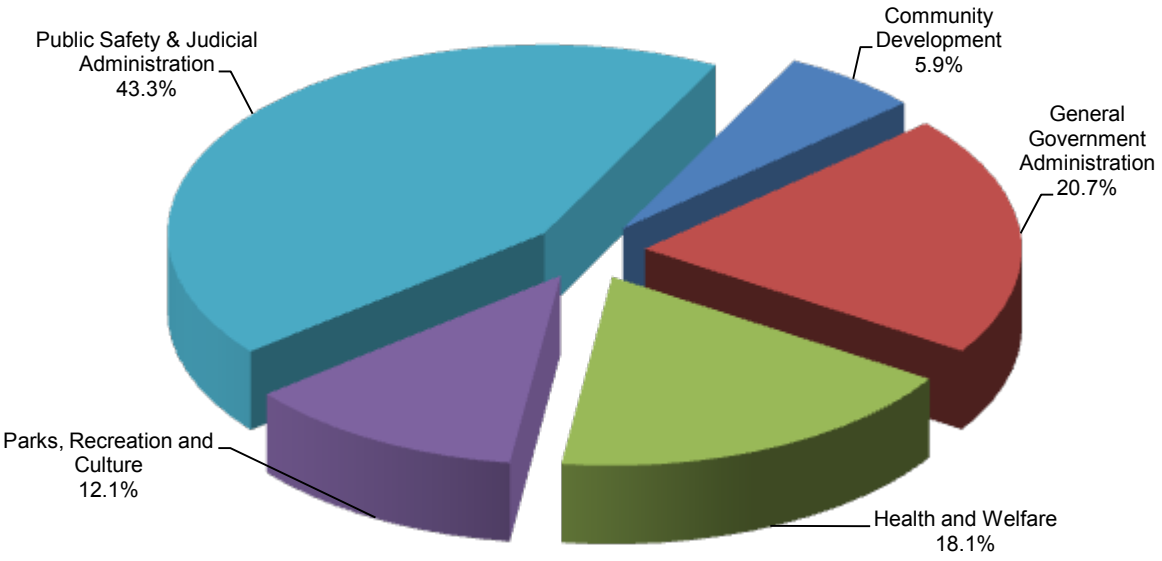
Allocation of Local Tax Funding

Total Local Tax Funding: $918,971,963



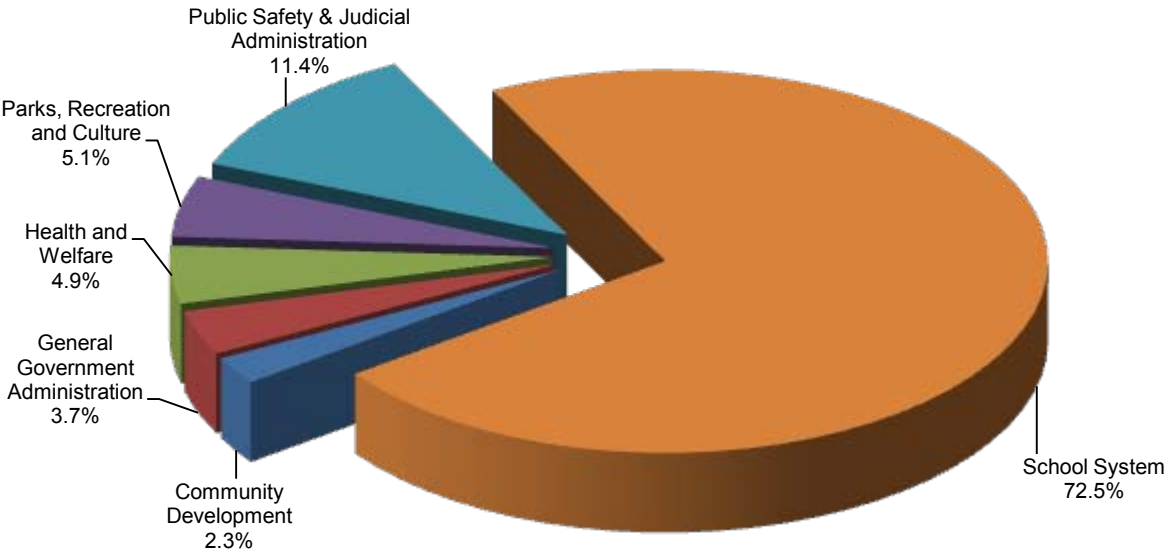
County Operating Local Tax Funding

Total Local Tax Funding: $234,353,691

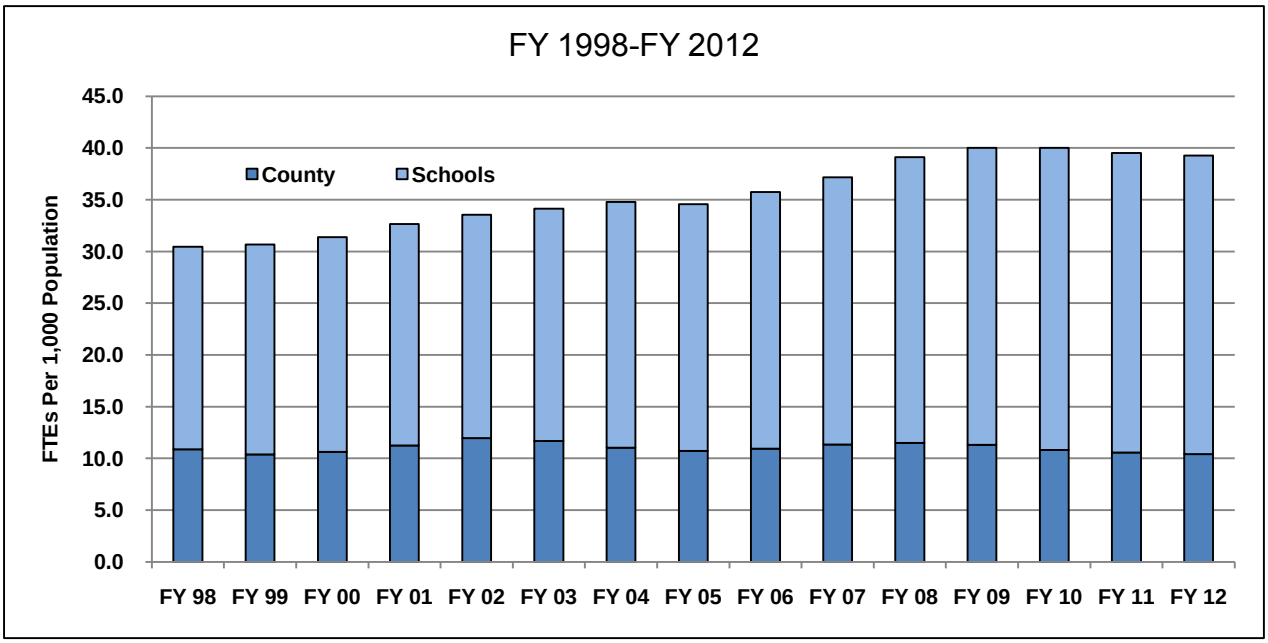


Allocation of Full-Time Equivalents

Total Full-Time Equivalents: 12,586.19

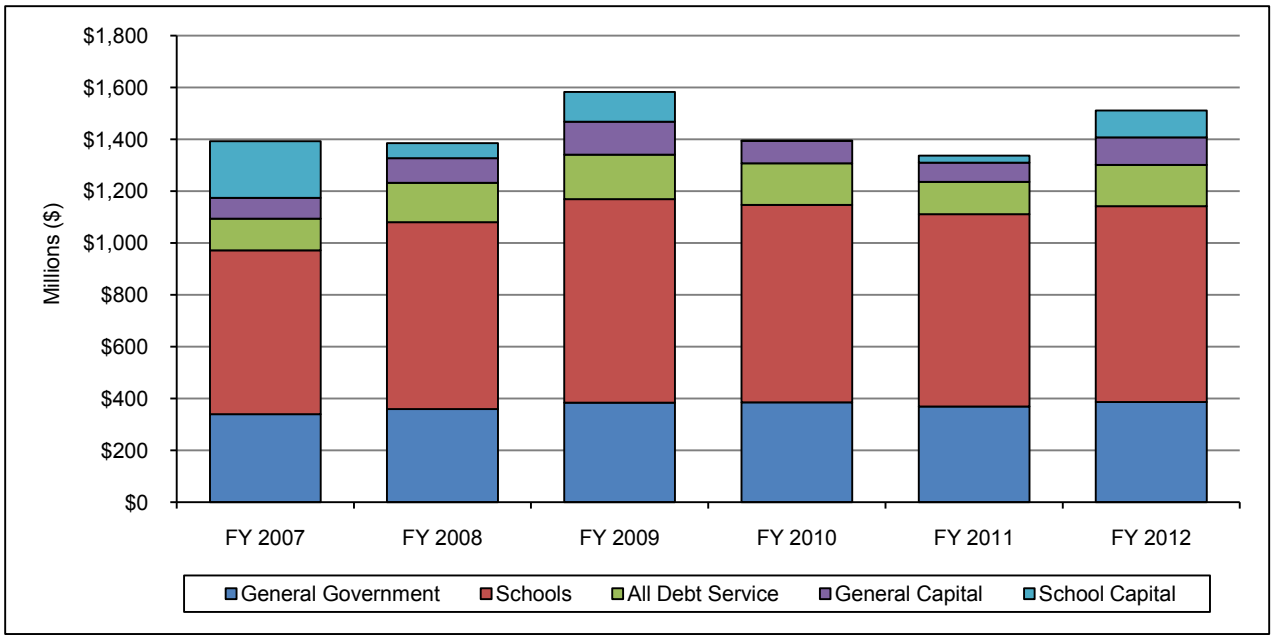


Full-Time Equivalents Per 1,000 Population



History of Adopted Budgets by Fund

Adopted Budget Distribution ($)						
FY	General Government	Schools	All Debt Service	General Capital	School Capital	Total
2007	$ 339,698,045	$ 632,385,248	$ 121,940,440	$ 79,716,243	$ 218,411,000	$1,392,150,976
2008	$ 359,955,196	$ 720,102,863	$ 151,512,472	$ 94,998,000	$ 58,990,257	$1,385,558,788
2009	$ 384,783,144	$ 783,964,113	$ 171,987,468	$ 127,124,000	$ 114,138,000	$1,581,996,725
2010	$ 385,121,306	$ 762,020,390	$ 160,201,652	$ 85,768,165	$ 1,400,000	$1,394,511,513
2011	$ 369,029,698	$ 742,523,934	$ 123,923,973	$ 73,893,728	$ 27,820,000	$ 1,337,191,333
2012	$ 387,299,465	$ 755,116,894	$ 158,668,110	$ 106,194,789	$103,305,000	$1,510,584,258



Adopted Budget Distribution (%)					
FY	General Government	Schools	All Debt Service	General Capital	School Capital
2007	24.4%	45.4%	8.8%	5.7%	15.7%
2008	26.0%	52.0%	10.9%	6.9%	4.3%
2009	24.3%	49.6%	10.9%	8.0%	7.2%
2010	27.6%	54.6%	11.5%	6.2%	0.1%
2011	27.6%	55.5%	9.3%	5.5%	2.1%
2012	25.6%	50.0%	10.5%	7.0%	6.8%

FY 2010-2012 Summary of Financial Sources and Uses of Fund Balance

Category	General Fund			School Fund		
	2010 Actual	2011 Estimate	2012 Budget	2010 Actual	2011 Estimate	2012 Budget
Revenue						
General Property Taxes	$768,030,491	$746,514,800	$756,629,208	$0	$0	$0
Other Local Taxes	108,698,849	106,116,500	111,154,700	0	0	0
Licenses and Permits	10,791,655	13,415,532	19,177,986	0	0	0
Fines and Forfeits	2,539,918	2,898,946	1,888,750	0	0	0
Use of money	3,566,341	3,090,202	7,994,272	1,644,815	0	0
Charges for Services	24,739,241	26,138,282	23,168,859	16,619,599	26,199,615	20,781,324
Miscellaneous Revenues	610,420	369,694	330,871	2,491,627	0	0
Recovered Costs	8,528,735	7,385,846	6,531,798	1,491,312	0	0
Intergovernmental Revenues	98,681,307	89,422,644	89,640,125	210,420,699	228,502,146	199,434,979
Other Financing Sources	12,703,812	8,037,349	4,145,851	519,620,547	460,622,173	547,747,810
Total Revenues:	**$1,038,890,769**	**$1,003,389,795**	**$1,020,662,420**	**$752,288,599**	**$715,323,934**	**$767,964,113**
Expenditures						
Personnel	$249,597,815	$253,819,023	$243,397,798	$643,493,259	$639,087,934	$706,392,269
Operating	107,834,617	111,469,672	109,556,637	77,357,174	93,125,596	67,013,485
Capital	3,865,846	1,491,003	2,938,776	9,336,673	10,310,404	3,558,359
Other		0	1,500,000	11,848,603	0	0
Education	516,167,178	462,831,173	537,747,810	0	0	0
Transfers Out	135,230,826	169,665,640	163,507,442	0	0	0
Debt Service	0	0	0	0	0	0
Total Expenditures:	**$1,012,696,282**	**$999,276,511**	**$1,058,648,463**	**$742,035,709**	**$742,523,934**	**$776,964,113**
Net Increase (Decrease) in Fund Balance:	**$26,194,487**	**$4,113,284**	**($37,986,043)**	**$10,252,890**	**($27,200,000)**	**($9,000,000)**
Fund Balance, July 1:	**$160,893,011**	**$187,087,498**	**$191,200,782**	**$58,304,155**	**$68,557,045**	**$41,357,045**
Fund Balance, June 30:	**$187,087,498**	**$191,200,782**	**$153,214,739**	**$68,557,045**	**$41,357,045**	**$32,357,045**

FY 2010-2012 Summary of Financial Sources and Uses of Fund Balance

Category	Capital Improvement Program			Debt Service Fund		
	2010 Actual	2011 Estimate	2012 Budget	2010 Actual	2011 Estimate	2012 Budget
Revenue						
General Property Taxes	$0	$0	$0	$0	$0	$0
Other Local Taxes	607,779	80,000	80,000	0	0	0
Licenses and Permits	0	0	0	0	0	0
Fines and Forfeits	0	0	0	0	0	0
Use of money	7,310	0	0	1,840,933	1,000,000	500,000
Charges for Services	1,422,366	0	2,156,883	0	0	0
Miscellaneous Revenues	47,359	0	0	0	0	754,217
Recovered Costs	836,811	0	0	0	0	0
Intergovernmental Revenues	5,762,902	840,000	7,960,000	0	0	0
Other Financing Sources	119,713,555	107,073,710	209,967,362	223,836,049	151,250,210	146,901,253
Total Revenues:	**$128,398,082**	**$107,993,710**	**$220,162,245**	**$225,676,982**	**$152,250,210**	**$148,155,470**
Expenditures						
Personnel	$68,799	$0	$0	$0	$0	$0
Operating	5,651,879	50,138,728	65,764,789	0	0	0
Capital	214,733,380	53,825,000	150,170,000	0	0	0
Other	0			95,785,801	0	90,000
Education	0	0	0	0	0	0
Transfers Out	24,005,925	4,029,982	4,999,456	0	90,000	0
Debt Service	0	0	0	132,264,482	159,923,973	158,668,109
Total Expenditures:	**$244,459,983**	**$107,993,710**	**$220,934,245**	**$228,050,283**	**$160,013,973**	**$158,758,109**
Net Increase (Decrease) in Fund Balance:	**($116,061,901)**	**$0**	**($770,000)**	**($2,373,301)**	**($7,763,763)**	**($10,602,639)**
Fund Balance, July 1:	**$409,182,762**	**$293,120,861**	**$293,120,861**	**$21,871,319**	**$19,498,018**	**$11,734,255**
Fund Balance, June 30:	**$293,120,861**	**$293,120,861**	**$292,350,861**	**$19,498,018**	**$11,734,255**	**$1,131,616**

FY 2010-2012 Summary of Financial Sources and Uses of Fund Balance

Category	Capital Projects Financing Fund[1]			Nonmajor Governmental Funds		
	2010 Actual	2011 Estimate	2012 Budget	2010 Actual	2011 Estimate	2012 Budget
Revenue						
General Property Taxes	$0	$0	$0	$9,891,002	$8,928,038	$8,573,000
Other Local Taxes	0	0	0	10,724,688	11,205,000	11,929,500
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	66,004	85,836	80,389
Miscellaneous Revenues	0	0	0	20,829,262	14,830,000	11,400,000
Recovered Costs	0	0	0	1,114,417	1,665,000	1,665,000
Intergovernmental Revenues	0	0	0	11,908,684	12,695,575	12,997,881
Other Financing Sources	86,500,000	82,770,000	169,697,000	27,719,536	18,938,448	24,939,948
Total Revenues:	**$86,500,000**	**$82,770,000**	**$169,697,000**	**$82,253,593**	**$68,347,897**	**$71,585,718**
Expenditures						
Personnel	$0	$0	$0	$917,942	$919,089	$948,539
Operating	0	0	0	40,418,399	47,318,506	53,509,755
Capital	0	0	0	0	0	0
Other	0	0		0	0	0
Education	0	0	0	0	0	0
Transfers Out	86,500,000	82,770,000	169,697,0000	21,568,802	19,941,095	17,578,772
Debt Service	0	0	0	0	0	0
Total Expenditures:	**$86,500,000**	**$82,770,000**	**$169,697,000**	**$62,905,143**	**$68,178,690**	**$72,037,066**
Net Increase (Decrease) in Fund Balance:	**$0**	**$0**	**$0**	**$19,348,450**	**$169,207**	**($451,348)**
Fund Balance, July 1:	**$0**	**$0**	**$0**	**$126,859,569**	**$146,208,019**	**$146,377,226**
Fund Balance, June 30:	**$0**	**$0**	**$0**	**$146,208,019**	**$146,377,226**	**$145,925,878**

FY 2010-2012 Summary of Financial Sources and Uses of Fund Balance

Category	Total Funds		
	2010 Actual	2011 Estimate	2012 Budget
Revenue:			
General Property Taxes	$777,921,493	$755,442,838	$765,202,208
Other Local Taxes	120,031,316	117,401,500	123,164,200
Licenses and Permits	10,791,655	13,415,532	19,177,986
Fines and Forfeits	2,539,918	2,898,946	1,888,750
Use of money	7,059,399	4,090,202	8,494,272
Charges for Services	42,847,210	52,423,733	46,187,455
Miscellaneous Revenues	23,978,668	15,199,694	12,485,088
Recovered Costs	11,971,275	9,050,846	8,196,798
Intergovernmental Revenues	326,773,592	331,460,365	310,032,985
Other Financing Sources	990,093,499	828,691,890	1,103,399,224
Total Revenues:	**$2,314,008,025**	**$2,130,075,546**	**$2,398,228,966**
Expenditures:			
Personnel	$894,077,815	$893,826,046	$950,738,606
Operating	231,262,069	302,052,502	295,844,666
Capital	227,935,899	65,626,407	156,667,135
Other	11,848,603	0	1,500,000
Education	516,167,178	462,831,173	537,747,810
Transfers Out	363,091,354	276,496,717	355,872,670
Debt Service	132,264,482	159,923,973	158,668,109
Total Expenditures:	**$2,376,647,400**	**$2,160,756,818**	**$2,457,038,996**
Net Increase (Decrease) in Fund Balance:	**($62,639,375)**	**($30,681,272)**	**($58,810,030)**
Fund Balance, July 1:	**$631,164,768**	**$568,525,393**	**$537,844,121**
Fund Balance, June 30:	**$568,525,393**	**$537,844,121**	**$479,034,091**

History of Expenditures by Department

Department	FY 08 Adopted	FY 08 Actual	FY 09 Adopted	FY 09 Actual
Boards, Commissions and Committees	$3,199,000	$3,128,059	$3,408,000	$3,321,705
County Administrator	3,274,000	3,283,527	3,154,000	2,569,947
Public Information	644,000	777,754	785,000	822,578
General Registrar	647,000	666,813	669,000	741,372
Regional Organizations & Contributions	4,569,000	4,613,815	4,480,000	4,582,736
County Attorney	2,251,000	3,515,746	2,382,000	2,593,660
County Assessor	2,950,000	3,121,904	3,404,000	3,261,946
Treasurer	3,814,000	3,477,681	3,909,000	3,474,874
Commissioner of the Revenue	2,695,000	2,684,692	2,801,000	2,667,658
Clerk of the Circuit Court	3,391,000	3,384,260	3,562,000	3,454,580
Commonwealth's Attorney	3,074,000	2,983,842	3,135,000	3,124,252
Sheriff	65,153,000	64,874,333	68,204,000	69,168,481
Management & Financial Services	10,977,000	10,506,588	11,696,000	10,260,055
Information Technology	16,679,000	20,818,444	16,881,000	18,355,669
General Services	23,849,000	27,460,611	26,043,000	28,149,620
Capital Construction & Solid Waste Mgmt[1]	9,270,000	8,271,794	9,485,000	9,053,159
Courts	1,091,000	937,981	1,152,000	1,079,654
Building and Development	23,000,000	22,094,366	23,440,000	22,553,826
Fire and Rescue Services	47,899,000	45,724,358	49,322,000	56,891,952
Planning Services	3,138,000	3,194,371	3,274,000	3,016,852
Economic Development	1,894,000	1,941,897	2,234,000	2,140,983
Mapping & Geographic Information	2,247,000	2,188,036	2,250,000	2,160,314
Animal Services	2,419,000	2,580,331	2,863,000	2,580,784
Health Services	4,219,000	4,003,463	4,697,000	4,308,435
Transportation Services	8,313,000	8,851,480	9,266,000	9,788,997
Library Services	11,641,000	11,261,749	11,953,000	11,457,276
Community Corrections	1,523,000	1,464,813	1,697,000	1,615,796
MH, SA & Developmental Services	30,091,000	29,575,599	31,359,000	29,742,411
Parks, Recreation & Community Services	32,792,000	31,697,812	33,291,000	32,144,286
Juvenile Court Services Unit	2,019,000	1,801,440	2,047,000	1,909,492
Family Services	31,798,000	32,935,477	32,639,000	33,440,754
Extension Services	584,000	537,602	586,000	552,272
Miscellaneous	(7,506,000)	2,368,025	(3,303,000)	3,611,898
General Government Subtotal	**$353,598,000**	**$366,726,663**	**$372,765,000**	**$384,598,274**
Schools[2]	**$700,102,863**	**$710,885,980**	**$776,964,113**	**$736,638,532**
Total	**$1,053,700,863**	**$1,077,614,643**	**$1,149,729,113**	**$1,121,236,806**

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

[1] In FY 2010, Capital Construction and Solid Waste Management were consolidated into one department. History has also been combined.
[2] School expenditures have been restated to include School Operating, Food Services, and Bus Lease Expenditure.

History of Expenditures by Department

Department	FY 10 Adopted	FY 10 Actual	FY 11 Adopted	FY 12 Adopted
Boards, Commissions and Committees	$3,271,187	$2,965,147	$3,622,349	$3,826,081
County Administrator	2,539,608	2,314,210	2,381,645	2,419,990
Public Information	760,489	800,442	735,324	772,222
General Registrar	663,108	622,824	763,995	800,289
Regional Organizations & Contributions	3,602,921	3,703,419	4,028,460	5,166,693
County Attorney	2,412,500	2,413,233	2,418,051	2,492,455
County Assessor	3,841,381	3,170,879	3,378,688	3,448,374
Treasurer	3,445,365	3,557,375	3,869,013	4,025,555
Commissioner of the Revenue	2,825,147	2,616,324	2,692,320	2,771,888
Clerk of the Circuit Court	3,560,350	3,211,272	3,508,358	3,672,016
Commonwealth's Attorney	3,190,776	3,038,993	3,139,430	3,286,645
Sheriff	68,284,596	66,689,888	71,732,819	73,763,098
Management & Financial Services	10,636,800	10,429,290	10,462,022	10,780,012
Information Technology	16,084,390	16,264,598	16,146,005	18,293,978
General Services	25,515,396	26,773,602	26,196,705	27,376,695
Capital Construction & Solid Waste Mgmt[1]	9,110,839	8,663,591	9,156,152	9,461,010
Courts	1,071,482	1,172,120	1,030,451	1,134,049
Building and Development	20,594,372	19,927,104	19,387,259	20,398,127
Fire and Rescue Services	48,489,326	52,678,819	49,233,451	52,756,082
Planning Services	3,124,463	2,911,159	3,155,178	3,200,862
Economic Development	2,198,080	2,095,595	1,964,745	2,101,458
Mapping & Geographic Information	2,108,009	2,147,232	2,092,639	2,151,794
Animal Services	2,524,641	2,439,211	2,497,911	2,625,527
Health Services	4,322,135	4,285,938	4,292,582	4,244,348
Transportation Services	9,580,634	10,729,037	12,013,883	13,962,498
Library Services	11,358,172	10,927,383	11,415,074	11,513,325
Community Corrections	1,766,504	1,609,169	1,815,771	1,853,447
MH, SA & Developmental Services	31,162,565	29,712,791	30,609,136	31,255,827
Parks, Recreation & Community Services	33,019,616	31,258,866	34,155,274	35,373,137
Juvenile Court Services Unit	1,988,924	1,762,824	1,843,913	2,019,704
Family Services	32,968,959	35,895,967	33,393,300	34,832,216
Extension Services	581,544	526,413	529,057	569,801
Miscellaneous	(4,513,000)	11,347,130	4,936,602	5,565,286
General Government Subtotal	**$362,091,279**	**$378,661,845**	**$378,597,562**	**$397,914,489**
Schools[2]	**$762,020,390**	**$742,202,134**	**$742,523,934**	**$777,999,685**
Total	**$1,124,111,669**	**$1,120,863,979**	**$1,121,121,496**	**$1,175,914,174**

[1] In FY 2010, Capital Construction and Solid Waste Management were consolidated into one department. History has also been combined.
[2] School expenditures have been restated to include School Operating, Food Services, and Bus Lease Expenditure.

History of Full-Time Equivalents (FTEs) by Department

Department	FY 08	FY 09	FY 10	FY 11	FY 12
Boards, Commissions and Committees	1.75	0.75	0.75	0.75	1.00
County Administrator	24.80	24.53	20.00	18.00	18.00
Public Information	4.80	6.80	6.80	6.80	6.80
General Registrar	8.77	8.77	8.77	8.77	8.77
Regional Organizations & Contributions	0.00	0.00	0.00	0.00	0.00
County Attorney	20.00	20.00	20.00	20.00	20.00
County Assessor	30.00	34.00	34.00	34.00	34.00
Treasurer	40.34	42.00	42.00	43.00	43.00
Commissioner of the Revenue	34.55	34.55	34.55	32.55	32.55
Clerk of the Circuit Court	43.53	43.53	43.53	43.00	43.00
Commonwealth's Attorney	34.00	34.00	34.00	33.00	33.00
Sheriff	663.63	663.63	663.39	713.49	745.48
Management & Financial Services	75.64	76.84	77.84	77.84	76.84
Information Technology	84.39	86.39	84.39	84.19	84.19
General Services	81.48	80.00	78.00	76.00	76.00
Capital Construction & Solid Waste Mgmt[1]	59.10	63.10	57.10	57.10	58.63
Courts	7.00	7.00	6.00	6.00	7.00
Building and Development	257.80	252.80	225.80	205.80	205.80
Fire and Rescue Services	492.81	504.01	484.96	486.85	523.81
Planning Services	31.00	31.00	30.00	30.00	30.00
Economic Development	15.77	16.77	17.77	16.77	17.77
Mapping & Geographic Information	23.80	23.80	22.80	23.00	23.00
Animal Services	32.89	34.49	32.35	32.35	32.35
Health Services	84.00	82.00	80.00	79.00	78.00
Transportation Services	18.77	18.77	16.77	16.77	17.54
Library Services	145.71	145.71	145.71	140.80	144.80
Community Corrections	18.86	19.86	20.86	20.86	21.86
MH, SA & Developmental Services	343.44	344.09	345.15	330.05	332.05
Parks, Recreation & Community Services	494.84	496.45	489.44	490.66	501.58
Juvenile Court Service Unit	35.84	35.84	35.84	32.19	33.26
Family Services	193.23	194.80	193.33	192.27	192.27
Extension Services	11.37	11.72	11.47	11.62	11.37
Miscellaneous	0.00	0.00	0.00	0.00	0.00
General Fund Subtotal	**3,413.91**	**3,438.00**	**3,363.37**	**3,363.48**	**3,453.72**
School Fund[2]	8,563.80	8,928.00	9,087.10	9,203.30	9,120.20
Central Services Fund	11.27	11.27	11.27	11.27	11.27
Law Library Fund	1.00	1.00	1.00	1.00	1.00
Total All Funds	**11,989.98**	**12,378.27**	**12,462.74**	**12,579.05**	**12,586.19**

[1] In FY 2010, Capital Construction and Solid Waste Management were consolidated into one department. History has also been combined.
[2] School FTEs have been restated to include School Operating and Food Services FTEs.

County Funds, Fund Structure and Basis of Budgeting

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

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

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

GOVERNMENTAL FUND TYPES

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

The following funds are categorized as Governmental Funds:

GENERAL FUND

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

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

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

HOUSING CHOICE VOUCHER FUND

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

County Funds, Fund Structure and Basis of Budgeting

SCHOOL FUND

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

SPECIAL REVENUE FUNDS

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

GREENLEA TAX DISTRICT

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

LEGAL RESOURCE CENTER FUND

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

RESTRICTED USE TRANSIENT OCCUPANCY TAX FUND

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

ROUTE 28 SPECIAL TAX DISTRICT FUND

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

ALDIE WASTEWATER DISTRICT FUND

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

HAMILTON SEWER SERVICE DISTRICT FUND

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

SCHOOL CAFETERIA FUND

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

County Funds, Fund Structure and Basis of Budgeting

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

DULLES INDUSTRIAL PARK WATER & SEWER DISTRICT FUND

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

DEBT SERVICE FUNDS

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

COUNTY DEBT SERVICE FUND

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

SCHOOL DEBT SERVICE FUND

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

CAPITAL PROJECTS FUNDS

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

COUNTY CAPITAL PROJECTS FUND

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

SCHOOL CAPITAL PROJECTS FUND

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

County Funds, Fund Structure and Basis of Budgeting

COUNTY CAPITAL ASSET PRESERVATION FUND (CAPP)

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

SCHOOL CAPITAL ASSET PRESERVATION FUND (CAPP)

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

PUBLIC TRANSPORTATION FUND

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

PROPRIETARY FUND TYPES

INTERNAL SERVICE FUNDS

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

FIDUCIARY FUND TYPES

TRUST AND AGENCY FUNDS

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

FIXED ASSETS, CAPITALIZATION AND DEPRECIATION

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

County Funds, Fund Structure and Basis of Budgeting

BASIS OF BUDGETING

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

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

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

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

BUDGET AMENDMENT PROCESS

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

Long-Range Planning

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

FISCAL PLANNING AND BUDGETING

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

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

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

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

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

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

Long-Range Planning

FISCAL PLANNING AND BUDGETING POLICIES

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

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

COUNTY OF LOUDOUN, VIRGINIA
BOARD OF SUPERVISORS
FISCAL POLICY

Originally adopted December 17, 1984.
Revised through June 2, 2010

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

POLICY GOALS

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

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

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

1. Operating Budget Policies

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

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

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

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

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

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

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

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

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

The County will avoid tax anticipation borrowing and maintain adequate fiscal reserves.

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

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

Staff Economy

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

Capital Construction

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

Program Expansions

Proposed program expansions above existing service levels must be submitted as budgetary enhancements requiring detailed justification. Every proposed program expansion will be scrutinized on the basis of its relationship to the health, safety and welfare of the community to include analysis 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.

- 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 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:

Tool	Review Process	Update Cycle
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 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:

Total Cost of Project	General Government	School System
$200,000 up to the cost of a new elementary school for specialized vehicular equipment (e.g., school buses, landfill equipment or fire and rescue vehicles) and information technology equipment and software systems (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.

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

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

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

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

3. Revenue Policies

The County will try to maintain a diversified and stable revenue structure to

shelter it from short-run fluctuations in any one revenue source.

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

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

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

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

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

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 $100,000 and an expected life of 3 years or more.
- Internally generated computer software with a value greater than $100,000 and an expected useful life of 3 years or more.

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. Reserve Policies

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

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

A withdrawal of the Fiscal Reserve may be considered if the total projected general fund revenues reflect a decrease from the total current year estimated general fund revenues of at least 3%. A withdrawal of the Fiscal Reserve may be considered in the event of a major natural or national disaster.

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

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

11. Criteria for Establishment of Special Assessment Districts

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

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

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

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

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

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

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

- The special assessment district's proposed petition to the County Board of Supervisors;
- A map of district boundaries and properties served;
- A general development plan of the district;
- Proposed district infrastructure including probable cost;
- A preliminary feasibility analysis showing project phasing, if applicable, and projected land absorption with the district;
- A schedule of proposed special assessment district financings and their purpose;

- A discussion of the special assessment district's proposed financing structure and how debt service is paid;
- The methodology for determining special assessments within the district;
- Background information on the developers and/or property owners in the current proposal or previous involvement with other districts in Virginia and elsewhere; and,
- Level of equity to be provided and when such equity would be incorporated into the proposed Plan of Finance.

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

The petition must address:

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

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

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

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

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

Project Review and Analysis. A financial and land use assessment performed by the County or its agents must demonstrate that the District's proposed development, financial, and business

plan is sound, and the proposed project or purpose for establishing a District is economically feasible and has a high likelihood of success. The analysis must confirm why establishing a District is superior to other financing mechanisms from a public interest perspective.

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

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

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

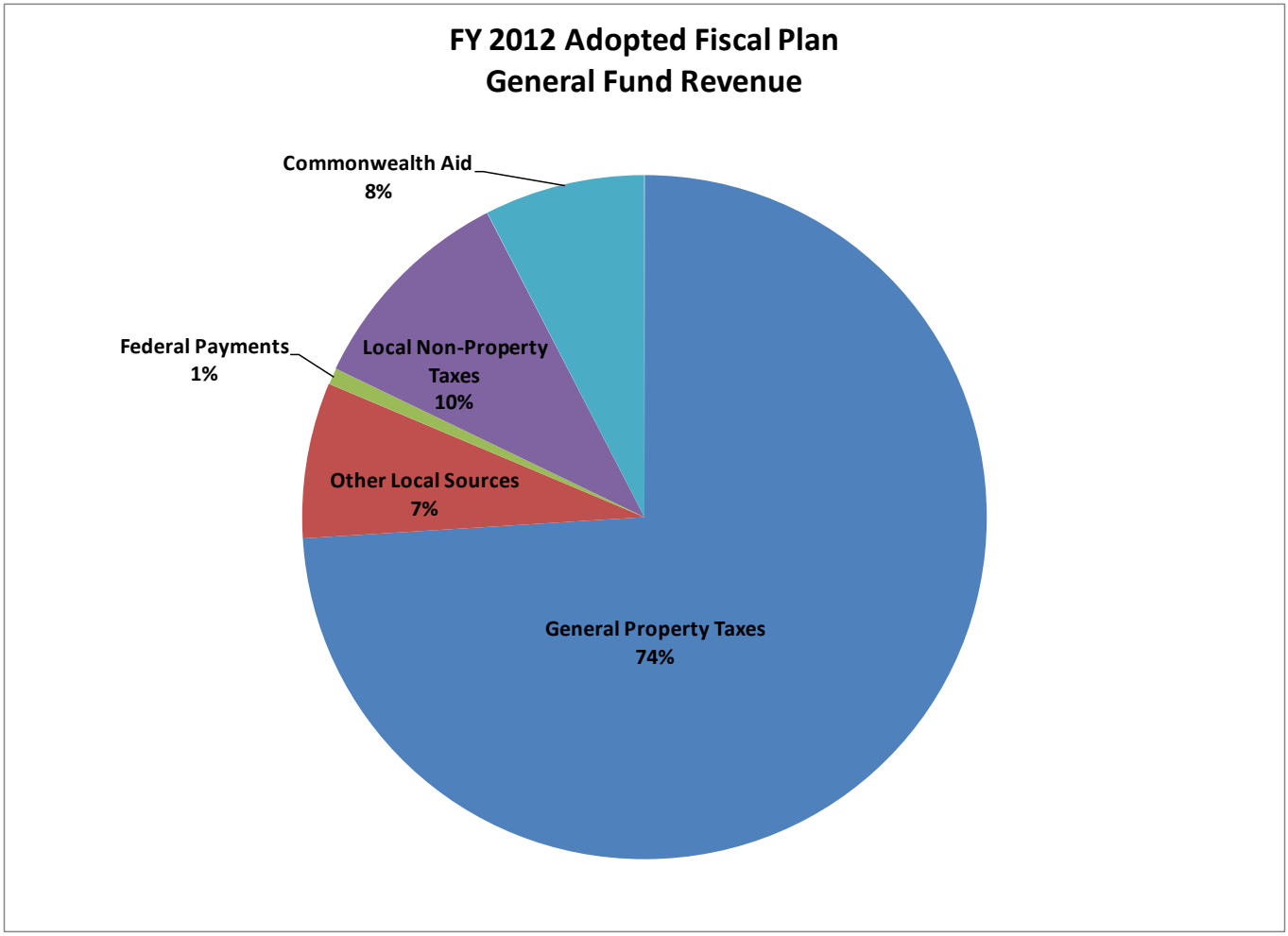
GENERAL FUND REVENUE SUMMARY

General Fund Revenue ..... Page R – 2

General Fund Revenue

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

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



General Fund Revenue Profile

Local Revenue[1]	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Local Tax Revenue					
General Property Taxes[2]	$714,567,136	$764,027,829	$768,030,491	$746,515,000	$796,687,040
Local Non-Property Taxes	106,836,556	108,209,251	108,698,845	106,117,000	110,538,100
Total Local Tax Revenue	**$821,403,692**	**$872,237,080**	**$876,729,336**	**$852,632,000**	**$907,225,140**
Other Local Sources of Revenue					
Permits & Privilege Fees	$14,926,414	$11,844,640	$10,791,657	$13,416,000	$14,679,700
Fines & Forfeitures	2,063,103	2,545,492	2,539,918	2,899,000	2,912,150
Use of Money & Property	13,777,991	7,056,756	3,566,339	3,090,000	4,370,680
Charges for Services	21,611,451	23,339,911	24,739,243	26,138,000	27,654,580
Miscellaneous Revenue	615,868	1,606,807	601,040	370,000	370,830
Recovered Costs	8,980,892	6,846,218	8,528,732	7,386,000	7,012,690
Other Financing Sources	2,191,479	47,231,496	23,153,973	8,037,000	22,296,550
Total Other Local Sources of Revenue	**$64,167,198**	**$100,471,320**	**$73,920,902**	**$61,335,000**	**$79,297,180**
Total Local Revenue	**$885,570,890**	**$972,708,400**	**$950,650,238**	**$913,967,000**	**$986,522,320**
Commonwealth Aid:					
State Non-Categorical Aid	$56,978,876	$56,170,800	$54,729,338	$56,305,000	$55,942,000
State Shared Expenses	13,492,577	10,640,500	3,935,483	13,258,000	14,204,620
State Categorical Aid	12,563,146	14,180,695	13,779,545	11,146,000	11,579,350
Total Commonwealth Aid	**$83,034,599**	**$80,991,995**	**$72,444,366**	**$80,709,000**	**$81,725,970**
Federal Payments:					
Payments in Lieu of Taxes	$1,769	$2,863	$2,909	$2,000	$1,800
Federal Categorical Aid	11,511,681	20,503,479	26,234,037	8,712,000	8,276,970
Total Federal Payments	**$11,513,450**	**$20,506,342**	**$26,236,946**	**$8,714,000**	**$8,278,770**
Total General Fund Revenue	**$980,118,939**	**$1,074,206,737**	**$1,049,331,550**	**$1,003,390,000**	**$1,076,527,060**

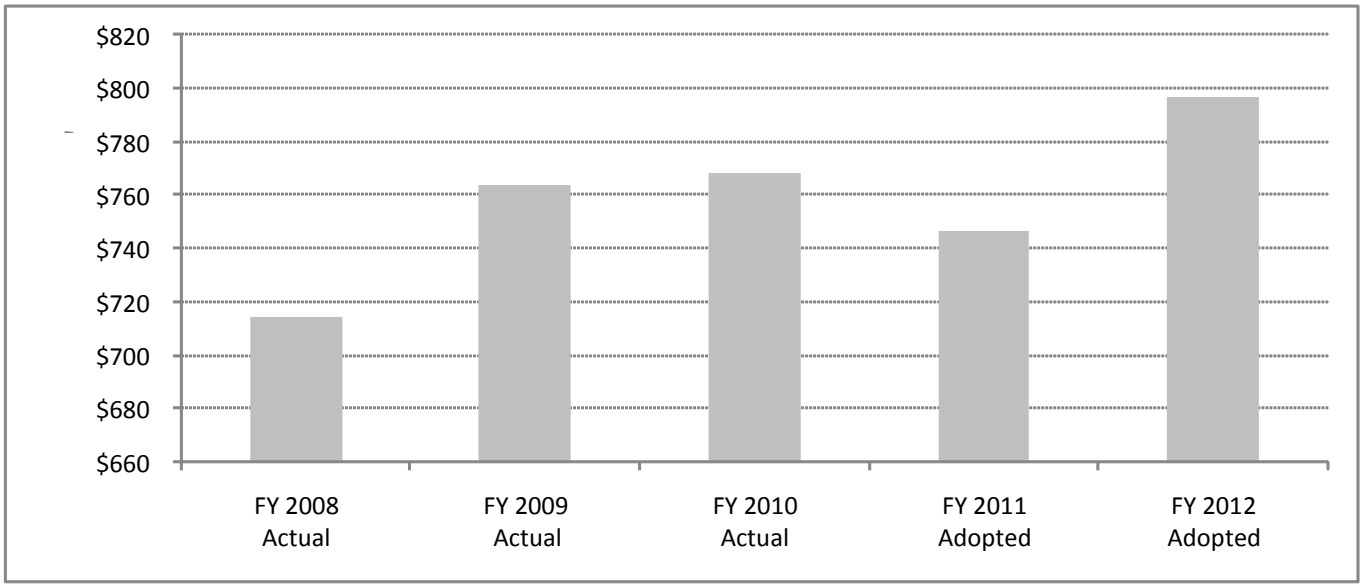
The table above summarizes the major categories of revenues that contribute to the General Fund. Tax revenue is generated by taxing a variety of items such as property, retail sales, business receipts, utility purchases and the recordation of property. Examples of other revenue sources include fees,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

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

[1] Components for FY 2012 may not equal sums because of rounding.

[2] In FY 2008, current real property taxes, Public Service Corporation personal property taxes, and mobile home taxes did not include revenue generated by the $0.043 per $100 Fire and Rescue district rate. The FY 2008 revenue shown above resulted from the General Fund real property tax rate of $0.917 per $100. With the elimination of this district in FY 2009, these revenues are all included in the General Fund.

GENERAL PROPERTY TAXES



This category refers to real and personal property taxes, and is expected to constitute about 74% of all General Fund revenue in FY 2012. Real property taxes are levied on the assessed value of real estate owned by businesses, individuals and public service corporations (PSC). Personal property taxes are levied on the assessed value of tangible property such as vehicles, mobile homes, heavy equipment, and machinery and tools. Real property tax assessments are conducted by the County Assessor, while personal property assessments are conducted by the Commissioner of the Revenue. Both real and personal property taxes are levied on 100% of assessed market value. Rates are established per $100 of assessed value.

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

General Property Taxes	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Current real property taxes	$599,352,574	$648,779,872	$644,491,907	$629,166,000	$661,278,480
Current real property taxes-rollback	(12,268)	4,430	1,194	0	0
Delinquent real property taxes	5,837,729	3,906,946	7,082,893	5,250,000	6,500,000
Payments in lieu of taxes	173,900	179,200	184,600	0	195,210
PSC real property tax	12,946,006	12,621,091	14,664,727	14,818,000	15,856,960
PSC personal property - vehicles	123,605	89,133	71,458	53,000	71,000
PSC personal property taxes	3,317,007	4,180,992	4,161,927	4,247,000	4,678,550
Current personal property taxes	61,759,440	58,379,326	55,860,914	57,690,000	63,519,040
Delinquent personal property taxes	2,777,590	2,928,742	3,968,243	2,780,000	3,700,000
Mobile home taxes	11,558	12,942	13,519	14,000	15,000
Aircraft taxes	38,567	69,336	57,853	61,000	61,000
Heavy equipment taxes	1,904,284	1,766,330	1,475,032	1,520,000	1,475,000
Satellite manufacturing equipment	2,619	2,877	2,899	3,000	2,800
Computer equipment	20,998,298	26,025,251	30,004,439	25,000,000	33,005,000
Current machinery & tools taxes	1,272,000	1,232,888	1,095,497	1,125,000	1,095,000
Penalties (all property taxes)	2,686,375	2,527,906	2,974,978	2,992,000	2,992,000
Interest (all property taxes)	1,377,852	1,320,567	1,641,833	1,396,000	1,642,000
Additional Personal Prop. Penalties	0	0	276,578	400,000	600,000
Total - General Property Taxes	**$714,567,136**	**$764,027,829**	**$768,030,491**	**$746,515,000**	**$796,687,040**

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 2012 Adopted Fiscal Plan includes a countywide real property tax rate of $1.285 per $100 assessed value.

The Board of Supervisors established a new Fire/Emergency Medical Services district in January 2007, which was effective with the FY 2008 budget. The district's revenue was assigned to a special revenue fund and was generated by a $0.043 real property tax rate. The Board of Supervisors eliminated the Fire/Emergency Medical Services District and its separate tax rate for FY 2009.

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

The County provides for real property tax relief for the elderly and disabled. In December 2004, the program's thresholds for household income and net worth were increased as allowed by 2004 General Assembly action, to $72,000 gross combined income and $340,000 net financial worth – excluding primary dwelling and associated land. The reduction in the real estate tax liability was also extended to the home plus three acres, rather than the previous one acre. In December 2006, the program's threshold for net worth was raised to $440,000. The forecasted values below are subtracted real property taxes prior to their incorporation under the real property tax line.

Real Property Tax Relief for the Elderly and Disabled	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Forecast
Foregone Revenue, Elderly & Disabled	$6,071,909	$6,412,741	$6,600,000	$6,500,000	$6,800,000

Personal Property

Personal property tax levy rates are dependent upon the classification of property. The largest personal property line – current personal property – includes taxes on vehicles and on business tangible property. The majority of this line is revenue from vehicles, which is expected to continue the recovery from the reduced values seen in FY 2010 due to 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.

A summary of several current personal property tax rates (expressed as rates per $100 of assessed valule) is provided below.

Personal Property Taxes	Tax (Calendar) Year 2011 Rate
Personal Property (general)	$ 4.200
Mobile Homes	$ 1.285
Aircraft & Flight Simulators	$ 0.010
Heavy Equipment	$ 4.000
Satellite Manufacturing Equipment	$ 0.010
Computer Equipment	$ 4.200
Machinery & Tools	$ 2.750

General Property Taxes

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 2010, the percentage is 58%. Further information may be found in the State Non-Categorical Aid section.

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 tax year 2009, this rate was set at $1.00 per $100 assessed value and for tax year 2010 a rate of $4.20 per $100 assessed value was adopted. The category four-wheeled, electrically-powered low speed vehicles was established for tax year 2009, with a rate set at $1.00 per $100 assessed value. The $1.00 rate continues for tax year 2011. The category of motor vehicles powered solely by electricity was established for tax year 2010, with a rate of $2.00 per $100 assessed value. The tax year 2011 rate remains the same as tax year 2010.

Other Vehicle Taxes	Tax (Calendar) Year 2011 Rate
Volunteer Fire & Rescue	$ 0.010
Elderly & Disabled	$ 2.100
Clean Special Fuels	$ 4.200
Four wheeled Electrically-Powered Low Speed Vehicles	$ 1.000
Motor Vehicles Powered Solely by Electricity	$ 2.000

Public Service Corporation Real and Personal Property Taxes

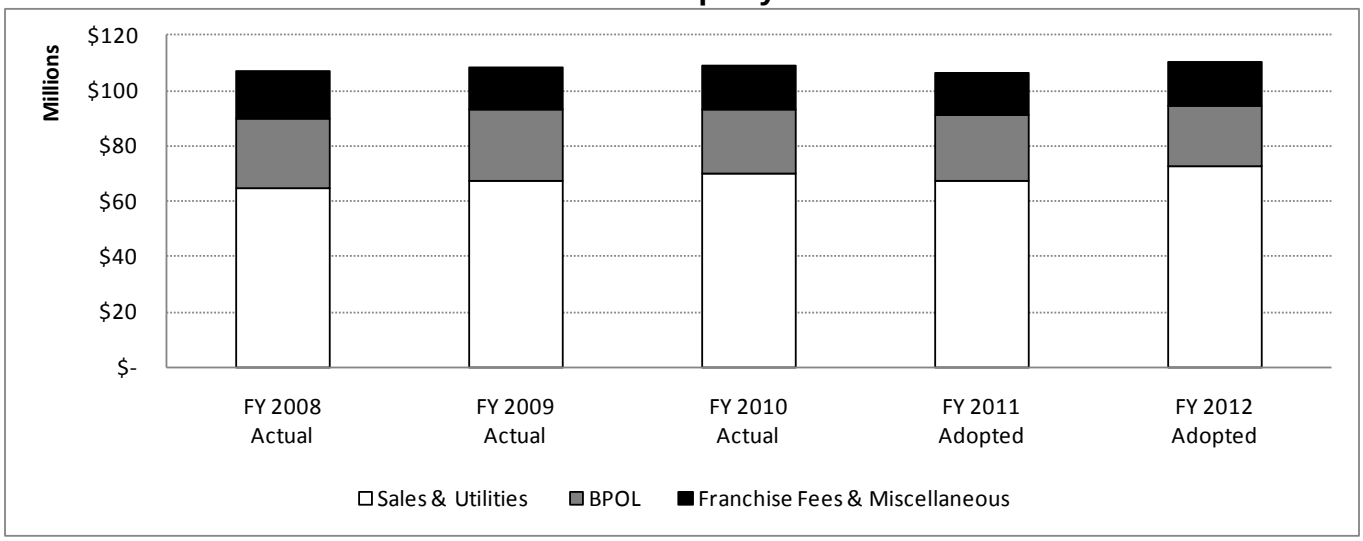
Public service corporations (PSC) are utilities. The State Corporation Commission assesses the real and personal property of utilities, except for vehicles. By State law, most PSC property (both personal and real) is taxed at the locality's real property tax rate. Aircraft, automobiles, and trucks are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

Public Service Corporation Taxes	Tax (Calendar) Year 2011 Rate
Real Property	$ 1.285
Personal Property – non-vehicle	$ 1.285
Vehicles	$ 4.200
Aircraft	$ 0.010

General Property Taxes – Methodology

Forecasts for both real and personal property tax revenues are developed in consultation with the County Assessor, the Commissioner of the Revenue, the Clerk of the Circuit Court, and the County Treasurer. Forecasts are based on current estimates of respective tax bases, coupled with forecasts of growth or decline. Forecasts incorporate historical analysis, expected growth and business activity, and information regarding broader trends in market values. For real property, the County's automated assessment system serves as a crucial tool in the analysis of ongoing reassessment trends and the current status of the County's total valuation. Assessment data is consolidated in the County's automated Land Management Information System. For vehicles, valuation data from the National Automobile Dealers' Association is obtained in October to provide a basis for the forecast, prior to assessments completed early the next year.

Local Non-Property Taxes



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

Local Non-Property Taxes - Total	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Sales & Utilities	$64,345,637	$67,234,194	$69,817,121	$67,352,000	$72,309,960
BPOL	25,464,521	25,552,291	23,076,921	23,796,000	22,024,000
Franchise Fees & Miscellaneous	17,026,398	15,422,766	15,804,803	14,969,000	16,204,140
Total – Local Non-Prop. Taxes	**$106,836,556**	**$108,209,251**	**$108,698,845**	**$106,117,000**	**$110,538,100**

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 $51.6 million in FY 2012. Sales tax revenue has been increasing as the economy emerges from the recession and revenue is expected to continue to grow in FY 2012.

For utilities taxes, the Commonwealth's communications tax structure has an impact on the FY 2012 budget. Effective January 1, 2007, a set of statewide communications taxes replaced a number of state and local communications taxes and fees. Local revenues from these taxes are shown by the communications tax line. These taxes include a communications sales and use tax (5% of sales), an E-911 tax on landline telephone services ($0.75 per access line), and a public rights-of-way use fee for cable television providers ($0.75 per access line). These taxes are administered by the State, which returns revenues to localities. The County receives a fixed percentage of Commonwealth collections for statewide communications taxes less an administrative fee.

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

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

LOCAL NON-PROPERTY TAXES

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

Local Non-Property Taxes - Sales & Utilities	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Local sales & use taxes	$47,886,216	$47,342,934	$49,729,614	$47,000,000	$51,612,960
Electric utility consumption tax	898,319	940,568	992,213	915,000	1,011,000
Natural gas utility consumption tax	177,372	202,216	200,475	180,000	204,000
Cellular tax-mobile communications tax	0	0	1,909	0	0
Consumers utility tax-electric	4,777,443	4,766,142	4,847,918	4,941,000	4,940,000
Consumers utility tax-natural gas	1,755,917	1,840,327	1,867,807	1,816,000	1,903,000
Communications tax	8,850,370	12,142,007	12,177,185	12,500,000	12,639,000
Subtotal - Sales & Utilities	**$64,345,637**	**$67,234,194**	**$69,817,121**	**$67,352,000**	**$72,309,960**

Business, Professional and Occupational License Tax

Loudoun County levies a Business, Professional and Occupational License (BPOL) tax on businesses located within the County. This revenue category is projected to yield $22 million in FY 2012. BPOL tax rates vary according to the category of business. An individual business' obligations are calculated by applying the appropriate rate to its gross receipts from the preceding calendar year. Beginning in FY 2000, those businesses with annual gross receipts less than $200,000 became exempt from the gross receipts component of the BPOL tax; however, these businesses still pay an annual fee of $30. BPOL rates are listed with the categories' budgeted revenues. Beginning in FY 2008, application fees were distributed to each BPOL business category rather than shown as a separate budget line.

Local Non-Property Taxes - BPOL	BPOL Tax Rate	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Amusements	$0.21/$100	$78,346	$59,754	$66,122	$53,000	$60,000
Business service occupations	0.17/100	5,518,850	6,903,167	6,101,590	6,000,000	6,000,000
Personal service occupations	0.23/100	825,680	901,111	1,089,594	1,000,000	1,000,000
Contractors & contracting	0.13/100	6,707,911	5,345,561	3,730,029	5,000,000	3,500,000
Hotels & motels	0.23/100	340,036	364,053	273,645	317,000	275,000
Professional & specialized	0.33/100	1,794,315	1,887,529	1,880,654	2,000,000	1,750,000
Renting by owner	0.16/100	818,972	949,841	990,752	700,000	900,000
Repair service occupations	0.16/100	299,850	335,788	317,519	325,000	300,000
Retail merchants	0.17/100	5,797,833	5,713,752	5,560,257	5,900,000	5,500,000
Wholesale merchants	0.05/100	750,597	772,102	734,706	780,000	725,000
Money lenders	0.16/100	25,868	10,578	15,504	25,000	15,000
Coin operated machines	150[1]	500	500	500	500	500
Fortune tellers and related	500/year	500	0	500	500	500
Itinerant merchants	500/year	16,050	13,260	11,250	15,000	11,000
Short-term rentals	0.20/100	234,522	224,068	201,386	225,000	225,000
Retail merchants/cert str	0.20/100	79,858	70,285	66,580	70,000	65,000
Business svcs./aircraft leases	0.05/100	53,288	31,951	58,282	30,000	55,000
Consumer utility licenses	0.50/100	956,411	899,020	815,683	850,000	800,00
Computer services	0.15/100	922,476	796,466	818,451	250,000	500,000
Research & development	0.03/100	13,135	31,836	33,544	25,000	30,000
Satellite imaging services	0.15/100	91,314	107,665	82,130	100,000	80,000
Penalties, interest & cost	N/A	138,209	134,004	228,243	130,000	232,000
Subtotal – BPOL		**$25,464,521**	**$25,552,291**	**$23,076,921**	**$23,796,000**	**$22,024,000**

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

LOCAL NON-PROPERTY TAXES

Franchise Fees & Miscellaneous Taxes

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

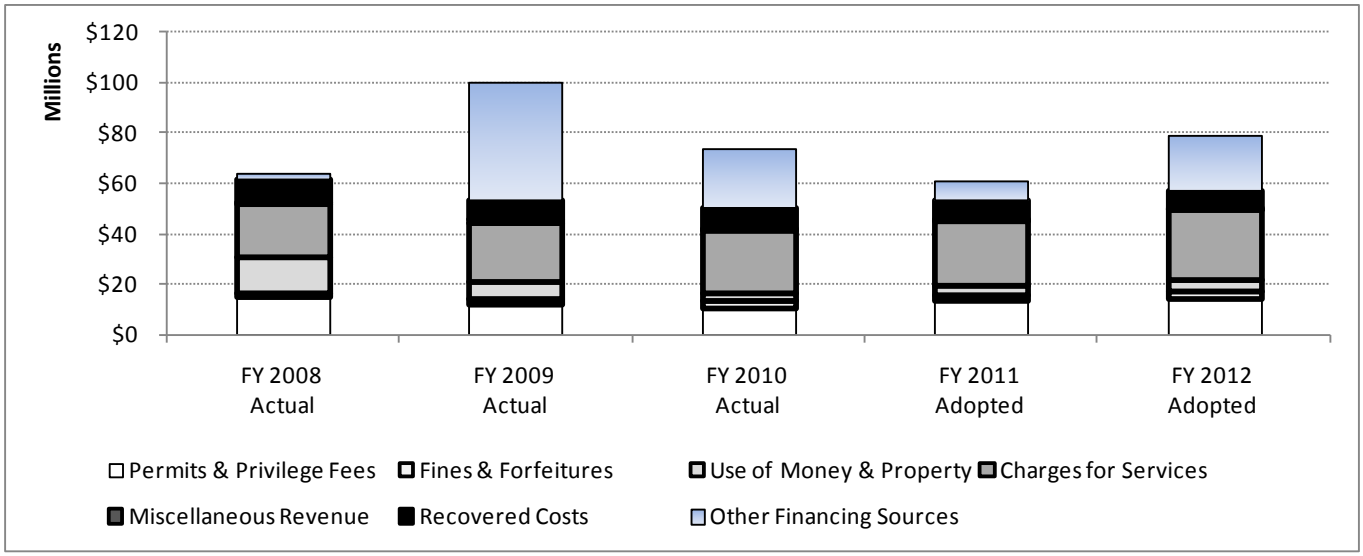
Bank franchise taxes are collected for the issuance of franchise licenses to banks that desire to operate branch offices in the County (outside of towns). Bank franchise taxes increased during FY 2010 due to mergers changing the eligibility of branches for the tax.

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

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

Local Non-Property Taxes - Franchise Fees & Miscellaneous	**FY 2008 Actual**	**FY 2009 Actual**	**FY 2010 Actual**	**FY 2011 Adopted**	**FY 2012 Adopted**
Motor vehicle licenses	$5,189,262	$5,313,627	$5,486,330	$5,300,000	$5,500,000
Temporary motor vehicle licenses	338	195	13	0	0
Bank franchise taxes	365,769	585,119	1,098,270	450,000	1,400,000
Recordation taxes	9,020,829	7,259,709	7,287,296	7,138,000	7,204,140
Taxes on wills	51,869	34,946	33,341	45,000	45,000
Hotel & motel room taxes	2,398,331	2,229,170	1,899,553	2,036,000	2,055,000
Subtotal - Franchise Fees & Misc.	**$17,026,398**	**$15,422,766**	**$15,804,803**	**$14,969,000**	**$16,204,140**

Other Local Sources of Revenue



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

Other Local Sources of Revenue - Total[1]	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Permits & Privilege Fees	$14,926,414	$11,844,640	$10,791,657	$13,416,000	$14,679,700
Fines & Forfeitures	2,063,103	2,545,492	2,539,918	2,899,000	2,912,150
Use of Money & Property	13,777,991	7,056,756	3,566,339	3,090,000	4,370,680
Charges for Services	21,611,451	23,339,911	24,739,243	26,138,000	27,654,580
Miscellaneous Revenue	615,868	1,606,807	601,040	370,000	370,830
Recovered Costs	8,980,892	6,846,218	8,528,732	7,386,000	7,012,690
Other Financing Sources	2,191,479	47,231,496	23,153,973	8,037,000	22,296,550
Total – Other Local Revenue	**$64,167,198**	**$100,471,320**	**$73,920,902**	**$61,335,000**	**$79,297,180**

[1] Components for FY 2012 may not equal sums because of rounding.

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. Fees that were added or changed are indicated by an '*' in the *Additional Revenue Details* section. One fee, "Site plan revisions" was eliminated. These changes were based on a study of the activities required to process each specific fee application. Overall, these new and increased fees are expected to generate about $2,000,000 in FY 2012 revenue needed to cover expenses identified as associated with the fees. About $1,000,000 is expected to be generated during the second half of FY 2011 and this increase is not distributed across each fee, but is shown as a single line at the end of the Permits and Privilege Fees Table in the *Additional Revenue Details* section on page R-18

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.

Fines & Forfeitures	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Court fines & forfeitures	$1,692,514	$2,113,787	$2,138,855	$2,500,000	$2,267,000
Fire lane violation fines	91,699	127,109	120,363	127,000	126,650
Dulles airport pkg. & traffic fines	144,807	138,068	117,008	140,000	140,000
Parking fines	100,298	141,473	122,664	100,000	100,000
Animal law violation fines	3,174	4,380	8,133	3,000	3,000
Zoning violations	20,198	9,843	20,824	19,000	21,000
Environmental health violation fines	0	0	3,000	0	0
Overdue book fines	0	0	0	0	244,000
Interest (late payments on tickets)	10,413	10,832	9,071	11,000	10,500
Total - Fines & Forfeitures	**$ 2,063,103**	**$ 2,545,492**	**$2,539,918**	**$2,899,000**	**$2,912,150**

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 2012 is expected to be less than in years prior to FY 2011 because of interest rates are forecast to remain low.

Use of Money & Property	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Interest on investments	$12,689,187	$5,929,540	$2,353,675	$1,600,000	$1,600,000
Interest on loans	3,121	2,546	2,334	3,000	2,550
Rental of general & school prop.	85,518	70,997	98,383	81,000	1,301,570
Rental of recreational property	944,211	982,875	989,087	1,123,000	1,153,060
Concession rentals/commissions	13,873	4,452	3,707	14,000	14,030
Sale of materials and supplies	41,727	65,932	34,426	39,000	37,870
Sales of meals to non-prisoners	354	414	121	300	300
Sale of artwork	0	0	1,228	0	0
Sale of Concessions	0	0	83,378	231,000	212,890
Total - Use of Money & Property	**$13,777,991**	**$7,056,756**	**$3,566,339**	**$3,090,000**	**$4,370,680**

Charges for Services

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

Revenue posted to this category is administered by a cross-section of the County government. Fees associated with serving notice of court appearances are posted by the Office of the Sheriff. Treatment programs are administered by the Department of Mental Health, 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 oversees the maintenance and sale of maps from the County's Geographic Information System database.

Other Local Sources of Revenue

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

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

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

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

Miscellaneous Revenue

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

Miscellaneous Revenue	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Miscellaneous revenues	$195,236	$1,155,958	$172,822	$205,000	$203,280
Gifts & donations from private sources	281,591	306,148	237,777	29,000	29,320
Development Contribution-Proffer-Cash	0	8,378	0	0	0
Sale of property & non fixed assets	77,835	72,181	127,405	75,000	80,000
Returned check fees	17,672	17,468	14,170	14,000	12,500
Payments for damage to books	43,534	46,672	48,866	46,000	45,240
DMV collection fees	0	0	0	1,000	500
Total - Miscellaneous Revenue	**$615,868**	**$1,606,807**	**$601,040**	**$370,000**	**$370,830**

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.

Recovered Costs	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Housing prisoners – Federal	$0	$54,100	$70,705	$50,000	$50,000
Housing prisoners – State	609,276	446,478	375,468	237,000	237,100
Housing Prisoners – other	98,607	96,787	84,436	95,000	95,000
Costs for town elections	19,470	0	21,708	0	0
Facility Supervisors – PRCS	0	69,008	150,014	10,000	10,000
Extraditions - Supreme Court	18,092	58,498	34,715	25,000	25,000
Charges by insurance	285,114	298,530	289,610	287,000	326,500
Soil Water Conservation District	402,667	419,934	381,396	307,000	306,900
Juvenile detention contracts	99,462	68,255	100,375	100,000	88,330
Juvenile detention per diem	50,993	76,634	91,768	35,000	35,000
Central MH/MR services	24,296	45,631	33,680	23,000	35,000
Costs for protective services	318,062	303,804	358,117	285,000	285,000
Comprehensive Services Act	41,656	53,734	71,920	75,000	78,240
Medicaid cost recoveries	4,256,803	3,624,514	4,286,429	4,023,000	4,360,540
Loudoun Hospital	18,806	18,075	13,005	13,000	13,000
HIDTA substance abuse prevention	82,291	0	0	85,000	7,500
Central capital vehicle replacement	0	1,013	1,351	0	0
Revenue reductions	0	0	0	(12,000)	0
Miscellaneous recoveries	2,655,297	1,211,223	2,164,035	1,748,000	1,059,580
Total - Recovered Costs	**$8,980,892**	**$6,846,218**	**$8,528,732**	**$7,386,000**	**$7,012,690**

Other Local Sources of Revenue

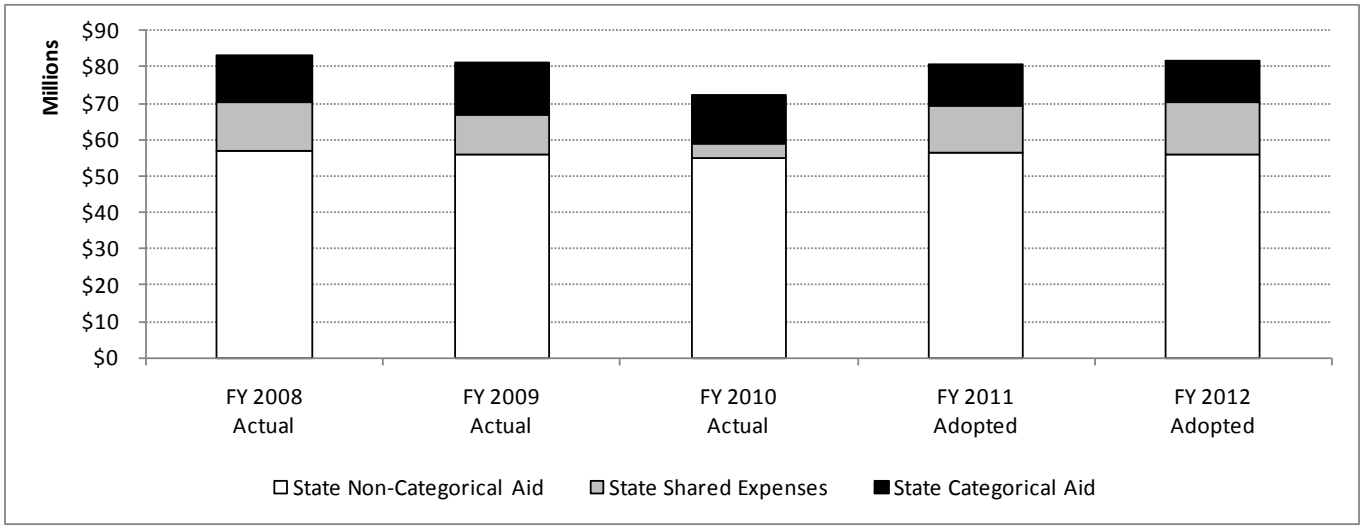
Other Financing Sources

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

The use of fund balance from FY 2011 for FY 2012 is for one time funding requirements in this year's budget.

Other Financing Sources/Non-Revenue Receipts	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Sale Of Land	$0	$2,100,300	$0	$0	$0
Sale Of Machinery & Equipment	110,672	20,000	4,014	0	0
Repayment Of Loans/Principal Only	0	8,165	5,368	0	0
Transfers from General Fund	0	0	409,601	0	0
Transfers from School Fund	0	14,651,367	10,440,778	0	0
Transfers from Broad Run Farm Fund	446	0	0	0	0
Transfers from CSA Fund	183,000	183,000	183,000	183,000	183,000
Transfers from TOT Fund	112,432	606,249	725,441	718,000	802,870
Transfers from Capital Projects Fund	124,500	743,857	4,099,957	4,030,000	4,342,570
Transfers from Debt Service Fund	0	13,062,190	5,710,801	90,000	90,000
Transfers from Self Insure. Fund	0	1,567,003	0	0	0
Transfers from School Self Insure. Fund	0	12,342,563	0	0	0
Transfers from Public Facilities Cash	(10,000)	0	0	0	0
Transfers from Animal Trust Fund	13,800	163,525	21,237	0	0
Transfers from Local Gasoline Tax Fund	1,656,629	1,783,277	1,553,776	3,016,000	3,378,110
Use of fund balance	0	0	0	0	13,500,000
Total - Other Financing Sources	**$2,191,479**	**$47,231,496**	**$23,153,973**	**$8,037,000**	**$22,296,550**

Commonwealth Aid



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

Commonwealth Aid Total	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
State Non-Categorical Aid	$56,978,876	$56,170,800	$54,729,338	$56,305,000	$55,942,000
State Shared Expenses	13,492,577	10,640,500	3,935,483	13,258,000	14,204,620
State Categorical Aid	12,563,146	14,180,695	13,779,545	11,146,000	11,579,350
Total Commonwealth Aid	**$83,034,599**	**$80,991,995**	**$72,444,366**	**$80,709,000**	**$81,725,970**

State Non-Categorical Aid

The State provides general support to localities through a variety of revenue generating mechanisms. Profits realized from the sale of wine and liquor at the State's Alcohol Beverage Control (ABC) Commission stores are no longer distributed to municipalities. The County receives a 3% tax on mobile home title filing and 50% of the revenue collected by the Clerk of the Circuit Court for the filing of deeds of property. In lieu of personal property tax revenue, the County receives a 4% daily vehicle rental tax (formerly referred to as sales and use tax) on vehicles rented within the County.

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

The State also now requires localities to fund the Line of Duty insurance program in FY 2012. In previous years the costs for this program were borne by the state. Anticipated Line of Duty costs are $102,000 for FY 2012.

State Non-Categorical Aid	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
ABC profits	$79,160	$0	$0	$0	$0
Wine taxes	82,975	0	0	0	0
Motor vehicle carriers taxes	4,356	7,451	2,785	4,000	4,000
Mobil home titling taxes	5,122	3,925	4,938	0	0
Taxes on deeds	2,583,351	2,054,576	1,969,328	2,230,000	1,969,000
Daily vehicle rental tax	6,153,211	7,023,515	5,670,326	6,000,000	6,000,000
State property tax reimbursement	48,070,701	48,070,701	48,071,000	48,071,000	48,071,000
State Revenue Reductions	0	(989,368)	(988,740)	0	(102,000)
Total - State Non-Categorical	**$56,978,876**	**$56,170,800**	**$54,729,338**	**$56,305,000**	**$55,942,000**

COMMONWEALTH AID

State Shared Expenses

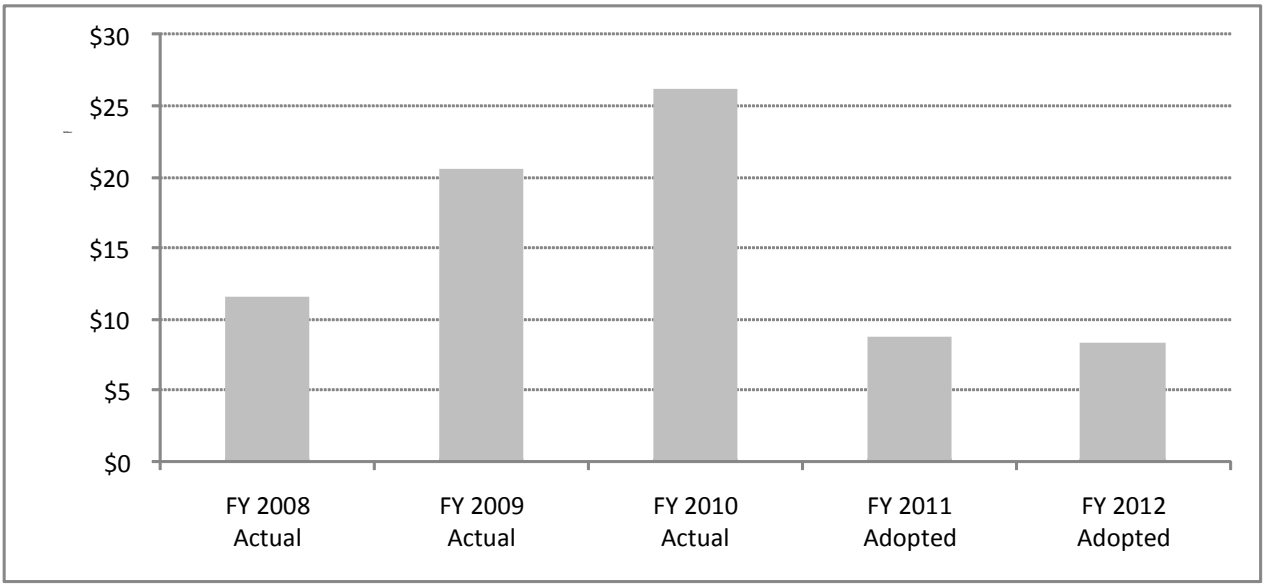
The Commonwealth provides partial operating support through the State Compensation Board for offices established in the State Constitution. This category includes anticipated receipts from the State to assist in defraying costs associated with the operation of these agencies. These revenue sources are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

State Shared Expenses	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Commonwealth's Attorney	$871,299	$817,728	$771,848	$733,000	$753,330
Sheriff's Office	10,787,780	7,957,172	1,386,296	10,852,000	11,908,370
Commissioner of the Revenue	389,035	390,873	339,831	314,000	306,460
Treasurer's Office	393,318	398,065	344,805	305,000	295,170
Registrar's Office	0	92,290	82,186	83,000	79,110
Electoral Board	90,640	17,465	15,221	16,000	15,130
Clerk of the Circuit Court	960,505	966,907	995,296	955,000	847,060
Total - State Shared Expenses	**$13,492,577**	**$10,640,500**	**$3,935,483**	**$13,258,000**	**$14,204,620**

State Categorical Aid

The County receives a variety of grants and other revenues that have been designated for specific purposes. Annual revenue estimates are developed by the administering departments based on the latest information available. Lottery proceeds for schools, shown by the Non-Departmental revenue line, are budgeted at $0 for FY 2012 based on the Commonwealth budget. Details for these revenues for each county department are found in the State Categorical Aid Table within the *Additional Revenues Detail* section at the end of this 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.

Federal Payments – Total	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Payments in lieu of taxes	$1,769	$2,863	$2,909	$2,000	$1,800
Federal categorical aid	11,511,681	20,503,479	26,234,037	8,712,000	8,276,970
Total – Federal Payments	**$11,513,450**	**$20,506,342**	**$26,236,946**	**$8,714,000**	**$8,278,770**

Payments in Lieu of Taxes

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

Payments in Lieu of Taxes	FY 2008 Actual	FY 2009 Actual	FY 10 Actual	FY 2011 Adopted	FY 2012 Adopted
Fed owned entitlement land	$1,769	$2,863	2,909	2,000	$1,800
Total - In Lieu of Taxes	**$1,769**	**$2,863**	**$2,909**	**$2,000**	**$1,800**

Federal Categorical Aid

Federal aid received by the County is principally of the categorical type. The majority of these grants are administered by the Department of Family Services. Other departments administering substantial grants in FY 2012 include: Mental Health, Substance Abuse & Developmental Services; and Parks, Recreation and Community Services. Substantial additional federal funds flowed into the County in FY 2009 and FY 2010 as a result of stimulus funding under the American Recovery and Reinvestment (ARRA) act. Details for these revenues for each County department are found in the *Additional Revenues Detail* section at the end of this 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. Fees that have been changed in FY 2011 are marked with an "*" in the Permits & Privilege Fees table below.

Permits & Privilege Fees	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Dog licenses	$106,150	$228,315	$296,702	$172,000	$232,560
Kennel application fees	200	601	350	300	1,100
Vicious and dangerous dog license	1,100	2,050	3,700	2,000	2,200
Hydro geologic reviews	0	300	0	0	0
Site plan revision fees (eliminated)	69,800	104,900	123,008	137,000	0
Rural site plan fees *	0	2,300	4,600	8,000	10,100
As-built submission fees	64,800	64,755	37,500	34,000	36,200
Soils map reviews/mapping fees*	50,946	7,800	21,866	62,000	3,200
LDA-base density division *	5,953	3,968	19,620	31,000	38,290
Remote Access fees	0	0	25,093	200,000	0
Pawn broker license fees	200	0	0	100	100
Final development plan fees	10,665	34,182	21,542	22,000	25,700
Alcohol Permit Fee	0	0	500	0	0
Land use tax application fees	39,243	56,399	47,030	40,000	150,000
Transfer fees	10,960	10,786	99,915	11,000	10,700
Easements *	0	0	0	0	144,760
Zoning permits *	364,725	274,950	271,665	279,000	443,600
Commission permits	5,391	(2,309)	34,950	10,000	39,710
Building permits	8,138,187	6,124,987	5,708,088	6,674,000	8,039,100
Electrical permits	532,525	375,650	405,350	359,000	471,400
Plumbing permits	419,700	313,570	318,800	277,000	422,000
Zoning Correspondence *	0	0	0	0	201,900
Mechanical fees	236,175	186,675	192,755	167,000	239,700
Septic Tank permits	74,692	60,150	38,150	57,000	40,000
Occupancy permits	87,205	71,950	71,880	68,000	83,900
Erosion & sediment control permits *	675,822	677,500	598,997	652,000	554,200
Solicitor permits	4,285	4,470	5,565	4,000	4,400
Weapons permits	26,268	41,993	2,731	25,000	5,000
Fire permits	$272,603	$313,630	313,987	269,000	381,300
Refuse vehicle hauling licenses	14,620	11,860	11,620	12,000	12,000
Sanitation & water permits & fees	53,226	25,468	35,450	41,000	36,000
Swimming pool permits	45,400	52,220	49,940	49,000	48,950
Mixed beverage licenses	31,840	41,485	59,880	45,000	60,000
Sanitation licenses	15,904	14,200	11,360	14,000	14,200
Water Supply licenses	4,384	3,900	3,989	4,000	4,000
Going out of sale permits	195	40	0	100	100
Bond reduction processing fees	83,775	58,120	33,805	55,000	97,100
Construction plan review fees *	554,186	256,706	237,804	191,000	370,600
Healthland sites evaluation	17,221	4,423	1,036	2,000	2,000
Road dedication plats *	80,253	49,848	47,845	26,000	95,360
Rezoning in Rt 28 district	0	4,760	2,380	7,000	9,520
Special exception error in bldg. loc.	0	0	0	0	1,400
Minor special exception	0	1,870	8,580	17,000	17,200
Solid waste facility permits	24,132	24,512	14,500	19,000	19,200
Precious metal and gem license	0	600	1,400	0	1,400
Massage parlor fees	5,950	11,700	27,600	8,000	15,000
Rezonings	106,532	189,904	82,679	328,000	218,700
Rezoning modification	77,651	90,218	-4,326	129,000	64,730
Zoning concept plan amendments	38,934	93,702	96,926	165,000	99,810
Special exceptions	127,521	68,030	156,431	184,000	236,370
Floodplain alterations	63,165	35,792	21,738	26,000	22,400
Variances *	450	0	1,400	2,000	2,600
Appeals *	6,500	2,450	3,150	3,000	5,500
Preliminary subdivisions *	156,356	118,832	48,170	30,000	80,500
Preliminary record subdivisions *	58,202	31,647	35,894	43,000	25,200
Record subdivisions *	285,828	182,723	163,667	185,000	135,800
Family subdivisions *	9,470	4,210	2,330	7,000	6,500
Subdivision wavier *	27,469	16,569	21,800	31,000	11,000
Subdivision exceptions	1,800	1,490	0	3,000	36,500
Boundary line adjustments *	45,240	33,060	24,795	20,000	41,700
Final site plans *	444,184	215,103	146,932	120,000	163,100
Site plan amendments *	92,500	101,400	65,500	72,000	94,200
Certificate of appropriateness	1,080	1,170	1,380	1,000	1,200
False alarm fees *	404,440	265,741	162,462	275,000	275,000
Floodplain study fees *	34,500	23,600	7,600	16,000	5,500
Replacement well fees	1,600	300	800	1,000	500
Well & septic re-inspection fees	1,375	550	1,275	2,000	1,500
Boca clearance fees	14,350	9,550	9,175	11,000	11,000

Permits & Privilege Fees, Continued……	FY 2008 Actual	FY 2009 Actual	FY 10 Actual	FY 2011 Adopted	FY 2012 Adopted
Technical sewage plan review fees	$11,550	$5,400	$8,100	$5,000	$5,250
Percolation test monitoring fees	2,850	50	0	1,000	1,000
Sewage treatment plant insp. Fees	0	225	75	0	0
Bond final release fees	270,966	194,320	133,401	131,000	126,900
Bond final release re-inspection fees	200	0	1,930	2,000	7,800
Bond extension fees	242,285	403,270	204,800	256,000	265,800
Agricultural district withdrawal fees	0	0	500	0	0
FSM waiver fees *	34,785	28,250	18,750	23,000	28,100
Overlot grading fees *	235,950	205,800	252,880	262,000	320,600
Additional revenue - fee study.	0	0	0	1,032,000	0
Total - Permits & Privilege Fees	**$14,926,414**	**$11,844,640**	**$10,791,657**	**$13,416,000**	**$14,679,700**

Charges for Services	FY 2008 Actual	FY 2009 Actual	FY 10 Actual	FY 2011 Adopted	FY 2012 Adopted
Freedom of information fees	$2,928	$4,651	$3,257	$100	$2,550
Loss of summons copy	48	50	25	100	50
ATF form	2,225	2,490	1,550	2,000	2,350
Good conduct letter	400	520	380	400	400
Incident reports	3,198	3,135	2,195	3,000	3,000
Excess of court officers	1,774,400	1,443,984	855,155	800,000	800,00
Sheriff's fees	7,907	7,907	7,907	8,000	8,000
Costs collected in court cases	117,875	114,738	137,612	75,000	145,000
Commonwealth's attorney fees	3,983	3,369	3,511	150,000	0
Street light charges	0	1,440	3,533	3,000	0
Waste & refuse/collection & discharge	829	2,778	104	0	0
Courthouse security fees	253,722	306,235	578,160	450,000	575,000
DMV license agent commissions	39,321	45,359	66,423	45,000	60,000
Well & septic evaluation charges	7,480	3,740	3,740	5,000	5,300
Residential service fees	296,992	300,350	294,135	256,000	270,800
Outpatient clinic fees	169,443	131,080	134,323	166,000	166,000
Day treatment clinic fees	8,553	6,107	8,234	9,000	8,500
Parent-infant development fees	35,069	35,073	30,299	40,000	40,000
Sale of medication, drugs, etc.	13,482	9,207	5,698	14,000	13,500
Aftercare service fees	4,454	5,944	12,788	4,000	12,000
Court evaluation charges	69,484	61,735	65,601	67,000	67,000
Substance abuse counselor fees	111,312	83,054	91,272	110,000	110,000
Emergency service fees	10,472	10,541	9,700	10,000	10,000
Sale of meals	26	0	0	0	0
Cafeteria sales	17,031	16,994	16,962	23,000	22,540
Recreation fees	731,907	953,471	606,404	640,000	516,830
Community center fees	1,265,075	1,626,466	1,781,049	1,777,000	1,532,090
Swimming pool fees	286,261	269,540	271,166	337,000	352,310
League sports fees	254,276	248,991	254,662	320,000	319,580
Group events fees	520,823	451,713	511,034	298,000	298,340
Transportation fees for group events	40,351	38,187	42,123	75,000	78,160
After school activity fees	3,864,336	4,416,330	4,852,952	5,090,000	5,462,530
Summer camp fees	1,637,573	1,301,165	1,680,625	2,008,000	2,046,500
Admission charges	954,321	852,834	855,682	1,160,000	1,076,190
Library fees & fines	4,719	4,792	5,615	5,000	5,000
Sales of maps, surveys, plats, etc.	2,500	3,547	2,444	2,000	1,800
Sales of publications	102,390	78,831	65,545	78,000	70,460
Sales of cartographic maps	3,735	3,345	2,575	5,000	3,240
Sales of digital data	7,668	7,158	5,304	6,000	5,150
Sales of special cartographic maps	2,813	1,638	2,034	2,000	570
Animal protection charges	12,178	14,880	12,319	15,000	25,200
Board of animals	13,261	14,948	17,020	11,000	11,000
Animal adoption fees	17,052	25,463	17,175	26,000	37,700
Animal neuter & spaying fees	22,476	22,970	18,098	25,000	25,000
Tournament fees	10,500	40,539	8,132	55,000	55,020
Record check charges	7,104	5,712	5,219	6,000	6,800
Accident report charges	23,758	22,896	24,538	23,000	23,000
Fingerprinting charges	3,481	4,119	4,392	4,000	4,950
Clerk of court copy fees	40,320	38,012	40,327	45,000	45,000

Charges for Services, Continued……	FY 2008 Actual	FY 2009 Actual	FY 10 Actual	FY 2011 Adopted	FY 2012 Adopted
Sheriff processing fees	$45,259	$54,025	$51,977	$50,000	$50,000
DNA sample of felons fees	1,433	1,294	1,605	1,000	1,200
Respite care fees	124,857	146,702	218,863	184,000	237,230
Hydrogeologic fees	5,226	871	0	2,000	2,000
House arrest fees	1,155	780	3,720	1,000	800
Daycare fees	930,136	931,945	921,057	1,034,000	1,085,770
Information services fees	655	759	561	0	0
Pb Fl & N water samples	200	0	0	0	0
Preschool fees	1,507,525	1,721,274	1,708,861	1,929,000	2,183,390
Court fine collection charge	0	0	111,504	0	200,000
Commuter bus	3,732,616	4,966,833	5,643,932	5,924,000	6,732,960
Sale-recyclable/scrap metal	113,835	122,413	97,822	33,000	60,100
Landfill fees - municipal waste	(148,171)	(120,239)	235,402	158,000	205,620
Rebate - recycled paper	46,568	32,314	10,154	18,000	17,500
Discharge assistance program (DAD)	0	0	0	79,000	0
Joblink fees	0	0	0	1,000	500
Case management fees	18,782	21,778	33	54,000	68,890
Landfill - pit retrieval fees	0	0	0	0	0
Landfill - contract muni. solid waste	2,451,863	2,411,134	2,314,754	2,420,000	2,484,200
Total - Charges for Services	**$21,611,451**	**$23,339,911**	**$24,739,243**	**$26,138,000**	**$27,398,390**

State Categorical Aid	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Total - Boards, Commissions & Committees	**$19,965**	**$10,002**	**$21,920**	**$0**	**$0**
Total - Regional Organizations & Contributions	**$0**	**$10,000**	**$5,000**	**$0**	**$0**
Total - Clerk of the Circuit Court	**$10,000**	**$40,720**	**$11,712**	**$0**	**$0**
Total - Commonwealth's Attorney	**$40,000**	**$40,000**	**$0**	**$40,000**	**$40,000**
Sheriff's Office					
Criminal Investigations	15,525	0	0	0	0
Field Operations	14,836	15,730	0	0	0
Special Operations	0	2,025	1,920	0	0
Office of the Sheriff	0	0	3,502	0	0
Total - Sheriff's Office	**$30,361**	**$17,755**	**$0**	**$0**	**$0**
Total - Courts	**($4,639)**	**$0**	**$0**	**$0**	**$0**
Fire, Rescue and Emergency Management					
Emergency Medical Services	(737)	0	63,781	0	0
Volunteer Coordination	0	928,925	634,428	436,000	436,000
Office of Emergency Services	0	0	42,437	0	0
Total - Fire, Rescue and Emergency Management	**($737)**	**$928,925**	**$740,646**	**$436,000**	**$436,000**
Total - Construction & Waste Management	**$47,309**	**$59,693**	**$48,807**	**$33,000**	**$33,000**
Total - Health Services	**$718**	**$0**	**$0**	**$0**	**$0**
Total - Transportation Services	**$1,302,708**	**$1,581,981**	**$2,069,903**	**$1,985,000**	**$2,517,740**
Total - Library Services	**$228,664**	**$227,986**	**$213,123**	**$189,000**	**$179,340**
Total - Community Corrections	**$552,751**	**$573,193**	**$626,345**	**$651,000**	**$631,770**
Mental Health, Substance Abuse and Developmental Services					
MHSA Emergency Services	1,036,618	989,215	1,222,691	1,299,000	1,298,550
MH Outpatient Services	314,076	350,677	889,121	1,198,000	1,236,940
Parent Infant Education	205,042	205,042	86,889	122,000	108,440
Developmental Services Group Home Program	312,242	320,047	240,014	216,000	216,470
MH Day Support Services	14,813	4,772	17,476	0	0
MHSA Prevention & Intervention Services	50,861	34,055	27,114	28,000	39,130
Developmental Services Employment and Day Support	57,802	33,211	60,942	31,000	31,000
MH Residential Services	534,521	713,080	655,283	586,000	585,950
Developmental Services Case Management	0	3,000	4,000	0	0
Developmental Services Community Support	58,401	63,520	49,362	66,000	65,820
SA Residential Services	49,059	49,059	49,059	49,000	49,060
SA Outpatient Services	516,903	516,961	516,151	516,000	516,150
Total - Mental Health, Substance Abuse and Developmental Services	**$3,150,338**	**$3,282,639**	**$3,818,102**	**$4,111,000**	**$4,147,500**
Total - Parks, Recreation & Community Services	**$140,044**	**$137,571**	**$137,470**	**$136,000**	**$136,180**
Family Services					
Child & Adult Services	586,063	726,415	739,383	746,000	758,580
Family Programs	1,565,557	1,719,208	1,761,794	1,671,000	1,670,610
Housing & Community	0	0	199,460	220,970	220,970
Facilities & Internal Operations	1,243,017	1,183,109	1,108,987	1,148,000	807,640
Total - Family Services	**$3,394,637**	**$3,628,732**	**$3,809,624**	**$3,565,000**	**$3,457,800**
Total - Non-Departmental	**$3,651,027**	**$3,641,498**	**$2,231,471**	**$0**	**$0**
Total - State Categorical Aid	**$12,563,146**	**$14,180,695**	**$13,779,545**	**$11,146,000**	**$11,579,350**

Federal Categorical Aid	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Total - County Administrator	**$48,748**	**$0**	**$0**	**$0**	**$0**
Total - Commonwealth's Attorney	**$20,725**	**$26,082**	**$58,885**	**$54,000**	**$0**
Sheriff's Office					
Criminal Investigations	27,619	10,992	1,115,840	163,000	0
Field Operations	145,506	69,374	3,328,166	12,000	0
Special Operations	67,311	79,281	1,258,989	0	0
Corrections	43,792	146,614	72,373	0	0
Court Services	0	0	741,934	0	0
Administrative & Technical	0	0	562,118	0	0
Office of the Sheriff	1,976,570	5,397,650	1,980,021	0	0
Total - Sheriff's Office	**$2,260,798**	**$5,703,911**	**$0**	**$175,000**	**$0**
Total - Courts	**$6,095**	**$16,278**	**$155,996**	**$0**	**$0**
Total - Building & Development	**$281,531**	**$360,308**	**$155,026**	**$0**	**$0**
Fire, Rescue and Emergency Management					
Emergency Medical Services	0	0	114,303	0	0
Operations	0	29,733	278,581	0	0
Fire Marshal's Office	0	5,625,170	1,686,737	0	0
Office of Emergency Management	0	148,620	567,633	20,000	29,760
Program Services	0	0	0	10,000	0
Total - Fire, Rescue and Emergency Management	**$0**	**$5,803,523**	**$20,000**	**$30,000**	**$29,760**
Total - Planning Services	**$23,400**	**$600**	**$0**	**$0**	**$0**
Total - Construction & Waste Management	**$0**	**$0**	**$314,035**	**$250,000**	**$236,490**
Total - Animal Care and Control	**$0**	**$27,500**	**$51,396**	**$0**	**$0**
Total - Health Services	**$9,693**	**$294**	**$15,958**	**$0**	**$0**
Total - Transportation Services	**$106,326**	**$133,988**	**$34,586**	**$0**	**$0**
Total - Library Services	**$823**	**$0**	**$0**	**$0**	**$180**
Total - Community Corrections	**$104,674**	**$62,227**	**$77,788**	**$174,000**	**$228,260**
Mental Health, Substance Abuse and Developmental Services					
MHSA Emergency Services	2,826	0	875	0	0
MH Outpatient Services	120,217	123,449	125,431	44,000	44,180
Parent Infant Education	217,963	235,624	340,864	318,000	286,260
MHSA Prevention & Intervention Services	95,205	102,754	104,557	95,000	95,210
MH Residential Services	21,312	0	0	0	0
SA Residential Services	64,658	69,912	64,574	105,000	64,580
SA Outpatient Services	235,355	281,638	459,081	441,000	314,860
Total - Mental Health, Substance Abuse and Developmental Services	**$757,536**	**$813,377**	**$1,095,382**	**$1,003,000**	**$805,080**
Parks, Recreation & Community Services					
Aging Services	316,376	301,297	371,803	320,000	350,400
Facilities Planning & Development	37,106	37,251	27,169	0	0
Total - Parks, Recreation & Community Services	**$353,482**	**$338,548**	**$290,000**	**$320,000**	**$350,400**
Total - Juvenile Court Service Unit	**$104,996**	**$59,453**	**$31,697**	**$10,000**	**$0**
Family Services					
Child & Adult Services	1,120,634	1,164,330	1,028,441	1,028,000	1,071,620
Family Programs	3,566,980	3,745,865	4,418,651	3,419,000	3,555,340
Housing & Community Development	1,104,026	707,200	933,801	934,000	1,060,710
Facilities & Internal Operations	1,641,214	1,539,995	1,315,336	1,315,000	1,167,560
Total - Family Services	**$7,432,854**	**$7,157,390**	**$6,696,229**	**$6,696,000**	**$6,855,229**
Total - Federal Categorical Aid	**$11,511,681**	**$20,503,479**	**$26,234,037**	**$8,712,000**	**$8,276,970**

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 temporary moratorium on new tax exemption applications, effective through the end of calendar year 2011.

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

	Real Property		Personal Property		Total
Organization	**Calendar Year (CY) 2011 Assessment**	**Revenue Exempted**	**Calendar Year (CY) 2011 Assessment**	**Revenue Exempted**	**Annual (CY) Revenue Exempted**
Air Force Retired Officers Community	$70,418,500	$904,878	$1,159,473	$63,818	$968,696
American Water Resources Association	N/A	N/A	12,427	522	522
Friends of Homeless Animals, Inc	899,200	11,555	6,021	253	11,808
Evelyn Alexander Home for Animals Foundation, Inc.	N/A	N/A	33,615	1,412	1,412
Howard Hughes Medical Research Institute	167,578,400	2,153,382	26,082,430	1,095,462	3,248,844
Jack Kent Cooke Foundation	8,970,200	115,267	156,237	6,562	121,829
Life Line, Inc.	672,400	8,640	6,139	258	8,898
Prison Fellowship Ministries Foundation	21,589,300	277,423	N/A	N/A	277,423
Prison Fellowship Ministries International	0	0	1,082,263	45,455	45,455
Virginia Regional Transportation Association	4,175,000	53,649	3,240,880	136,117	189,766
Total	**$274,303,000**	**$3,524,794**	**$32,139,485**	**$1,349,858**	**$4,874,653**

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

School Revenue Fund

The first decade of the 21st Century has been a period of explosive growth in the County schools system. Since 2000, Loudoun County has opened 34 schools to accommodate 34,566 additional students. Continued construction and opening of new schools is expected into the foreseeable future.

Local Funding	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
General Fund Transfer	$513,204,485	$536,847,810	$513,117,547	$452,331,173	$494,025,867
Rebates & refunds	188,264	827,931	223,706	240,000	240,000
Rents	0	0	0	0	0
Sales of textbooks	0	7,667	39,207	30,000	30,000
SAT course fees	0	0	0	0	0
E-Rate reimbursement	746,882	828,389	793,735	500,000	500,000
Tuition	1,260,635	954,733	1,171,180	1,173,000	1,174,900
Use of buildings	1,237,782	1,088,718	1,135,457	1,100,000	1,100,000
Athletic, parking and AP test fees	0	4,293	2,087,110	2,175,000	2,175,000
Hughes Foundation	955,450	805,036	680,305	1,000,000	1,000,000
PAVAN[1]	0	55,826	42,920	108,690	108,690
Local grants and contributions	469,599	214,399	282,654	493,210	493,210
Sales of equipment & supplies	160,989	54,935	250,466	205,100	205,100
Miscellaneous	484,326	952,016	1,105,255	173,100	173,100
Total Local Funding	***$518,708,412***	***$542,641,754***	***$520,929,542***	***$459,529,273***	***$501,225,867***
Commonwealth Funding					
Sales tax	$46,126,588	$44,866,418	$51,107,240	$48,911,710	54,959,768
Basic aid	78,844,603	103,814,022	88,404,403	114,535,135	124,020,462
Fringe benefits	9,963,305	11,164,841	10,050,799	11,008,499	13,742,126
Textbooks	1,643,290	2,172,836	0	1,348,221	1,090,764
Special education	7,747,696	8,642,744	9,110,522	13,584,016	14,220,125
Vocation education	1,125,734	1,313,993	1,385,112	1,659,116	1,736,809
Salary supplement	0	0	160,000	0	0
SOL[2] materials/training	67,099	88,372	92,904	117,654	123,326
Technology plan	1,855,298	1,922,000	2,000,000	2,052,000	2,104,000
Other	9,828,901	5,458,650	5,872,583	6,860,026	9,556,695
Total Commonwealth Funding	***$157,202,514***	***$179,443,876***	***$168,183,563***	***$200,076,377***	***$221,554,075***
Federal Funding					
Title I	$1,139,296	1,480,109	1,316,041	$1,185,189	$1,142,897
Head Start	784,851	796,033	1,006,849	740,000	800,000
Handicapped Education	9,764,090	9,562,902	9,428,578	8,748,690	8,748,690
Federal Stabilization		0	17,438,287	4,115,762	0
Other	2,477,942	2,380,037	7,333,037	2,550,371	2,475,348
Total Federal Funding	***$14,166,179***	***$14,219,081***	***$36,522,792***	***$17,340,012***	***$13,166,935***
Other Financing Sources[3][5][6]	***$9,959,818***	***$10,000,000***	***$26,363,000***	***$41,544,000***	***$17,000,000***
Total School Fund[4]	***$700,036,923***	***$746,304,712***	***$751,998,897***	***$718,489,662***	***$752,946,877***
General Fund Transfer as a % of School	**73.30%**	**71.90%**	**68.20%**	**63.00%**	**65.60%**

[1] PAVAN (Performing and Visual Arts Northeast) is a consortium for which Loudoun County Public Schools functions as a fiscal agent.
[2] SOL = Standards of Learning.
[3] Other Financing Sources includes funding for school bus and vehicles leases.
[4] The sum of the school funding components may not equal the Total School Fund because of rounding.
[5] FY 2011: $8.14million bus lease, $20 million general fund balance, $7.2 million VRS holiday savings, and $6.2 million IDEA/ARRA.
[6] FY 2012: $7.0 million technology and vehicle lease, $10 million general fund balance.

General Government Administration

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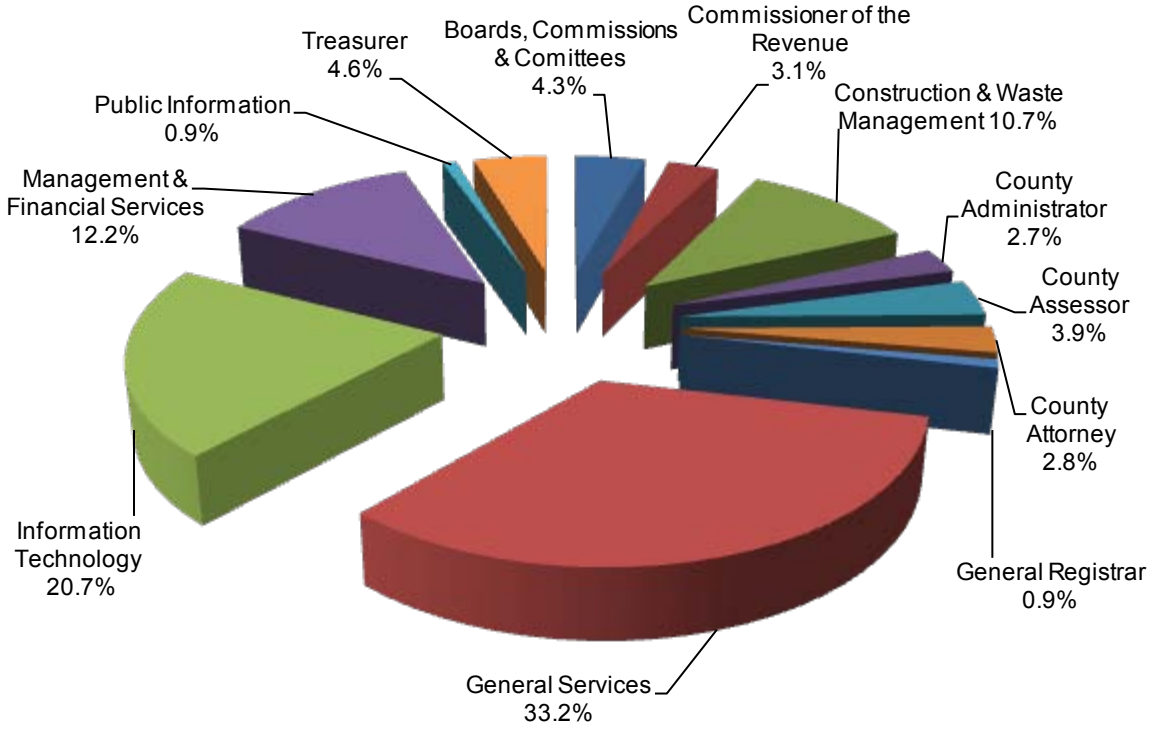
GENERAL GOVERNMENT ADMINISTRATION
FY 2012 ADOPTED EXPENDITURES



General Government Administration Historical Expenditures

General Government Administration	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Boards, Commissions and Committees	$3,128,059	$3,321,705	$2,965,147	$3,622,349	$3,826,081
Construction & Solid Waste Mgmt[1]	8,271,794	9,053,159	8,663,591	9,156,152	9,461,010
Commissioner of the Revenue	2,684,692	2,667,658	2,616,324	2,692,320	2,771,888
County Administrator	3,283,527	2,569,947	2,314,210	2,381,645	2,419,990
County Assessor	3,121,904	3,261,946	3,170,879	3,378,688	3,448,374
County Attorney	3,515,746	2,593,660	2,413,233	2,418,051	2,492,455
General Registrar	666,813	741,372	622,824	763,995	800,289
General Services	27,460,611	28,149,620	26,773,602	26,196,705	29,376,695
Information Technology	20,818,444	18,355,669	16,264,598	16,146,005	18,293,978
Management & Financial Services	10,506,588	10,260,055	10,429,290	10,462,022	10,780,012
Public Information	777,754	822,578	800,442	735,324	772,222
Treasurer	3,477,681	3,474,874	3,557,375	3,869,013	4,025,555
Total General Government Administration	***$87,713,613***	***$85,272,243***	***$80,591,515***	***$81,822,269***	***$88,468,549***

[1] The Office of Capital Construction was consolidated with the Office of Solid Waste Management in FY 2010 to create a new department of Capital Construction & Solid Waste Management. The expenditure history of the two departments has been combined in the above table.

Boards, Commissions & Committees

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

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

Affordable Dwelling Unit Advisory Board (ADUAB)

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

Agricultural District Advisory Committee

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

Board of Equalization

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

Board of Zoning Appeals

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

Commission on Aging

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

Community Services Board

This panel consists of 18 at-large members appointed by, and responsible to, the Board of Supervisors. The Community Services Board serves as the County's agent "...in the establishment and operation of community mental health, mental

Boards, Commissions & Committees

retardation and substance abuse programs as provided for in Chapter 5 of Title 37.2, of the Code of Virginia (1950) as amended..." The Loudoun County Community Services Board, which is the policy board for the County's Department of Mental Health, Substance Abuse and Developmental Services, was established by the Board of Supervisors in 1973. Its members are appointed for a three-year staggered term with eligibility for a second three-year term.

Disability Services Board

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

Economic Development Commission

This commission consists of a maximum of between 28 and 33 voting members appointed by the Board of Supervisors. Membership is selected from and divided into three groups: 1) position, 2) industry, and 3) at-large. Members by position serve terms coincident with their position terms while industry and at-large members serve staggered two-year terms. The purpose of this commission is to advise the Board of Supervisors on policy issues related to economic development, assist in the implementation of the Economic Development Growth Strategy and provide oversight for the Department of Economic Development.

Electoral Board

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

Family Services Board

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

Fire and Rescue Commission

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

Fiscal Impact Committee

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

Library Board of Trustees

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

Boards, Commissions & Committees

Loudoun Soil and Water Conservation District Board (LSWCDB)

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

Parks, Recreation and Open Space Advisory Board

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

Planning Commission

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

Rural Economic Development Council

The council is a 21-member board appointed by the Board of Supervisors. Its purposes are to: promote the economic growth and vitality of Loudoun County's agricultural, horticultural and equine industries, furnish information and make recommendations to the Board of Supervisors relative to programs and policies affecting the economic growth of rural Loudoun County, provide a forum to exchange ideas and experiences relative to rural economic development practices and policies, and coordinate marketing and promotional activities among the various rural agencies. Members serve two-year terms. Five members represent rural-based agencies, eleven members represent rural industry sectors and six members serve at-large.

Boards, Commissions & Committees

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$2,098,629	$2,280,432	$2,077,240	$2,025,296	$2,318,175
Operations & Maintenance	1,020,430	1,041,273	870,887	1,597,053	1,507,906
Capital Outlay	9,000	0	17,020	0	0
Total Expenditures:	**$3,128,059**	**$3,321,705**	**$2,965,147**	**$3,622,349**	**$3,826,081**
Revenue					
Local Fees, Charges, Etc.	$422,873	$431,923	$403,585	$307,000	$306,900
Commonwealth	110,605	27,467	37,141	15,872	15,127
Total Revenues:	**$533,478**	**$459,390**	**$440,726**	**$322,872**	**$322,027**
Local Tax Funding:	**$2,594,581**	**$2,862,315**	**$2,524,421**	**$3,299,477**	**$3,504,054**
FTE Summary:	**1.75**	**0.75**	**0.75**	**0.75**	**1.00**

FY 2012 Budget Analysis:

The FY 2012 Adopted Fiscal Plan for the Boards, Commissions & Committees includes an increase of 0.25 FTE for the Assistant to the Secretary of the Electoral Board and increased funding for benefits for the Board of Supervisors' staff aides. Increases for benefits and cost of living adjustments per the Board adopted budget policy are included.

Boards, Commissions & Committees

BOARD OF SUPERVISORS

Program Expenditure Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Program Expenditures					
Personnel	$1,137,692	$1,206,408	$1,179,321	$1,400,661	$1,560,939
Operations & Maintenance	515,497	549,463	433,381	502,161	512,248
Total Expenditures:	**$1,653,189**	**$1,755,871**	**$1,612,702**	**$1,902,822**	**$2,073,187**
Program Revenues					
Local Fees, Charges, Etc.	$1,398	$3,515	$1,233	$0	$0
Total Revenues:	**$1,398**	**$3,515**	**$1,233**	**$0**	**$0**
Local Tax Funding:	**$1,651,791**	**$1,752,356**	**$1,611,469**	**$1,902,822**	**$2,073,187**

FY 2012 Adopted Fiscal Plan for the Board of Supervisors includes the increased funding for benefits to the Board of Supervisors' staff aides and an increase for County auditor's contract to KPMG. FY 2012 Adopted funds are included for the Board of Supervisors professional memberships and are estimated as follows: VACO - $67,356, VML- $25,495, High Growth Coalition - $2,703, Climate Communities - $9,270, and NACO - $2,573.

BOARD OF EQUALIZATION

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$14,110	$36,478	$51,936	$42,565	$42,565
Operations & Maintenance	8,160	14,007	69,593	33,251	33,251
Total Expenditures:	**$22,270**	**$50,485**	**$121,529**	**$75,816**	**$75,816**
Total Revenue:	**$24**	**$452**	**$69**	**$0**	**$0**
Local Tax Funding:	**$22,246**	**$50,033**	**$121,460**	**$75,816**	**$75,816**
FTE Summary:	**1.00**	**0.00**	**0.00**	**0.00**	**0.00**

FY 2008 Mid-year: 1.00 FTE was transferred to the Management & Financial Services to reflect the assignment of BOE staff support.

BOARD OF ZONING APPEALS

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$20,413	$24,209	$23,711	$24,087	$24,087
Operations & Maintenance	2,432	1,346	1,450	6,033	6,033
Total Expenditures:	**$22,845**	**$25,555**	**$25,161**	**$30,120**	**$30,120**
Total Revenue:	**$0**	**$0**	**$0**	**$0**	**$0**
Local Tax Funding:	**$22,845**	**$25,555**	**$25,161**	**$30,120**	**$30,120**

Boards, Commissions & Committees

COMMUNITY SERVICES BOARD

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$2,927	$5,860	$7,610	$11,627	$11,627
Operations & Maintenance	4,508	15,865	21,676	11,860	17,585
Total Expenditures:	**$7,435**	**$21,725**	**$29,286**	**$23,487**	**$29,212**
Total Revenue:	**$0**	**$0**	**$0**	**$0**	**$0**
Local Tax Funding:	**$7,435**	**$21,725**	**$29,286**	**$23,487**	**$29,212**

The FY 2012 Adopted Fiscal Plan includes an increase of $5,725 for VA CSB dues.

ELECTORAL BOARD

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$342,086	$350,413	$223,287	$333,383	$465,984
Operations & Maintenance	192,891	156,672	69,817	417,145	279,904
Total Expenditures:	**$534,977**	**$507,085**	**$293,104**	**$750,528**	**$745,888**
Revenue:					
Recovered Costs	$18,764	$400	$20,887	$0	$0
State Shared Expenses	90,640	17,465	15,321	15,972	15,127
Total Revenue:	**$109,404**	**$17,865**	**$36,108**	**$15,972**	**$15,127**
Local Tax Funding:	**$425,573**	**$489,220**	**$256,996**	**$734,556**	**$730,761**
FTE Summary:	**0.75**	**0.75**	**0.75**	**0.75**	**1.00**

FY 2012 Adopted Fiscal Plan includes a funding to increase a part-time Assistant to the Electoral Board to a full-time position, the revenue reduction, and personnel increases for benefits and cost of living adjustments per the Board adopted budge policy. The reallocation of training reimbursement to poll workers from operations and maintenance expenditures to personnel expenditures is also included.

FAMILY SERVICES BOARD

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,884	$4,823	$3,926	$6,459	$6,459
Operations & Maintenance	2,058	1,286	1,053	1,880	1,880
Total Expenditures:	**$3,942**	**$6,109**	**$4,979**	**$8,339**	**$8,339**
Total Revenue:	**$0**	**$0**	**$0**	**$0**	**$0**
Local Tax Funding:	**$3,942**	**$6,109**	**$4,979**	**$8,339**	**$8,339**

Boards, Commissions & Committees

PLANNING COMMISSION

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$172,879	$208,406	$206,054	$206,514	$206,514
Operations & Maintenance	19,032	17,251	17,660	34,708	34,708
Total Expenditures:	**$191,911**	**$225,657**	**$223,714**	**$241,222**	**$241,222**
Total Revenue:	**$0**	**$0**	**$0**	**$0**	**$0**
Local Tax Funding:	**$191,911**	**$225,657**	**$223,714**	**$241,222**	**$241,222**

SOIL & WATER CONSERVATION BOARD

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Operations & Maintenance	$644,233	$659,146	$619,366	$570,336	$602,618
Total Expenditures:	**$644,233**	**$659,146**	**$619,366**	**$570,336**	**$602,618**
Total Revenue:	**$402,667**	**$419,934**	**$381,396**	**$306,900**	**$306,900**
Local Tax Funding:	**$241,566**	**$239,212**	**$237,970**	**$263,436**	**$295,718**

FY 2012 Adopted Fiscal Plan includes an enhancement of $34,100 to the Loudoun Soil and Water Conservation District (LSWCD). The LSWCD would experience a deficit due to reductions in federal and state aid of $27,000 and $7,000 from FY 2011 budget reduction. The need for this enhancement reflects the States' continuing policy of asking the local governments to pick up the cost of State programs.

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

Boards, Commissions & Committees

FUNDING HISTORY – ADDITIONAL BOARDS

Program Expenditure Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Affordable Dwelling Unit Advisory Board	$519	$0	0	$1,544	$1,544
Agricultural District Advisory Board	0	5,226	0	0	0
Civil War Cavalry Battles[1]	19,965	10,002	21,920	0	0
Commission on Aging	3,557	2,009	911	2,078	2,078
Commission on Women[2]	180	641	0	0	0
Disability Services Board	0	27,745	0	28,588	0
Economic Development Commission	18,155	9,919	6,577	4,554	4,554
Fire and Rescue Commission	2,140	3,771	4,450	5,574	5,574
Fiscal Impact Committee	0	112	128	1,400	1,400
Historic District Review Committee	0	8,099	0	9,540	0
Library Board of Trustees	1,069	1,087	898	1,670	1,670
Parks, Rec and Open Space Advisory Board	0	0	850	850	850
Rural Economic Development Council	1,672	1,461	422	2,009	2,009
TOTAL – Additional Boards	**$47,257**	**$70,072**	**$36,156**	**$57,807**	**$19,679**

Program Revenue Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Affordable Dwelling Unit Advisory Board	$0	$0	0	$0	$0
Civil War Cavalry Battles[1]	19,965	10,002	21,920	0	0
Commission on Aging	20	0	0	0	0
Disability Services Board	0	7,750	0	7,750	0
TOTAL – Additional Boards	**$19,965**	**$17,752**	**$21,920**	**$7,750**	**$0**

Local Tax Funding	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Affordable Dwelling Unit Advisory Board	$519	$0	0	$1,544	$1,544
Agricultural District Advisory Board	0	5,226	0	0	0
Civil War Cavalry Battles[1]	0	0	0	0	0
Commission on Aging	3,537	2,009	911	2,078	2,078
Commission on Women[2]	180	641	0	0	0
Disability Services Board	0	19,995	0	20,838	0
Economic Development Commission	18,155	9,919	6,577	4,554	4,554
Fire and Rescue Commission	2,140	3,771	4,450	5,574	5,574
Fiscal Impact Committee	0	112	128	1,400	1,400
Historic District Review Committee	0	8,099	0	9,540	0
Library Board of Trustees	1,069	1,087	898	1,670	1,670
Parks, Rec and Open Space Advisory Board	0	0	850	850	850
Rural Economic Development Council	1,672	1,461	422	2,009	2,009
TOTAL – Additional Boards	**$27,292**	**$52,320**	**$14,236**	**$50,057**	**$19,679**

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

[2] Advisory board was eliminated during FY 2009.

Office of the Commissioner of the Revenue

Mission Statement

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

Description

The Commissioner of the Revenue is a locally - elected constitutional officer whose tax assessment duties are mandated by the Code of Virginia and local ordinance. The Commissioner is elected at-large, serves a four year term and provides direct service to most Loudoun residents and business owners on an annual basis. The Commonwealth, through the State Compensation Board, reimburses almost all of the principal officer's salary as well as a portion of staff salaries and expenses as mandated by §15.2 of the Code of Virginia. 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.

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

The Commissioner of the Revenue's office staff also review and audit business records and tax returns and visit commercial centers and construction sites to ensure compliance with local and State tax laws, and administer the local tax relief program for the elderly and disabled. 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, email, and correspondence. Customers include citizens, business owners, leasing companies, accountants, attorneys, representatives of County departments, and federal, state and local authorities, including Loudoun's incorporated towns.

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

Often viewed as the repository of information about businesses and taxpayers in the County, the office receives increasing numbers of requests for statistical and other information from elected officials, other departments, other localities, taxpayers and the media. While most of the data maintained by the office is protected as confidential tax information, delays in compiling timely, actionable public data result from the County's obsolete tax assessment systems. In December 2009, the County issued a Request for Proposals to replace these outdated tax assessment systems. Staff from the Commissioner's office has been actively participating in the selection process for the new software solution(s). The 24 month implementation is scheduled to begin in FY 2012.

Budget Overview

FY 2012 Issues

• The Virginia Constitution and Code of Virginia mandate the taxation of property without regard to staffing and funding levels.
• Most of the tax programs administered by the Commissioner of the Revenue are self reported and negative economic circumstances affect taxpayers' willingness to report taxable property and receipts.
• The Office must meet increased legal demands resulting from classification, valuation and exemption appeals, bankruptcies, litigation and repossessions.
• Obsolete tax assessment system hinders efficient tax assessment and complicates the production of meaningful data for use by the office, the county and other stakeholders in decision making.
• The growing number and complexity of businesses creates assessment challenges.
• The Office must continue efficient and uniform management of two office locations.
• Insufficient resources to scan and image a significant number of prior year business tax records.

Office of the Commissioner of the Revenue

• The Office must provide Loudoun's seven incorporated towns with the necessary personal and business property assessment and tax relief applicant data for use in administering their tax programs.
• Loudoun's growing ESL and non-English speaking population increases the number of walk-in customers.
• The complexity and sophistication of investments owned by applicants for the Tax Relief for the Elderly and Disabled program results in longer review time per application.
• The Office must stay current with ever-changing tax regulations.
• The number of commercial centers requires substantial discovery work to ensure compliance with local tax regulations.
• Virginia's legislature annually considers changes to the business, professional and occupational license and business property taxes. Such proposals could potentially impact the underlying processes and applications used to manage the business tax programs.
• Considerable wait times at DMV's full-service customer service centers offices in Leesburg and Sterling generate additional walk-in traffic in the Commissioner's offices.
• The increasing number of residents and businesses in the County has a direct impact on the amount of walk in traffic and calls received at the office's front counters.
• The Office is continuously challenged by ever-increasing demands concerning legal issues and increasingly frequent requests for statistical and other tax data from the public, other localities, other departments, businesses, organizations, etc.
• The Office's ability to implement technology initiatives is hindered by the lack of necessary technology resources.

FY 2012 Major Goals

• Meet legislatively mandated duty to ascertain and assess, at fair market value as of January 1, all subjects of taxation in the county each year.
• Produce personal property books by prescribed deadlines.
• Utilize all available means to discover untaxed property and receipts.
• Expand use of online services by steering taxpayers to Internet self-service by clearly communicating filing requirements through the use of mailings, the County's Citizen Alert System, the Internet, newspapers and cable TV.
• Begin 24 month implementation of new tax assessment system.
• Commence the imaging of over 2 million pages of prior year business tax records.

FY 2011 Major Achievements

• Implemented new constitutional amendment to provide tax exemption for totally and permanently disabled veterans.
• Provided 16,000 DMV Select transactions allowing citizens one-stop vehicle registration.
• Held eight seminars throughout the County to provide citizens the opportunity to learn about the County's Tax Relief for the Elderly and Disabled program.
• Participated in multiple week long software demonstrations with vendors being considered for the replacement of the County's obsolete tax assessment systems.
• Coordinated visits to numerous other Virginia localities to view and evaluate tax assessment software.
• Outsourced the printing and mailing of over 180,000 annual tax forms.

Office of the Commissioner of the Revenue

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$2,380,867	$2,404,822	$2,363,931	$2,393,768	$2,469,666
Operations & Maintenance	278,548	262,836	252,393	298,552	302,222
Capital Outlay & Capital Acquisitions	25,277	0	0	0	0
Total Expenditures	**$2,684,692**	**$2,667,658**	**$2,616,324**	**$2,692,320**	**$2,771,888**
Revenues					
Other Local Taxes	$25,595,768	$25,913,342	$23,973,805	$24,020,500	$23,199,000
Permits Privilege Fees & Reg Licenses	32,035	41,525	59,880	45,100	60,100
Charges For Services	39,321	45,359	66,423	45,000	60,000
State Shared Expenses	389,035	390,873	339,831	313,693	306,457
Total Revenues	**$26,056,159**	**$26,391,099**	**$24,439,939**	**$24,424,293**	**$23,625,557**
Local Tax Funding	**$(23,371,467)**	**$(23,723,441)**	**$(21,823,615)**	**$(21,731,973)**	**$(20,853,669)**
FTE Summary	**34.55**	**34.55**	**34.55**	**32.55**	**32.55**

FY 2012 Board Action

The FY 2012 Adopted Fiscal Plan for the Commissioner of the Revenue reflects a decrease in projected business license revenue due to a general slowdown in the pace of economic activity. Personnel increases for benefits and cost of living adjustments per the Board adopted budget policy are included.

Budget History

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

Office of the Commissioner of the Revenue

Expenditures by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Office of the Commissioner of the Revenue	$2,684,692	$2,667,658	$2,616,324	$2,692,320	$2,771,888
Total Expenditures	**$2,684,692**	**$2,667,658**	**$2,616,324**	**$2,692,320**	**$2,771,888**

Revenues by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Office of the Commissioner of the Revenue	$26,056,159	$26,391,099	$24,439,939	$24,424,293	$23,625,557
Total Revenues	**$26,056,159**	**$26,391,099**	**$24,439,939**	**$24,424,293**	**$23,625,557**

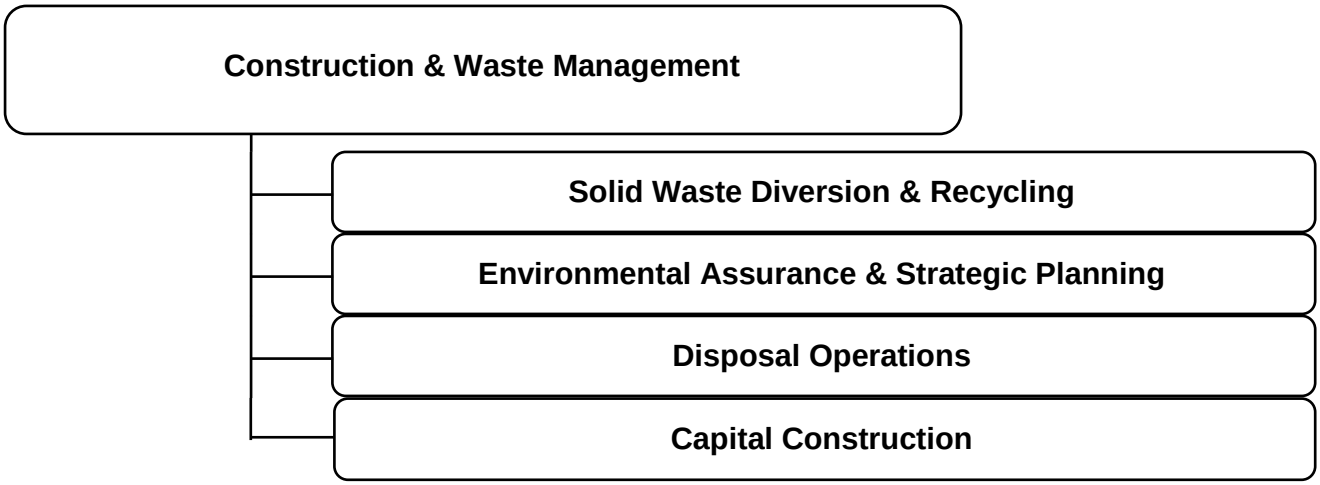
Local Tax Funding by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Office of the Commissioner of the Revenue	$(23,371,467)	$(23,723,441)	$(21,823,615)	$(21,731,973)	$(20,853,669)
Total Local Tax Funding	**$(23,371,467)**	**$(23,723,441)**	**$(21,823,615)**	**$(21,731,973)**	**$(20,853,669)**

Staffing Summary by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Office of the Commissioner of the Revenue	34.55	34.55	34.55	32.55	32.55
Total FTE	**34.55**	**34.55**	**34.55**	**32.55**	**32.55**

Office of the Commissioner of the Revenue

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Effectively administer the County's tax relief program for the elderly and disabled. Complete tax relief application review process by established deadlines.				
• Tax Relief Applications Received	2,191	2,199	2,200	2,200
Ensure timely, uniform, and thorough application of local business taxes. Assess business, professional and occupational license tax and prepare business tangible personal property book by prescribed deadlines.				
• Business License Desk Audits	1,939	1,637	2,000	2,000
• Business License Field Audits	146	255	250	275
• Business Licenses Issued	14,054	13,684	14,000	14,000
• Business Personal Property Desk Audits	2,816	2,831	2,000	3,000
• Business Personal Property Field Audits	174	464	400	500
Objective: Prepare personal property assessment books by prescribed deadlines. Ensure timely, uniform, and thorough application of local personal property tax.				
• Personal Property Assessments	357,056	360,631	360,000	368,000
Provide Virginia titling and vehicle registration services.				
• Number of Titles Processed for DMV	4,159	3,249	4,000	4,000

Construction & Waste Management



Construction & Waste Management

Mission Statement

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

Description

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

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

Budget Overview

FY 2012 Issues

• The Department must sustain knowledge of changing State and Federal legal and regulatory requirements.
• Effectively managing capital projects in a down economy continues to be a challenge.
• The Department continues to work to implement county-wide energy and environmental strategies.

FY 2012 Major Goals

• Continue to effectively manage and maintain the programming, design and construction of capital projects in accordance with the Capital Improvement Program schedule.
• Continue to coordinate with inter and intra-County agencies to implement a county-wide energy and environmental strategies plan.
• Without any increases in personnel and resources, the Department will strive to continue to provide the highest level of services required by the residents of the County.

FY 2011 Major Achievements

• Successfully managed the CIP design and construction program budget of approximately $242 million of active projects, including the completion of the following projects: Adult Detention Center Phase II, Church Street Parking, East Gate Park & Ride Lot, E.E. Lakes Store Improvements, Hardwood Forest Drive Pedestrian Improvements, Loudoun County Parkway Interchange, Moorefield Fire & Rescue Station, North Street Administration Building, Palisades Parkway/Potomac View Drive Sidewalk, Philip A. Bolen Memorial Park, Woods Road Cell IA Construction & Sequence III Closure, Woods Road Landfill Leachate Transmission System.
• Developed strategy and process to effectively utilize capital facility proffers.
• Developed the Ten-Year Capital Needs Assessment; reformatted the document to present capital facility needs by Planning Subarea to assist the Board of Supervisors in understanding what capital facilities are operational, under development and planned for development in the County.
• Successfully launched programs and fully encumbered funds supported by the $2,215,600 Energy Efficiency & Conservation Block Grant (EECBG) awarded to the County; programs include: County Energy Strategy, Hiring of a Sustainability Coordinator, Purcellville light-emitting diode (LED) Streetlight Project, Home Improvement Grant Program, Youth Shelter Solar Panel Installation, Scott Jenkins Park & Ride LED Lights, Solar Arrays & Electronic Vehicle (EV) Stations, Business Outreach Program, Moorefield Station Integrated Energy Management Plan, Co-Generation Plan at Shellhorn Facilities, DIT Server Virtualization Project.
• Concluded the 2010 Green Business Challenge resulting in 39 local businesses and organizations recognized for their demonstration of efforts to adopt environmentally sound business practices.
• Received a Milestone Achievement Award from ICLEI-Local Governments for Sustainability (ICLEI) for conducting a greenhouse gas emissions inventory and forecast, setting an emissions reduction target, and developing a local climate action plan.
• Received top award in the Green Government Challenge sponsored by the Virginia Municipal League (VML) for a wide range of efforts to reduce energy consumption, improve energy efficiency, and raise awareness about energy conservation.
• Met tonnage and revenue goals for FY 2010 in accordance with the revenue neutrality plan which requires landfill revenues to pay for disposal operations, and for any residual funds to help pay for future landfill cell construction.
• Served 77,521 customers at the County's Solid Waste Management Facility in FY 2010.
• Covered increasing costs and managed filling operations to maximize cell space usage.
• Completed Woods Road Disposal Unit Cell I A and Sequence III Closure Projects.
• Reported a 31% recycling rate to the State for Calendar Year 2009 (reported annually in April for the prior calendar year).

Construction & Waste Management

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$5,070,342	$5,620,696	$5,031,982	$5,363,511	$5,587,146
Operations & Maintenance	3,060,743	3,008,512	3,162,464	3,637,641	3,727,114
Capital Outlay & Capital Acquisitions	83,346	62,104	59,544	155,000	146,750
Transfer to General Fund	124,500	406,088	409,601	0	0
Transfer to Central Services Fund	29,002	0	0	0	0
Total Expenditures	**$8,367,933**	**$9,097,400**	**$8,663,591**	**$9,156,152**	**$9,461,010**
Revenues					
Permits Privilege Fees & Reg Licenses	$38,752	$36,372	$26,120	$31,000	$31,000
Charges For Services	2,465,318	2,449,088	2,658,549	2,628,220	2,767,424
Miscellaneous Revenue	760	2,680	3,269	0	0
State Categorical Aid	47,309	59,693	48,807	33,000	33,000
Federal Categorical Aid	9,321	35,845	314,035	250,000	236,489
Other Financing Sources	4,276,632	3,024,810	4,099,957	3,735,582	4,007,812
Total Revenues	**$6,838,092**	**$5,608,488**	**$7,150,737**	**$6,677,802**	**$7,075,725**
Local Tax Funding	**$1,529,841**	**$3,488,912**	**$1,512,854**	**$2,478,350**	**$2,385,285**
FTE Summary	**59.10**	**63.10**	**57.10**	**57.10**	**58.63**

FY 2012 Board Action

The FY 2012 Adopted Fiscal Plan for the Department of Construction & Waste Management includes an enhancement of $60,000 for central heavy vehicles and consulting services for the development of quarterly analysis and reports of landfill activity, which will be fully fee offset. Personnel increases in benefits and cost of living adjustments per the Board adopted budget policy are included.

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

Budget History

FY 2008: The Board added three engineer positions (3.00 FTE).

FY 2009: The Board added one position (1.00 FTE).

FY 2009 Mid-year: Three positions (3.00 FTE) were transferred from the Departments of Building & Development, Management & Financial Services and County Administration. Effective July 1, 2009, the Offices of Capital Construction and Solid Waste Management merged.

FY 2010: The Board reduced six positions (6.00 FTE) and $1,039,000 in Local Tax Funding.

FY 2011 Mid-year: The Board transferred the Environmental Program Manager position (1.00 FTE) from the Department of Planning and added a program assistant position (0.53 FTE).

Construction & Waste Management

Expenditures by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Solid Waste Diversion & Recycling	$1,046,978	$1,118,883	$1,203,701	$1,142,826	$1,174,419
Environmental Assurance & Strategic	1,412,129	1,587,060	1,439,196	1,449,566	1,352,466
Disposal Operations	2,401,310	2,338,475	2,551,279	2,578,178	2,689,824
Capital Construction	3,507,516	4,052,982	3,469,415	3,985,582	4,244,301
Total Expenditures	**$8,367,933**	**$9,097,400**	**$8,663,591**	**$9,156,152**	**$9,461,010**

Revenues by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Solid Waste Diversion & Recycling	$207,712	$214,420	$156,783	$83,000	$110,600
Environmental Assurance & Strategic	39,256	36,769	26,433	31,000	31,000
Disposal Operations	2,305,171	2,294,234	2,551,279	2,578,220	2,689,824
Capital Construction	4,285,953	3,063,065	4,416,245	3,985,582	4,244,301
Total Revenues	**$6,838,092**	**$5,608,488**	**$7,150,740**	**$6,677,802**	**$7,075,725**

Local Tax Funding by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Solid Waste Diversion & Recycling	$839,266	$904,463	$1,046,918	$1,059,826	$1,063,819
Environmental Assurance & Strategic	1,372,873	1,550,291	1,412,763	1,418,566	1,321,466
Disposal Operations	96,139	44,241	0	(42)	0
Capital Construction	(778,437)	989,917	(946,830)	0	0
Total Local Tax Funding	**$1,529,841**	**$3,488,912**	**$1,512,851**	**$2,478,350**	**$2,385,285**

Staffing Summary by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Solid Waste Diversion & Recycling	4.25	4.25	4.25	4.25	4.25
Environmental Assurance & Strategic	9.35	9.35	8.35	8.35	8.35
Disposal Operations	14.50	14.50	14.50	14.50	15.03
Capital Construction	31.00	35.00	30.00	30.00	31.00
Total FTE	**59.10**	**63.10**	**57.10**	**57.10**	**58.63**

Construction & Waste Management
Solid Waste Diversion & Recycling

Description

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

Budget Overview

FY 2012 Issues

• The Division will maintain at least a 25% recycling rate for municipal solid waste as required by State regulations.
• A clearinghouse of information about refuse collection and recycling will be provided to residents for the multiple service providers and modes of delivery.
• Information and technical assistance to solid waste businesses and residential recycling customers will be provided to help them comply with Chapter 1084 (Solid Waste Collection and Transportation) and Chapter 1086 (Solid Waste Reduction and Recycling) of the County Ordinances.
• The Division will pursue a recycling infrastructure through a public-private partnership within the County.
• Services for collection events for household hazardous waste and electronics and other special materials will be provided.

FY 2012 Goals

• Maintain direct service levels and solid waste / recycling information to businesses and residents in consideration of decreasing local tax revenues.
• Provide safe and cost effective services for recycling, household hazardous waste (HHW) and electronics recycling collection events for the proper disposal of hazardous materials.
• Sustain options for managing special waste such as HHW, batteries, fluorescent bulbs, electronics, paint and other materials that require special handling, packaging, and transport.
• Maintain the only public collection center for used motor oil, antifreeze and auto batteries.
• Plan for development of satellite centers for special materials collection.
• Administer the State Litter Grant in cooperation with the Towns and other community organizations.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$288,430	$298,673	$298,831	$298,762	$302,757
Operations & Maintenance	753,148	820,210	904,870	844,064	871,662
Capital Outlay & Capital Acquisitions	5,400	0	0	0	0
Total Expenditures	**$1,046,978**	**$1,118,883**	**$1,203,701**	**$1,142,826**	**$1,174,419**
Revenues					
Charges For Services	$160,403	$154,727	$107,976	$50,000	$77,600
State Categorical Aid	47,309	59,693	48,807	33,000	33,000
Total Revenues	**$207,712**	**$214,420**	**$156,783**	**$83,000**	**$110,600**
Total Local Tax Funding	**$839,266**	**$904,463**	**$1,046,918**	**$1,059,826**	**$1,063,819**
FTE Summary	**4.25**	**4.25**	**4.25**	**4.25**	**4.25**

Construction & Waste Management
Solid Waste Diversion & Recycling

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Provide a clear and consistent message about solid waste management, solid waste services and requirements in Loudoun County.				
• Number of media releases regarding solid waste and recycling	129	142	60	130
• Number of solid waste and recycling educational programs	73	33	35	32
• Number of telephone inquiries per year	12,000	10,000	12,000	12,000
• Percentage of inquiries answered on first call or within one day	100%	100%	100%	100%
• Solid waste and recycling educational program participants	8,536	1,748	5,000	2,000
Objective: Demonstrate compliance with Commonwealth of Virginia mandated recycling goal of 25%.				
• Reported countywide recycling rate	32%	31%	25%	25%
Objective: Provide recycling opportunities for residents and businesses at the Loudoun County Solid Waste Management Facility (LCSWMF), Recycling Dropoff Centers, and collection events for household hazardous waste, electronics and other special materials.				
• Number of households participating in Household Hazardous Waste and Electronics Recycling events	3,762	2,971	3,200	3,350
• Tons of household hazardous waste and electronics collected for proper disposal and/or recycling	163	158	180	180
• Tons of material Collected at LCSWMF for reuse on site or return to public for use (rubble and yardwaste/mulch)	12,517	14,532	14,000	14,500
• Tons of recyclables collected at the County's Recycling Dropoff Centers (paper, cardboard, commingled containers)	3,321	3,507	3,500	3,550
• Tons of Special Materials collected at LCSWMF (tires, grass, waste oil, antifreeze, batteries and metal)	1,325	1,997	2,250	2,300

Construction & Waste Management
Environmental Assurance & Strategic Planning

Description

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

Budget Overview

FY 2012 Issues

• Planning for and financing a solid waste management service delivery system that meets the demand for local solid waste disposal and recycling services will be addressed.
• The Division will need to sustain knowledge of changing State and Federal legal and regulatory requirements.
• Environmental compliance at the County Solid Waste Management Facility in light of challenges related to disturbed land activity and increased types of environmental controls and maintenance liabilities will be maintained.
• Existing resources must address increasing complaints related to suspected violations of local ordinances related to illegal dumping, littering and private solid waste collection service providers.

FY 2012 Goals

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

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$852,434	$919,140	$791,371	$821,827	$740,327
Operations & Maintenance	559,695	636,868	629,296	616,489	605,389
Capital Outlay & Capital Acquisitions	0	31,052	18,529	11,250	6,750
Total Expenditures	**$1,412,129**	**$1,587,060**	**$1,439,196**	**$1,449,566**	**$1,352,466**
Revenues					
Permits Privilege Fees & Reg Licenses	$38,752	$36,372	$26,120	$31,000	$31,000
Charges For Services	504	397	313	0	0
Total Revenues	**$39,256**	**$36,769**	**$26,433**	**$31,000**	**$31,000**
Total Local Tax Funding	**$1,372,873**	**$1,550,291**	**$1,412,763**	**$1,418,566**	**$1,321,466**
FTE Summary	**9.35**	**9.35**	**8.35**	**8.35**	**8.35**

Construction & Waste Management

Environmental Assurance & Strategic Planning

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Demonstrate Environmental Compliance at the County's Solid Waste Management Facility according to permit requirements and approved environmental management plans.				
• Number of monthly, quarterly and annual leachate samples analyzed	21	15	21	21
• Number of quarterly and annual groundwater samples analyzed	99	118	118	118
• Number of quarterly and monthly landfill gas monitoring samples analyzed	984	1,028	1,028	1,028
Objective: Demonstrate Environmental Compliance in the County's Solid Waste Management System for solid waste management collection, facilities and other activities in accordance with Federal, State, local laws, regulations and ordinances regarding environmental management systems, financial assurance, waste stream reporting and other requirements, including County Codified Ordinances Chapters 1080, 1084, 1086 and 1088.				
• Number of complaints responded to related to illegal dumping, facility violations, and collection.	163	140	140	140
• Number of facilities permitted and inspected	6	6	6	6
• Number of vehicles permitted for solid waste collection activities	479	433	435	430
• Percentage of complaints and violations brought into compliance with County Ordinances	100%	98%	100%	100%
Objective: Plan for and ensure availability of adequate disposal, transfer, recycling and collection capacity in the County's Solid Waste Management System in accordance with the Loudoun County Solid Waste Management District's Plan.				
• Estimated tons of municipal solid waste generated by County residents, businesses, other institutions	276,235	286,910	290,000	295,000
• Percentage of Biennial Plan reviews and updates completed	0%	0%	100%	0%
• Percentage of capacity projects adhering to CIP schedule	100%	100%	100%	100%

Construction & Waste Management
Disposal Operations

Description

The Disposal Operations program provides a solid waste disposal option for County residents, businesses, contractors and permitted collectors. This program also provides disposal options to the County government, the Loudoun County Public Schools and other governmental and non-profit agencies. The Loudoun County Solid Waste Management Facility (LCSWMF) operates according to Virginia Department of Environmental Quality (VDEQ) regulations and Board of Supervisors' policies. In FY 2004, six day a week operations were restored to serve collectors who entered agreements for contract rates. Disposal activities include the screening, weighing and assessing of fees for different types of solid waste, and the management and maintenance of site grounds, infrastructure, buildings and equipment. The Solid Waste Management Facility has a waste disposal area and a Homeowners' Convenience Center, which includes the County's largest recycling dropoff center.

Budget Overview

FY 2012 Issues

• Sustaining business operations, customer service and environmental compliance while addressing new maintenance requirements related to additional acreage of closed cells, disturbed land excavated for future cell construction and environmental control structures is a priority.
• The Division will address plans for long-term funding strategies for future cell construction and closure costs.
• The Division must cover operational costs incurred for approximately $1.7 million in landfill fee waivers provided by the Board of Supervisors for governmental and nonprofit agencies.
• Business operations and adequate staff and internal controls must support financial transparency and accountability.
• Sustaining adequate "Put-or-Pay" contract tonnage to cover most or all of operational costs for daily disposal operations in continuing economic uncertainty is ongoing.
• The Department strives to sustain operational efficiencies for maximizing use of landfill cell capacity.

FY 2012 Goals

• Complete design and award of the Landfill Sequence IV Closure project.
• "Put-or-Pay" contracts for FY 2012 and 2013 will be negotiated and awarded in the latter part of FY 2011.
• Sustain operating efficiencies to maximize cell space usage.
• Identify and manage increasing land and equipment maintenance liabilities to ensure safety and compliance.
• Maintain a financially sound operation in light of economic uncertainty by monitoring revenue, collections, various waste stream fluctuations, and other market factors.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,070,318	$1,109,748	$1,112,860	$1,109,802	$1,166,165
Operations & Maintenance	1,260,367	1,197,675	1,405,184	1,453,376	1,508,659
Capital Outlay & Capital Acquisitions	70,625	31,052	33,235	15,000	15,000
Total Expenditures	**$2,401,310**	**$2,338,475**	**$2,551,279**	**$2,578,178**	**$2,689,824**
Revenues					
Charges For Services	$2,304,411	$2,293,804	$2,550,260	$2,578,220	$2,689,824
Miscellaneous Revenue	760	430	1,019	0	0
Total Revenues	**$2,305,171**	**$2,294,234**	**$2,551,279**	**$2,578,220**	**$2,689,824**
Total Local Tax Funding	**$96,139**	**$44,241**	**$0**	**$(42)**	**$0**
FTE Summary	**14.50**	**14.50**	**14.50**	**14.50**	**15.03**

Construction & Waste Management

Disposal Operations

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Conserve Landfill capacity consumption by meeting or exceeding a filling efficiency ratio of 2.5 cubic yards/ton in accordance with the Board of Supervisors' policy, which calls for a balance between conserving capacity and funding operations.				
• Months of Capacity Remaining in Constructed Cell/s	36	36	72	96
• Tons of waste buried at maximum efficiency level	72,957	83,747	87,000	88,000
• Value of foregone revenues to fee waivers for governmental and non-profit agencies	1,123,155	1,002,776	1,587,503	1,646,314
Objective: Demonstrate to State/Federal regulators and to the public that structures, environmental controls and operations are compliant with local, State and Federal laws and regulations through quarterly DEQ landfill and one annual air inspections.				
• Number of quarterly state inspections with no violations	4	4	4	4
Objective: Provide Loudoun residents with access to an environmentally sound solid waste disposal facility.				
• Number of waste screening and fee assessment transactions	72,237	77,521	78,500	82,000
• Percentage of complaints addressed within 24 hours	100%	100%	100%	100%
• Tons of waste processed	86,600	99,250	102,500	105,000

Construction & Waste Management

Capital Construction

Description

The Capital Construction program consists of the Capital Planning, Budget & Design Division and the Construction Division.

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

Budget Overview

FY 2012 Issues

• The Divisions must manage capital project debt issuance per the Board of Supervisors' policy direction.
• The Divisions must recruit and retain as needed viable, qualified, responsive and responsible Architects, Engineers and Contractors at a reasonable rate in a challenging economy.
• It is important that staff continue to pursue, implement and manage initiatives made possible by Federal stimulus funding (ARRA).
• Continuous re-evaluation of current land acquisition and land development policy is required in order to maintain efficiencies with the school system and County agencies.

FY 2012 Goals

• Effectively manage program design and construction of capital projects in accordance with the Capital Improvement Plan schedule.
• Implement and manage initiatives made possible by Federal stimulus funding (ARRA).
• Continue to develop internal and external processes to more efficiently navigate the land use processes.
• Produce a strategy for the program development and implementation of county-wide energy and environmental policies and programs.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$2,859,160	$3,293,135	$2,828,920	$3,133,120	$3,377,897
Operations & Maintenance	487,533	353,759	223,114	723,712	741,404
Capital Outlay & Capital Acquisitions	7,321	0	7,780	128,750	125,000
Transfer to General Fund	124,500	406,088	409,601	0	0
Transfer to Central Services Fund	29,002	0	0	0	0
Total Expenditures	**$3,507,516**	**$4,052,982**	**$3,469,415**	**$3,985,582**	**$4,244,301**
Revenues					
Charges For Services	$0	$160	$0	$0	$0
Miscellaneous Revenue	0	2,250	2,250	0	0
Federal Categorical Aid	9,321	35,845	314,035	250,000	236,489
Other Financing Sources	4,276,632	3,024,810	4,099,957	3,735,582	4,007,812
Total Revenues	**$4,285,953**	**$3,063,065**	**$4,416,245**	**$3,985,582**	**$4,244,301**
Total Local Tax Funding	**$(778,437)**	**$989,917**	**$(946,827)**	**$0**	**$0**
FTE Summary	**31.00**	**35.00**	**30.00**	**30.00**	**31.00**

Construction & Waste Management

Capital Construction

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Deliver approved Capital projects in accordance with the Capital Improvement Plan schedule.				
• Active capital projects on schedule	85%	79%	95%	95%
• Annual cash flow (excluding land acquisition)	$108,000,000	$70,000,000	$60,000,000	$50,000,000
• Current active projects - design	12	10	9	10
• Current active projects - construction	19	26	16	26
• Capital projects completed	5	3	9	25
• Cost to administer current project volume (% of annual cash)	3.6%	4.9%	5.9%	6.3%
Objective: Deliver approved capital projects within budget.				
• Percent of projects bid within budget	100%	100%	98%	100%
• Percent of projects completed within budget	92%	100%	95%	100%
• Percent of change orders generated by unforeseen conditions and program changes	6%	5%	6%	4%
Objective: Deliver quality Capital projects that meet or exceed the needs of the County.				
• Customer satisfaction rating	85%	90%	90%	100%
• Contractor satisfaction/Avg. # of days to process payments (Current County standard payment terms are net 30 days)	16	20	25	25

FY 2012 LANDFILL FEE WAIVERS
JULY 1, 2011 – JUNE 30, 2012

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:

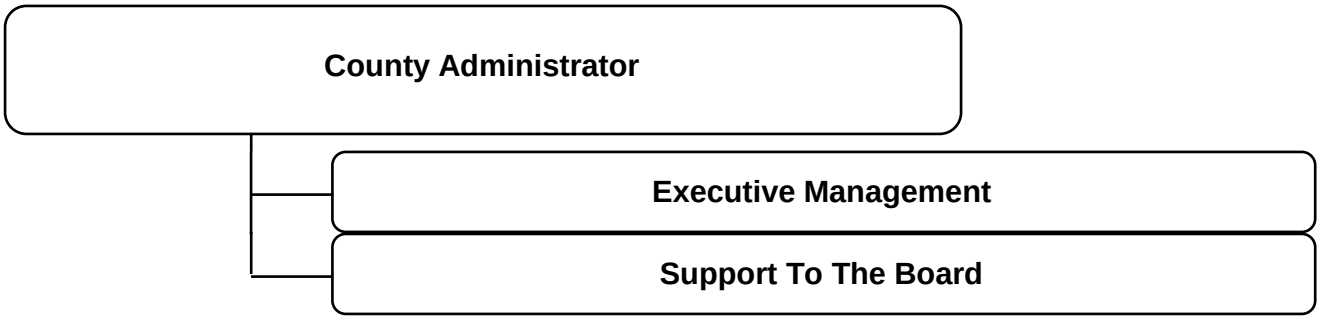
1. Grant requests are confined to those organizations currently receiving the fee waiver or parties expressing an interest in receiving the fee waiver.
2. Organization must be a governmental entity or nonprofit organization with Internal Revenue Service 501(c)3 status.
3. Organization must provide a 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 proposed fee waiver period is from July 1, 2011 through June 30, 2012, the second year of the biennium. On November 5, 2009, the Finance/Government Services Committee reviewed and recommended 42 eligible applications for the FY 2011/2012 Landfill Fee Waiver Program for approval by the full Board of Supervisors as part of the FY 2011 Adopted Fiscal Plan. Subsequent to that meeting, two organizations amended their applications and two organizations applied for a waiver. Organizations recommended for fee waivers include Loudoun County Government departments, towns in the County, Fire and Rescue Companies, other government entities, and nonprofit organizations. The total estimated annual landfill fee waiver for FY 2012 is $1,646,314. Approximately 62.9% of the waivers recommended for FY 2012 are for Loudoun County Government departments and agencies (including the Loudoun County Public School System), 9.1% for town governments, less than 1% for volunteer fire companies, 23.7% for other government entities (primarily the Virginia Department of Transportation) and 4.2% for non profits.

FY 2012 LANDFILL FEE WAIVERS
JULY 1, 2011 – JUNE 30, 2012

Organizations	FY 2012 Adopted
Loudoun County Government and Public Schools	
Loudoun Animal Care & Control	$240
Loudoun Building & Development	600
Loudoun Family Services	490
Loudoun General Services	319,060
Loudoun Construction & Solid Waste Management	160,720
Loudoun Parks & Recreation	56,725
Loudoun Sheriff's Community Workforce	2,769
Loudoun County Public Schools	495,000
Subtotal Loudoun County Government and Public Schools:	**$1,035,604**
Towns	
Town of Hamilton	$7,200
Town of Hillsboro	255
Town of Leesburg	109,235
Town of Purcellville	15,335
Town of Round Hill	17,600
Subtotal Towns:	**$149,625**
Loudoun Volunteer Fire and Rescue Companies	
Ashburn Volunteer Fire & Rescue Co.	$153
Lovettsville Volunteer Fire & Rescue Co.	495
Purcellville Volunteer Fire Co	190
Round Hill Volunteer Fire Co.	333
Subtotal Loudoun Volunteer Fire and Rescue Companies:	**$1,171**
Other Government Entities	
City of Fairfax	$197
Loudoun Co. Sanitation Authority (Loudoun Water Authority)	34,465
No. Va. Community College	1,315
No. Va. Regional Park Authority	3,365
VPI – Middleburg Agricultural Center (VA Tech. Univ.)	375
Virginia Department of Transportation	350,000
Federal Aviation Administration	250
Subtotal Other Government Entities:	**$389,967**
Nonprofit Organizations	
Blossom & Bloom	$30
Christmas in April	380
Friends of Homeless Animals	1,580
Glaydin School & Camps	775
Good Shepherd Alliance	1,759
Graydon Manor	204
Habitat for Humanity	655
Highroad Program Center	1,126
Hillsboro Ruritan Club	4,500
Keep Loudoun Beautiful	750
Ladies Board - Loudoun Hospital Center	660
Loudoun Fair & Associates	2,112
Loudoun Abused Women Shelter	60
Loudoun Cares	1,275
Loudoun Interfaith Relief, Inc.	2,970
Lucketts Ruritan Club	28,500
Middleburg Community Center	5,038
Notre Dame Academy	1,575
Salvation Army	14,725
Sterling Ruritan Club	315
Waterford Foundation	534
Subtotal Nonprofit Organizations:	**$69,947**
Total Landfill Waivers:	**$1,646,314**

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

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

Budget Overview

FY 2012 Issues

• As the County continues to grow with an estimated population at 318,596 in 2012, the County will continue to face challenges in addressing budget constraints and maintaining basic service demands of the County's citizens.
• Beginning January 2012, the County will be under the leadership of a new Board of Supervisors and the County Administrator's Office will be involved to assist the new Board in its transition.

FY 2012 Major Goals

• Continue to maintain the County's AAA bond rating with all three major bond rating agencies.
• Provide executive oversight for implementation of the Countywide energy strategy, including projects funded through the Energy Efficiency and Conservation Block Grant.
• Continue to provide executive management of key strategic land planning initiatives including Chesapeake Bay Act amendments, Zoning Ordinance Amendments and Community Planning Outreach and policy amendments.
• Provide executive management and direct project management of County reapportionment efforts.

FY 2011 Major Achievements

• Loudoun's Triple-A status was reaffirmed by all three major bond rating agencies.
• Led County's efforts to establish new electoral districts as a result of 2000 Census.
• County recognized for VML Green Government Challenge Platinum award and ICLEI Milestone award.
• Completion of various capital facilities such as the Emergency Homeless Shelter, various pedestrian improvements, the Lansdowne Fire & Rescue Station, and the Rt. 7/607 Interchange.
• Continued refinement and enhancement of the Active Citizen Request (ACR) system, including a Citizen Online function allowing for citizens to submit requests directly through the County's website.
• Provided executive oversight for the completion and adoption of the Countywide Transportation Plan and revisions to Sign Ordinance.
• Implementation of major recommendations of Public Safety Overtime and Workforce Analysis Study
• Achieved a pilot program of "paperless" Board packet through the utilization of Apple iPad.
• Full encumbrance of all ARRA Energy Efficiency and Conservation Block Grant funds as required by the U.S. Department of Energy.

County Administrator

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$2,676,524	$2,347,870	$2,076,386	$2,186,236	$2,224,581
Operations & Maintenance	607,003	222,077	237,824	195,409	195,409
Total Expenditures	**$3,283,527**	**$2,569,947**	**$2,314,210**	**$2,381,645**	**$2,419,990**
Revenues					
Permits Privilege Fees & Reg Licenses	$0	$111,000	$111,000	$111,000	$0
Charges For Services	1,525	99	4	0	0
Miscellaneous Revenue	25,804	0	0	0	0
Recovered Costs	70	6	0	0	0
Federal Categorical Aid	48,748	0	0	0	0
Total Revenues	**$76,147**	**$111,105**	**$111,004**	**$111,000**	**$0**
Local Tax Funding	**$3,207,380**	**$2,458,842**	**$2,203,206**	**$2,270,645**	**$2,419,990**
FTE Summary	**24.80**	**24.53**	**20.00**	**18.00**	**18.00**

FY 2012 Board Action

The FY 2012 Adopted Fiscal Plan for the County Administrator reflects an increase in local tax funding of $149,345 due to revenue reallocation as a result of the ministerial land development applications costs and fees study. Personnel increases for benefits and cost of living adjustments per the Board adopted budget policy.

Budget History

FY 2008 Mid-Year: 1.73 FTE was transferred for 0.20 FTE in additional administrative support hours, a 0.53 FTE ADA and HIPAA Compliance position, and 1.00 FTE for a telework coordinator position. 1.00 grant-funded FTE in the Loudoun Youth Initiative Program (LYI) was eliminated upon the expiration of the grant.

FY 2009: The Board eliminated 1.00 FTE for the Youth Initiative Program.

FY 2009 Mid-Year: 2.00 FTE were transferred to the Parks, Recreation, and Community Services Department for the Youth Initiative Program. 1.00 FTE was redeployed to the Office of Capital Construction and 1.00 FTE to the Department of Management and Financial Services.

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

County Administrator

Expenditures by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Executive Management	$2,002,613	$1,872,118	$1,690,111	$1,681,089	$1,713,480
Support To The Board	764,446	697,829	624,099	700,556	706,510
Youth Initiative	516,468	0	0	0	0
Total Expenditures	**$3,283,527**	**$2,569,947**	**$2,314,210**	**$2,381,645**	**$2,419,990**

Revenues by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Executive Management	$5,304	$111,039	$111,000	$111,000	$0
Support To The Board	1,595	66	4	0	0
Youth Initiative	69,248	0	0	0	0
Total Revenues	**$76,147**	**$111,105**	**$111,004**	**$111,000**	**$0**

Local Tax Funding by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Executive Management	$1,997,309	$1,761,079	$1,579,111	$1,570,089	$1,713,480
Support To The Board	762,851	697,763	624,095	700,556	706,510
Youth Initiative	447,220	0	0	0	0
Total Local Tax Funding	**$3,207,380**	**$2,458,842**	**$2,203,206**	**$2,270,645**	**$2,419,990**

Staffing Summary by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Executive Management	11.50	13.53	11.00	10.00	11.50
Support To The Board	9.30	9.00	9.00	8.00	6.50
Youth Initiative	4.00	2.00	0.00	0.00	0.00
Total FTE	**24.80**	**24.53**	**20.00**	**18.00**	**18.00**

County Administrator
Executive Management

Description

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

Budget Overview

FY 2012 Issues

• Given the proposed reduction of basic service levels and customer expectations, the office will need to manage workload of staff with limited resources.
• This office will continue to review and refine organizational structure in order to reduce costs and identify efficiencies.
• The County Administrator will provide executive management and oversight of Loudoun's activities related to Phase II of the Dulles Rail Project.
• As a result of a Compensation Study and review of a revised Performance Assessment System, this office will provide executive oversight of an implementation plan.
• Senior staff will provide executive oversight on work related to the Board of Supervisors adopted community planning initiatives.

FY 2012 Goals

• Maintain high credit rating to ensure fiscal efficiency for Loudoun’s residents.
• Expand base of users of ACR system with new Citizen Online feature.
• Continue efforts in HIPAA/ADA compliance with limited resources.
• Continue to provide executive management, coordination and oversight for the American Recovery and Reinvestment Act (ARRA stimulus) grant opportunities provided to the County.
• Proactively address employee morale to strengthen and revitalize the County workforce.
• Address workforce development that will result in identifying and preparing potential successors for key positions.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,746,319	$1,747,606	$1,571,365	$1,538,572	$1,570,963
Operations & Maintenance	256,294	124,512	118,746	142,517	142,517
Total Expenditures	**$2,002,613**	**$1,872,118**	**$1,690,111**	**$1,681,089**	**$1,713,480**
Revenues					
Permits Privilege Fees & Reg Licenses	$0	$111,000	$111,000	$111,000	$0
Charges For Services	0	39	0	0	0
Miscellaneous Revenue	5,304	0	0	0	0
Total Revenues	**$5,304**	**$111,039**	**$111,000**	**$111,000**	**$0**
Total Local Tax Funding	**$1,997,309**	**$1,761,079**	**$1,579,111**	**$1,570,089**	**$1,713,480**
FTE Summary	**11.50**	**13.53**	**11.00**	**10.00**	**11.50**

County Administrator

Executive Management

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Maintain the County's Triple A bond rating and credibility in the municipal finance markets.				
• Fitch	AAA	AAA	AAA	AAA
• Moody's	Aaa	Aaa	Aaa	Aaa
• Standard & Poor's	AAA	AAA	AAA	AAA
Objective: Increase effectiveness in responding to citizen inquiries.				
• Program areas of County Government participating in Active Citizen Request (ACR) System	13	13	13	14
Objective: Attract and retain high quality workforce with a turnover rate at 12% or lower.				
• County workforce turnover rate	8.40%	7.80%	10.80%	12.00%

County Administrator
Support To The Board

Description

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

Budget Overview

FY 2012 Issues

• During FY 2012, this office will be managing and providing support to the current Board's standing committee structure and planning for changes that may be required due to new Board transition.
• The office will plan for new Board Orientation as well as assisting the new Board with strategic planning efforts.
• Staff along with the County's legislative team will work with the Board on legislation that may have resulted from the 2011 General Assembly session and its impact on Loudoun County.

FY 2012 Goals

• Provide timely reports reflecting the Board of Supervisors' actions to meet citizen inquiries.
• Incorporate revisions to staff report review process to ensure complete review of information and to facilitate departments' abilities to meet established deadlines.
• Continue efforts in achieving a "paperless" Board packet through the utilization of Apple iPAD or similar technology.
• Prepare sufficient meeting materials for Board members and the public meeting established deadlines to include posting materials on the County's website.
• Prepare and assist with the Board's Legislative Package for the 2012 General Assembly to meet bill introduction and position deadlines.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$692,560	$600,264	$505,021	$647,664	$653,618
Operations & Maintenance	71,886	97,565	119,078	52,892	52,892
Total Expenditures	**$764,446**	**$697,829**	**$624,099**	**$700,556**	**$706,510**
Revenues					
Charges For Services	$1,525	$60	$4	$0	$0
Recovered Costs	70	6	0	0	0
Total Revenues	**$1,595**	**$66**	**$4**	**$0**	**$0**
Total Local Tax Funding	**$762,851**	**$697,763**	**$624,095**	**$700,556**	**$706,510**
FTE Summary	**9.30**	**9.00**	**9.00**	**8.00**	**6.50**

County Administrator
Support To The Board

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Develop and support the Board of Supervisors' legislative package for General Assembly to meet deadlines for adopted positions.				
• Legislative Bills introduced	2,600	3,104	2,500	3,000
• Legislative Bills reviewed impacting Loudoun	288	217	200	300
Objective: Provide meeting materials and action summaries to Board, staff and the public reflecting actions and background information in a timely manner.				
• Action summaries of Board business meetings and public hearings completed within two days of meeting	100%	100%	90%	100%
• Board meeting minutes completed for meetings held	148	82	72	60
• Board meeting minutes requiring correction	0	0	0	0
• Number of packets prepared for business meetings, public hearings, and special meetings	119	87	53	55
• Number of standing committee and ad hoc committee meeting packets prepared[1]	161	65	28	28

[1] The Board of Supervisors reduced the number of standing committees from six to three during FY 2010.

County Assessor

Mission Statement

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

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

Description

The principal responsibilities of the Office of the County Assessor are the administration of ad valorem real property tax assessments and the management of the Land Use and Revitalization Programs. The practice of annually assessing real property at fair market value provides the most fair, most objective and most easily understood basis of an "ad valorem taxation" (taxes based on value). The management of the County's real estate portfolio is the most integral factor related to the operation of the County. Revenue from real estate taxes is the most important source of funding for the County. The size and complexity of the property mix within the County contributes to the challenges faced by the Assessor and staff.

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

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

Budget Overview

FY 2012 Issues

• Resources – staffing levels far below industry standards based on the number of parcels and the complex nature of Loudoun County's real property portfolio.
• Replacement of the legacy mass appraisal (CAMA) system. Procurement of a new system is underway.
• With a shifting economy and real estate market it is anticipated that the number of appeals will increase placing significant demands on staff resources.

FY 2012 Major Goals

• Complete the implementation of new automated CAMA system.
• Accurately assess all real property annually in accordance with the Code of Virginia and Loudoun County Ordinance.
• Audit and reconcile the exempt real property portfolio in order to maintain an accurate accounting of exemptions via classification and exemptions via designation.
• Collect and process data associated with new construction and miscellaneous permits.
• Administer the Land Use and Revitalization programs in accordance with office policy, the Code of Virginia and the Codified Ordinances of Loudoun County.
• Produce the annual Land Book in accordance with the Code of Virginia.

FY 2011 Major Achievements

• Implemented a new building permit tracking system to track new construction and miscellaneous permits at the parcel level, which will provide the ability to track appraiser production levels, value added due to new construction, as well as generate a variety of reports associated with building permits.
• Expanded the REAA program (Real Estate Assessment Review Online Application program) making the process completely automated from initialization by property owner to resolution by Assessors' Office.
• Received third consecutive NACO Award. This year's award was for the Assessor's Mentor Program, which provides enhanced training and opportunities for new and existing staff.

County Assessor

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$2,809,486	$3,011,052	$2,935,757	$3,081,349	$3,148,035
Operations & Maintenance	253,058	250,894	235,122	297,339	300,339
Capital Outlay & Capital Acquisitions	2,600	0	0	0	0
Transfer to Central Services Fund	56,760	0	0	0	0
Total Expenditures	**$3,121,904**	**$3,261,946**	**$3,170,879**	**$3,378,688**	**$3,448,374**
Revenues					
Permits Privilege Fees & Reg Licenses	$39,243	$56,399	$47,030	$40,000	$150,000
Charges For Services	2,446	4,051	3,471	3,100	3,100
Total Revenues	**$41,689**	**$60,450**	**$50,501**	**$43,100**	**$153,100**
Local Tax Funding	**$3,080,215**	**$3,201,496**	**$3,120,378**	**$3,335,588**	**$3,295,274**
FTE Summary	**30.00**	**34.00**	**34.00**	**34.00**	**34.00**

FY 2012 Board Action

The FY 2012 Adopted Fiscal Plan for the Assessor's Office includes personnel increases for benefits and a cost of living adjustment per the Board adopted budget policy.

Budget History

FY 2008 Mid-year: 4.00 FTE were added by the Board of Supervisors for two appraisers, one appraisal technician, and one administrative assistant.

County Assessor

Expenditures by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Real Estate Assessments	$3,121,904	$3,261,946	$3,170,879	$3,378,688	$3,448,374
Total Expenditures	**$3,121,904**	**$3,261,946**	**$3,170,879**	**$3,378,688**	**$3,448,374**

Revenues by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Real Estate Assessments	$41,689	$60,450	$50,501	$43,100	$153,100
Total Revenues	**$41,689**	**$60,450**	**$50,501**	**$43,100**	**$153,100**

Local Tax Funding by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Real Estate Assessments	$3,080,215	$3,201,496	$3,120,378	$3,335,588	$3,295,274
Total Local Tax Funding	**$3,080,215**	**$3,201,496**	**$3,120,378**	**$3,335,588**	**$3,295,274**

Staffing Summary by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Real Estate Assessments	30.00	34.00	34.00	34.00	34.00
Total FTE	**30.00**	**34.00**	**34.00**	**34.00**	**34.00**

County Assessor

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Accurately collect all data relative to new construction in order to add supplemental value by number of months to the County Land Book.				
• Number of New Structures	1,260	1,296	1,348	1,402
• Percentage of New Structures Assessed	100%	100%	100%	100%
Objective: Annually assess all real property at 100% of Fair Market Value per State Code and County Ordinances.				
• Countywide Assessment to Market Value Ratio	95.2%	96%	95%	95%
• Number of Parcels	114,267	115,571	115,900	120,576
• Parcels valued	100%	100%	100%	100%
Objective: Process new deeds, subdivisions and related records to insure accurate records as they pertain to the production of the County Land Book.				
• Percentage of completed changes to Land Book	100%	100%	100%	100%
• Required changes to the Land Book	31,837	26,588	36,000	28,800

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 2012 Issues

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

• Taxation: With the current economic situation, tax assessment and collection efforts are requiring a substantially increased level of support from the office. There is 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. The volume of contracts submitted for review increased substantially in FY 2010 and is continuing to increase in FY 2011. 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 has experienced increasing workloads in support of Child Protective Services and Adult Protective Services.

• Land Development and Regulatory Enforcement: With the current economic downturn, legal support for current land development applications is decreasing; however, the office anticipates increased legal support to administer and enforce existing development conditions and approvals. The County currently holds approximately $650 million in performance bonds for public improvements associated with approved projects, which will need to be extended, replaced or called if construction is not completed by the performance date. In addition, increasing demands have been placed on the office 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 2012 Major Goals

• 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 2011 Major Achievements

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

County Attorney

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,959,414	$2,228,381	$2,142,683	$2,278,655	$2,352,059
Operations & Maintenance	1,556,332	365,279	270,550	139,396	140,396
Total Expenditures	**$3,515,746**	**$2,593,660**	**$2,413,233**	**$2,418,051**	**$2,492,455**
Revenues					
Permits Privilege Fees & Reg Licenses	$69,128	$107,119	$102,075	$133,528	$184,060
Charges For Services	0	50	600	600	600
Miscellaneous Revenue	0	0	0	0	1,000
Other Financing Sources	134,660	(70,189)	0	113,372	144,940
Total Revenues	**$203,788**	**$36,980**	**$102,675**	**$247,500**	**$330,600**
Local tax funding	**$3,311,958**	**$2,556,680**	**$2,310,558**	**$2,170,551**	**$2,161,855**
FTE Summary	**20.00**	**20.00**	**20.00**	**20.00**	**20.00**

FY 2012 Board Action

The FY 2012 Adopted Fiscal Plan for County Attorney reflects personnel increases for benefits and cost of living adjustments per the Board adopted budget policy are included.

County Attorney

Expenditures by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Legal Counsel	$3,515,746	$2,593,660	$2,413,233	$2,418,051	$2,492,455
Total Expenditures	**$3,515,746**	**$2,593,660**	**$2,413,233**	**$2,418,051**	**$2,492,455**

Revenues by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Legal Counsel	$203,788	$36,980	$102,675	$247,500	$330,600
Total Revenues	**$203,788**	**$36,980**	**$102,675**	**$247,500**	**$330,600**

Local Tax Funding by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Legal Counsel	$3,311,958	$2,556,680	$2,310,558	$2,170,551	$2,161,855
Total Local Tax Funding	**$3,311,958**	**$2,556,680**	**$2,310,558**	**$2,170,551**	**$2,161,855**

Staffing Summary by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Legal Counsel	20.00	20.00	20.00	20.00	20.00
Total FTE	**20.00**	**20.00**	**20.00**	**20.00**	**20.00**

County Attorney

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Provide legal services in support of the general county government by delivering effective and timely advice or representation based on established priorities.				
• Land Development (Submissions Received)	1,260	1,086	1,300	1,200
• Land Development (Submissions Reviewed)	1,257	827	1,300	1,200
• Land Development (Turnaround within 10 days)	35%	29%	32%	35%
• Land Development (Turnaround within 20 days)	63%	57%	64%	65%
• Land Development (Turnaround within 30 days)	83%	85%	83%	85%
• Litigation (DFS cases)	86	73	85	75
• Litigation (non-tax)	30	56	30	35
• New files opened, written request for opinions/advice	713	872	600	725
• Regulatory Enforcement	59	40	75	75
• Tax Collection Cases	416	624	825	1,000
• Transactional Matters (Leases and Contracts)	664	1,630	2,000	2,000
• Transactional Matters (Property Acquisition)	4	8	6	8

General Registrar

Mission Statement

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

Description

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

Budget Overview

FY 2012 Issues

• The redistricting will be finalized and the impact on the increased voter registration records and mailing relocation notices prior to the August/September Primary will be challenging.
• Upon completion of the redistricting, the office will adjust lines and split/divide large precincts to make them more manageable. After receiving the Justice Department's approval, the voter notices will be mailed out prior to the February 2012 Presidential Primary Election.
• Four to five elections are scheduled in fiscal year 2012 - one being the primary election which is delayed because of the redistricting and the Presidential Primary, which will occur in February 2012.
• The office will begin to gear up for the 2012 Presidential Election, implementing any new election laws and attempting to keep pace with the expected increases in workload.

FY 2012 Major Goals

• Process all voter registration transactions in a timely manner to ensure individuals are eligible to participate in the electoral process.
• Educate the public regarding voter registration and absentee voting deadlines and procedures.
• Ensure voters are notified of all changes made as a result of redistricting in accordance with the Code of Virginia prior to the primary election.

FY 2011 Major Achievements

• Successfully launched electronic poll books in all 70 precincts for the November 2010 Election.
• Began mailing absentee ballots 52 days (September 11, 2010) prior to the November Election despite state computer problems (law requires mailing ballots 45 days prior to the election).
• Held Hillsboro's Town Election in November for the first time.
• Successfully met the State and Federal voting deadlines and provided the same level of service with current staffing level and state computer problems.
• Assisted the Board of Supervisors with the redistricting process, working with staff from the Office of Mapping & Geographic and Department of Management and Financial Services.

General Registrar

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$443,398	$553,084	$457,763	$569,738	$596,032
Operations & Maintenance	141,161	188,288	165,061	194,257	204,257
Capital Outlay & Capital Acquisitions	82,254	0	0	0	0
Total Expenditures	**$666,813**	**$741,372**	**$622,824**	**$763,995**	**$800,289**
Revenues					
Recovered Costs	$2,006	$0	$821	$0	$0
State Shared Expenses	0	92,290	82,186	82,987	79,107
Total Revenues	**$2,006**	**$92,290**	**$83,007**	**$82,987**	**$79,107**
Local Tax Funding	**$664,807**	**$649,082**	**$539,817**	**$681,008**	**$721,182**
FTE Summary	**8.77**	**8.77**	**8.77**	**8.77**	**8.77**

FY 2012 Board Action

The FY 2012 Adopted Fiscal Plan for the Office of General Registrar reflects a decrease in revenue from the State Board of Elections and an increase for the postal services to notify voters of precinct changes. Personnel increases for benefits and cost of living adjustments per the Board adopted budget policy are included.

Budget History

FY 2008: The Board added 1.00 FTE for an administrative assistant.

General Registrar

Expenditures by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Voter Registration	$666,813	$637,633	$511,431	$763,995	$800,289
Electronic Poll Book Project	0	103,739	111,393	0	0
Total Expenditures	**$666,813**	**$741,372**	**$622,824**	**$763,995**	**$800,289**

Revenues by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Voter Registration	$2,006	$92,290	$83,007	$82,987	$79,107
Total Revenues	**$2,006**	**$92,290**	**$83,007**	**$82,987**	**$79,107**

Local Tax Funding by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Voter Registration	$664,807	$545,343	$428,424	$681,008	$721,182
Electronic Poll Book Project	0	103,739	111,393	0	0
Total Local Tax Funding	**$664,807**	**$649,082**	**$539,817**	**$681,008**	**$721,182**

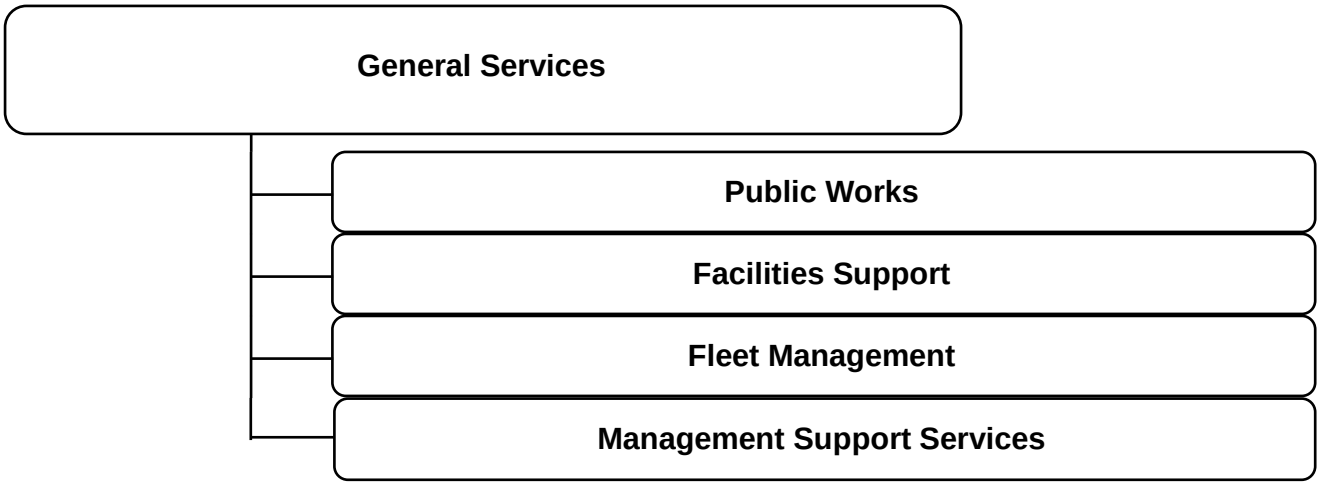
Staffing Summary by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Voter Registration	8.77	8.77	8.77	8.77	8.77
Total FTE	**8.77**	**8.77**	**8.77**	**8.77**	**8.77**

General Registrar

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Provide citizens of Loudoun County with the opportunity to exercise their right to vote in an efficient and equitable manner by processing and providing voter registration applications, absentee voting, and voting information.				
• Absentee Voters	21,537	4,389	4,651	6,500
• Elections held	2	2	2	5
• Registered Voters	183,778	184,522	191,600	205,000
• Transactions processed[1]	43,711	37,007	240,000	75,000

[1] The increase in projected workload in FY 2011 is attributable to redistricting.

General Services



General Services

Mission Statement

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

Description

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

Budget Overview

FY 2012 Issues

• The emergency response mission of supporting the County's Emergency Response Plan requires the Department to continue to adequately train and equip employees to transition from a labor force to an emergency response force.
• The enforcement of Chapter 1096, Stormwater Management, of the Codified Ordinances of Loudoun County requires a continuing and significant, survey, inspection, and repair effort to restore and maintain the stormwater infrastructure.
• Fiscal constraints will require extending the useful life of the fleet's vehicles through enhanced maintenance and deferring acquisition of replacement vehicles.
• The FY 2011 reduction in Capital Asset Preservation Program (CAPP) funding has resulted in stop gap repair and maintenance to keep facilities operating until adequate levels of CAPP funding can be restored as proposed by the County Administrator in this document.

FY 2012 Major Goals

• Satisfy Virginia Stormwater Management Program annual stormwater discharge permit requirements.
• Ensure the appropriate facilities, workspace and vehicles are provided to support County organizations.
• Restrain facility and vehicle operations and maintenance costs in an austere fiscal climate.
• Occupy and operate the County Capital Improvement Projects coming online in FY 2012, including the Youth Shelter addition, ball field lighting, North Street senior center, and Moorefield & Brambleton public safety centers.
• Convert newly acquired facilities at 801 & 803 Sycolin Road to a Public Safety Complex.

FY 2011 Major Achievements

• Satisfied VSMP annual stormwater discharge permit requirements and expanded the County-wide comprehensive stormwater infrastructure maintenance and inspection program.
• Integrated new leased and owned facilities into the preventive, essential and emergency maintenance programs.
• Initiated transition of the newly acquired facilities at 801 & 803 Sycolin Road to a Public Safety Complex.

General Services

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$6,015,209	$6,103,340	$5,843,634	$5,946,897	$6,134,239
Operations & Maintenance	20,845,329	21,943,007	20,340,695	20,249,808	20,739,924
Capital Outlay & Capital Acquisitions	433,469	35,000	565,558	0	0
Transfer to General Debt Service Fund	0	0	0	0	502,532
Transfer to Central Services Fund	166,604	68,273	23,715	0	0
Total Expenditures	**$27,460,611**	**$28,149,620**	**$26,773,602**	**$26,196,705**	**$27,376,695**
Revenues					
Use Of Money & Property	$81,115	$67,634	$95,446	$77,624	$1,293,677
Charges For Services	0	1,440	3,533	2,790	0
Miscellaneous Revenue	70,531	68,580	124,158	70,000	75,000
Recovered Costs	174,908	160,621	145,476	149,600	156,500
Other Financing Sources	822	0	56,739	112,925	146,925
Total Revenues	**$327,376**	**$298,275**	**$425,352**	**$412,939**	**$1,672,102**
Local Tax Funding	**$27,133,235**	**$27,851,345**	**$26,348,250**	**$25,783,766**	**$25,704,593**
FTE Summary	**81.48**	**80.00**	**78.00**	**76.00**	**76.00**

FY 2012 Board Action

The FY 2012 Adopted Fiscal Plan for the Department of General Services includes an increase of $490,000 for utilities and maintenance for new County facilities and $502,532 in debt service transfer for recently purchased buildings. Rental income from tenants in these buildings is projected. Personnel increases for benefits and cost of living adjustments per the Board adopted budget policy are included.

Budget History

FY 2008 Mid-Year: 1.00 FTE was transferred to the Public Information Office and 1.00 FTE was transferred to the Office of Capital Construction. 0.52 FTE was transferred from the Department of Parks, Recreation, and Community Services.

FY 2009 Mid-Year: 4.00 FTE were transferred from the Department of Information Technology (3.00 FTE of this total are listed under the Central Services Fund in Volume 2 of this document). 1.00 FTE was transferred to the Department of Information Technology.

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

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

General Services

Expenditures by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Public Works	$3,008,331	$3,282,989	$3,187,497	$2,743,615	$2,751,026
Facilities Support	22,375,310	22,691,545	21,842,015	21,720,214	22,750,239
Fleet Management	1,086,004	1,205,908	809,525	773,381	895,794
Management Support Services	990,966	969,178	934,565	959,495	979,636
Total Expenditures	**$27,460,611**	**$28,149,620**	**$26,773,602**	**$26,196,705**	**$27,376,695**

Revenues by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Public Works	$4,825	$7,757	$55,444	$113,425	$147,425
Facilities Support	180,670	176,270	199,133	164,514	1,394,677
Fleet Management	70,678	45,668	46,603	65,000	55,000
Management Support Services	71,203	68,580	124,172	70,000	75,000
Total Revenues	**$327,376**	**$298,275**	**$425,352**	**$412,939**	**$1,672,102**

Local Tax Funding by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Public Works	$3,003,506	$3,275,232	$3,132,053	$2,630,190	$2,603,601
Facilities Support	22,194,640	22,515,275	21,642,882	21,555,700	21,355,562
Fleet Management	1,015,326	1,160,240	762,922	708,381	840,794
Management Support Services	919,763	900,598	810,393	889,495	904,636
Total Local Tax Funding	**$27,133,235**	**$27,851,345**	**$26,348,250**	**$25,783,766**	**$25,704,593**

Staffing Summary by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Public Works	19.00	19.00	18.00	18.00	18.00
Facilities Support	42.00	41.00	41.00	40.00	39.00
Fleet Management	8.48	10.00	10.00	9.00	10.00
Management Support Services	12.00	10.00	9.00	9.00	9.00
Total FTE	**81.48**	**80.00**	**78.00**	**76.00**	**76.00**

General Services

Public Works

Description

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

Budget Overview

FY 2012 Issues

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

FY 2012 Goals

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

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,512,187	$1,578,566	$1,465,001	$1,468,892	$1,496,547
Operations & Maintenance	1,351,083	1,669,423	1,601,776	1,274,723	1,254,479
Capital Outlay & Capital Acquisitions	51,981	35,000	120,720	0	0
Transfer to Central Services Fund	93,080	0	0	0	0
Total Expenditures	**$3,008,331**	**$3,282,989**	**$3,187,497**	**$2,743,615**	**$2,751,026**
Revenues					
Recovered Costs	$4,675	$7,757	$(1,281)	$500	$500
Other Financing Sources	150	0	56,725	112,925	146,925
Total Revenues	**$4,825**	**$7,757**	**$55,444**	**$113,425**	**$147,425**
Total Local Tax Funding	**$3,003,506**	**$3,275,232**	**$3,132,053**	**$2,630,190**	**$2,603,601**
FTE Summary	**19.00**	**19.00**	**18.00**	**18.00**	**18.00**

General Services
Public Works

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Acquire tools and equipment to enable emergency response.				
• Assigned response personnel are equipped with personal protective gear	100%	100%	100%	100%
• Major emergency response equipment identified & acquired	100%	100%	100%	100%
• Required tools are stocked and available for emergency response.	100%	100%	100%	100%
Execute the comprehensive stormwater infrastructure, repair, maintenance and construction program				
• Capital construction requirements identified	100%	100%	100%	100%
• Capital stormwater repair and maintenance funds obligated	98%	100%	100%	100%
• Essential repair and maintenance requirements identified and executed	98%	100%	100%	100%
Objective: Provide awareness and emergency response training to 100% of assigned personnel.				
• Awareness training completed for all public works personnel	100%	100%	100%	100%
• Emergency response and incident management training completed for management personnel	100%	100%	100%	100%

General Services
Facilities Support

Description

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

Budget Overview

FY 2012 Issues

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

FY 2012 Goals

• Develop and execute major maintenance and repair programs for County-owned facilities. Implement cost-effective and timely technical solutions.
• Continue maintenance of County-owned facilities to ensure safe and healthy workspace to meet programmatic requirements.
• Acquire and manage, or terminate leased space to meet FY 2012 Board-funded user needs and schedules.
• Convert newly acquired facilities at 801 & 803 Sycolin Road to a Public Safety Complex.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$2,954,952	$2,995,142	$2,930,233	$3,022,919	$3,094,533
Operations & Maintenance	18,978,746	19,628,130	18,443,229	18,697,295	19,153,174
Capital Outlay & Capital Acquisitions	368,088	0	444,838	0	0
Transfer to General Debt Service Fund	0	0	0	0	502,532
Transfer to Central Services Fund	73,524	68,273	23,715	0	0
Total Expenditures	**$22,375,310**	**$22,691,545**	**$21,842,015**	**$21,720,214**	**$22,750,239**
Revenues					
Use Of Money & Property	$81,115	$67,634	$95,446	$77,624	$1,293,677
Charges For Services	0	1,440	3,533	2,790	0
Recovered Costs	99,555	107,196	100,154	84,100	101,000
Total Revenues	**$180,670**	**$176,270**	**$199,133**	**$164,514**	**$1,394,677**
Total Local Tax Funding	**$22,194,640**	**$22,515,275**	**$21,642,882**	**$21,555,700**	**$21,355,562**
FTE Summary	**42.00**	**41.00**	**41.00**	**40.00**	**39.00**

General Services
Facilities Support

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Acquire and manage adequate leased space to support essential County programs and activities.				
• Acquire, build out, and occupy leased space without interruption or delay to County program activities	100%	100%	100%	100%
• Maintain average cost per square foot of leased space below $25.00	$21.63	$21.64	$23.00	$23.00
• Notify landlords of facility emergencies within one hour	100%	100%	100%	100%
• Notify landlords of routine/essential facility issues within one day of occupant notification	100%	100%	100%	100%
• Square feet of space leased by the County	421,868	415,880	422,000	384,000
Objective: Develop and execute major maintenance and repair programs for 148 County owned facilities.				
• Conduct assessments for County-owned facilities every five years (assess 20% of facilities annually)	100%	92%	100%	100%
• Execute 100% of identified CAPP projects during the fiscal year of funds appropriation	90%	94%	100%	100%
Objective: Repair and maintain County facilities to provide a safe, healthy and functional work environment.				
• Respond to emergency work requests within one hour	100%	100%	100%	100%
• Respond to routine/essential work requests within 48 hours	99%	100%	100%	100%
• Square feet of space maintained	1,213,250	1,214,160	1,390,160	1,612,090
• Unit cost per square foot of space maintained	$2.56	$2.59	$2.42	$2.69

General Services
Fleet Management

Description

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

Budget Overview

FY 2012 Issues

• The volatility of fuel prices is likely to continue to increase the operating costs of the County's vehicle fleet.
• The maintenance workload will exceed the resource capacity at the Vehicle Maintenance Facility as the combined County and School fleet continues to grow.
• The lack of dedicated satellite vehicle maintenance, fueling and parking sites in eastern Loudoun County will continue to affect both the County and School fleets.
• The continuing fiscal constraints necessitate extending the useful life of the fleet's vehicles and deferring the acquisition of replacement vehicles.

FY 2012 Goals

• Continue to assist the Department of Fire, Rescue and Emergency Management with the implementation of a Reserve Apparatus Fleet.
• Relocate the vehicle fueling site in eastern Loudoun County to a more accessible location that also provides parking for County and School vehicles.
• Continue to seek opportunities to restrain vehicle operating cost increases, contain capital replacement costs and increase the County's inventory of hybrid and alternative fuel vehicles.
• Establish an accessible vehicle fueling site in southern Loudoun County that also provides parking for County and School vehicles.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$657,534	$672,900	$591,957	$601,168	$665,622
Operations & Maintenance	428,470	533,008	217,568	172,213	230,172
Total Expenditures	**$1,086,004**	**$1,205,908**	**$809,525**	**$773,381**	**$895,794**
Revenues					
Recovered Costs	$70,678	$45,668	$46,603	$65,000	$55,000
Total Revenues	**$70,678**	**$45,668**	**$46,603**	**$65,000**	**$55,000**
Total Local Tax Funding	**$1,015,326**	**$1,160,240**	**$762,922**	**$708,381**	**$840,794**
FTE Summary	**8.48**	**10.00**	**10.00**	**9.00**	**10.00**

General Services
Fleet Management

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Increase the County's inventory of alternative fuel vehicles.				
• Flex-fuel (E85) vehicles in County Fleet	30	51	75	106
• Hybrid vehicles in County Fleet	35	48	39	55
Objective: Operate and maintain County fleet vehicles to provide safe transportation.				
• County fleet vehicles in service on period end date	1,131	1,112	1,238	1,116
• Execute 100% of identified emissions vehicle inspections	100%	100%	100%	100%
• Execute 100% of identified State vehicle inspections	100%	100%	100%	100%
Objective: Operate and maintain County non-public safety vehicles to provide cost effective transportation.				
• County non-public safety vehicles in service at period end	553	535	612	537
• Limit fleet vehicle maintenance downtime to less than 2%	1.62%	1.78%	1.99%	1.99%
• Maintain fleet-wide cost per mile below $0.20 for maintenance	$0.21	$0.17	$0.19	$0.19
Objective: Operate and maintain County public safety vehicles to provide cost effective transportation.				
• County public safety vehicles in service at period end	597	578	626	579
• Limit public safety vehicle maintenance downtime to less than 2%	2.22%	2.03%	1.99%	1.99%
• Maintain public safety cost/mile below $0.20 for maintenance	$0.21	$0.22	$0.19	$0.19

General Services

Management Support Services

Description

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

Budget Overview

FY 2012 Issues

• The increasing cost of energy, the opening of new County facilities, and increasing service demands on all programs continue to escalate the cost of operating facilities.
• The use of technology to automate administrative tasks is critical for current staff to keep pace with the management workload of a department with expanding responsibilities.
• The service demands will exceed the resource capacity of the mail distribution program as the inventory of occupied County facilities continues to expand.

FY 2012 Goals

• Continue to assist agencies' migration to centrally archived county-wide records management.
• Restrain energy costs in a volatile energy market.
• Maintain fiscal controls while meeting increased service demands and complying with added regulatory oversight.
• Maximize surplus property and mail distribution program efficiencies while meeting expanding service requirements.

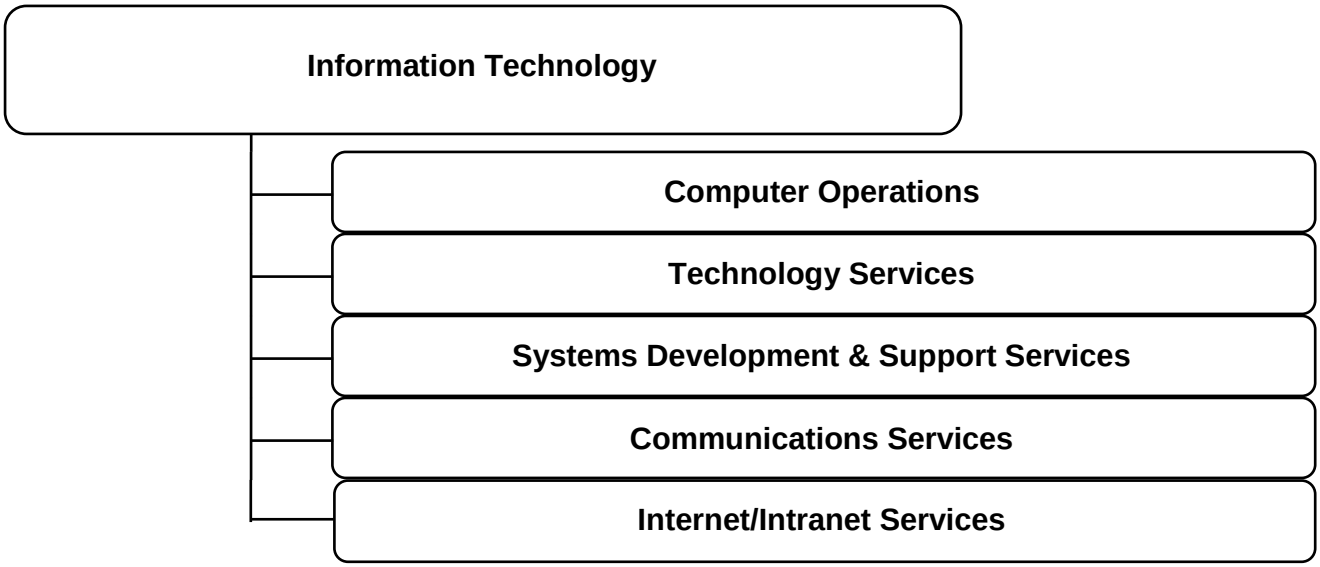
Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$890,536	$856,732	$856,443	$853,918	$877,537
Operations & Maintenance	87,030	112,446	78,122	105,577	102,099
Capital Outlay & Capital Acquisitions	13,400	0	0	0	0
Total Expenditures	**$990,966**	**$969,178**	**$934,565**	**$959,495**	**$979,636**
Revenues					
Miscellaneous Revenue	$70,531	$68,580	$124,158	$70,000	$75,000
Other Financing Sources	672	0	14	0	0
Total Revenues	**$71,203**	**$68,580**	**$124,172**	**$70,000**	**$75,000**
Total Local Tax Funding	**$919,763**	**$900,598**	**$810,393**	**$889,495**	**$904,636**
FTE Summary	**12.00**	**10.00**	**9.00**	**9.00**	**9.00**

General Services

Management Support Services

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Increase both number of centrally-archived records stored at County Records Center by 6% per year and County government participation to minimize County records stored in agencies' office space.				
• Annual Inventory of records boxes stored at Centralized Record Center	10,566	11,757	13,750	15,000
• Number of County Divisions Participating in the Program	37	38	43	45
• Percentage increase in participation	2.78%	2.70%	7.50%	7.50%
• Percentage increase of record boxes stored at Central Records	17.50%	11.27%	10.00%	10.00%
Objective: Increase the number of surplus property items internally reallocated (re-purposed) to other County Agencies and maximize the revenue from the public resale of County surplus property.				
• Number of in-store items disposed	59	33	50	50
• Number of in-store sales	5,289	5,108	5,000	5,000
• Number of on-line auctions	513	429	500	500
• Number of repurposed/reallocated items	727	853	900	900
• Percentage of items reallocated/re-purposed and/or sold	99.10%	99.49%	99.20%	99.50%
• Revenue from in-store sales	$44,614	$86,953	$42,000	$42,000
• Revenue from on-line auctions	$208,539	$251,898	$215,000	$215,000
• Value of items re-purposed to another County agency	$23,763	$13,662	$22,000	$20,000
Objective: Operate and maintain County facilities to minimize annual energy cost increases.				
• Energy cost per square foot of maintained space	$2.93	$2.16	$3.11	$3.00
• Total cost of energy for all County maintained facilities	$3,558,332	$3,715,869	$4,321,700	$4,322,000

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 (Schools).

Description

DIT provides information, office automation, and communications systems and services to the departments of the County government and Public School System and radio services to the County's public safety agencies and volunteers. Assistance and services are also provided to the County's incorporated Towns and County staff that use state provided equipment and networks. The department provides services on a 24-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 maintenance; systems development; network management; video services; teleworking services; radio communications; voice and data communications; copying, printing and imaging systems; and Help Desk services. The Department's services are provided through five programs. Voice communications, copying services, and imaging services are funded through the Central Services fund.

Budget Overview

FY 2012 Issues

• Department will implement a new Computer Aided Dispatch System for the public safety emergency communications operations while also relocating the Emergency Communications Center to a new facility.
• The technology based service delivery needs of County and Public School agencies and departments will be addressed with increasingly scarce resources.
• Technology changes, the increasing mobile and virtual workforce, and changing demands require that DIT search out and implement new technologies.
• Department will implement the replacement core financial, administrative and revenue systems while simultaneously maintaining the operational status of existing systems.
• Community and County government broadband communications services require improvement in services and availability to ensure the continued vitality and growth of the community.
• Federal Communications Commission (FCC) rulings require completion of Public Safety Radio System rebanding in FY 2012.
• One third of the information technology staff will be eligible for retirement within four years which will result in the loss of institutional knowledge and some required legacy Information Technology skills.
• Department will maintain the secure and reliable 24-hours per day operation of County servers with reduced staffing and high servers to support staff ratios.

FY 2012 Major Goals

• Expand the wide area communications network to include eight additional Public School and County government facilities.
• Procure and begin implementation of new core financial, administrative and revenue systems.
• Effectively manage the provision of required technology based services with increasingly scarce resources.
• Continue implementation of County-wide document imaging.
• Continue the rebanding of the Public Safety Radio System to new frequencies to meet the FY 2012 FCC deadline.
• Implement the web based version of the Public Schools' Student Information System.
• Continue facilitation of expanding and enhancing broadband services to citizens and businesses with emphasis on western Loudoun.
• Procure and initiate implementation of a new Computer Aided Dispatch System.
• Complete the implementation of the National Capitol Region network (NCR net).

FY 2011 Major Achievements

• Expanded the wide area communications network to include six additional Public School and County government facilities.
• Implemented a new and upgraded Public Safety Radio System.
• Performed requirements definitions, developed and issued RFP's, evaluated responses, and selected vendors for replacement of the core financial, administrative and revenue systems.
• Initiated implementation of the County network's connection to the NCR net.
• Initiated implementation of the upgrade to the backup Emergency Communications Center.
• Completed virtualization of 94 computer servers.

Information Technology

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$9,228,446	$9,461,458	$9,319,847	$9,590,777	$9,953,790
Operations & Maintenance	8,604,959	8,219,710	6,265,968	6,524,228	8,301,188
Capital Outlay & Capital Acquisitions	2,985,039	674,501	678,783	31,000	39,000
Total Expenditures	**$20,818,444**	**$18,355,669**	**$16,264,598**	**$16,146,005**	**$18,293,978**
Revenues					
Other Local Taxes	$2,653,953	$2,440,703	$2,435,437	$2,630,000	$2,527,800
Miscellaneous Revenue	17,157	0	0	0	0
Recovered Costs	109,381	0	0	0	0
Federal Categorical Aid	0	0	921,969	0	0
Other Financing Sources	110,000	0	0	0	0
Total Revenues	**$2,890,491**	**$2,440,703**	**$3,357,406**	**$2,630,000**	**$2,527,800**
Local Tax Funding	**$17,927,953**	**$15,914,966**	**$13,829,161**	**$13,516,005**	**$15,766,178**
FTE Summary	**84.39**	**86.39**	**84.39**	**84.19**	**84.19**

FY 2012 Board Action

The FY 2012 Adopted Fiscal Plan for the Department of Information and Technology includes an increase of $2,250,173 in local tax funding, most of which relates to increased maintenance contract expenditures on systems. Personnel increases for benefits and cost of living adjustments per the Board adopted budget policy are included.

Budget History

FY 2008 Mid-Year: 2.00 FTE were transferred from Parks, Recreation and Community Services.

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

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

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

Information Technology

Expenditures by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Computer Operations	$5,175,167	$4,539,257	$4,613,710	$4,734,178	$5,407,319
Technology Services	5,259,776	4,864,713	3,626,314	3,467,598	3,497,165
Systems Development & Support Services	6,190,791	6,361,468	5,843,754	5,836,888	6,077,240
Communications Services	3,570,585	1,982,164	1,603,917	1,510,416	2,675,373
Internet/Intranet Services	622,125	608,067	576,903	596,925	636,881
Total Expenditures	**$20,818,444**	**$18,355,669**	**$16,264,598**	**$16,146,005**	**$18,293,978**

Revenues by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Computer Operations	$110,000	$0	$0	$0	$0
Technology Services	0	0	921,969	0	0
Communications Services	2,780,491	2,440,703	2,435,437	2,630,000	2,527,800
Total Revenues	**$2,890,491**	**$2,440,703**	**$3,357,406**	**$2,630,000**	**$2,527,800**

Local Tax Funding by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Computer Operations	$5,065,167	$4,539,257	$4,613,710	$4,734,178	$5,407,319
Technology Services	5,259,776	4,864,713	3,626,314	3,467,598	3,497,165
Systems Development & Support Services	6,190,791	6,361,468	5,843,754	5,836,888	6,077,240
Communications Services	790,094	(458,539)	(831,520)	(1,119,584)	147,573
Internet/Intranet Services	622,125	608,067	576,903	596,925	636,881
Total Local Tax Funding	**$17,927,953**	**$15,914,966**	**$13,829,161**	**$13,516,005**	**$15,766,178**

Staffing Summary by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Computer Operations	18.53	18.53	18.18	19.18	19.18
Technology Services	18.38	18.38	20.38	19.38	19.38
Systems Development & Support Services	40.48	42.75	39.10	38.90	38.90
Communications Services	2.00	2.00	2.00	2.00	2.00
Internet/Intranet Services	5.00	4.73	4.73	4.73	4.73
Total FTE	**84.39**	**86.39**	**84.39**	**84.19**	**84.19**

Information Technology
Computer Operations

Description

This program is responsible for the operation of the County's data center, which consists of three major functions: computer operations, systems programming, and information security. Computer operators perform computer console operations, print and distribute reports, and back up the major computers and over 300 network file servers to centralized tape storage equipment. The systems programming function is responsible for administering the County's email system and ensuring that the software operating systems for the major computers are operational and up to date. This requires the monitoring of system performance, installation of new software releases, fixing "bugs," and problem solving. Computer Operations is also responsible for the development and administration of the County's information technology security program and policies including maintaining all Microsoft Windows operating systems at current patch levels. The security policies define the information and systems security responsibilities of DIT and the departments that use County networks and over 195 major County government and School information systems.

Budget Overview

FY 2012 Issues

• The Department will ensure the secure and dependable 24-hours per day operation of the mainframe computer with reduced staff resources.
• The Department will ensure the secure and dependable 24-hours per day operation of Windows servers with staffing at approximately 50% below the national average.
• The Department will maintain a secure and operational County government technology infrastructure in an environment of increasing threats.
• The Department will plan for the transition from a mainframe computer operational environment to a Windows server environment.

FY 2012 Goals

• Minimize the County's risk to SPAM, computer viruses, and other network/server nuisances and threats.
• Maintain 99% availability of the County's major computer systems.
• Continue FY 2011 initiatives to virtualize Windows servers to save energy costs.
• Begin the migration from mainframe based computer operations through the initiative to replace the County's core financial systems.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$2,016,914	$1,963,574	$2,102,162	$2,158,495	$2,236,543
Operations & Maintenance	2,578,555	2,200,126	2,296,765	2,575,683	3,170,776
Capital Outlay & Capital Acquisitions	579,698	375,557	214,783	0	0
Total Expenditures	**$5,175,167**	**$4,539,257**	**$4,613,710**	**$4,734,178**	**$5,407,319**
Revenues					
Other Financing Sources	$110,000	$0	$0	$0	$0
Total Revenues	**$110,000**	**$0**	**$0**	**$0**	**$0**
Total Local Tax Funding	**$5,065,167**	**$4,539,257**	**$4,613,710**	**$4,734,178**	**$5,407,319**
FTE Summary	**18.53**	**18.53**	**18.18**	**19.18**	**19.18**

Information Technology
Computer Operations

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Acquire, install, and support all new finance systems' related hardware and software environments.				
• Initiative 1: Real Property Assessments	n/a	n/a	25%	100%
• Initiative 2: Tax	n/a	n/a	0%	70%
• Initiative 3: Enterprise Resource Management (ERP)	n/a	n/a	0%	50%
Objective: Manage SPAM, contain viruses and other email related threats.				
• Email delivered	17,302,567	19,008,817	19,553,964	20,140,582
• Email received	50,348,620	31,518,703	43,308,616	34,238,989
• FTEs gained as a result of minimized spam and malicious email[1]	23.55	8.83	16.92	10.04
• Threats removed	33,066,045	12,399,628	23,754,652	14,098,407
Objective: Maintain operational availability of all major computer systems.				
• Major computer availability	100%	100%	98%	98%
• Percentage of windows servers virtualized	n/a	n/a	30%	50%
• Windows servers virtualized	56	91	75	125
Objective: Update disaster recovery plans, procedures and acquire equipment.				
• Establish disaster recovery plan[2]	n/a	30%	30%	35%
• Implement disaster recovery plan	n/a	50%	50%	50%
• Update disaster recovery priorities	75%	70%	70%	85%

[1] Industry statistics show that 5 to 15 seconds are required to open, read, and dispose of SPAM and malicious email. Based on a conservative 5 second average, 10.00 FTE will be gained in FY 2012 by the automatic identification of an estimated 14 million pieces of malicious or SPAM mail that will enter the County's email gateway, but will not be delivered.

[2] This was a new measure for FY 2010; prior year history is not available.

Information Technology

Technology Services

Description

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

Budget Overview

FY 2012 Issues

• The Department will ensure effective technical and fiscal management of program operations with limited resources.
• The Department will ensure effective operation of the County's data and telephone networks with limited resources.
• The Department will maintain the functional usability of personal computers that have been extended to a six year replacement cycle.
• The Department will ensure that the first year of County use of the National Capitol Region's broadband network (NCR net) is operationally effective.
• The Department will provide vision and leadership for evaluating and implementing proven emerging technologies solutions.

FY 2012 Goals

• Provide a reliable and secure technology infrastructure and ensure effective technical and fiscal management.
• Continue to upgrade core legacy telephone equipment and contemporary Voice Over Internet Protocol (VOIP) capable systems where economically feasible.
• Expand the County network to eight new County government and Public School facilities.
• Commence utilization of the National Capitol Region's broadband network (NCR net).
• Expand the County network to eight new or renovated County/School facilities.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,870,351	$1,916,893	$1,921,173	$2,006,685	$2,078,764
Operations & Maintenance	2,881,859	2,737,137	1,385,816	1,438,913	1,388,401
Capital Outlay & Capital Acquisitions	507,566	210,683	319,325	22,000	30,000
Total Expenditures	**$5,259,776**	**$4,864,713**	**$3,626,314**	**$3,467,598**	**$3,497,165**
Revenues					
Federal Categorical Aid	$0	$0	$921,969	$0	$0
Total Revenues	**$0**	**$0**	**$921,969**	**$0**	**$0**
Total Local Tax Funding	**$5,259,776**	**$4,864,713**	**$3,626,314**	**$3,467,598**	**$3,497,165**
FTE Summary	**18.38**	**18.38**	**20.38**	**19.38**	**19.38**

Information Technology
Technology Services

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Add new County government and public school facilities to County Network.				
• Customer satisfaction rating for network services	94%	96%	95%	95%
• Number of planned new networked facilities	9	2	6	8
• Percent of new School/County connections completed	100%	100%	100%	100%
Objective: Close 50% of Help Desk Non-Hardware Calls on Initial Contact.				
• Calls closed on initial contact	10,821	13,933	12,600	14,000
• Calls closed per help desk staff	3,751	2,943	3,150	3,800
• Customer satisfaction rating for help desk services	96%	96%	95%	95%
• Help desk calls closed on initial contact	75%	51%	60%	54%
• Help desk calls received	23,180	23,105	21,000	26,000
Objective: Close 90% of service call requests within 48 hours.				
• Calls opened	23,180	23,105	21,000	26,000
• Customer satisfaction rating for pc/printer support services	95%	92%	95%	95%
• Number desktops maintained per system engineer	471	492	503	507
• Number of calls closed within 48 hours	17,756	16,884	15,750	18,000
• Number of desktops maintained	3,299	3,445	3,521	3,551
• Percentage of calls closed within 48 hours	76%	73%	75%	76%
Objective: Upgrade networks.				
• Planned upgrades accomplished	2	2	2	2

Information Technology
Systems Development & Support Services

Description

The Systems Development and Support Program provide services for support of existing information systems and the development of new systems. Systems analysis and design, computer programming, and database administration services are provided to 38 County government departments, the Offices of the County Administrator, County Attorney, and Board of Supervisors; the Courts; and the Public School System. Over 189 major information systems and subsystems are utilized by the County government and Schools and are maintained and supported by this program. Services are provided through six staff teams assigned to two of DIT's operating divisions.

Budget Overview

FY 2012 Issues

• The Department will implement new core finance systems while supporting existing information systems with decreased staff resources and staff turnover caused by retirements.
• The Department will maintain the correct mix of staff with legacy skills and institutional knowledge and staff with new skills in an environment where one third of the Information Technology staff can retire within the next four years.
• The Department will improve project management and systems development practices and procedures to continue compliance with the financial auditor's recommendations, ensure a safe and effective systems development and support environment.

FY 2012 Goals

• Completion of 90% of systems development projects (estimated at more than three days to complete) on time.
• Maintain the operational and productive status of existing information systems.
• Award contracts, develop a project timeline, and initiate implementation of new County core financial systems.
• Initiate implementation of an upgraded software release of the Public Schools' Student Information System.
• Procure and begin implementation of a new Computer Aided Dispatch System.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$4,615,740	$4,840,860	$4,555,312	$4,682,317	$4,855,019
Operations & Maintenance	1,160,687	1,449,168	1,276,370	1,154,571	1,222,221
Capital Outlay & Capital Acquisitions	414,364	71,440	12,072	0	0
Total Expenditures	**$6,190,791**	**$6,361,468**	**$5,843,754**	**$5,836,888**	**$6,077,240**
Total Local Tax Funding	**$6,190,791**	**$6,361,468**	**$5,843,754**	**$5,836,888**	**$6,077,240**
FTE Summary	**40.48**	**42.75**	**39.10**	**38.90**	**38.90**

Information Technology
Systems Development & Support Services

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Public Safety Computer Assisted Dispatch (CAD) replacement[1]				
• Develop RFP specifications and procure system	n/a	n/a	80%	100%
• Implementation of system[2]	n/a	n/a	n/a	30%
• Requirements analysis; select consulting firm	n/a	n/a	100%	100%
Objective: Implement new or upgraded systems[1]				
• Award vendor contracts for new core County financial systems	n/a	n/a	66%	100%
• Develop detailed project plan and timeline for finance systems	n/a	n/a	66%	100%
• Implement new core financial systems	n/a	n/a	10%	30%
• Implement the upgraded Student Information System	n/a	n/a	5%	100%
Objective: Maintain the operational status of the existing County Government and Public Schools' information systems and provide support to staff.				
• Number of existing systems	159	177	180	195
• Percent of total systems development resources required for systems maintenance and County staff support	47%	44%	50%	45%
Objective: Provide timely systems development and enhancement services to Schools.				
• Annual demand of project requests for Schools	270	285	250	275
• Number of projects completed for Schools	195	217	180	195
• Number of projects pending at year end for Schools	75	68	70	80
• Percent of projects/tasks completed on time for Schools	90%	92%	86%	86%
• Existing capacity by work month resources for Schools	54.88	51.95	54.88	51.00
• Average work months per completed project for Schools	0.28	0.24	0.30	0.26
• Unmet annual demand, in work months, for Schools	21.11	16.28	21.00	20.80

[1] This was a new objective for FY 2011; prior year history is not applicable.
[2] The implementation of the system will not begin until FY 2012; prior year history is not applicable.

Information Technology

Systems Development & Support Services

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Provide timely systems development and enhancement services to County Government.				
• Annual volume of project requests for County Government	563	493	500	400
• Number of projects completed for County Government	281	225	220	180
• Number of projects pending at year end for County Government	282	268	280	220
• Percent of projects/tasks completed on time for County Government	87%	87%	83%	87%
• Existing capacity by work month resources for County Government	129.10	135.74	121.80	133.32
• Average work months per completed project for County Government	0.46	0.60	0.55	0.74
• Unmet annual demand, in work months, for County Government	129.57	161.69	154.00	162.80

Information Technology
Communications Services

Description

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

Budget Overview

FY 2012 Issues

• The Department will reband the public safety radio frequencies because of Federal Communications Commission rulings.
• The Department will ensure the maintenance and operation of critical power, HVAC, security and other environmental and technological systems at the Information Technology Center and radio tower sites required to provide 24 hours a day, seven days a week information technology and radio communications throughout the County.
• The Department will help to relocate and expand the E-911 Emergency Communications Center.

FY 2012 Goals

• Support the activities related to conversion of the public safety radio system frequencies to the new 800 MHz radio frequencies scheduled for completion in FY 2012.
• Complete the implementation of Phase II of the new Public Safety Radio System.
• Maintain 99.9% functional availability of the Public Safety Radio System.
• Initiate activities to support the relocation of the E-911 Emergency Communications Center.
• Support the activities related to the implementation of a new Computer Aided Dispatch System.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$217,001	$224,541	$227,506	$224,635	$241,200
Operations & Maintenance	1,883,881	1,754,510	1,243,808	1,276,781	2,425,173
Capital Outlay & Capital Acquisitions	1,469,703	3,113	132,603	9,000	9,000
Total Expenditures	**$3,570,585**	**$1,982,164**	**$1,603,917**	**$1,510,416**	**$2,675,373**
Revenues					
Other Local Taxes	$2,653,953	$2,440,703	$2,435,437	$2,630,000	$2,527,800
Miscellaneous Revenue	17,157	0	0	0	0
Recovered Costs	109,381	0	0	0	0
Total Revenues	**$2,780,491**	**$2,440,703**	**$2,435,437**	**$2,630,000**	**$2,527,800**
Total Local Tax Funding	**$790,094**	**$(458,539)**	**$(831,520)**	**$(1,119,584)**	**$147,573**
FTE Summary	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**

Information Technology
Communications Services

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Maintain the public safety radio system at 99.99% availability.				
• 800 MHz System availability	100.00%	100.00%	99.99%	99.99%
• Public Safety Radio System upgrade implementation	40%	90%	90%	95%
Objective: Reband and implement Phase II (P25) Open Standard for the Public Safety Radio System.				
• Implement Phase II (P25) Open Standard	n/a	n/a	0%	25%
• Reband the Public Safety Radio System	50%	70%	90%	95%
Objective: Support the relocation of the E911 Emergency Communications Center.				
• Prepare necessary planning documents	n/a	n/a	10%	100%
• Procurement of equipment and services, and implementation	n/a	n/a	n/a	80%

Information Technology
Internet/Intranet Services

Description

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

Budget Overview

FY 2012 Issues

• The Department will seek opportunities to work with other departments and agencies to implement efficiency improvement changes to internal County government processes through improved utilization of office technologies.
• The increasing requirements for county website content management and 24 hours per day/7 days per week operational support requires redevelopment of the website and implementation of greater operational support.
• The Department will maintain website compliance with the Americans with Disabilities Act (ADA) as required.
• The Department will maintain 24 hours per day/7days per week operations of existing systems with static or declining resources and demands for new systems and services.
• The new financial, tax and assessment systems may require a redevelopment/reconfiguration effort. The level of effort will depend upon the selected system. This effort will need to be done without an increase in resources.

FY 2012 Goals

• Develop new methods and techniques to continue to provide a first class level of service without increasing the personnel resources required.
• Expand the use of public meeting web casting and newsletter subscription to enhance information delivery to the public.
• Expand the document imaging and management system with integration to existing information systems.
• Maintain 24 hours per day/7 days per week operation of County web based systems and services.
• Implement four new web based services and systems for County departments.
• Restructure and implement a redesigned county website using outsourced website hosting services.
• Expand the "included" modules of the new Content Management System to replace costly stand-alone systems or increase the level of service provided by the County.

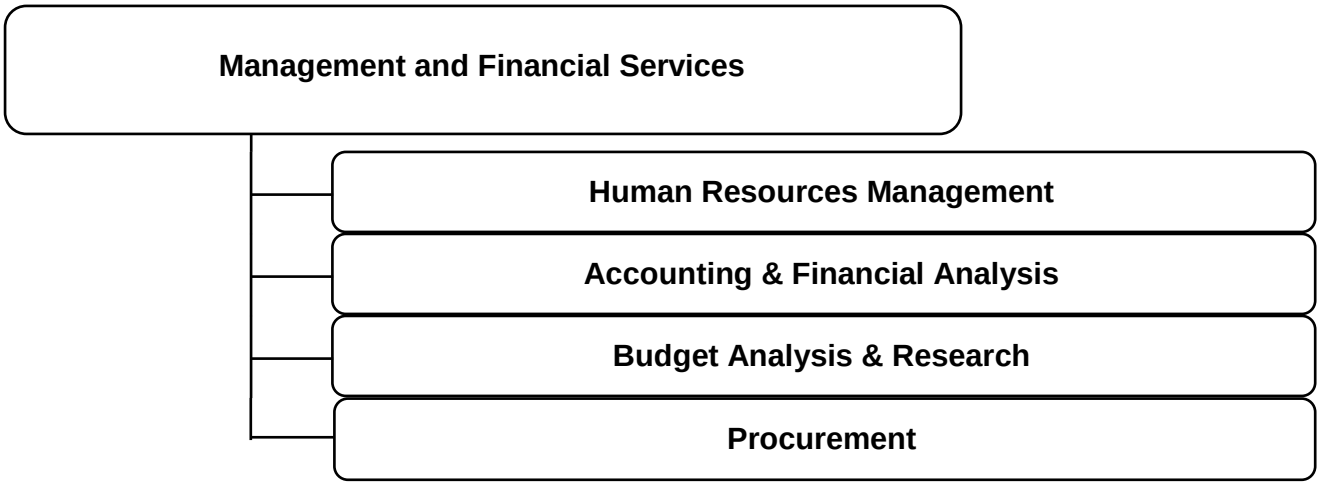
Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$508,440	$515,590	$513,694	$518,645	$542,264
Operations & Maintenance	99,977	78,769	63,209	78,280	94,617
Capital Outlay & Capital Acquisitions	13,708	13,708	0	0	0
Total Expenditures	**$622,125**	**$608,067**	**$576,903**	**$596,925**	**$636,881**
Total Local Tax Funding	**$622,125**	**$608,067**	**$576,903**	**$596,925**	**$636,881**
FTE Summary	**5.00**	**4.73**	**4.73**	**4.73**	**4.73**

Information Technology
Internet/Intranet Services

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Increase/enhance services for residents and County employees using web technology.				
• Implement a new County website[1]	n/a	n/a	n/a	90%
• Monthly internet user sessions on County website	321,025	342,261	350,000	350,000
• Monthly staff user sessions of the County Intranet	337,867	332,838	345,000	380,000
• Number of applications/systems maintained	74	74	76	80
• Number of new applications/systems developed	4	1	4	0
Objective: Implement enterprise document management/imaging.				
• Number of departments utilizing document enterprise imaging	7	8	10	11
• Number of government center departments to implement	23	22	20	19
• Project to replace legacy accounting/imaging system	99%	99%	100%	100%
Objective: Implement webcasting of public meetings and programs				
• Number of webcasts	32	40	38	45

[1] In FY 2012, a new County website will be implemented.

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

Budget Overview

FY 2012 Issues

• The County government has responded to continuing population growth and changing demographics by actively managing enhancements to County services and a substantial capital program. Proliferation in the number of programs and capital projects places a growing demand on department staff.
• Recent staff turnover, with its corollary impact on training and productive capacity, will require additional training and workload adjustments for several divisions.
• Management of Countywide benefit and self-insurance programs continues to represent a challenge as market-wide pressures underscore the need for innovative cost management.
• The County's financial and human resources systems and the technology upon which they were built have been pushed far beyond their useful life cycle. Most of the legacy systems are not supported by the original vendor and must be maintained by DIT support personnel. External support arrangements for other systems have, in some cases, deteriorated from lack of qualified resources.
• With the economic crisis and related budget ramifications, recruitment and retention of a high performing, continuous learning workforce remains a top priority. Focus on employee development must continue if Loudoun County is to remain an employer of choice in the DC metro region.
• The rising costs of benefits, particularly health insurance, have required and will continue to require innovative solutions to minimize increased costs to the County as well as to employees. The goals are to motivate employees to utilize the County's network providers to take advantage of the County's award winning wellness program.

FY 2012 Major Goals

• Manage the debt issuance process and maintain the debt limits set by the Board of Supervisors.
• Install financial management subsystems in other departments to aid in the automation of the General Government.
• Continue to expand the Board of Supervisors' initiative on grants management.
• Manage the County's insurance programs to provide maximum cost effectiveness and benefit.
• Implement employee training programs that are focused on a core competency training model with e-training initiatives, project management training and Spanish language training. A continued customer service focus will enhance service delivery to residents.
• Continue the expansion and participation in the Public/Private Partnership of Education Facilities program for the County.
• Award of contract for the replacement of the current financial system and human resources system.
• Engage the workforce to take advantage of our award winning wellness program.
• Implement comprehensive risk management programs and safety measures.

FY 2011 Major Achievements

• Successfully recruited 692 new employees (184 regular employees, 508 temporary employees) in order to provide high quality service delivery to residents.
• Received Distinguished Budget Presentation Award and Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers' Association for the FY 2011 Adopted Budget document and the FY 2009 Comprehensive Annual Financial Report.
• Received the American Heart Association Gold Start! Fit-Friendly Award in April 2010 for the third year in a row. The County's Wellness Program has improved employee use of preventive care options as well as decreased health care costs and disease trends.
• Successfully procured and implemented new Flexible Spending Accounts (FSA), COBRA Health Insurance and Retiree Billing vendor which will improve efficiencies and reduce administrative costs.
• Processed 697 residential and commercial appeals were submitted to the Board of Equalization (BOE) with 625 appeals being heard in 2010.

Management and Financial Services

• Earned Achievement of Excellence in Procurement Award for 2010 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.
• Issued $89.1 million of general obligation refunding bonds at a true interest cost of 3.64% by taking advantage of favorable market conditions. The overall savings to taxpayers was $4.0 million.
• Assist the Board of Supervisors with the redistricting process, including the integration of the 2010 census information.

Management and Financial Services

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$6,883,801	$6,799,321	$6,564,959	$6,762,031	$6,859,303
Operations & Maintenance	3,622,787	3,460,734	3,070,408	3,699,991	3,920,709
Transfer to Self Insurance Fund	0	0	793,923	0	0
Total Expenditures	**$10,506,588**	**$10,260,055**	**$10,429,290**	**$10,462,022**	**$10,780,012**
Revenues					
Use Of Money & Property	$153,818	$103,827	$70,848	$0	$0
Charges For Services	261	231	252	0	0
Miscellaneous Revenue	108,117	58,202	147,345	38,700	38,700
Recovered Costs	30,819	51	8,979	0	0
State Shared Expenses	39,706	0	0	0	0
Other Financing Sources	193,431	637,086	550,895	271,028	279,821
Total Revenues	**$526,152**	**$799,397**	**$778,319**	**$309,728**	**$318,521**
Local Tax Funding	**$9,980,436**	**$9,460,658**	**$9,650,971**	**$10,152,294**	**$10,461,491**
FTE Summary	**75.64**	**76.84**	**77.84**	**77.84**	**76.84**

FY 2012 Board Action

The FY 2012 Adopted Fiscal Plan for Management and Financial Services includes the reallocation of countywide tuition reimbursement of $220,000 from personnel expenditure to operations and maintenance expenditure. Personnel increases for benefits and cost of living adjustments per the Board adopted budget policy are included.

Budget History

FY 2008: Mid-Year: 2.00 FTE were transferred from Parks, Recreation & Community Services to Budget and Research & Analysis for staff support. A 1.00 FTE support position for the Board of Equalization was reassigned to Management & Financial Services to provide continued service for that function.

FY 2009: The Board reduced 1.00 FTE for a grant specialist and 0.80 FTE for a human resource administrative assistant.

FY 2009 Mid-Year: 1.00 FTE for a capital specialist transferred to the Office of Capital Construction and 1.00 FTE for a policy analyst transferred from County Administration.

FY 2010: 5.00 FTEs were reduced from Human Resources Management, Procurement, and Budget Analysis and Research with an associated decrease in local tax funding of $502,000, as well as a $238,000 reduction to the employee awards program, eCivis grants management contract, and the management intern program. Six approved, unfunded, vacant, and frozen positions were removed from the department where previously assigned, and were held in the Human Resources Division until reassignment is made.

FY 2010 Mid Year: 1.00 FTE transferred from Building and Development into Budget Analysis and Research for grants management. Human Resources Management operations absorbed Human Resources Training.

FY 2011 Mid-Year: 1.00 FTE from Human Resources Management Operations transferred to the Parks, Recreation and Recreation Services.

Management and Financial Services

Expenditures by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Human Resources Management	$4,495,176	$3,939,903	$5,121,394	$5,175,743	$5,303,054
Accounting & Financial Analysis	3,179,963	3,645,572	2,529,807	2,433,892	2,432,962
Budget Analysis & Research	1,789,168	1,582,040	1,729,467	1,719,111	1,868,472
Procurement	1,042,281	1,092,540	1,048,622	1,133,276	1,175,524
Total Expenditures	**$10,506,588**	**$10,260,055**	**$10,429,290**	**$10,462,022**	**$10,780,012**

Revenues by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Human Resources Management	$30,819	$0	$100,740	$0	$0
Accounting & Financial Analysis	288,557	801,854	650,768	120,000	120,000
Procurement	206,776	(2,457)	26,811	189,728	198,521
Total Revenues	**$526,152**	**$799,397**	**$778,319**	**$309,728**	**$318,521**

Local Tax Funding by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Human Resources Management	$4,464,357	$3,939,903	$5,020,654	$5,175,743	$5,303,054
Accounting & Financial Analysis	2,891,406	2,843,718	1,879,039	2,313,892	2,312,962
Budget Analysis & Research	1,789,168	1,582,040	1,729,467	1,719,111	1,868,472
Procurement	835,505	1,094,997	1,021,811	943,548	977,003
Total Local Tax Funding	**$9,980,436**	**$9,460,658**	**$9,650,971**	**$10,152,294**	**$10,461,491**

Staffing Summary by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Human Resources Management	26.61	27.31	32.56	32.14	30.81
Accounting & Financial Analysis	22.80	21.30	20.55	20.13	19.80
Budget Analysis & Research	13.20	14.70	12.45	13.54	14.20
Procurement	13.03	13.53	12.28	12.03	12.03
Total FTE	**75.64**	**76.84**	**77.84**	**77.84**	**76.84**

Management and Financial Services

Human Resources Management

Description

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

Budget Overview

FY 2012 Issues

• Despite the economy, the County remains in a challenging position to attract and retain a high performing workforce. Projected turnover of approximately 8% may result in a total recruitment of 250 regular County positions, in addition to a multitude of recruitments for temporary staff recruitments.
• Meeting the demands of a workforce with expectations of professional development opportunities, competitive pay and benefits package, and reasonable workload assignments will be a challenge given the growth and service demands the County faces in concert with expected reductions in County-wide operational funding for FY 2012.
• Developing staff to prepare the County for the increasing number of retirements and subsequent loss of institutional knowledge is a high priority.
• Management of County-wide benefit and self-insurance programs continues to represent a challenge as market-wide pressures underscore the need for cost management. The rising costs of benefits, particularly healthcare, have required and will continue to require innovative solutions to minimize increased costs to the County and our employees.
• Identification of risk management concerns and evaluation of current safety programs for minimizing exposure and future costs continue to be a high priority.

FY 2012 Goals

• Attract and retain high performing workforce.
• Evaluate employee performance management program.
• Manage the County's insurance programs to provide maximum cost effectiveness and benefit.
• Continue to implement comprehensive risk management programs and safety measures.
• Evaluate training technology and seek opportunities to deliver training using a blended delivery format in a cost effective manner.
• Implement a crucial confrontations training program, as part of the Core Competency Training Model.
• Review and audit all automated files prior to implementation of new human resources system.
• Engage the workforce to take advantage of the County's award-winning wellness program.
• Increase outreach efforts with the workforce to encourage employees to take advantage of the mental health, legal and financial offerings of the Employee Assistance Program provider.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$2,581,106	$2,609,993	$2,556,420	$2,486,917	$2,343,928
Operations & Maintenance	1,914,070	1,329,910	1,771,051	2,688,826	2,959,126
Transfer to Self Insurance Fund	0	0	793,923	0	0
Total Expenditures	**$4,495,176**	**$3,939,903**	**$5,121,394**	**$5,175,743**	**$5,303,054**
Revenues					
Miscellaneous Revenue	$0	$0	$91,761	$0	$0
Recovered Costs	30,819	0	8,979	0	0
Total Revenues	**$30,819**	**$0**	**$100,740**	**$0**	**$0**
Total Local Tax Funding	**$4,464,357**	**$3,939,903**	**$5,020,654**	**$5,175,743**	**$5,303,054**
FTE Summary	**26.61**	**27.31**	**32.56**	**32.14**	**30.81**

Management and Financial Services
Human Resources Management

Performance Measures[1]	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Engage employees in risk management training activities.				
• Number of employee participants in risk management training initiatives	n/a	n/a	2,000	3,000[2]
Objective: The training of the staff increases the depth and breadth of HR knowledge. Training hours demonstrate the HR Division's commitment to continuous learning.				
• Percentage of HR staff with 20 hours of continuing education	n/a	65%	75%	75%
Objective: Achieve an average of a 3.5 on employee evaluations of learning offerings.				
• Learning Offering Evaluations	n/a	4.50	3.50	3.50
Objective: Maximize measure of employee satisfaction with HR Benefits customer service in order to be at a 3.75 rating on a 1-5 Likert scale.				
• Customer experience satisfaction survey for Benefits	n/a	n/a	3.75	3.75
Objective: Maximize measure of management satisfaction of HR Operation services to order to be at a 3.75 rating on a 1-5 Likert scale.				
• Customer experience satisfaction survey for HR Operations	3.56	n/a	3.75	3.75
Objective: Maximize recruitment efficiencies in processing first recruitment referrals to departments to average a three business day turnaround time.				
• Percentage first applicant referrals to departments within 3 business days	n/a	n/a	95%	95%
Objective: Maximize employee participation in wellness programs and employees receiving the wellness incentive.				
• Number of employee participants in wellness programs	2,438	2,431	2,350	2,350

[1] Measures with n/a for FY 2009 and FY 2010 are new for FY 2011.

[2] Risk management training is a part of a required e-learning training for all County employees.

Management and Financial Services

Accounting & Financial Analysis

Description

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

Budget Overview

FY 2012 Issues

• The County government response to population growth and the increasing demand for services by approving enhancements to County services and continuing the Capital Improvement Program (CIP) with the least financial impact to the citizens. The CIP for general government and the school system requires greater allocation of resources in order to maintain and/or reduce the County's cost of capital improvements.
• The staff will continue to monitor the Governmental Accounting Standard Board's various pronouncements to determine the future impact on the County's accounting and reporting requirements to include the Comprehensive Annual Financial Report (CAFR).
• The County government is the recipient of funding through the American Recovery and Reinvestment Act (ARRA) that requires additional detailed reporting and auditing with the Federal government.
• Implementation of new Enterprise Resource Planning (ERP) system will significantly impact the workload of the existing staff.
• The staff will continue to monitor outstanding debt and any debt refunding opportunities. Capital project financing and debt strategies that have the least impact on the Board's debt ratios will be recommended.
• Preliminary engineering estimates for Phase II of the Rail to Dulles project will be completed and staff will analyze this engineering study and provide recommendations to the Board.

FY 2012 Goals

• Continue migrating from payment of vendors by check to payment through the Automated Clearing House.
• Complete the conversion to an efficient document management system to streamline the vendor payment process.
• Manage the debt issuance process and maintain debt limits set by the Board of Supervisors.
• Install financial management sub-systems in other departments to aid in the automation of the general government.
• Implement GASB Pronouncements.
• Implementation of the new financial system to include the review and audit of all automated files prior to system conversion.
• Improve financial reporting through Crystal reports, to include implementation of departmental sign-offs on monthly revenue and expenditure reports.
• Achieve Government Finance Officers Association annual award for FY 2011 Comprehensive Annual Financial Report.

Management and Financial Services
Accounting & Financial Analysis

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,816,115	$1,838,241	$1,806,903	$1,854,168	$1,902,820
Operations & Maintenance[1]	1,363,848	1,807,331	722,904	579,724	530,142
Total Expenditures	**$3,179,963**	**$3,645,572**	**$2,529,807**	**$2,433,892**	**$2,432,962**
Revenues					
Use Of Money & Property	$153,818	$103,827	$70,848	$0	$0
Charges For Services	261	231	248	0	0
Miscellaneous Revenue	94,772	30,724	28,777	30,000	30,000
State Shared Expenses	39,706	0	0	0	0
Other Financing Sources	0	667,072	550,895	90,000	90,000
Total Revenues	**$288,557**	**$801,854**	**$650,768**	**$120,000**	**$120,000**
Total Local Tax Funding	**$2,891,406**	**$2,843,718**	**$1,879,039**	**$2,313,892**	**$2,312,962**
FTE Summary	**22.80**	**21.30**	**20.55**	**20.13**	**19.80**

[1] Risk and insurance expenditures were transferred to Human Resources in FY 2010.

Management and Financial Services
Accounting & Financial Analysis

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Maintain AAA bond rating with Moody's, Standard and Poor's and Fitch rating agencies.				
• County's Bond Rating - Fitch	AAA	AAA	AAA	AAA
• County's Bond Rating - Moody's	Aaa	Aaa	Aaa	Aaa
• County's Bond Rating - Standard & Poor's	AAA	AAA	AAA	AAA
Objective: Meet all financial obligations and maintain compliance with the Virginia Prompt Payment Act.				
• Maintain compliance with Prompt Payment Act	100%	100%	100%	100%
• Number of employee payments made	96,313	94,088	95,000	95,000
• Number of Operating Checks	103,886	91,980	92,000	92,000
Objective: Minimize the cost of borrowing to the County.				
• Net Debt issuance per year	$260,240,000	$92,863,000	$100,064,000	$181,506,000
• Number of debt issues	6	6	4	6
Objective: Develop timely and effective services from departments and specific vendors based on management direction and established priorities.				
• Customer service and vendor satisfaction rating (out of 5.00)[1]	n/a	n/a	4	4

[1] Measure is new for FY 2011.

Management and Financial Services

Budget Analysis & Research

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 staff and officials. This program also provides administrative, research and documentary support to the Board of Equalization (BOE) when in session and is the front 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 2012 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 using existing staff.
• 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 general government 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.
• Existing staff will need to actively participate in the procurement process, selection and implementation of the new County-wide financial, human resources and budgeting system. Implementation of new Enterprise Resource Planning (ERP) system will significantly impact the workload of the existing staff.
• Revenue estimates are more challenging to predict in the current economic environment.
• Support to the BOE is an unknown factor until the appeals are filed on June 1. The existing staff cannot handle workload alone and temporary staff has to be recruited if more than 1,000 appeals are submitted.
• Due to limited staff resources, BOE's interest in night meetings could be problematic.

FY 2012 Goals

• Work with County departments and the School system to successfully manage the FY 2011 budget and develop an FY 2013 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 demographic research topics and projects.
• Continue updates and improvements to the Board of Equalization's on-line system to improve efficiency of appeal process and reduce redundancy.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,493,883	$1,317,266	$1,206,339	$1,370,734	$1,520,095
Operations & Maintenance	295,285	264,774	523,128	348,377	348,377
Total Expenditures	**$1,789,168**	**$1,582,040**	**$1,729,467**	**$1,719,111**	**$1,868,472**
Total Local Tax Funding	**$1,789,168**	**$1,582,040**	**$1,729,467**	**$1,719,111**	**$1,868,472**
FTE Summary	**13.20**	**14.70**	**12.45**	**13.54**	**14.20**

Management and Financial Services

Budget Analysis & Research

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Development and support the Board of Equalization for public hearings to meet deadlines and State mandates.				
• Decision documentation (907) processed for appellants and BOE	100%	100%	100%	100%
• Number of appeals submitted	2,484	697	2,000	2,000
• Number of FOIA requested	11	5	10	10
• Number of packets prepared for hearing	1,347	625	2,000	2,000
• Number of public hearings scheduled and advertised	52	51	60	60
Objective: Develop timely and effective services for division clients from the Budget Office based on management direction and established priorities.				
• Overall Client Survey Satisfaction Rating (out of 5.00)	3.73	3.62	4.00	4.00
Objective: Develop internal advisory bodies, grants application procedures and information on current grant funded activities from the Budget Office. Identify new outside grant opportunities to help defray and augment County services by at least $1,000,000.				
• New Grant Opportunities	$18,792,000	$15,703,668	$3,000,000	$16,000,000
• Number of Employees Participating in Grant Training Programs	237	7	25	25
Objective: Provide quarterly revenue, expenditure analysis to County departments and management from the Budget Office and maintain a positive fiscal environment.				
• Budget Adjustments Processed	4,256	4,519	3,900	4,790
• Finance/Government Services Committee Updates	23	26	10	15

Management and Financial Services

Procurement

Description

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

To achieve the economical, efficient and effective acquisition of goods and services, Procurement prepares and issues formal, competitive solicitations; negotiates contracts; mediates contract disputes; and conducts vendor outreach programs. In addition, procurement staff advises the Board of Supervisors, County Administration, and departments 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 2012 Issues

• Procurement is affected by vacancies within the other departments as it relates to delegated purchasing authority. With a training period for delegated authority staff of about one year, turnover affects average staff workload dramatically and limits available time for process improvements and training.
• A number of legislative initiatives to require small, women owned, and minority (SWAM) programs, including set-asides, have been proposed in the recent sessions. It is anticipated they will again be proposed in the 2012 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 with ARRA guidelines for procurements that are affected by those guidelines. Procurement has worked with County legal staff to develop contract template documents that include the ARRA provisions. These templates are modified on a case by case basis depending on the type of ARRA requirements.
• Acquisition of new financial, taxation and land assessment system will strain already reduced staff resources.

FY 2012 Goals

• Complete negotiation of contract for a new financial, taxation and land assessment system.
• Manage the total purchasing card program with existing staff.
• Develop comprehensive Procurement manual.
• Develop and consolidate credit card management program.
• Earn Achievement of Excellence in Procurement Award from the National Purchasing Institute.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$992,697	$1,033,821	$995,297	$1,050,212	$1,092,460
Operations & Maintenance	49,584	58,719	53,325	83,064	83,064
Total Expenditures	**$1,042,281**	**$1,092,540**	**$1,048,622**	**$1,133,276**	**$1,175,524**
Revenues					
Charges For Services	$0	$0	$4	$0	$0
Miscellaneous Revenue	13,345	27,478	26,807	8,700	8,700
Recovered Costs	0	51	0	0	0
Other Financing Sources	193,431	(29,986)	0	181,028	189,821
Total Revenues	**$206,776**	**$(2,457)**	**$26,811**	**$189,728**	**$198,521**
Total Local Tax Funding	**$835,505**	**$1,094,997**	**$1,021,811**	**$943,548**	**$977,003**
FTE Summary	**13.03**	**13.53**	**12.28**	**12.03**	**12.03**

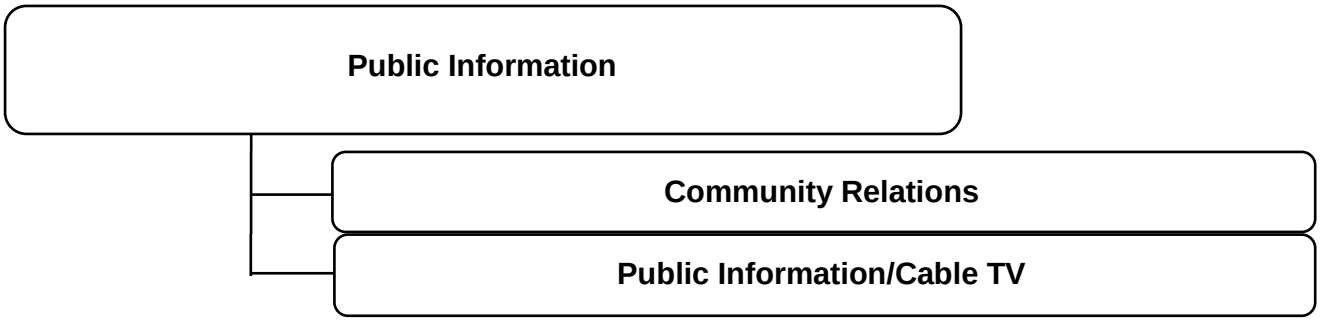
Management and Financial Services

Procurement

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Provide continuous innovation and improvements in efficiency and effectiveness. Achieve and maintain benchmark standards for purchases by departments under delegated authority.				
• Average number of weeks to process IFBs/RFPs	15	14	16	16
• Cost per Dollar purchased	$0.00	$0.01	$0.01	$0.01
• External Customer Satisfaction (out of 5.00)	4.66	4.50	4.70	4.70
• New Term Contracts	2	6	4	4
• Number of IFBs/RFPs Issued	55	55	60	60
• Percent of dollars spent using term contracts[1]	n/a	44%	45%	45%
• Percent of Purchases by Departments via Delegated Authority	77.92%	76.76%	77.00%	77.00%
• Percentage of the value of Delegated Authority purchases compared to the total value of all purchases	7.29%	11.75%	10.00%	10.00%

[1] Measure is new for FY 2010.

Public Information



Public Information

Mission Statement

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

Description

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

Budget Overview

FY 2012 Issues

• The Public Information Office will face the challenge of meeting the demands of a growing population for timely, accurate, and complete information about County issues and programs.
• The office will continue to make innovative use of new technologies to communicate with the public and the County workforce.
• The cable television administration program will oversee the enforcement of cable franchise agreements with Verizon and Comcast, and negotiations with OpenBand regarding an OVS franchise.
• The Public Information Office is responsible for coordinating the County wide responses to Freedom of Information Act (FOIA) and maintaining the County's FOIA policies.

FY 2012 Major Goals

• Increase the value of volunteer work in the community by 5% over FY 2011.
• Produce and distribute 370 news releases resulting in over 800 media placements valued at over $180,000.
• Respond to 100% of inquiries from the public and media within 24 hours.
• Continue to build on the Loudoun County Website to make it a primary source of information for residents and increase usage of the website by 5%.
• Successfully administer two cable television franchise agreements and one OVS franchise agreement.
• Oversee expansion of the County's use of social media, resulting in a 10% increase in subscriber "hits."

FY 2011 Major Achievements

• Expanded Loudoun's online volunteer database by 27%.
• Increased value of contributions received through Volunteer Services' Make a Difference Day by 5%.
• Coordinated logistical and promotional support for community outreach efforts of energy awareness initiatives and the Loudoun Youth Initiative.
• Received two national awards for its website.
• Added more features to Loudoun County website such as online billing for personal property taxes and experienced increase usage.
• Completed a social media policy and expanded the County's use of social media.
• Assumed responsibility for coordinating the County-wide responses to Freedom of Information Act (FOIA) requests.

Public Information

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$483,945	$549,089	$551,485	$558,580	$595,490
Operations & Maintenance	293,809	273,489	248,957	176,744	176,732
Total Expenditures	**$777,754**	**$822,578**	**$800,442**	**$735,324**	**$772,222**
Revenues					
Charges For Services	$0	$0	$48	$0	$0
Recovered Costs	0	0	0	20,000	0
Total Revenues	**$0**	**$0**	**$48**	**$20,000**	**$0**
Local Tax Funding	**$777,754**	**$822,578**	**$800,394**	**$715,324**	**$772,222**
FTE Summary	**4.80**	**6.80**	**6.80**	**6.80**	**6.80**

FY 2012 Board Action

The FY 2012 Adopted Fiscal Plan for Office of Public Information reflects a decrease in revenue due to the County no longer providing Leadership Loudoun with reimbursable support staff. Personnel increases for benefits and cost of living adjustments per the Board adopted budget policy are included.

Budget History

FY 2008 Mid-Year: The Board approved 2.00 FTE be transferred to Public Information Office from Department of Information Technology and Department of General Services for Customer Service Representatives.

Public Information

Expenditures by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Community Relations	$270,402	$331,669	$352,080	$341,562	$357,268
Public Information/Cable TV	507,352	490,909	448,362	393,762	414,954
Total Expenditures	**$777,754**	**$822,578**	**$800,442**	**$735,324**	**$772,222**

Revenues by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Community Relations	$0	$0	$0	$20,000	$0
Public Information/Cable TV	0	0	48	0	0
Total Revenues	**$0**	**$0**	**$48**	**$20,000**	**$0**

Local Tax Funding by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Community Relations	$270,402	$331,669	$352,080	$321,562	$357,268
Public Information/Cable TV	507,352	490,909	448,314	393,762	414,954
Total Local Tax Funding	**$777,754**	**$822,578**	**$800,394**	**$715,324**	**$772,222**

Staffing Summary by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Community Relations	2.00	4.00	4.00	4.00	4.00
Public Information/Cable TV	2.80	2.80	2.80	2.80	2.80
Total FTE	**4.80**	**6.80**	**6.80**	**6.80**	**6.80**

Public Information
Community Relations

Description

This program oversees community relations programs to foster effective two-way communication between residents and the County Government, engage Loudoun County citizens in the governmental process, inform people in the community about key issues, promote volunteerism by individuals and families, and facilitate community efforts to solve problems. The Volunteer Loudoun program matches volunteers with community needs, recognizes Loudoun's outstanding volunteers, and promotes and recognizes student volunteers. Staff also provides support to the Volunteer Loudoun Board. The program coordinates community meetings and forums, and supports special initiatives and issues such as Energy Awareness, H1N1 Flu and the 2010 Census. The program coordinates the County's response to Freedom of Information Act (FOIA) requests. The Community Relations program is also responsible for administration of the main reception desk in the Government Center lobby and the main County telephone switchboard.

Budget Overview

FY 2012 Issues

• The Community Relations program will continue to coordinate the Volunteer Loudoun program, and will continue to provide staff support to the nonprofit boards for these programs.
• The program will also coordinate community meetings and forums as needed. It is expected that the Community Relations program will continue to provide logistical and promotional support for Energy Awareness and Conservation efforts.
• The Community Relations program will continue to serve as coordinator of the County's response to FOIA requests, working with departments throughout the County organization.
• The Community Relations staff is increasingly involved with local and regional emergency preparedness efforts, including H1N1 flu preparedness, and planning for the coordination of volunteers in emergency situations.

FY 2012 Goals

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

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$214,339	$270,944	$273,600	$277,925	$293,644
Operations & Maintenance	56,063	60,725	78,480	63,637	63,624
Total Expenditures	**$270,402**	**$331,669**	**$352,080**	**$341,562**	**$357,268**
Revenues					
Recovered Costs	$0	$0	$0	$20,000	$0
Total Revenues	**$0**	**$0**	**$0**	**$20,000**	**$0**
Total Local Tax Funding	**$270,402**	**$331,669**	**$352,080**	**$321,562**	**$357,268**
FTE Summary	**2.00**	**4.00**	**4.00**	**4.00**	**4.00**

Public Information
Community Relations

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Provide excellent customer service by responding to 100% of inquiries within 24 hours.				
• Inquiries responded to within 24 hours by percent	100%	100%	100%	100%
• Number of participants in community forums	105	1,585[1]	200	200
• Number of service guides distributed	17,458	17,733	15,000	15,000
Objective: Promote more volunteerism in the community by increasing the value of volunteer referrals and connections by 5% annually, based on national standards for estimating the value of volunteer work.				
• Number of volunteer placements	2,115	3,784	2,612	2,750
• Volunteer estimated value (in millions of dollars)	$6.80	$13.70	$8.12	$10.00

[1] The holding of community forums is based on demand from BOS and County Administration. Participants in community forums substantially increased in 2010 due to the concerted effort and partnership between Loudoun County and the Census Bureau, focusing on Census Outreach throughout Loudoun County from December 2009-April 2010. Community Relations staff and Spanish speaking Census personnel held several outreach meetings at Christ the Redeemer Catholic Church's Spanish Speaking services, meeting with over 1,500 people. Loudoun County Community Relations also worked with LaVoz to provide information and opportunities for outreach about the Census.

Public Information

Public Information/Cable TV

Description

This program promotes effective communication with the public through the news media, County website, social media, and publications. The Public Information Office responds to requests for information from the public, and plays a core role in disseminating information to the public to help ensure public safety during actual and potential emergencies. The office coordinates internal communications activities to ensure effective communication of information within the County organization. The office also administers franchises for cable television and open video systems (OVS), responds to complaints and questions from cable and OVS customers, and works with the operators to resolve problems and to ensure that the operators are in compliance with the franchise agreements. It also provides administrative support to the Cable Television and Open Video Systems Commission, produces programming for the government access channel (Comcast Channel 23/ Verizon Channel 40), and posts announcements on the channel's bulletin board. It also oversees the County's use of social media, including Facebook, Twitter, YouTube and Alert Loudoun.

Budget Overview

FY 2012 Issues

• The public increasingly expects that timely information will be available 24 hours per day on the County website. Expectations of the public increase the need to quickly process and disseminate a large amount of information in a short period of time.
• In light of the growing Hispanic population in Loudoun County, there will be an increasing need for bilingual publications which would affect staff time for translation and printing costs.
• As the County population continues to grow, the demand for information will also continue to increase.
• The Public Information Office will continue to explore innovative ways of using the website and other technologies to communicate quickly and effectively with the public. The web-based Alert Loudoun system and other social media have helped meet the demand for timely information in certain categories and have provided additional opportunities to engage citizens.
• Recent changes in the local media market have resulted in a reduction of the amount of free newspaper space and radio airtime available for announcements from the County.
• While the County disseminates a large number of press releases every year, it is in increasing competition with other government agencies and nonprofit organizations for a declining amount of free newspaper space and airplay.
• With a growing focus on emergency preparedness, it is expected that the Public Information Office staff will see increasing demands for staff training and the creation of emergency preparedness materials.
• The Public Information Office is responsible for coordinating the County wide responses to Freedom of Information Act (FOIA) and maintaining the County's FOIA policies.

FY 2012 Goals

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

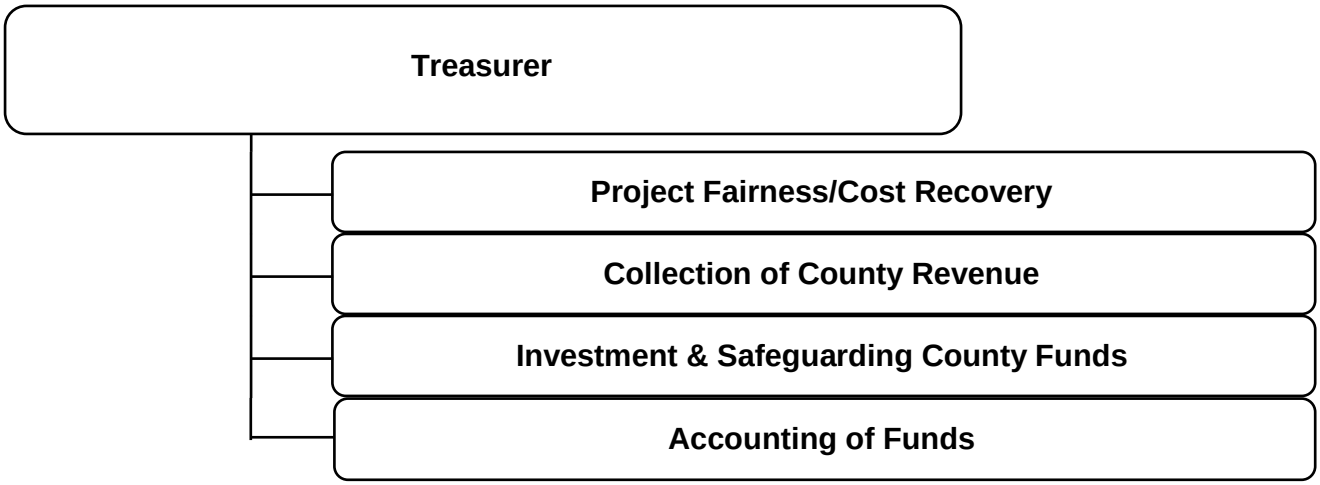
Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$269,606	$278,145	$277,885	$280,655	$301,846
Operations & Maintenance	237,746	212,764	170,477	113,107	113,108
Total Expenditures	**$507,352**	**$490,909**	**$448,362**	**$393,762**	**$414,954**
Revenues					
Charges For Services	$0	$0	$48	$0	$0
Total Revenues	**$0**	**$0**	**$48**	**$0**	**$0**
Total Local Tax Funding	**$507,352**	**$490,909**	**$448,314**	**$393,762**	**$414,954**
FTE Summary	**2.80**	**2.80**	**2.80**	**2.80**	**2.80**

Public Information

Public Information/Cable TV

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Continue to increase the usage of the County website as a primary source of information for residents by increasing the number of website page views by 5% annually.				
• Number of discrete website visits in millions	28.10	29.50	30.00	30.50
• Number of hits through social media (millions)	0.00	7.06	7.00	8.00
• Number of web pages posted	5,840	5,631	6,000	6,000
Objective: Increase use of government access channel to inform residents through video programming and bulletin board announcements by increasing the value of programming on the channel by 5% annually, compared to the costs of buying airtime for comparable programming.				
• Announcements on Government Access bulletin board	103	107	120	130
• Hours of cable programming produced	6	6	6	6
Objective: Maintain the value of press releases placed in the media by increasing the number of written and distributed press releases.				
• Estimated value of media placement	$208,659	$183,141	$177,000	$180,000
• Number of media placements of press releases	1,001	853	810	700
• Number of press releases	350	449	370	380

Treasurer


Treasurer
Project Fairness/Cost Recovery
Collection of County Revenue
Investment & Safeguarding County Funds
Accounting of Funds

Treasurer

Mission Statement

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

Description

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

Budget Overview

FY 2012 Issues

• As the population continues to increase, the Treasurer's Office faces the challenge of responding to taxpayer inquiries, either by phone or email, as well as handling more than 800,000 annual payments without increasing staff in a tight economic environment.
• It is anticipated that the Treasurer's Office staff will be implementing a new tax/treasury software package in the beginning of FY 2012, further impacting valuable staff resources.
• The Treasurer continues to seek ways to automate processes to handle the increases in tax accounts and number of calls resulting from the population growth.
• 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 tight 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.

FY 2012 Major Goals

• Provide outstanding customer service to County citizens, as well as County departments and staff.
• Continue to maintain or decrease delinquency rate in a tough economic climate.
• Commence implementation of new tax system software in conjunction with the Commissioner of the Revenue and DIT.
• Continue working with external brokers and banking community to achieve highest and safest investment returns in limited cash-flow environment.
• Implement an e-learning class on Cash Handling for all County departments.
• Implement a remote deposit cash letter which decreases the expense of physical deposits and accelerates the availability of investable funds for the County.
• Make the final selection of and implement a new banking contract.
• 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 2011 Major Achievements

• Instituted electronic billing for all personal property tax payers.
• Successfully implemented IVR system for credit card tax payments over the phone 24/7.
• Reviewed and made final selection on tax assessment software through vendor demonstrations, review of cost, and mini-gap analysis.
• Completed PCI compliance review for all County department credit card processing.
• Implemented payroll cards for school payroll.
• Implemented landfill and library kiosk credit card processing.

Treasurer

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$2,755,624	$2,825,669	$2,822,047	$2,972,046	$3,130,996
Operations & Maintenance	675,837	635,704	727,549	860,707	858,299
Capital Outlay & Capital Acquisitions	46,220	13,501	7,779	36,260	36,260
Total Expenditures	**$3,477,681**	**$3,474,874**	**$3,557,375**	**$3,869,013**	**$4,025,555**
Revenues					
General Property Taxes	$627,797	$462,186	$532,938	$400,000	$500,000
Other Local Taxes	5,189,600	5,313,822	5,486,343	5,300,000	5,500,000
Fines & Forfeitures	100,298	141,473	122,664	100,000	100,000
Use Of Money & Property	12,535,469	5,825,713	2,282,877	1,600,000	1,600,000
Charges For Services	117,875	114,938	249,166	225,000	345,000
Miscellaneous Revenue	19,466	20,051	15,839	17,000	15,500
Recovered Costs	5,640	5,000	5,000	500	500
State Shared Expenses	393,318	398,065	344,805	305,449	295,166
Total Revenues	**$18,989,463**	**$12,281,248**	**$9,039,632**	**$7,947,949**	**$8,356,166**
Local Tax Funding	**$(15,511,782)**	**$(8,806,374)**	**$(5,482,257)**	**$(4,078,936)**	**$(4,330,611)**
FTE Summary	**40.34**	**42.00**	**42.00**	**43.00**	**43.00**

FY 2012 Board Action

The FY 2012 Adopted Fiscal Plan for the Treasurer includes increases for benefits and a cost of living adjustment per the Board adopted Budget policy.

Budget History

FY 2008 Mid-Year: The Board added 1.00 FTE for an accounting specialist and 0.66 FTE for a courier.

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

Treasurer

Expenditures by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Project Fairness/Cost Recovery	$72,062	$61,264	$63,531	$90,281	$91,352
Collection of County Revenue	2,621,388	2,599,843	2,718,309	2,949,822	3,072,626
Investment & Safeguarding County Funds	284,402	278,694	277,417	335,530	340,457
Accounting of Funds	499,829	535,073	498,118	493,380	521,120
Total Expenditures	**$3,477,681**	**$3,474,874**	**$3,557,375**	**$3,869,013**	**$4,025,555**

Revenues by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Project Fairness/Cost Recovery	$936,263	$747,985	$803,657	$600,000	$700,000
Collection of County Revenue	5,517,831	5,707,550	5,953,148	5,747,949	6,056,166
Investment & Safeguarding County Funds	12,535,369	5,825,713	2,282,827	1,600,000	1,600,000
Total Revenues	**$18,989,463**	**$12,281,248**	**$9,039,632**	**$7,947,949**	**$8,356,166**

Local Tax Funding by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Project Fairness/Cost Recovery	$(864,201)	$(686,721)	$(740,126)	$(509,719)	$(608,648)
Collection of County Revenue	(2,896,443)	(3,107,707)	(3,234,839)	(2,798,127)	(2,983,540)
Investment & Safeguarding County Funds	(12,250,967)	(5,547,019)	(2,005,410)	(1,264,470)	(1,259,543)
Accounting of Funds	499,829	535,073	498,118	493,380	521,120
Total Local Tax Funding	**$(15,511,782)**	**$(8,806,374)**	**$(5,482,257)**	**$(4,078,936)**	**$(4,330,611)**

Staffing Summary by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Project Fairness/Cost Recovery	2.90	0.90	0.90	0.90	0.90
Collection of County Revenue	29.89	32.55	32.55	34.55	34.15
Investment & Safeguarding County Funds	1.95	1.95	1.95	1.95	1.95
Accounting of Funds	5.60	6.60	6.60	5.60	6.00
Total FTE	**40.34**	**42.00**	**42.00**	**43.00**	**43.00**

Treasurer

Project Fairness/Cost Recovery

Description

The Project Fairness program is a joint effort between the Treasurer's Office and the Sheriff's Office with input from County residents. The Sheriff's Office issues citations on vehicles with expired, improper, or missing County decals. The Treasurer's Office administers the collection of issued citations and associated personal property taxes and collection fees.

Budget Overview

FY 2012 Issues

• County residents with vehicles garaged in Loudoun are legally required to register those vehicles with the Commissioner of the Revenue. Project Fairness actively seeks to identify and enforce vehicle registration.
• Loudoun County also participates in the Northern Virginia Compact for Local Motor Vehicle License Enforcement. The participating jurisdictions reciprocally enforce local motor vehicle license display requirements.

FY 2012 Goals

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

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$55,918	$57,981	$57,543	$59,740	$60,691
Operations & Maintenance	16,144	3,283	5,988	30,541	30,661
Total Expenditures	**$72,062**	**$61,264**	**$63,531**	**$90,281**	**$91,352**
Revenues					
General Property Taxes	$627,797	$462,186	$532,938	$400,000	$500,000
Other Local Taxes	208,168	144,326	148,055	100,000	100,000
Fines & Forfeitures	100,298	141,473	122,664	100,000	100,000
Total Revenues	**$936,263**	**$747,985**	**$803,657**	**$600,000**	**$700,000**
Total Local Tax Funding	**$(864,201)**	**$(686,721)**	**$(740,126)**	**$(509,719)**	**$(608,648)**
FTE Summary	**2.90**	**0.90**	**0.90**	**0.90**	**0.90**

Treasurer

Project Fairness/Cost Recovery

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Issue warning notices and notices of violations to vehicles with expired, improper or missing County decals.				
• Number of new accounts established on discovered vehicles	11,529	11,005	11,000	11,000
• Number of violation notices issued	4,014	3,115	2,650	3,000
• Number of warning notices issued	15,373	13,011	15,000	14,500

Treasurer

Collection of County Revenue

Description

The Treasurer's Office is the focal point for collection of all County and School revenue, including real and tangible personal property taxes, and serves as the depository for all cash receipts. This program prepares and mails tax bills; collects and processes revenue; issues County decals; provides quality customer service both internally and externally; and accounts for all revenue from the various County agencies, departments, and programs.

Budget Overview

FY 2012 Issues

• As the population of Loudoun County continues to increase, the Treasurer's Office faces the challenge of responding to taxpayer inquiries, either by phone or email, as well as handling more than 800,000 payments processed annually without increasing staff.
• It is anticipated that the Treasurer's Office staff will be implementing a new tax/treasury software package beginning in FY 12, further impacting valuable staff resources. This implementation will be done in conjunction with the regular handling of all taxpayer collection and issues.
• Collection rates for delinquent taxes in Loudoun County are currently among the lowest in Northern Virginia due to the diligence and emphasis on collection efforts.
• Personal property tax accounts are increasing which means the Treasurer is tasked with finding ways to continue to automate to meet the taxpayer payment increase. The Treasurer's Office continues to add new avenues of online payment for taxpayers.
• The Treasurer's Office is extremely sensitive to both State Tax Code and County Ordinance changes. When changes occur, the office educates the public and implements new processes and procedures to accommodate such changes.

FY 2012 Goals

• Strives to provide outstanding customer service to County citizens, as well as County departments and staff.
• Implement a new tax/treasury system replacing its legacy system.
• Implement e-learning class for Cash Handling for all departments that handle cash.
• Continue to maintain or decrease delinquency rate for personal and real property.
• Implement remote deposit cash letter, thereby decreasing expense of physical deposits and accelerating the availability of investable funds for the County.
• Bill semi-annual real estate, semi-annual prorated personal property, and annual business license taxes at least 30 days prior to the due date, although code mandates 14 business days.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,977,249	$2,005,432	$2,039,570	$2,191,946	$2,317,570
Operations & Maintenance	621,179	580,910	670,960	744,876	742,056
Capital Outlay & Capital Acquisitions	22,960	13,501	7,779	13,000	13,000
Total Expenditures	**$2,621,388**	**$2,599,843**	**$2,718,309**	**$2,949,822**	**$3,072,626**
Revenues					
Other Local Taxes	$4,981,432	$5,169,496	$5,338,288	$5,200,000	$5,400,000
Use Of Money & Property	100	0	50	0	0
Charges For Services	117,875	114,938	249,166	225,000	345,000
Miscellaneous Revenue	19,466	20,051	15,839	17,000	15,500
Recovered Costs	5,640	5,000	5,000	500	500
State Shared Expenses	393,318	398,065	344,805	305,449	295,166
Total Revenues	**$5,517,831**	**$5,707,550**	**$5,953,148**	**$5,747,949**	**$6,056,166**
Total Local Tax Funding	**$(2,896,443)**	**$(3,107,707)**	**$(3,234,839)**	**$(2,798,127)**	**$(2,983,540)**
FTE Summary	**29.89**	**32.55**	**32.55**	**34.55**	**34.15**

Treasurer

Collection of County Revenue

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objectives: Bill and collect 95% of semi-annual real estate, semi-annual prorated personal property, and annual business license taxes by the mandated dates.				
• Current Dollar Values Levied (in millions)	$820.00	$816.30	$780.00	$835.00
• Number of Accounts Levied (in thousands)	818	837	860	860
• Tax Value Collected in Dollars (current and delinquent in millions)	$835.00	$812.28	$795.00	$850.00
• Tax Value Collected Online in Dollars (in millions)	$44.20	$60.32	$42.00	$65.00

Treasurer

Investment & Safeguarding County Funds

Description

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

Budget Overview

FY 2012 Issues

• While revenues within the County decrease, managing cash flows with expenditures becomes more of a challenge while trying to balance prudent investing with liquidity.
• The County utilizes the investment portfolio's weighted average to maturity, in comparison with the associated U.S. Treasury Bill, as its benchmark. The benchmark identifies efficiencies, or inefficiencies, in the County's investing practices.

FY 2012 Goals

• Continue working with external brokers and banking community to achieve highest and safest investment returns in limited cash-flow environment.
• Research remote deposit cash letter options to increase availability of funds and decrease costs associated with physical deposits.
• Make final selection through banking RFP and implement new banking contract.
• Maintain the County's primary investment objective of preserving capital and liquidity.
• Continue to monitor bank ratings for possible exposure of non-compliance with banking policies.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$227,443	$233,428	$232,272	$235,983	$240,790
Operations & Maintenance	33,699	45,266	45,145	76,287	76,407
Capital Outlay & Capital Acquisitions	23,260	0	0	23,260	23,260
Total Expenditures	**$284,402**	**$278,694**	**$277,417**	**$335,530**	**$340,457**
Revenues					
Use Of Money & Property	$12,535,369	$5,825,713	$2,282,827	$1,600,000	$1,600,000
Total Revenues	**$12,535,369**	**$5,825,713**	**$2,282,827**	**$1,600,000**	**$1,600,000**
Total Local Tax Funding	**$(12,250,967)**	**$(5,547,019)**	**$(2,005,410)**	**$(1,264,470)**	**$(1,259,543)**
FTE Summary	**1.95**	**1.95**	**1.95**	**1.95**	**1.95**

Treasurer

Investment & Safeguarding County Funds

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Deposit funds within 24 hours of receipt in the office. Analyze and determine cash flows to ensure adequate funding is available to meet County's daily needs.				
• Average percent of available funds maintained for liquidity	37.00%	36.88%	30.00%	30.00%
Objective: Maintain 100% compliance with the County's Investment Policy. Meet and exceed established monthly benchmark in relation to the County's portfolio rate of return.				
• Average dollar value of investment portfolio (in millions)	$274.75	$271.90	$250.00	$349.00
• Average rate of return	2.16%	0.77%	0.50%	0.40%
• Benchmark rate of return	0.17%	0.16%	0.25%	0.25%

Treasurer

Accounting of Funds

Description

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

Budget Overview

FY 2012 Issues

• Although the County is seeking to replace their legacy tax and financial systems, most current processes surrounding the accounting for funds are manual and require many hours of manipulation to review data for refunds and reconciliation of bank accounts.
• As the number of County residents increase, this division strives to continue to research and approve all tax refunds in a timely manner.
• 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.

FY 2012 Goals

• Continue to reduce amount of checks submitted for Unclaimed Property.
• Reconcile the County's 42 bank statements within 60 days of month end.
• Strive to approve tax refunds as expediently as possible in tight economic climate.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$495,014	$528,828	$492,662	$484,377	$511,945
Operations & Maintenance	4,815	6,245	5,456	9,003	9,175
Total Expenditures	**$499,829**	**$535,073**	**$498,118**	**$493,380**	**$521,120**
Total Local Tax Funding	**$499,829**	**$535,073**	**$498,118**	**$493,380**	**$521,120**
FTE Summary	**5.60**	**6.60**	**6.60**	**5.60**	**6.00**

Treasurer

Accounting of Funds

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Research and process payment re-application or authorize real property, personal property and business.				
• Number of accounting entries	29,504	30,330	28,000	28,000
• Number of tax refunds authorized	31,789	32,217	32,000	32,000
Objective: Monitor and verify all County disbursements and receipts. Reconcile the County's 42+ bank statements within 60 days of month end.				
• Average number of monthly bank transactions (in thousands)	n/a	n/a	n/a	369
• Percentage of bank reconciliations completed in 60 days	100%	100%	100%	100%

Public Safety and Judicial Administration

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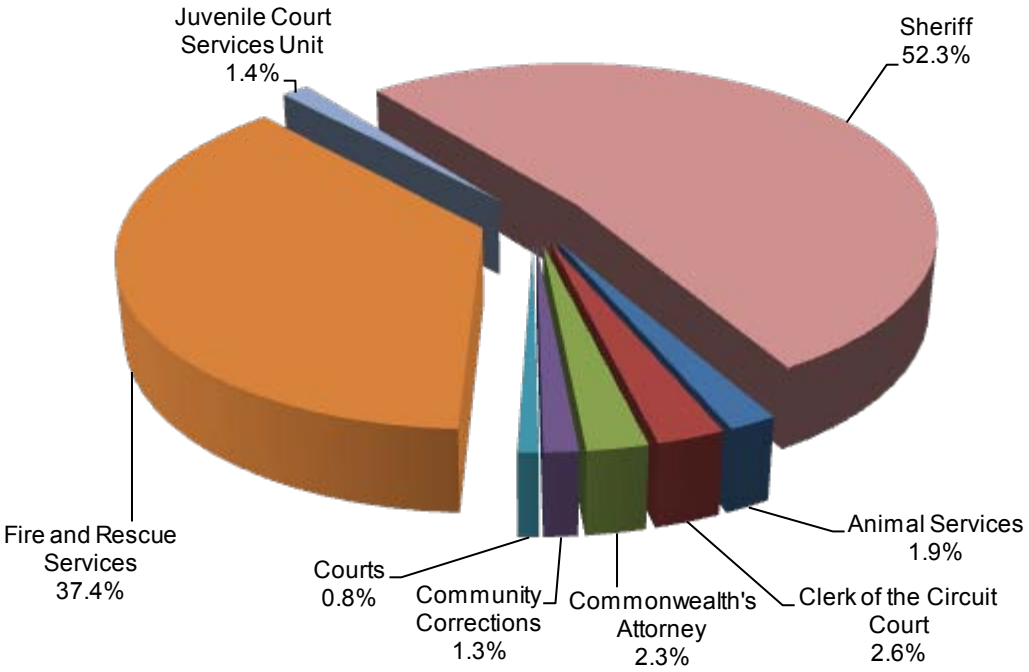
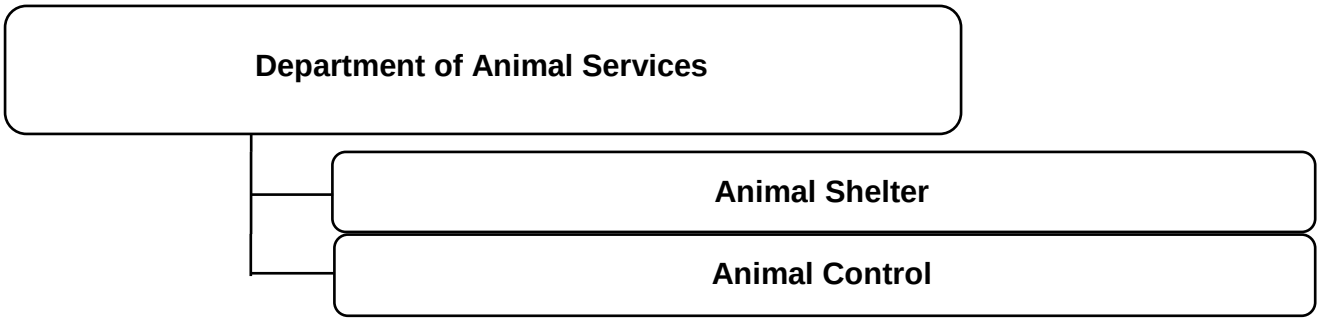
PUBLIC SAFETY & JUDICIAL ADMINISTRATION
FY 2012 ADOPTED EXPENDITURES



Public Safety & Judicial Administration Historical Expenditures

Public Safety & Judicial Administration	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Animal Services	$2,580,331	$2,580,784	$2,439,211	$2,497,911	$2,625,527
Clerk of the Circuit Court	3,384,260	3,454,580	3,211,272	3,508,358	3,672,016
Commonwealth's Attorney	2,983,842	3,124,252	3,038,993	3,139,430	3,286,645
Community Corrections	1,464,813	1,615,796	1,609,169	1,815,771	1,853,447
Courts	937,981	1,079,654	1,172,120	1,030,451	1,134,049
Fire and Rescue Services	45,724,358	56,891,952	52,678,819	49,233,451	52,756,082
Juvenile Court Services Unit	1,801,440	1,909,492	1,762,824	1,843,913	2,019,704
Sheriff's Office	64,874,333	69,168,481	66,689,888	71,732,819	73,763,098
Total Public Safety & Judicial Administration	***$123,751,358***	***$139,824,991***	***$132,602,296***	***$134,802,104***	***$141,110,568***

Department of Animal Services



Department of Animal Services

Mission Statement

As Loudoun County's leading animal resource, the Department of Animal Services is dedicated to ensure the humane treatment of animals and to serve the community with compassion, integrity and professionalism. Staff is committed to fostering the human-animal connection 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 program areas – Animal Shelter Operations and Animal Control Operations. The Animal Shelter, which is located in Waterford, Virginia, is staffed 365 days a year to accomplish its mission of promoting and providing for the safe, humane and lawful care and treatment of companion animals. In addition to caring for the animals under its charge, the Animal Shelter is open to the public for animal adoptions, stray drop-off and surrenders, lost and found identification and returns, dog licensing, and animal behavior counseling and guidance. Community outreach efforts are designed to enhance the department's adoption programs and provide a venue for promoting animal care and welfare educational information. Volunteers provide critical support to departmental enrichment and socialization programs as well as participation in adoption events and activities. Animal Control Officers (ACO's) enforce the Comprehensive Animal Laws of Virginia and local ordinances 24 hours a day, 7 days a week. ACO's also serve as a resource to the community on companion animal care and safety issues, to pet owners in need of assistance for the care of their animals, and to provide guidance on wildlife issues and concerns.

Budget Overview

FY 2012 Issues

• Accessibility to the eastern and southern areas of the county continues to be an issue.
• The department will be increasingly challenged in maintaining levels of service to animals, especially with the growing number of animal control cases involving inadequate care of horses, livestock and poultry.
• The continued increase of animal related call volume in the western and northern areas (west/north of Belmont Ridge Road) of the county has increased response times by approximately 10 minutes from 30 minutes to 40 minutes. As officer deployments are revised to meet these changes, the response rates in the high call volume areas in the eastern part of the county will be affected.
• Resident expectations and demand for response to wildlife issues coupled with a lower tolerance for animal behavioral issues such as dog bites, running at large and other nuisance types of incidents are expected to increase in growing higher populated communities.
• The increasing numbers of feral and stray cats/kittens continue to have a profound impact on shelter operations due to rising costs of care and disease management efforts. The increased numbers of stray cats/kittens has stressed foster care support, especially in the area of neonatal care.
• Current annual dog licensing numbers have created a significant increase in administrative work activities for the Department, adversely impacting processing time lines and reporting capabilities for other administrative activities.

FY 2012 Major Goals

• Decrease euthanasia rates by maintaining and enhancing programs such as animal enrichment and rehabilitation, foster care, breed rescue and alternative placement opportunities, sterilization, and pet identification.
• Provide greater community outreach and educational services by creating stronger contacts and partnerships with community organizations, public safety agencies and with state, regional and national organizations.
• Promote spay/neuter of dogs and cats through partnerships with non- profit organizations who can demonstrate the ability to provide low cost sterilization programs for Loudoun residents.
• Increase opportunities for volunteer participation and integrate volunteerism into key agency programs such as behavior enrichment and rehabilitation for dogs and more social activities for cats and other animals in the shelter.
• Promote animal adoptions through creative and innovative marketing efforts and continue to utilize the Mobile Adoption Vehicle to enhance the accessibility of sheltered animals to the entire Loudoun community.
• Exercise plans and programs for Department and community response to disaster/emergency events that require temporary and/or pet friendly animal sheltering.

FY 2011 Major Achievements

• Successfully managed dog licensing and related administrative procedures resulting in the timely processing of almost 30,000 new dog licenses and renewals throughout the entire fiscal year.
• Successfully enforced animal abandonment, cruelty, and neglect cases resulting in felony and misdemeanor convictions.
• Provided pet food, medical care, and spay/neuter services to hundreds of Loudoun County companion animals through the CARE program and the Holiday Coalition's Pet Pantry.
• Successfully deployed the Mobile Adoption Vehicle to help bridge the accessibility gap between the western Loudoun shelter's location and the eastern and southern areas of Loudoun and to promote adoption of shelter animals throughout the County.
• Development of new programs for spay/neuter of community dogs and cats by partnering with local non profits that have sterilization programs capable of serving the needs of the Loudoun community.

Department of Animal Services

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,906,219	$1,923,042	$1,934,942	$2,026,055	$2,106,715
Operations & Maintenance	506,014	464,990	504,269	471,856	518,812
Capital Outlay & Capital Acquisitions	168,098	0	0	0	0
Transfer to Central Services Fund	0	192,752	0	0	0
Total Expenditures	**$2,580,331**	**$2,580,784**	**$2,439,211**	**$2,497,911**	**$2,625,527**
Revenues					
Permits Privilege Fees & Reg Licenses	$107,450	$230,966	$300,752	$205,863	$235,863
Fines & Forfeitures	3,174	4,380	8,133	3,000	3,000
Use Of Money & Property	140	0	70	0	4,500
Charges For Services	64,967	78,274	64,700	104,900	100,400
Miscellaneous Revenue	14,899	6,644	2,052	0	0
Recovered Costs	0	7,828	0	0	0
Federal Categorical Aid	0	27,500	51,396	0	0
Other Financing Sources	13,800	163,525	21,237	0	0
Total Revenues	**$204,430**	**$519,117**	**$448,340**	**$313,763**	**$343,763**
Local Tax Funding	**$2,375,901**	**$2,061,667**	**$1,990,871**	**$2,184,148**	**$2,281,764**
FTE Summary	**32.89**	**34.49**	**32.35**	**32.35**	**32.35**

FY 2012 Board Action

The FY 2012 Adopted Budget Plan for the Department of Animal Services includes an increase in local tax funding of $97,616 due to an increase in expenditures of $127,616 attributable to benefits and cost of living adjustments per the Board adopted budget policy and Operating & Maintenance requirements. These increased costs are offset by projected increases in revenues of $30,000.

Budget History

FY 2009: The Board added 1.53 FTE for dispatcher and a part-time Animal Care Technician.

FY 2010: The Board eliminated 2.14 FTE in the Animal Shelter for an Animal Care Technician and an Animal Care Field Technician.

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

Note: The increase in Other Financing Sources for FY 2009 was through the use of $163,525 from the Animal Trust Fund for the purchase of the Mobile Adoption Vehicle.

Department of Animal Services

Expenditures by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Animal Shelter	$1,619,505	$1,544,889	$1,413,708	$1,379,672	$1,456,665
Animal Control	960,826	1,035,895	1,025,503	1,118,239	1,168,862
Total Expenditures	**$2,580,331**	**$2,580,784**	**$2,439,211**	**$2,497,911**	**$2,625,527**

Revenues by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Animal Shelter	$77,843	$263,846	$115,809	$79,700	$79,700
Animal Control	126,587	255,271	332,531	234,063	264,063
Total Revenues	**$204,430**	**$519,117**	**$448,340**	**$313,763**	**$343,763**

Local Tax Funding by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Animal Shelter	$1,541,662	$1,281,043	$1,297,899	$1,299,972	$1,376,965
Animal Control	834,239	780,624	692,972	884,176	904,799
Total Local Tax Funding	**$2,375,901**	**$2,061,667**	**$1,990,871**	**$2,184,148**	**$2,281,764**

Staffing Summary by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Animal Shelter	21.19	21.72	19.58	19.58	19.58
Animal Control	11.70	12.77	12.77	12.77	12.77
Total FTE	**32.89**	**34.49**	**32.35**	**32.35**	**32.35**

Department of Animal Services
Animal Shelter

Description

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

Budget Overview

FY 2012 Issues

• The animal shelter facility continues to present ongoing maintenance challenges that can affect the department's ability to be responsive to the needs of the animals housed at the facility and in supporting the animal needs of the community.
• The downturn in the local economy continues to affect the department's ability to adopt all species of animals, particularly those with special needs. Continued outreach efforts will help to encourage citizens to consider adopting rather than purchasing new pets, but new pet ownership overall is not likely to increase until residents experience a sustained increase in disposable income.
• The animal shelter's location continues to adversely affect accessibility for much of the eastern and southern parts of the county. Continued use of the Mobile Adoption Unit in these areas is expected to improve adoption numbers and community awareness of the unique advantages of adopting from the County's Animal Shelter.
• The increase of abandonment, cruelty and neglect cases affecting companion animals as well as horses, livestock and poultry in the county continues to present challenges for the shelter affecting the Department's ability to handle unique care and welfare issues and the increase in costs associated with that care.
• The increase in number of abandoned animals due to foreclosure, eviction and/or other economic related issues continues to offer new and changing dynamics regarding the types of animal brought or surrendered to the animal shelter and the shelter's ability to collect fees for impoundment and board of owned animals.
• The increased costs for veterinary care, medical and food supplies and other necessary facility and animal care products presents budgetary challenges that affect the tough decisions on the level of care the animal shelter can or will be able to provide.
• The increasing demand for volunteer support of shelter programs and activities presents challenges for staff to maintain recruitment and retention programs that encourage and provide incentives for participation.

FY 2012 Goals

• Strive to enhance behavioral and enrichment programs to increase the number of adoptable animals available for placement and keep them adoptable for longer periods of time.
• Continue efforts to expand the department's feline behavioral program that will facilitate cat adoptions and decrease return by owners.
• Increase opportunities for adoption of shelter animals through mobile adoption to the eastern and southern parts of the county.
• Enhance use of resources such as foster care providers, rescue partners and other alternatives to assist with animal welfare and live animal placements providing additional alternatives to euthanasia.
• Continue outreach efforts to promote spay/neuter programs targeted at reducing the feral and stray cat/kitten population and reduce euthanasia as a population control alternative.
• Enhance marketing efforts through media outlets, social media resources and use of technology to enhance the public's exposure to Department programs and services.
• Continue to utilize and manage volunteer resources to most effectively support department programs and services.
• Work with County agencies to improve facility infrastructure to ensure that staff are able to provide a high level of care for sheltered animals.

Department of Animal Services

Animal Shelter

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,142,812	$1,081,096	$1,095,353	$1,106,467	$1,183,567
Operations & Maintenance	308,595	271,041	318,355	273,205	273,098
Capital Outlay & Capital Acquisitions	168,098	0	0	0	0
Transfer to Central Services Fund	0	192,752	0	0	0
Total Expenditures	**$1,619,505**	**$1,544,889**	**$1,413,708**	**$1,379,672**	**$1,456,665**
Revenues					
Permits Privilege Fees & Reg Licenses	$0	$(45)	$(40)	$0	$0
Use Of Money & Property	140	0	70	0	4,500
Charges For Services	52,804	63,394	52,331	79,700	75,200
Miscellaneous Revenue	14,899	6,644	2,052	0	0
Recovered Costs	0	7,828	0	0	0
Federal Categorical Aid	0	27,500	51,396	0	0
Other Financing Sources	10,000	158,525	10,000	0	0
Total Revenues	**$77,843**	**$263,846**	**$115,809**	**$79,700**	**$79,700**
Total Local Tax Funding	**$1,541,662**	**$1,281,043**	**$1,297,899**	**$1,299,972**	**$1,376,965**
FTE Summary	**21.19**	**21.72**	**19.58**	**19.58**	**19.58**

Department of Animal Services
Animal Shelter

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Maintain or exceed 90% satisfaction rating of good or excellent for customer service and shelter operations.				
• Number of adopter surveys	287	241	250	250
• Surveys with customer satisfaction level of GOOD or EXCELLENT	94.25%	96.00%	96.00%	96.00%
Objective: Increase the number of foster care providers and the number of animals fostered.				
• Number of animals fostered	173	106	175	180
• Number of foster care providers	33	35	36	40
Objective: Increase community outreach efforts.				
• Number of animals placed through special programs and events	114	134	130	140
• Number of email subscribers	1,517	1,433	1,500	1,550
• Number of outreach efforts to promote animal welfare	42	58	50	50
• Number of visits to website	513,804	419,108	385,000	400,000
Objective: Increase placement of adoptable animals.				
• Number of cats made available for placement	514	472	500	520
• Number of cats placed through adoption	437	423	450	470
• Number of dogs and cats placed through rescue partners and transfers	31	50	38	42
• Number of dogs made available for placement	242	169	225	225
• Number of dogs placed through adoption	238	177	200	200
• Number of other animals placed through adoption	225	199	200	200
Objective: Decrease the number of animals returned within one year of adoption.				
• Number of adopted cats returned within one year	22	18	16	16
• Number of adopted dogs returned within one year	15	11	10	10

Department of Animal Services

Animal Shelter

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Increase participation of volunteers.				
• Average number of active volunteers	48.50	44.00	48.00	40.00
• Total number of volunteer hours	4,179	2,889	3,150	3,000
• Value of volunteer hours	$81,380	$57,717	$63,787	$60,750

Department of Animal Services
Animal Control

Description

The Animal Control Division is responsible for providing for the health, safety and welfare of the citizens and animals in Loudoun County through the enforcement of both state and local animal laws as mandated by the Code of Virginia, Section § 3.2 6555. Animal Control Officers (ACOs) protect the public's health and safety from sick, injured, rabid or dangerous animals and assure the welfare of animals by promoting and providing for their safe, humane and lawful treatment. ACOs provide animal related emergency service response 24 hours a day, 7 days a week, which includes the rescue of sick or injured domestic animals, removing aggressive domestic and potentially rabid animals, protecting livestock from dog attacks, and providing assistance to law enforcement and fire & rescue personnel. ACOs investigate and resolve reports of alleged animal cruelty, neglect and abandonment through education and, when necessary, the courts system. The Division works hand in hand with local, state and federal agencies to ensure the proper safety, handling and protection of the citizens and animals of Loudoun County. The ACOs actively participate in educational opportunities at local schools, community groups and events on various animal related topics including dog bite prevention, emergency preparedness, and animal care.

Budget Overview

FY 2012 Issues

• From FY 2005 to FY 2010, dog bites increased approximately 33%, wildlife calls are up approximately 46% and abandoned animal investigations have increased by approximately 125%. This trend is expected to continue.
• The strategic deployment of Animal Control Officers to maximize response and resolution of animal related calls is increasingly difficult as call volume in the Leesburg area, as well as western parts of the county, are now comparable to or higher than the call volume in the eastern part of the Loudoun County. The call volume in the western areas of the county continues to be 31% higher than in the east.
• The response to cases involving cruelty, neglect or abandonment is increasing in complexity, often requiring extensive investigations, collection of evidence and interviewing of witness and intensive case preparation for court.
• Livestock and poultry calls regarding inadequate care, neglect and rescue continues to be a challenge for ACOs. These activities are typically time consuming and manpower intensive. Costs in technical emergency equipment, veterinary care, and transportation expenses also appear to have a significant impact on the proper handling and response to these types of calls. This trend is expected to continue in future fiscal years.
• Loudoun County continues to have one the highest number of rabies exposure in the state. Fairfax, Fauquier and Loudoun Counties rank in the top four highest number of rabies exposures in the state for calendar year 2010. Increased public awareness and community outreach efforts will be needed to help reduce the number of human and companion animal contact with rabid animals.
• Residential and commercial development continues to be a key factor in the increased call volume, not just for service, but also for information and guidance. Another factor of growing concern is the increase of calls that reflect a growing intolerance to animal behavior and interaction in various areas of the county. Call volume to the shelter's communications center has averaged between 15,000 and 22,000 calls per year (it was 22,374 for FY 2010).
• The demand and expectation for animal control services continues to grow, and with staffing levels remaining as they are, the department will need to make difficult choices as to the calls that are responded to, the number of staffed service hours and the programs that are supported.

FY 2012 Goals

• Make strategic adjustments with ACO area assignments to ensure areas with the highest call volume are staffed accordingly.
• Provide greater community outreach and support regarding the management of wildlife issues and companion animal contact with rabid animals. The promotion of rabies vaccinations is a key step in reducing the impact that rabies exposure has in the county.
• Identify alternatives for animal owners who are subject to foreclosure and/or evictions to help reduce the number of animals being abandoned or surrendered to the animal shelter.
• Enhance technical resource capabilities by utilizing state-of-the-art equipment and alternatives to enforcement to streamline operations and create greater capabilities to serve the public.
• Identify animal related situations that would benefit from sterilization programs and promote alternatives for animal owners to obtain appropriate services.
• Enhance communication's operations to improve call taking response, dispatch effectiveness and reporting efficiency.

Department of Animal Services

Animal Control

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$763,407	$841,946	$839,589	$919,588	$923,148
Operations & Maintenance	197,419	193,949	185,914	198,651	245,714
Total Expenditures	**$960,826**	**$1,035,895**	**$1,025,503**	**$1,118,239**	**$1,168,862**
Revenues					
Permits Privilege Fees & Reg Licenses	$107,450	$231,011	$300,792	$205,863	$235,863
Fines & Forfeitures	3,174	4,380	8,133	3,000	3,000
Charges For Services	12,163	14,880	12,369	25,200	25,200
Other Financing Sources	3,800	5,000	11,237	0	0
Total Revenues	**$126,587**	**$255,271**	**$332,531**	**$234,063**	**$264,063**
Total Local Tax Funding	**$834,239**	**$780,624**	**$692,972**	**$884,176**	**$904,799**
FTE Summary	**11.70**	**12.77**	**12.77**	**12.77**	**12.77**

Department of Animal Services
Animal Control

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Resolve companion animal and wildlife calls.				
• Number of calls for service	22,360	22,214	22,290	22,400
• Number of calls referred to local/county law enforcement	27	3	29	5
• Number of calls referred to other agencies	876	1,435	963	1,428
• Number of wildlife calls	3,009	3,077	3,696	3,080
• Number of wildlife calls dispatched to Animal Control Officers	776	679	853	680
• Number of wildlife calls referred to a rehabilitator	202	214	140	200
• Number of wildlife calls referred to Game and Inland Fisheries	132	110	115	110
Objective: Increase number of citizens and animal served through the CARE (Community Animal Resource Effort) Program.				
• Number of animals served by CARE	860	1,146	1,100	1,080
• Number of animals spayed/neutered through CARE	24	40	40	40
• Number of citizens receiving food and/or CARE supplies	483	667	650	552
Objective: Achieve average dispatch time of 4 minutes.				
• Number of calls dispatched to Animal Control Officers	4,322	3,843	4,000	4,200
Objective: Increase the percentage of dogs licensed in Loudoun County.				
• Number of dogs licensed	15,901	19,415	23,000	25,000
• Number of dogs licensed through field issuance	132	157	151	151
• Percentage of dogs licensed in Loudoun County	23.20%	34.00%	34.00%	36.00%
Objective: Increase number of pets that are micro-chipped.				
• Number of adopted pets micro-chipped by the department	702	595	750	650
• Number of micro-chipped pets registered with the department per year.	1,819	1,648	2,000	2,000
Objective: Increase the number of pets returned to owner.				
• Number of pets returned to owner in the field	123	136	129	124
• Number of pets returned to owner at the shelter	410	471	500	500

Department of Animal Services

Animal Control

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Maintain Animal Control response time of 40 minutes or less.				
• Average response time in Eastern Loudoun (in minutes)	40.00	37.50	40.00	40.00
• Average response time in Western Loudoun (in minutes)	40.00	40.00	40.00	40.00
• Number of animal related calls in the East	1,875	1,657	1,832	1,850
• Number of animal related calls in the West	2,456	2,111	2,140	2,200
Objective: Increase the number of cases resolved outside of court, while improving the successful conviction of court cases.				
• Number of complaint follow-up responses	8,173	6,209	7,112	7,200
• Number of complaints resolved outside of court	4,179	3,629	3,742	3,780
• Number of convictions/court dispositions	87	120	96	165
• Number of court cases	127	216	178	220

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 Office of the Clerk of the Circuit Court is organized into nine functional divisions:

Recording – recordation of deeds, docket judgments, records management, issue marriage licenses, administer notary public authorization, public research assistance, manage daily mail for the Clerk's Office and court.

Probate – adjudicate the probate of wills and estates, administer the appointment of guardians/fiduciaries, preparation of legal documents, assist citizens with probate process, and issue legal directives on probate/guardian cases.

Criminal Court Cases – case management of criminal cases, records management, judicial support, collection of fines and costs, administer fines and costs payment program, public research assistance.

Civil Court Cases – case management of civil cases, records management, judicial support, administer court order processing, receipt statutory filing fees, issue subpoenas, process concealed handgun permits, public research assistance.

Judicial Services – assist judges in court proceedings, prepare criminal court orders, prepare fines and costs legal documents, administer oaths, process evidence and exhibits.

Jury Management – assemble qualified juror pool, issue jury summons, manage juror scheduling for trial, assist judges with jury trials, administer juror services, records management of jury reports, administration of jury trials and grand jury.

Archives – management of historic records collections, administer preservation of records and State grant programs, public research assistance and administer public education programs.

Administration – management of office operations, budget and finance, payroll, human resources, information technology administration, purchasing, records management of election ballots, freedom of information responses, administer oaths to elected officials and appointees.

Law Library – manage legal research resources in law library, public research assistance to *pro se* litigants.

Budget Overview

FY 2012 Issues

• The current state of the National and State economy coupled with the reduction of State funding presents significant challenges for the Clerk's Office to achieve State mandates, the high degree of accuracy required in court management and a high level of customer services when facing substantial growth in court caseload, concealed handgun permits, judgments and liens, foreclosures and jury trials.
• The integration, development and installation of several new technologies in FY 2010 and FY 2011 present additional challenges to the Clerk's Office in light of reduced funding and workload increases.
• 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.
• Utilization of new technologies for electronic filing of deeds will increase as the General Assembly legislates E-filing standards.

FY 2012 Major Goals

• Examine the possibility of instituting an E-filing pilot program for Recording and Criminal Division.
• Continue to increase cross training in order to maximize available staff resources to meet the changes in workload across the Clerk's Office and provide consistent, high quality customer service.
• 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.
• Develop private/public partnerships with stakeholder clients to share information, develop common goals and provide private funding for special programs.
• Implement a digital court file system for criminal court cases to streamline the case management functions of criminal cases and provide better court services.

Clerk of the Circuit Court

FY 2011 Major Achievements

• Reorganization of the Clerk's Office to consolidate court processes (criminal and civil), creating a more efficient approach of case management and develop specialization of court services.
• Completed the first phase of installation of the Digital Docket System in the Clerk's Office and the Courts. The new system allows attorneys, litigants and customers to view dockets on video monitors in central locations in the courts complex. The system will reduce costs related to paper production and duplication and will reduce manual labor involved with producing thousands of paper dockets throughout the year.
• Anticipate completion of the installation of a new E-filing system for Land Records. This program will allow users to file deeds and other land records electronically.
• Scanned over 28,000 pages of historical deeds, wills, Free Black Papers, military records and other documents. The scanned images are available for public review, which reduces the wear and tear on fragile original documents and improves copied images for customers.
• Increased the use of technology across the Clerk's Office using State grant funding, (e.g., the Case Imaging System, Digital Dockets, E-filing).

Clerk of the Circuit Court

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$3,113,635	$3,119,347	$2,981,739	$3,238,200	$3,359,858
Operations & Maintenance	246,304	296,008	229,533	238,158	280,158
Capital Outlay & Capital Acquisitions	24,321	39,225	0	32,000	32,000
Total Expenditures	**$3,384,260**	**$3,454,580**	**$3,211,272**	**$3,508,358**	**$3,672,016**
Revenues					
Other Local Taxes	$9,072,698	$7,291,832	$7,320,637	$7,183,000	$7,249,139
Permits Privilege Fees & Reg Licenses	10,960	10,786	35,008	210,700	10,700
Charges For Services	1,814,720	1,481,996	895,482	845,000	845,000
State Non-categorical Aid	2,583,351	2,054,576	1,969,328	2,230,000	1,969,000
State Shared Expenses	960,505	966,907	995,296	954,847	847,063
State Categorical Aid	10,000	40,720	11,712	0	0
Total Revenues	**$14,452,234**	**$11,846,817**	**$11,227,463**	**$11,423,547**	**$10,920,902**
Local Tax Funding	**$(11,067,974)**	**$(8,392,237)**	**$(8,016,191)**	**$(7,915,189)**	**$(7,248,886)**
FTE Summary	**43.53**	**43.53**	**43.53**	**43.00**	**43.00**

FY 2012 Board Action

The FY 2012 Adopted Fiscal Plan for the Clerk of the Circuit Court reflects a decrease in revenue of $502,645 due to a combination of the slowdown in the economy impacting various fees and a reduction in State funding. Personnel increases for benefits and cost of living adjustments per the Board adopted budget policy are included.

Budget History

FY 2011: The Board reduced 0.53 FTE for a jury management position.

Clerk of the Circuit Court

Expenditures by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Clerk of the Circuit Court	$3,384,260	$3,454,580	$3,211,272	$3,508,358	$3,672,016
Total Expenditures	**$3,384,260**	**$3,454,580**	**$3,211,272**	**$3,508,358**	**$3,672,016**

Revenues by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Clerk of the Circuit Court	$14,452,234	$11,846,817	$11,227,463	$11,423,547	$10,920,902
Total Revenues	**$14,452,234**	**$11,846,817**	**$11,227,463**	**$11,423,547**	**$10,920,902**

Local Tax Funding by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Clerk of the Circuit Court	$(11,067,974)	$(8,392,237)	$(8,016,191)	$(7,915,189)	$(7,248,886)
Total Local Tax Funding	**$(11,067,974)**	**$(8,392,237)**	**$(8,016,191)**	**$(7,915,189)**	**$(7,248,886)**

Staffing Summary by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Clerk of the Circuit Court	43.53	43.53	43.53	43.00	43.00
Total FTE	**43.53**	**43.53**	**43.53**	**43.00**	**43.00**

Clerk of the Circuit Court

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Review, process and transmit court orders in civil court cases to counsel, litigants and other appropriate local and State government agencies.				
• Number of civil court orders processed	8,472	8,356	10,209	9,282
Objective: Provide public access and inspection of criminal and civil court files and properly retain all court files requested.				
• Number of court files provided for public inspection	5,935	7,142	5,487	6,314
Objective: Preparation, processing, issuance and transmission of criminal conviction/sentencing orders, dismissal orders and legal notice of fines, costs and restitution payments to counsel, litigants, public safety agencies and other appropriate local and State agencies.				
• Number of criminal orders/notices prepared and disseminated	9,811	8,638	9,363	9,000
Objective: Review complaints for divorce, receive and retain all court filings in divorce cases, assist judges with divorce proceedings, issue legal notices and copies of court orders to counsel, litigants, child enforcement agencies and other appropriate county and State agencies.				
• Number of concluded and processed divorce cases	593	605	660	635
Objective: Ensure a sufficient pool of jurors is provided for criminal and civil jury trials as required by the Code of Virginia. Issue requisite number of jury questionnaires to provide adequate numbers of jurors.				
• Number of Jury Summons issued	38,000	45,000	42,000	45,000
Objective: Review application for business name to ensure compliance with law and properly record fictitious business filing.				
• Number of fictitious business name applications filed	1,164	1,206	1,047	1,126
Objective: Review the E-filing of all deed recordings to ensure compliance with law, collect the appropriate amount of State and county taxes for the transactions and properly record the deeds among the land records for public inspection.				
• Number of deed and deed of trust recordings	62,829	64,312	64,531	64,421
Objective: Review the E-filing of garnishment petitions, establish hearing dates, process and issue legal garnishment notices, collect garnishment payments from employees and disburse garnishment collections to appropriate parties.				
• Number of garnishment cases/collections administered	165	203	267	235
Objective: Review marriage license application to ensure compliance with law, administer oaths to bride and groom and legally issue marriage license.				
• Number of marriage licenses issued	1,881	1,670	2,247	1,958
Objective: Probate all wills and estates as required annually by the Code of Virginia.				
• Number of Wills Probated	1,518	1,216	1,650	1,650
Objective: Annually issue Concealed Handgun Permits within 45 days per the Code of Virginia.				
• Number of Concealed Handgun Permits issued	1,845	1,377	2,132	2,000

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 Police Departments for the Towns of Leesburg, Middleburg and Purcellville, the Metropolitan Washington Airports Authority Police Department, Federal Law Enforcement agencies and certain County departments. The office also handles criminal complaints filed by private citizens. There are also over 300 statutory duties and responsibilities of the Commonwealth's Attorney as prescribed in the Code of Virginia. The Victim-Witness program interfaces between the judicial system and crime victims and witnesses to help ensure victim and witness cooperation in prosecution, increased witness safety, and reduced levels of trauma often associated with criminal cases.

Description

As legal counsel for the Commonwealth of Virginia, the duties of the office are mandated by the Code of Virginia. An "on duty" prosecutor is available to respond to legal inquiries from law enforcement officers and magistrates during regular business hours and an "on call" prosecutor is available 24 hours to handle any law enforcement emergencies or other situations requiring immediate attention. The attorneys are also available to work with law enforcement agencies and provide legal advice as required to facilitate investigations in specific complex cases. The office focuses particular attention on addressing gang activity and has prosecutors assigned as liaisons to the gang investigation unit and the Northern Virginia Regional Gang Task Force to better coordinate regional efforts with neighboring Northern Virginia jurisdictions. One full-time and one part-time prosecutor are specifically assigned to concentrate efforts on domestic violence cases and are involved in developing training programs for local law enforcement agencies as well as assisting in the coordination of a county-wide multi-agency response through the Domestic Violence Steering Committee and the Domestic Abuse Response Team (DART). One unique aspect of the office is its proximity to the National Capital, as well as a major international airport. As such, coordinating efforts with Federal law enforcement agencies and the U.S. Attorney's office is essential. To this end, two attorneys have been cross-designated as Special Assistant United States Attorneys (SAUSAs) and are able to prosecute cases in the Federal Courts if necessary. Additionally, an Assistant United States Attorney (AUSA) has been appointed as a volunteer Assistant Commonwealth's Attorney for Loudoun.

The Victim-Witness program provides crisis intervention by advising victims of their rights and notifying them of the services the program and State provide. These services include an explanation of the court process, introductions to the courtroom environment, liaison within the criminal justice system, courtroom accompaniment, witness preparation, claims filing with the Criminal Injuries Compensation Fund, supportive services referrals, victim impact statement preparation, restitution assistance, and safety planning. The program takes an active role in educating the public on issues related to domestic and sexual violence. This program also serves as liaison to the County's DART, the Child Protective Committee and the Child Advocacy Center (CAC).

Budget Overview

FY 2012 Issues

• Residential and commercial development has made the County an increased target for criminal activity and gang related crimes in the recent past. A struggling economic climate often gives rise to increases in property crimes and retail theft. This can also be an indicator of additional family stresses which have the tendency to result in increased domestic matters, both civil and criminal. These variables make caseload predictions imperfect.
• The office will continue to concentrate on the development of a domestic violence prosecution section to coordinate with designated law enforcement and County agencies that have dedicated personnel toward this effort.
• The Victim-Witness program continues to manage large case volumes. Crimes against persons, including but not limited to child abuse, sexual assault, domestic violence, homicide and identity theft, involve specialized resources and services.

FY 2012 Major Goals

• Develop cases with regional gang prosecutors through the efforts of the Northern Virginia Regional Gang Task Force.
• Further develop the Domestic Violence prosecution section to prosecute cases coordinated with local agencies and the Domestic Violence Steering Committee.
• Increase the number and amount of claims to the Criminal Injuries Compensation Fund through educational efforts with victims of crime.
• Expand use of the Check Enforcement Program to aide local businesses with loss and recovery.

FY 2011 Major Achievements

• Received a Federal grant for a part-time Domestic Violence Prosecutor which required no local tax funding.
• Continue to receive applications from law students interested in internships and leveraged the advantage of the available volunteer effort. The number of volunteer hours in the office has negated the need for full-time legal assistants or paralegals to date.
• Continue to develop law enforcement training programs to keep officers updated on current legal issues, evidence collection and updates to the Code of Virginia.

Commonwealth's Attorney

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$2,811,506	$2,946,329	$2,903,627	$2,981,066	$3,128,281
Operations & Maintenance	172,336	177,923	135,366	158,364	158,364
Total Expenditures	**$2,983,842**	**$3,124,252**	**$3,038,993**	**$3,139,430**	**$3,286,645**
Revenues					
Charges For Services	$3,983	$3,369	$3,511	$0	$0
State Shared Expenses	831,593	817,728	771,848	733,000	753,332
State Categorical Aid	40,000	40,000	40,000	40,000	40,000
Federal Categorical Aid	20,725	26,082	58,885	53,824	0
Total Revenues	**$896,301**	**$887,179**	**$874,244**	**$826,824**	**$793,332**
Local Tax Funding	**$2,087,541**	**$2,237,073**	**$2,164,749**	**$2,312,606**	**$2,493,313**
FTE Summary	**34.00**	**34.00**	**34.00**	**33.00**	**33.00**

FY 2012 Board Action

The FY 2012 Adopted Fiscal Plan for the Commonwealth's Attorney reflects an increase in local tax funding of $180,707 due to projected reduction in Federal funding, and personnel increases for benefits and cost of living adjustments per the Board adopted budget policy.

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.

Commonwealth's Attorney

Expenditures by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Prosecutions	$2,983,842	$3,124,252	$3,038,993	$3,139,430	$3,286,645
Total Expenditures	**$2,983,842**	**$3,124,252**	**$3,038,993**	**$3,139,430**	**$3,286,645**

Revenues by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Prosecutions	$896,301	$887,179	$874,244	$826,824	$793,332
Total Revenues	**$896,301**	**$887,179**	**$874,244**	**$826,824**	**$793,332**

Local Tax Funding by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Prosecutions	$2,087,541	$2,237,073	$2,164,749	$2,312,606	$2,493,313
Total Local Tax Funding	**$2,087,541**	**$2,237,073**	**$2,164,749**	**$2,312,606**	**$2,493,313**

Staffing Summary by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Prosecutions	34.00	34.00	34.00	33.00	33.00
Total FTE	**34.00**	**34.00**	**34.00**	**33.00**	**33.00**

Commonwealth's Attorney

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: To prosecute criminal cases, review criminal investigations, and render legal opinions and advice, all within the guidelines of the State Supreme Court.				
• Forfeiture action initiated	100	94	125	125
• Law Enforcement Officer training sessions and presentations[1]	30	n/a	30	30
• Number of Circuit Court Cases	2,000	2,119	2,300	2,300
• Number of General District Court Cases	66,497	90,000	71,982	72,000
• Number of Jury Trials	45	50	45	45
• Number of Juvenile & Domestic Relations Court Cases	45,000	50,000	50,000	50,000
• Probation violation hearings	350	335	300	300
Objective: Provide support, guidance and information regarding the criminal justice system to victims and witnesses of crimes.				
• Local brochures distributed	5,200	6,500	6,500	6,500
• Number of Criminal Injuries Compensation Fund claims	75	100	100	100
• Number of referrals to LAWS and other agencies	1,500	2,000	2,000	2,000
• Number of victims impact statements issued	190	250	250	250
• Number of victims provided services	3,700	4,000	4,000	4,000
• Percent of Victims/Witnesses provided with services	95%	75%	95%	95%
• Reports of violent crimes against women	775	1,000	1,000	1,000

[1] Actual CY 2010 data was not available when the FY 2012 Fiscal Plan was adopted by the Board of Supervisors.

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, domestic violence services and the drug court. The domestic violence program is a multi-agency County response to domestic violence involving services for the victims and offenders. The drug court services are a unique approach to handling non-violent substance addicted offenders to include probation supervision and group treatment services. It provides intensive, supervised probation that involves massive drug testing, education and treatment.

Budget Overview

FY 2012 Issues

• The growth in the number of defendants and offenders placed in the pretrial and local probation programs has generally kept pace with overall County population growth trends and subsequently increases staff workload.
• The ability to provide services for the growing number of non-English speaking defendants and offenders remains an issue. The Office must supply an adequate number of Spanish-speakers on duty at all times. Community Corrections is fortunate to have three officers fluent in Spanish.

FY 2012 Major Goals

Local Probation:
• Enforce all general and special conditions of probation, and provide consequences for offenders through community service work.
• Require offenders pay Court costs and fines and collect these monies on a daily basis.
• Ensure that offenders compensate victims for their losses as Ordered by the Courts by establishing offender payment plans, monitoring their compliance, collecting the restitution and submitting the payments.
• Increase the number of available jail beds in the local detention center daily through community supervision provided by local probation programs.
• Work through a collaborative plan to reduce domestic violence in Loudoun County by facilitating a comprehensive domestic violence program.
• Serve the Spanish-speaking population by providing probation and pretrial services through officers that are fluent in Spanish.
• Work with the Courts to assure that the DUI offenders attend the victim impact panels as ordered by the Courts.

Pretrial Services:
• Enforce all general and special conditions of bond.
• Provide verified information and sound bond recommendations to the Courts for all incarcerated pretrial defendants, which is essential to the public safety of Loudoun County.
• Increase the number of available jail beds in the local detention center daily through community supervision provided by pretrial services programs.

FY 2011 Major Achievements

• Handled an average daily caseload of 145 defendants in the community. Investigated 1,250 incarcerated pretrial defendants and submitted bond reports on each to the court. (Note: 90% of the defendants placed in community supervision completed the program successfully.)
• Managed an average daily caseload for the local probation office of 800 offenders, of which 85% successfully completed their probation. Offenders completed 22,000 hours of community service, paid $120,000 in restitution to the victims of their crimes and paid $100,000 in fines and Court costs.

Community Corrections

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,339,374	$1,507,908	$1,481,331	$1,635,347	$1,722,868
Operations & Maintenance	125,439	107,888	127,838	180,424	130,579
Total Expenditures	**$1,464,813**	**$1,615,796**	**$1,609,169**	**$1,815,771**	**$1,853,447**
Revenues					
Charges For Services	$18,070	$21,730	$0	$53,850	$68,386
Recovered Costs	3,790	1,670	17,800	54,000	54,000
State Categorical Aid	552,751	573,193	626,345	650,568	631,773
Federal Categorical Aid	104,674	62,227	77,788	174,014	0
Total Revenues	**$679,285**	**$658,820**	**$721,933**	**$932,432**	**$754,159**
Local Tax Funding	**$785,528**	**$956,976**	**$887,236**	**$883,339**	**$1,099,288**
FTE Summary	**18.86**	**19.86**	**20.86**	**20.86**	**21.86**

FY 2012 Board Action

The FY 2012 Adopted Fiscal Plan for Community Corrections reflects an increase in local tax funding of $215,949 from loss of Federal revenue due to the expiration of grant funding. An enhancement of 1.00 FTE for an administrative assistant for the Victim Impact Panel program is included, which is fully fee offset. Personnel increases for benefits and cost of living adjustments per the Board adopted budget policy are included.

Budget History

FY 2008 Mid-year: The Board added 1.00 FTE for a state-funded probation officer.

FY 2009 Mid-year: The Board added 1.00 FTE for a grant-funded probation officer.

FY 2010 Mid-year: The Board added 1.00 FTE for a grant-funded probation officer.

FY 2011: The Board eliminated 1.00 FTE for a customer service position.

Community Corrections

Expenditures by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Community Corrections	$1,464,813	$1,615,796	$1,609,169	$1,815,771	$1,853,447
Total Expenditures	**$1,464,813**	**$1,615,796**	**$1,609,169**	**$1,815,771**	**$1,853,447**

Revenues by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Community Corrections	$679,285	$658,820	$721,933	$932,432	$754,159
Total Revenues	**$679,285**	**$658,820**	**$721,933**	**$932,432**	**$754,159**

Local Tax Funding by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Community Corrections	$785,528	$956,976	$887,236	$883,339	$1,099,288
Total Local Tax Funding	**$785,528**	**$956,976**	**$887,236**	**$883,339**	**$1,099,288**

Staffing Summary by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Community Corrections	18.86	19.86	20.86	20.86	21.86
Total FTE	**18.86**	**19.86**	**20.86**	**20.86**	**21.86**

Community Corrections

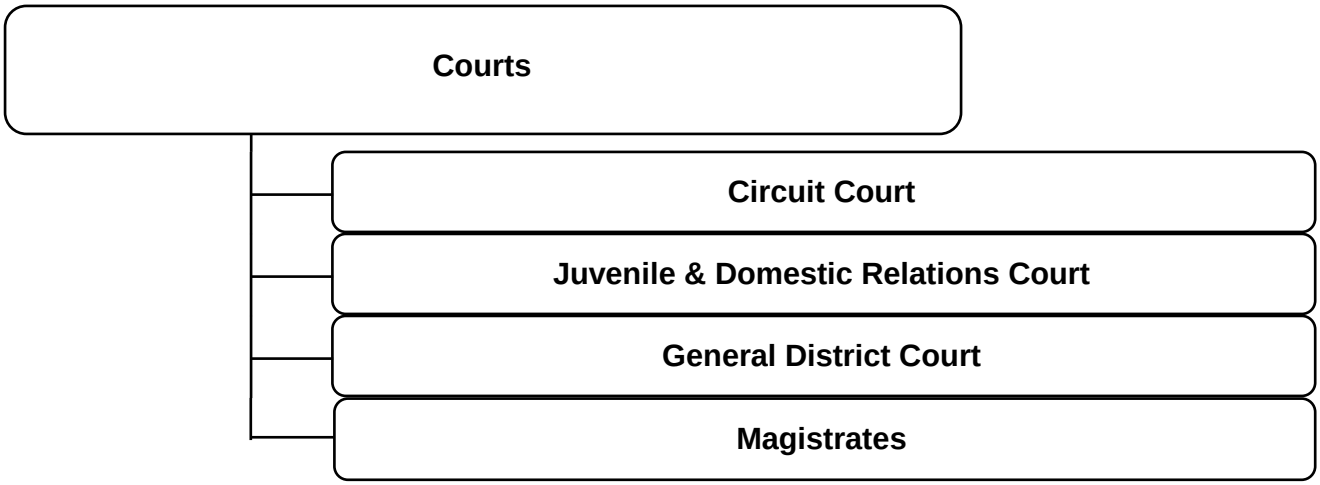
Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Provide an array of alternatives to detention to reduce space issues in the Adult Detention Center.				
• Local Probation: Number of jail beds saved daily	166	163	170	180
• Local Probation: Percentage of offenders successfully completing probation	86%	87%	85%	85%
• Local Probation: Value of jail beds saved daily[1]	$12,450	$13,886	$14,875	$15,750
• Pretrial: Number of jail beds saved daily	57	51	65	65
• Pretrial: Value of jail beds saved daily	$8,550	$9,100	$9,750	$10,500
Objective: Assist the Courts in making bond decisions by interviewing, evaluating and investigating incarcerated pretrial defendants to provide verified information on each pre-bond report.				
• Number of pretrial defendants interviewed, evaluated and investigated	1,227	1,107	1,350	1,400
Objective: Provide an alternative to detention through community service work.				
• Number of Community Service hours worked	23,298	15,995	23,000	24,000
• Value of Community Service hours worked[2]	$139,778	$95,970	$138,000	$140,000
Objective: Promote public safety and serve the Loudoun Judiciary by enforcing all general and special conditions of pretrial and probation and supervising all defendants and offenders referred by the Courts.				
• Local Probation: Average daily number under supervision	831	819	875	875
• Local Probation: New cases opened[3]	2,154	1,609	2,300	2,400
• Local Probation: Percentage of offenders successfully completing probation	86%	87%	85%	85%
• Pretrial: Percentage of defendants successfully completing supervision	82%	82%	85%	85%
• Pretrial: Average daily number under supervision	114	127	135	145
• Pretrial: New cases opened	390	344	550	650
Objective: Compensate victims of crimes by collecting Court costs and restitution from offenders.				
• Value of fines and costs collected from offenders	$122,020	$65,693	$70,000	$120,000
• Value of restitution collected from offenders	$102,581	$111,038	$125,000	$125,000

[1] The value of jail bed is based on the average annual cost per LCSO.

[2] The value of a community services hour is based on the number of hours and the pay per hour as directed by the courts.

[3] The estimated number of new cases opened in FY 2011 reflects an increase based on court ordered domestic violence programs.

Courts


Courts
Circuit Court
Juvenile & Domestic Relations Court
General District Court
Magistrates

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 to 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 2012 Issues

• Court caseloads and community demand for services continue to increase with population growth.
• Providing services to clients for whom English is a second or non-existent language puts demands on the Court system.

FY 2012 Major Goals

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

FY 2011 Major Achievements

• Delivered requested cases and managed dockets to the Courts in a timely and efficient manner.
• Continued to manage the interagency Drug Court Program.

Courts

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$672,961	$692,319	$671,871	$636,343	$783,699
Operations & Maintenance	265,020	387,335	500,249	394,108	350,350
Total Expenditures	**$937,981**	**$1,079,654**	**$1,172,120**	**$1,030,451**	**$1,134,049**
Revenues					
Other Local Taxes	$0	$2,823	$0	$0	$0
Recovered Costs	19,351	31,392	36,543	0	20,768
State Categorical Aid	(4,639)	0	0	0	0
Federal Categorical Aid	6,095	16,278	155,996	0	0
Total Revenues	**$20,807**	**$50,493**	**$192,539**	**$0**	**$20,768**
Local Tax Funding	**$917,174**	**$1,029,161**	**$979,581**	**$1,030,451**	**$1,113,281**
FTE Summary	**7.00**	**7.00**	**6.00**	**6.00**	**7.00**

FY 2012 Board Action

The FY 2012 Adopted Fiscal Plan for the Courts reflects an enhancement of 1.00 FTE for an attorney in the Circuit Court. Personnel increases for benefits and cost of living adjustments per the Board adopted budget policy are included.

Budget History

FY 2010: The Board eliminated 1.00 FTE for an attorney position for the Circuit Court.

Courts

Expenditures by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Circuit Court	$625,806	$719,653	$853,699	$692,988	$755,386
Juvenile & Domestic Relations Court	67,303	69,189	65,114	78,923	78,923
General District Court	83,745	134,815	121,645	149,463	149,463
Magistrates	161,127	155,997	131,662	109,077	150,277
Total Expenditures	**$937,981**	**$1,079,654**	**$1,172,120**	**$1,030,451**	**$1,134,049**

Revenues by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Circuit Court	$1,456	$19,101	$155,996	$0	$0
General District Court	19,351	31,392	36,543	0	20,768
Total Revenues	**$20,807**	**$50,493**	**$192,539**	**$0**	**$20,768**

Local Tax Funding by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Circuit Court	$624,350	$700,552	$697,703	$692,988	$755,386
Juvenile & Domestic Relations Court	67,303	69,189	65,114	78,923	78,923
General District Court	64,394	103,423	85,102	149,463	128,695
Magistrates	161,127	155,997	131,662	109,077	150,277
Total Local Tax Funding	**$917,174**	**$1,029,161**	**$979,581**	**$1,030,451**	**$1,113,281**

Staffing Summary by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Circuit Court	7.00	7.00	6.00	6.00	7.00
Total FTE	**7.00**	**7.00**	**6.00**	**6.00**	**7.00**

Courts

Circuit Court

Description

The Circuit Court has original and general jurisdiction of most civil cases; all cases, civil or criminal, in which an appeal may be made to the Supreme Court of Virginia; and of all indictments for felonies and of presentments, 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, Electoral Boards, and Magistrates are made by the Circuit Court. The Circuit Court also processes appointments of marriage celebrants, name changes, and applications for concealed weapons. The five administrative support positions for the Circuit Court are provided by the County. The Adult Drug Treatment Court is a specialized docket of the Circuit Court designed to provide eligible felony probation violators with intensive substance abuse treatment and judicial supervision. The Program Coordinator position is funded 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 2012 Issues

• Court cases continue to increase in complexity.
• Civil and criminal caseloads continue to increase at a rate consistent with County's population growth.

FY 2012 Goals

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

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$530,117	$547,846	$549,387	$556,944	$663,100
Operations & Maintenance	95,689	171,807	304,312	136,044	92,286
Total Expenditures	**$625,806**	**$719,653**	**$853,699**	**$692,988**	**$755,386**
Revenues					
Other Local Taxes	$0	$2,823	$0	$0	$0
State Categorical Aid	(4,639)	0	0	0	0
Federal Categorical Aid	6,095	16,278	155,996	0	0
Total Revenues	**$1,456**	**$19,101**	**$155,996**	**$0**	**$0**
Total Local Tax Funding	**$624,350**	**$700,552**	**$697,703**	**$692,988**	**$755,386**
FTE Summary	**7.00**	**7.00**	**6.00**	**6.00**	**7.00**

Courts

Circuit Court

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Provide a cost effective and accountable system of judicial supervision and treatment to reduce the impact of drug-driven crime on the community.				
• Average number of participants in the Drug Court program	16	16	20	20
• Complete screening and assessment process within two weeks of referral	87%	100%	100%	100%
• Graduate recidivism rate 12 months after graduation	0%	20%	20%	20%
• Participants who maintain abstinence from drugs/alcohol for six months or longer	67%	71%	75%	75%
Objective: Maintain judicious, prompt, and efficient handling of cases by concluding all civil and criminal cases in a judicious, prompt, and efficient manner.				
• Number of commenced civil cases	3,749	4,071	4,099	4,200
• Number of commenced criminal cases	2,011	1,862	2,587	2,587

Courts

Juvenile & Domestic Relations Court

Description

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

Budget Overview

FY 2012 Issues

• The Juvenile & Domestic Relations Court continues to experience increased service demand for both juvenile and specifically domestic violence cases. In FY 2006, the Court created separate dockets for criminal domestic violence and protective orders for civil cases.
• Providing services to clients for whom English is a second or non-existent language is increasing. As the County's population becomes more diverse, additional resources are needed to utilize in the future to translate automated phone system messaging, forms, signage, and web site information.

FY 2012 Goals

• Address need for additional support for the Court's second full-time judge, as the current State provided support is not sufficient.
• Address increased need for Spanish and other language interpreters/translators and forms.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Operations & Maintenance	$67,303	$69,189	$65,114	$78,923	$78,923
Total Expenditures	**$67,303**	**$69,189**	**$65,114**	**$78,923**	**$78,923**
Total Local Tax Funding	**$67,303**	**$69,189**	**$65,114**	**$78,923**	**$78,923**

Courts

Juvenile & Domestic Relations Court

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Provide equitable access for juveniles and families in the judicial system for Loudoun County residents.				
• Number of Juvenile & Domestic Relations hearings	34,916	30,629	25,584	30,046
• Number of new Domestic Relations cases	3,892	5,126	4,536	4,046
• Number of new Juvenile cases	4,416	7,018	5,064	4,728
• Number of spouse abuse cases	956	1,152	1,164	958

Courts

General District Court

Description

General District Courts are courts of limited jurisdiction. In addition to limited civil controversies designated by statute, the General District Court has jurisdiction to hear and decide civil cases where the amount of the controversy does not exceed $15,000. 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 2012 Issues

• The population has increased in Loudoun County and in surrounding areas, which has had an effect on the General District Court (GDC) in the volume of cases filed, including traffic cases, criminal cases and civil cases.
• Due to the changes in the statute, the civil jurisdictional limit will increase from $15,000 to $25,000 for Warrant in Debts and un-limited 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 additional in depth information from the Court on a daily basis.
• Misdemeanor crimes of a criminal nature and traffic nature result in considerable paperwork to be filed for each (GDC) Court case.
• The Court provides translators for the non-English speaking public for Court proceedings, which will continue to increase therefore requiring reallocation of resources to complete casework.

FY 2012 Goals

• Continue to meet the increasing needs of services and handle more complex cases with current staff.
• Use qualified/certified language interpreters for non-English speaking individuals for court hearings by using services over the phone.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Operations & Maintenance	$83,745	$134,815	$121,645	$149,463	$149,463
Total Expenditures	**$83,745**	**$134,815**	**$121,645**	**$149,463**	**$149,463**
Revenues					
Recovered Costs	$19,351	$31,392	$36,543	$0	$20,768
Total Revenues	**$19,351**	**$31,392**	**$36,543**	**$0**	**$20,768**
Total Local Tax Funding	**$64,394**	**$103,423**	**$85,102**	**$149,463**	**$128,695**

Courts

General District Court

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Ensure court cases are resolved promptly and efficiently by processing all court cases filed by attorneys, police agencies and the public.				
• Number of criminal cases concluded	7,675	7,199	8,260	7,250
• Number of traffic cases concluded	58,822	66,092	66,824	68,450
Objective: Provide information and assist the public with questions by phone and in person.				
• Number of information packets distributed	109,500	134,500	135,000	136,500
• Number of questions answered by phone calls per deputy clerk	68,000	81,250	79,500	87,000
• Number of questions answered in person per deputy clerk	132,500	88,000	86,900	88,000

Courts

Magistrates

Description

The Magistrate's Office is a point of entry for the County's court system. Magistrates conduct probable cause hearings, issue warrants, conduct bail hearings, commit offenders to jail and release prisoners from jail, issue emergency custody orders, temporary detention orders, medical emergency detention orders as well as emergency protective orders in domestic abuse and stalking cases. The office operates 24 hours a day. The County funds the 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 2012 Issues

• The proposal before the State Legislature is underway for major reorganization of the Magistrate System. If approved, this would create a "hub" magistrate system by reporting directly to Richmond instead of the locality Chief Circuit Court Judge.
• Loudoun County continues to have the lowest ratio of magistrates to population of any locality in 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 2012 Goals

• 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.

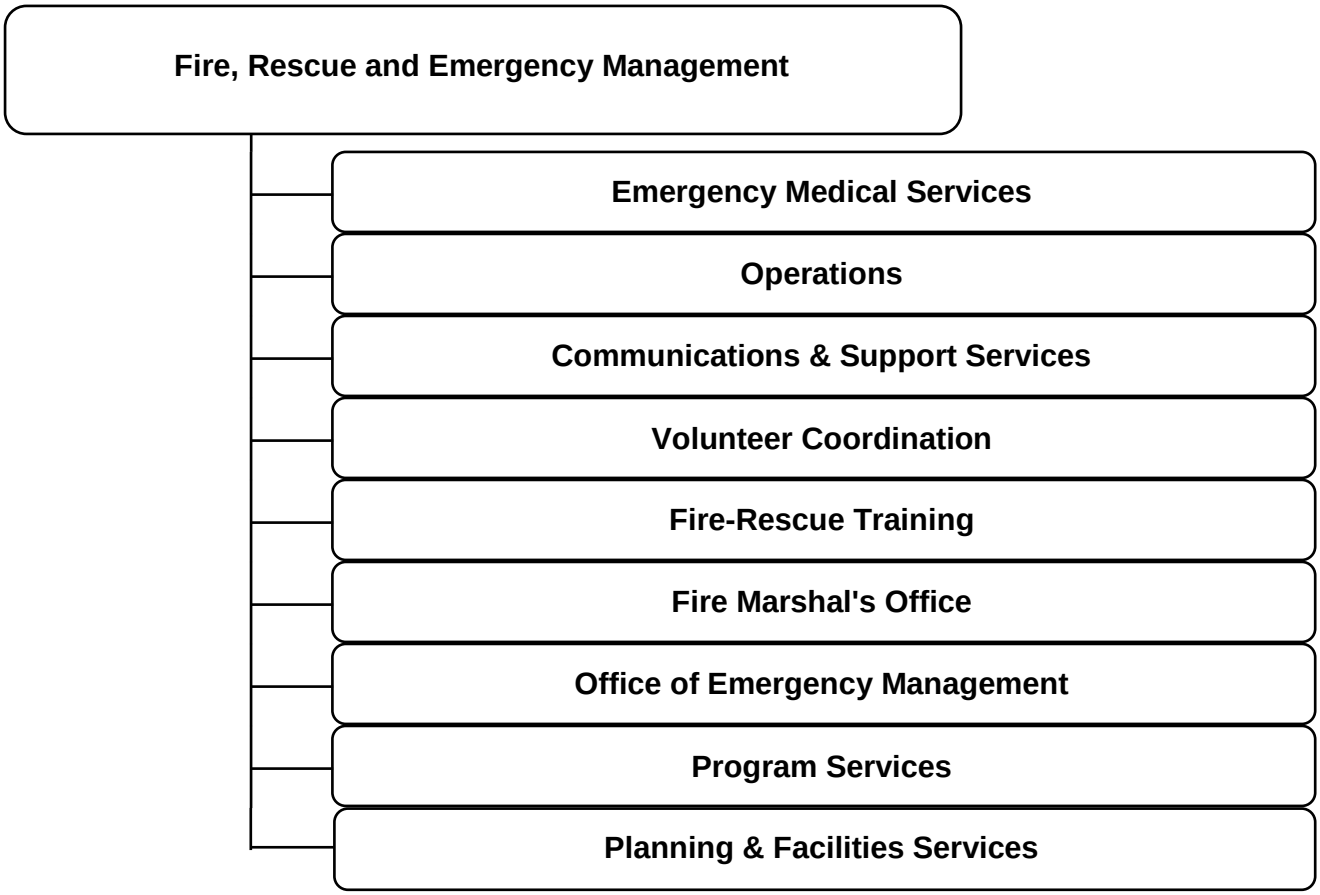
Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$142,844	$144,473	$122,484	$79,399	$120,599
Operations & Maintenance	18,283	11,524	9,178	29,678	29,678
Total Expenditures	**$161,127**	**$155,997**	**$131,662**	**$109,077**	**$150,277**
Total Local Tax Funding	**$161,127**	**$155,997**	**$131,662**	**$109,077**	**$150,277**

Courts

Magistrates

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Goal: Provide judicial services and accomplish statutory responsibilities on a twenty-four hours per day, 365 days per year basis.				
• Duty hours	11,520	11,839	10,565	11,000
• Processes administered per Magistrate	4,139	4,991	4,195	5,100
• Processes issued	24,833	24,956	25,173	26,720
• Processes issued per duty hours per Magistrate	2.16	2.10	2.38	2.50

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 members. The department will provide essential emergency and non emergency programs through teamwork, integrity, professionalism and service.

Description

Fire, Rescue and Emergency Management is organized into nine programs: Emergency Medical Services (EMS), Operations, Emergency Communications, Volunteer Coordination, Fire Rescue Training, Fire Marshal's Office, Office of Emergency Management, Planning and Facilities, and Program Services. The department delivers operational Fire and EMS Services from 20 strategically located stations, provides administrative support for the County's 17 volunteer fire companies and the Fire and Rescue Commission as well as maintains the County's emergency communications and emergency operations centers. All code related fire inspections for existing business and production occupancies, multifamily and commercial occupancies along with determining the causes and origins for fires, explosions and hazardous materials incidents are also conducted by the department. Fire and Rescue also coordinates the County emergency management and related all hazards disaster services, special events planning, strategic planning and GIS/mapping services, and public education and risk reduction.

Budget Overview

FY 2012 Issues

• Growth in commercial and residential construction continues to facilitate a need for additional resources, such as ladder companies, heavy rescue, advanced life support and basic life support ambulances, water tankers and new stations. Additional training programs and new apparatus will continue to be considered while meeting current demands.
• As demands for emergency medical services increase, so will the demand for additional advance life support providers. Furthermore, additional training and staffing is needed to maintain current system service delivery.
• Rapid energy fires, combined with lightweight construction, necessitate a greater reliance in built in fire suppression systems, such as sprinklers. Due to modern construction, rapid intervention response to avert building collapse and improve firefighter safety is needed.
• Planning for mitigation of natural and manmade disasters, pandemic medical emergencies and prospective acts of terrorism, remains a key focus of the department. Responsible and collaborative emergency management regional planning efforts continue to ensure safe and successful special events coordination with sponsors and agencies.

FY 2012 Major Goals

• Update and continue to work towards implementing the Board's Adopted Fire, Rescue and Emergency Management Service Plan, which guides future budget development and service goals for the combination system.
• Update and continue to work towards implementing 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.
• Maintain the respiratory protection program, which is mandated by State and Federal regulations for the use, maintenance, and testing of self contained breathing apparatus for the combined fire and rescue system.
• Conduct fire and rescue training classes and programs and convene career and volunteer recruit academies as necessary and Fire and EMS system specific training programs.
• Continue working to provide interoperability with remote GIS data systems from other jurisdictions in accordance to the Public Safety Answering Point grant.
• Conduct regular drills in the County's Emergency Operations Center to insure operational readiness.
• Continue the implementation of the combined system Records Management System.
• Monitor mobile data computer installations, efficiency and troubleshooting in emergency vehicles.
• Complete, outfit, and open the Moorefield (Station 23), Western Loudoun (Station 16), Brambleton (Station 9 & Fire Marshal's Office Headquarters), and Aldie (Station 7) Fire Rescue Stations. Coordinate/support activities associated with design/build of the Route 28/7 (Station 24) Fire Rescue Station for a FY 2013 opening; Complete, outfit, and reopen the renovated Middleburg (Station 3) Fire Rescue Station, and coordinate construction activities for the Sterling (Station 11/15) renovation; Program, design, and coordinate the equipping and materials as part of the replacement Emergency Communications/ E-911 Center at the newly acquired County property at Sycolin Road.
• Conduct a comprehensive needs assessment and feasibility study for all existing fire rescue stations in need of renovation to establish clear priorities/project sequencing, thorough understanding of required scope of work, and discernment between facilities targeted for renovation from those in need of replacement providing sound planning data for the FY 2013-2014 Biennial CIP Document.
• Continue Officer Training programs, focusing on candidate and newly promoted/elected system officers.
• Work with the Recruitment and Retention Committee to design and implement a retention plan focused on retaining volunteer system members.
• Continue the implementation of a fully automated fire prevention inspection program utilizing identified occupancies within the County's Land Management Information System (LMIS).

Fire, Rescue and Emergency Management

• Implement a countywide volunteer records management system to coordinate operations and administrative performance of 17 independent volunteer corporations.
• Reduce first year attrition rate by providing support to companies to enhance screening, application and mentoring processes.

FY 2011 Major Achievements

• Continued implementation strategy of the Meadowood Court Fire Incident Report recommendations, as well as adopt nationally recognized fire life safety standards for first responders, such as the “Everyone Goes Home” program.
• Continued as an active regional partner in the threat assessment and response for Federal Urban Area Securities Initiatives for the National Capital Region, while enhancing response capabilities through planning and training.
• Assisted the County in the consultation with DIT with the review and purchase of the Computer Aided Dispatch and management information system software.
• Monitored the prioritized countywide inventory of properties that require inspections to be maintained in the County’s Land LMIS.
• Maintained standardized fire-cause information for fire investigation case management procedures and for further Public Fire Safety Education targeted curriculum.
• Provided fire and rescue training to 3,672 career and volunteer students through 156 different courses; 85 Volunteers completing Firefighter I and II; 82 volunteers completing EMT Basic, EMT Enhanced or Intermediate; 52 career members completing Firefighter II/EMT Basic; 832 career and volunteer students completing advanced level training to become driver/pump operators to a company officer.
• Placed ten newly trained and/or locally authorized career advanced life support providers in service.
• Procured and placed into front line service one engine, two tankers, two squads, and one bomb truck as part of the Board's adopted apparatus program.
• Open and begin operating from the permanent Moorefield Public Safety Center during the spring of 2011.
• Completed live fire burn and rural water delivery training for all career and many volunteer members to evaluate and improve firefighting and incident command skills.
• Installed Mobile Data Computers in all response apparatus including the associated classroom training of the system members.
• Placed 374 new volunteers, 84% operational, into 14 independent volunteer corporations.
• Retention rate of trained members in their third year increased to 95%.
• Sixty-seven percent of the new volunteers voluntarily obtained pre-placement physicals.

Fire, Rescue and Emergency Management

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$32,847,003	$35,868,877	$36,504,936	$37,274,036	$40,235,001
Operations & Maintenance	11,799,218	20,132,700	14,570,073	11,880,018	12,407,814
Capital Outlay & Capital Acquisitions	764,225	759,072	1,486,349	79,397	113,267
Transfer to Central Services Fund	313,912	131,303	117,461	0	0
Total Expenditures	**$45,724,358**	**$56,891,952**	**$52,678,819**	**$49,233,451**	**$52,756,082**
Revenues					
Other Local Taxes	$5,338,661	$4,850,652	$4,870,874	$5,260,000	$5,055,600
Permits Privilege Fees & Reg Licenses	97,299	100,092	102,520	67,367	126,489
Fines & Forfeitures	6,541	5,225	4,307	6,650	6,650
Charges For Services	0	0	1,017	0	0
Miscellaneous Revenue	2,598	4,959	21,167	0	0
Recovered Costs	1,168	13,661	9,014	0	0
State Categorical Aid	(10,097)	928,925	740,646	436,000	436,000
Federal Categorical Aid	645,208	5,803,523	2,647,254	29,762	29,762
Other Financing Sources	0	88,354	68,354	68,354	68,354
Total Revenues	**$6,081,378**	**$11,795,391**	**$8,465,153**	**$5,868,133**	**$5,722,855**
Local Tax Funding	**$39,642,980**	**$45,096,561**	**$44,213,666**	**$43,365,318**	**$47,033,227**
FTE Summary	**492.81**	**504.01**	**484.96**	**486.85**	**523.81**

FY 2012 Board Action

The FY 2012 Adopted Fiscal Plan for Fire, Rescue and Emergency Management includes an enhancement for staffing to provide 24 hour/ 7 days a week coverage at the Middleburg Volunteer Fire Department Company 3 Station of 8.96 FTE and $3,667,909 in local tax funding; personnel increases for benefit costs for health insurance and cost of living adjustments per the Board adopted budget policy are also included. It should be noted that the local tax funding increase is primarily attributed to full year funding associated with 28.00 FTE approved by the Board as a FY 2011 Mid-Year enhancement.

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

Budget History

FY 2008: The Board added 35.84 FTE to operate the Landsdowne Station 22 and Neersville. Staff included one station commander, three lieutenants, eight technicians, and twenty firefighter/EMTs at the Lansdowne Station 22 and four technicians for heavy apparatus at the Neersville Station. The Board also adopted the Fire/Emergency Medical Services Tax District, which provided a dedicated funding system for County fire and rescue services and volunteer companies.

FY 2009: The Board added 11.20 FTE to operate the new Brambleton Fire and Rescue station. Staff included two lieutenants, six technicians and two firefighters, and used accrued vacancy savings as funding. The Board also rescinded the Fire/Emergency Medical Services Tax District, which provided a dedicated funding system for County fire and rescue services and volunteer companies.

FY 2010: The Board reduced 19.05 FTE from Arcola Company 9, Brambleton Public Safety Center and part time administrative staffing. Staff included two lieutenants, 14 firefighters and one deputy chief.

FY 2010 Mid-Year: The Board added 4.48 FTE to the Philomont Volunteer Fire Department Company 8 and the reduction of a 0.54 FTE program specialist position.

FY 2011: The Board reduced 2.06 FTE (1.06 FTE in the Fire Marshal's Office and 1.00 FTE in Administration Division).

FY 2011 Mid-Year: The Board added 28.00 FTE associated with the implementation of hybrid staffing model in the department to decrease overtime spending as well as provide contingency staffing for Volunteer Company staffing requests.

Fire, Rescue and Emergency Management

Expenditures by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Emergency Medical Services	$472,086	$546,905	$709,487	$371,337	$382,527
Operations	27,208,511	29,196,823	28,891,383	29,883,974	34,068,671
Communications & Support Services	2,703,302	2,935,514	2,918,203	3,202,695	3,266,182
Volunteer Coordination	6,380,444	7,244,556	6,940,741	6,682,752	6,722,998
Fire-Rescue Training	2,932,327	3,306,519	3,457,605	3,649,394	2,672,292
Fire Marshal's Office	2,396,746	9,180,672	4,188,494	2,099,889	1,987,100
Office of Emergency Management	596,057	1,140,674	2,608,311	578,409	693,456
Program Services	3,034,885	2,882,575	2,532,676	2,305,845	2,494,609
Planning & Facilities Services	0	457,714	431,919	459,156	468,247
Total Expenditures	**$45,724,358**	**$56,891,952**	**$52,678,819**	**$49,233,451**	**$52,756,082**

Revenues by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Emergency Medical Services	$1,861	$4,809	$178,456	$0	$0
Operations	223,768	42,145	281,381	0	0
Communications & Support Services	5,338,661	4,850,652	4,870,874	5,260,000	5,055,600
Volunteer Coordination	(9,360)	928,925	639,291	436,000	436,000
Fire-Rescue Training	0	10,150	0	0	0
Fire Marshal's Office	418,451	5,726,163	1,791,235	59,925	121,650
Office of Emergency Management	103,660	227,210	678,424	88,354	98,116
Program Services	4,337	0	21,017	9,762	0
Planning & Facilities Services	0	5,337	4,475	14,092	11,489
Total Revenues	**$6,081,378**	**$11,795,391**	**$8,465,153**	**$5,868,133**	**$5,722,855**

Local Tax Funding by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Emergency Medical Services	$470,225	$542,096	$531,031	$371,337	$382,527
Operations	26,984,743	29,154,678	28,610,002	29,883,974	34,068,671
Communications & Support Services	(2,635,359)	(1,915,138)	(1,952,671)	(2,057,305)	(1,789,418)
Volunteer Coordination	6,389,804	6,315,631	6,301,450	6,246,752	6,286,998
Fire-Rescue Training	2,932,327	3,296,369	3,457,605	3,649,394	2,672,292
Fire Marshal's Office	1,978,295	3,454,509	2,397,259	2,039,964	1,865,450
Office of Emergency Management	492,397	913,464	1,929,887	490,055	595,340
Program Services	3,030,548	2,882,575	2,511,659	2,296,083	2,494,609
Planning & Facilities Services	0	452,377	427,444	445,064	456,758
Total Local Tax Funding	**$39,642,980**	**$45,096,561**	**$44,213,666**	**$43,365,318**	**$47,033,227**

Staffing Summary by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Emergency Medical Services	2.07	2.07	2.07	1.07	1.07
Operations	387.52	398.72	380.80	378.51	416.59
Communications & Support Services	41.27	40.15	40.15	41.27	41.27
Volunteer Coordination	3.07	3.07	3.07	3.07	3.07
Fire-Rescue Training	17.76	16.46	16.46	20.92	19.80
Fire Marshal's Office	16.57	16.57	16.01	16.51	15.44
Office of Emergency Management	4.21	5.28	5.28	5.33	5.33
Program Services	20.34	19.62	19.05	16.98	18.05
Planning & Facilities Services	0.00	2.07	2.07	3.19	3.19
Total FTE	**492.81**	**504.01**	**484.96**	**486.85**	**523.81**

Fire, Rescue and Emergency Management
Emergency Medical Services

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 pathogen/infection control program to ensure compliance with occupational safety and health regulations (OSHA).

Budget Overview

FY 2012 Issues

• Continue the development and organization of a quality improvement program that focuses on formal education and other presentations relating to quality improvement, performance improvement, outcomes analysis, external regulatory requirements, projects topics and other pertinent areas of study.
• Ensure adequate medical attention (basic and advanced life support) is provided during every emergency medical call, in accordance with the Board Adopted Fire, Rescue and EMS Plan.
• Maintain the recruitment and retention initiative focused on attracting, training and supporting advanced life support (ALS) personnel so that current and increasing (EMS) demands may be successfully met.
• Identifying qualified EMS personnel allowing for 24-hour coverage to provide EMS command officer/ supervision currently performed by EMS Battalion Chiefs. These individuals are charged with EMS incident command, provider care assurance and quality care improvement tasks.

FY 2012 Goals

• Expand the Combined Fire Rescue System capability to accurately identify, manage and treat acute cardiac dysfunction through the utilization of 12 lead electro cardiac monitoring capability within the existing budget or through grant awards.
• Continue with the development of a proactive recruitment, retention and training plan for qualified advanced life support personnel.
• Develop and implement system wide training that addresses the actions required of EMS units upon arrival at a structure fire.
• Continue with implementation and quality improvement of a systemwide (career and volunteer) electronic patient care reporting system (ePCR).

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$208,274	$151,899	$144,013	$145,285	$149,027
Operations & Maintenance	253,813	385,007	473,805	224,430	231,878
Capital Outlay & Capital Acquisitions	9,999	9,999	91,669	1,622	1,622
Total Expenditures	**$472,086**	**$546,905**	**$709,487**	**$371,337**	**$382,527**
Revenues					
Miscellaneous Revenue	$2,598	$4,809	$372	$0	$0
State Categorical Aid	(737)	0	63,781	0	0
Federal Categorical Aid	0	0	114,303	0	0
Total Revenues	**$1,861**	**$4,809**	**$178,456**	**$0**	**$0**
Total Local Tax Funding	**$470,225**	**$542,096**	**$531,031**	**$371,337**	**$382,527**
FTE Summary[1]	**2.07**	**2.07**	**2.07**	**1.07**	**1.07**

[1] Reflects personnel reassignment of 1.00 FTE in FY 2011 to the Fire Marshal's Office due to operational requirements.

Fire, Rescue and Emergency Management
Emergency Medical Services

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Provide delivery of Emergency Medical Services to the community.				
• Emergency Medical Service hospital transports	10,876	11,310	12,330	12,960
• Emergency Medical Service incidents	15,888	16,060	18,133	18,779
• Emergency Medical Service incidents per 10,000 residents	556	557	617	619
Objective: Ensure that EMS turnout and response times identified in the Board-Adopted Fire and Rescue Service Plan are met.				
• Emergency Medical Service incidents -- Advanced Life Support	10,018	8,660	9,778	10,126
• Emergency Medical Service incidents -- Basic Life Support	5,870	7,400	8,355	8,653
• Percentage of 10 minute ALS response goal met in suburban areas	90%	86%	90%	90%
• Percentage of 10 minute BLS response goal met in suburban areas	88%	89%	90%	90%
• Percentage of 14 minute BLS response goal met in rural areas	91%	92%	92%	92%
• Percentage of 15 minute ALS response goal met in rural areas	95%	94%	95%	95%

Fire, Rescue and Emergency Management

Operations

Description

The Operations Division provides timely and effective response for fire, rescue, hazardous materials, and emergency medical incidents 24 hours per day, seven days per week. Services are provided by career staff in conjunction with members of the County's 17 independent volunteer fire and rescue companies. Operations personnel are assigned to one of three different shift schedules averaging 42 hours per week. The shifts are 5-day:12 hour shifts (6am 6pm), 7-day:12 hour shift (6am 6pm) and 24 hour shift (6am 6am). The Operations Division also supports non emergency activities which include public fire life safety education programs, pre emergency incident planning, and fire safety inspections for commercial and 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 2012 Issues

• The Operations Division is challenged with the critical task of ensuring fire and rescue services to the County by following established response goals and maintaining minimum staffing to provide consistent and reliable service to an ever increasing population as outlined in the Board's Adopted Service Plan. As a result, the number of career fire/rescue operational personnel has increased from 13.00 FTE in FY 1989 to 405.14 FTE in FY 2010.

FY 2012 Goals

• Ensure delivery of the Board of Supervisors' Adopted Service Plan response and staffing goals, and maintain daily staffing levels as approved by the Board to deliver fire and EMS services within the 520 square miles of Loudoun County.
• Continue advanced technical development of the Hazardous Materials Offensive Response program by continuing to support and provide advanced training, and participation in the National Capital Region Hazardous Materials/Weapons of Mass Destruction program and protocols.
• Implement countywide standardized and consistent drill topics training programs for all stations throughout the year.
• Implement Battalion and Station-wide management plans to increase efficiencies and effectiveness. These plans will assist in standardizing daily operations within the county, battalions and individual stations.
• Continue implementing the Meadowood Court Fire Significant Event Report recommendations.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$23,895,447	$26,138,139	$26,245,278	$27,588,311	$30,213,048
Operations & Maintenance	2,670,598	2,791,823	2,169,595	2,260,249	3,820,209
Capital Outlay & Capital Acquisitions	373,786	241,599	359,049	35,414	35,414
Transfer to Central Services Fund	268,680	25,262	117,461	0	0
Total Expenditures	**$27,208,511**	**$29,196,823**	**$28,891,383**	**$29,883,974**	**$34,068,671**
Revenues					
Recovered Costs	$0	$2,412	$2,800	$0	$0
Federal Categorical Aid	223,768	29,733	278,581	0	0
Other Financing Sources	0	10,000	0	0	0
Total Revenues	**$223,768**	**$42,145**	**$281,381**	**$0**	**$0**
Total Local Tax Funding	**$26,984,743**	**$29,154,678**	**$28,610,002**	**$29,883,974**	**$34,068,671**
FTE Summary	**387.52**	**398.72**	**380.80**	**378.51**	**416.59**

Fire, Rescue and Emergency Management

Operations

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Deliver an adequate water supply (4,000 gallon minimum) in rural response zones for fire suppression purposes within twelve minutes (total response time) 80% of the time.				
• 4,000 gal. of water delivered in 12 minutes 80% of the time[1]	70%	48%	85%	85%
Objective: Inspect 100% of building inspections assigned by the Loudoun County Fire Marshal's Office.				
• Fire prevention inspections to complete	1,438	1,429	1,500	1,500
• Percent of assigned fire prevention inspections completed	100%	100%	100%	100%
Objective: Non-emergency activity includes all activities other than emergency incidents. This includes daily apparatus checks/maintenance, physical training, drills/training, pre-fire plans, building inspections, mapping, etc. This objective covers all stations with career staffing in Loudoun County.				
• Battalion 1: Number of nonemergency activity hours	48,294	58,222	55,000	55,000
• Battalion 2: Number of nonemergency activity hours	125,196	117,971	130,000	125,000
• Battalion 3: Number of nonemergency activity hours	87,660	92,483	90,000	95,000
Objective: To protect the lives and property of all residents and visitors to Loudoun County.				
• Career Firefighters/EMTs per 1,000 residents	1.65	1.63	1.70	1.66
• Career Firefighters/EMTs per 50 square miles	93.97	90.46	47.92	47.92
• Total civilian deaths	0	0	0	0
• Total fire loss of real and personal property (millions)[2]	$15.91	$5.11	$10.39	$10.00
Objective: Provide fire-rescue industry training to incumbent operational personnel.				
• Battalion 1: Number of incumbent training hours	7,454	8,904	9,000	9,000
• Battalion 2: Number of incumbent training hours	23,167	20,993	24,000	24,000
• Battalion 3: Number of incumbent training hours	18,853	16,709	19,000	19,000
Objective: Ensure that fire turnout and response times identified in the Board adopted Fire and Rescue Service Plan and levels are met.				
• Number of fire incidents	6,167	5,413	7,417	7,710
• Percentage of 10 minute Fire response goal met in suburban	86.29%	89.19%	90.00%	90.00%
• Percentage of 14 minute Fire response goal met in rural areas	82.42%	85.97%	86.00%	86.00%

[1] The Fire Service Plan goal is 85%. During FY 2010, the Service Plan goal was not met due to road network limitation and deployment of apparatus. Additional tankers have been added to the fleet to enable staff to better meet this goal.

[2] Fire loss of real and personnel property is a result of the number and size of incidents and fluctuates from year to year.

Fire, Rescue and Emergency Management
Communications & Support Services

Description

This program serves as the County's Public Safety Answering Point (PSAP) for fire and rescue incidents using the County's Enhanced 911 (E-911) system. All emergency (E-911) calls and non emergency fire and rescue calls are processed through this center. The emergency calls for other public safety entities are routed to the respective agencies. The program also maintains the Computer Aided Dispatch (CAD) system and public safety Geographical Information System (GIS) data. The specialized mapping available through these programs utilizes economic and population figures to assist planning personnel with the proper placement of future assets for services. GIS Coordination also provides updated information for the CAD system that all public safety personnel utilize. Staff from this program provide technical support and coordination for the department's IT, communication, and vehicular infrastructure that includes over 600 mobile and portable radios that are individually reprogrammed on a yearly basis to maintain the National Capital Region's interoperability. The division also provides project coordination for the mobile data computers in the Fire and Rescue inventory. Project coordination is also being provided for the implementation of the system wide Records Management System. This division also provides telephone extension coordination, cellular telephone administration for all divisions, over 400 departmental pager units, and vehicle emergency response equipment review and recommendations.

Budget Overview

FY 2012 Issues

• The Division will continue working to provide operability with remote GIS data systems from other jurisdictions in accordance to the Public Safety Answering Point grant.
• The Division is responsible for maintaining the highest training standards for personnel operating the mobile data and upgraded radio system equipment.
• During FY 2012 the Division is to monitor the reprogramming, rebanding and updating mobile radios to maintain interoperability within the National Capital Region.
• The Division must begin planning and preparing for the Emergency Communications Center relocation to a new facility.
• In FY 2012, the Division will begin to explore the possibility of preparing the Communications Center for the Next Generation E-911 (N911) to accept videos and text messages as calls for service.
• The Division will continue to work toward the level of service defined in the department's Service Plan to provide the additional resources in key areas and to provide more efficient dispatching through the continual evaluation of new technologies for the Emergency Communications Center (ECC).

FY 2012 Goals

• Complete the regional response map to include regional centerlines that would allow for routable directions to be used by all Northern Virginia jurisdictions.
• Complete the beginning proposal portion of the move to change vendors for the Computer Aided Dispatch software.
• Start to evaluate the upgrades necessary to move the ECC toward accepting Next Generation (N911) inputs to include video and text messaging.
• Complete the installation and configuration of the combined system Records Management System server and begin the incremental implementation of the system's modules.
• Complete the initial installations of mobile data computers into the identified response vehicles
• Install connection from the radio system to allow broadcast across the Internet.
• Work with DIT to complete the necessary steps to provide the public a view of current incident status on the Internet.

Fire, Rescue and Emergency Management
Communications & Support Services

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$2,485,409	$2,632,750	$2,512,273	$2,905,592	$2,954,136
Operations & Maintenance	217,893	244,509	235,726	297,103	294,046
Capital Outlay & Capital Acquisitions	0	58,255	170,204	0	18,000
Total Expenditures	**$2,703,302**	**$2,935,514**	**$2,918,203**	**$3,202,695**	**$3,266,182**
Revenues					
Other Local Taxes	$5,338,661	$4,850,652	$4,870,874	$5,260,000	$5,055,600
Total Revenues	**$5,338,661**	**$4,850,652**	**$4,870,874**	**$5,260,000**	**$5,055,600**
Total Local Tax Funding	**$(2,635,359)**	**$(1,915,138)**	**$(1,952,671)**	**$(2,057,305)**	**$(1,789,418)**
FTE Summary	**41.27**	**40.15**	**40.15**	**41.27**	**41.27**

Fire, Rescue and Emergency Management
Communications & Support Services

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Monitor and evaluate the amount of time, total number and cost associated with the maintenance the Computer-Aided Dispatch (CAD) system by Fire and Rescue personnel.				
• Cost of processing an update or revision for CAD	$9,456	$10,296	$9,504	$9,694
• Number of hours spent on updates	270	293	270	270
• Number of updates or revisions to CAD	24	24	24	24
Objective: Provide for the prompt and efficient processing of requests for emergency fire and rescue services through the E911 system.				
• Average EMS call processing time (minutes)	2.34	2.43	2.30	2.30
• Average Fire call processing time (minutes)	1.35	1.41	1.25	1.25
• Number of calls dispatched <= 60 seconds	2,928	2,388	3,500	3,700
• Number of calls dispatched > 60 seconds	18,386	18,489	17,800	17,700
• Percentage of calls dispatched in 60 Seconds or less	14%	11%	21%	23%
• Percentage of calls that are emergency calls[1]	n/a	n/a	53%	53%
• Percentage of calls that are emergency landline calls[1]	19%	16%	40%	35%
• Percentage of calls that are emergency wireless calls[1]	37%	38%	60%	65%
• Percentage of calls that are non-emergency calls	43%	47%	47%	47%
• Total number of incidents created	24,561	23,286	23,752	24,227
• Total telephone calls answered by F/R dispatchers	200,853	204,865	205,889	206,919
Objective: Ensure mobile data computer equipment in all designated fire-rescue apparatus and vehicles is functioning and maintained properly according to the Board adopted Service Plan.				
• Percentage of apparatus and vehicles without MDCs	58%	8%	3%	0%
• System members trained to utilize mobile data terminals	239	385	150	150
• Total number of apparatus outfitted with MDCs	73	116	130	135

[1] In FY 2011, a new measure was implemented, "Percentage of calls that are emergency calls," which reflects the total percentage of calls for emergencies of all calls. Beginning in FY 2011, the emergency landline and wireless call performance measures reflect the proportion of only the emergency calls.

Fire, Rescue and Emergency Management
Communications & Support Services

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Provide GIS information properly formatted in graphical form within 16 "working" hours of the request and the number of total outputs requested.				
• Average time to produce specialized maps in hours	13.50	14.50	16.00	16.00
• Percentage maps produced within 16 hour goal	65%	70%	80%	80%
• Total number of specialized maps produced	340	237	242	247
Objective: To achieve and maintain a 95% or greater customer satisfaction rate for communication support services from the fire-rescue and emergency management community.				
• Number of repair calls received	154	413	300	400

Fire, Rescue and Emergency Management
Volunteer Coordination

Description

This program supports fire and rescue volunteer system members by overseeing and providing guidance in various human resource aspects including but not limited to: workers' compensation, pre-placement physicals, training issues, benefits, recruitment, retention, and recognition. The Volunteer Coordination program works in conjunction with the Department, the Fire and Rescue Commission, and the 17 independent volunteer companies to enhance volunteers' participation in the combination system.

Budget Overview

FY 2012 Issues

• The Fire-Rescue Volunteer Points system is a program to capture and inventory retirement benefit eligibility for volunteer members and is the only systemwide fire rescue volunteer database. The system is not designed, nor is it capable of maintaining necessary and ongoing performance data which is affecting performance efficiency and volunteer trends. A new volunteer records management system is being considered which would eliminate these issues.
• Implementation of mandatory physicals will increase the workload of the existing volunteer program staff and may reduce the quantity of existing members.
• To maintain quality of basic certified EMTs a maximum number of volunteer participants for each basic class was established, requiring some members to delay basic training.

FY 2012 Goals

• Continually identify and pursue new financial resources for recruitment of fire & rescue volunteers.
• Continue to Identify and implement new leadership and professional development opportunities to enhance volunteer participation and retention.
• Identify and implement new recruitment opportunities.
• Identify and implement new retention opportunities and programs.
• Continually identify new volunteer benefits to recruit and retain members or as a part of the recognition program.
• Continue to identify ways and assist stations to engage in ways to promote the advancement of members in the station to avoid being bottom heavy.
• Continue to support volunteer corporations in the development of individualized recruitment and retention programs.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$985,888	$956,980	$921,812	$889,404	$927,205
Operations & Maintenance	5,363,074	6,287,576	6,018,929	5,793,348	5,795,793
Transfer to Central Services Fund	31,482	0	0	0	0
Total Expenditures	**$6,380,444**	**$7,244,556**	**$6,940,741**	**$6,682,752**	**$6,722,998**
Revenues					
Recovered Costs	$0	$0	$4,863	$0	$0
State Categorical Aid	(9,360)	928,925	634,428	436,000	436,000
Total Revenues	**$(9,360)**	**$928,925**	**$639,291**	**$436,000**	**$436,000**
Total Local Tax Funding	**$6,389,804**	**$6,315,631**	**$6,301,450**	**$6,246,752**	**$6,286,998**
FTE Summary	**3.07**	**3.07**	**3.07**	**3.07**	**3.07**

Fire, Rescue and Emergency Management
Volunteer Coordination

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Increase the recruitment of volunteer personnel in the fire and rescue system.				
• Marketing at community recruitment events	35	42	35	35
• Prospective volunteer inquiries	383	433	350	350
• Volunteer program staff hours devoted to outside recruitment activities.	775	520	500	500
• Volunteers entering basic certification training	180	198	165	140
Objective: Protect Life and Property of Residents				
• Number of active duty volunteers per 1,000 residents	2.73	2.73	2.78	2.81
• Number of active duty volunteers per 50 square miles	75.09	76.98	78.46	80.76
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.				
• Volunteer Membership (includes Dual)	1,613	1,660	1,600	1,660
• New volunteer members	412	374	415	415
• Terminated or deceased volunteer members	285	331	295	295
• Net gain/loss of volunteers	127	43	120	120
• Active duty volunteer members (administrative and operational)	781	796	816	840

Fire, Rescue and Emergency Management

Fire-Rescue Training

Description

The Training division provides a high quality and comprehensive education program for the combined system, facilitating excellence in service to citizens and visitors. The Training division serves system members by offering programs to meet the daytime, evening and weekend schedules of the department and the Volunteer Fire Rescue community. The programs offered include: Pre hospital Emergency Medicine, Fire Suppression, Hazardous Materials, Technical Rescue, Leadership and Management, Recertification and Instructor Curriculums.

Budget Overview

FY 2012 Issues

• The division must balance the requirement of conducting a comprehensive training program that ensures seamless operational capability among both career and volunteer personnel. This has necessitated the provision of training programs 7 days a week with weekday training running from 6 a.m. to 11 p. m. and weekend training being provided from 7 a.m. to 5 p.m.
• National and local shortages of certified advanced life support personnel have initiated in-house advanced medical education courses that will be conducted more frequently to enhance the skill sets of system personnel.
• Staff must manage the program in accordance with the logistical dynamics of providing an effective training program and environment while capitalizing on the changing needs of the student population.

FY 2012 Goals

• Continue to provide fire rescue training programs to meet the demands of a rapidly changing and growing combined system by recruiting additional part-time instructors, grooming in-house instructor talent and creating a true learning environment for Training Center employees and students.
• Provide the fire rescue system with a regular training calendar that will be delivered on time with capable and competent instructors. Incorporate new technology to provide company training to individual stationhouses and to expand the training delivery to meet the needs of the system.
• Review, enhance and implement ongoing, mandatory, systemwide entry-level and ongoing training of NOVA Mayday procedures and firefighter self survival techniques.
• Continue the implementation of training recommendations from the Meadowood Event Report.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,386,403	$1,669,548	$1,703,046	$1,859,695	$1,888,089
Operations & Maintenance	1,522,453	1,551,560	1,754,559	1,747,338	741,842
Capital Outlay & Capital Acquisitions	23,471	62,471	0	42,361	42,361
Transfer to Central Services Fund	0	22,940	0	0	0
Total Expenditures	**$2,932,327**	**$3,306,519**	**$3,457,605**	**$3,649,394**	**$2,672,292**
Revenues					
Miscellaneous Revenue	$0	$150	$0	$0	$0
Other Financing Sources	0	10,000	0	0	0
Total Revenues	**$0**	**$10,150**	**$0**	**$0**	**$0**
Total Local Tax Funding	**$2,932,327**	**$3,296,369**	**$3,457,605**	**$3,649,394**	**$2,672,292**
FTE Summary	**17.76**	**16.46**	**16.46**	**20.92**	**19.80**

Fire, Rescue and Emergency Management

Fire-Rescue Training

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Provide a learning environment that promotes sound tactics in a comfortable, safe, and hostile free education and training atmosphere.				
• Educational service quality rating	93%	91%	92%	92%
• Service quality of training programs (scale 1-5)	4.66	4.70	4.60	4.50
Objective: Provide comprehensive training in multiple disciplines that include: fire, rescue, hazardous materials, emergency medical rescue, special operations, leadership, and management, allowing the combined Fire-Rescue system to meet the service delivery needs of the community, local, state, and national government standards related to service deliverables.				
• Number of classes revised or added to the curriculum[1]	29	69	15	30
• Number of comprehensive classes taught	155	161	146	146
• Number of students attending comprehensive training classes	3,328	2,664	3,190	2,880
• Number of students enrolled in Monroe Technology Center program	11	11	12	16
• Percentage of training classes presented on-site	100%	98%	95%	95%
Objective: Teach National Incident Management System (NIMS) compliant command courses and provide options for non-classroom environments.				
• Number of NIMS certified system members trained[2]	223	285	120	130
Objective: Provide system members comprehensive fire-rescue training program.				
• Cost to train a volunteer from entry to active duty (EMS)[3]	$1,385	$824	$1,525	$1,525
• Cost to train a volunteer from entry to active duty (Fire)[3]	$1,492	$1,082	$1,645	$1,645
• Cost to train career members from entry to active duty[3]	$4,024	$4,039	$3,982	$3,982
• Number of career members scheduled for training classes	1,146	646	900	900
• Number of volunteers scheduled for training classes	2,182	2,018	2,000	2,000
• Percentage of career members completing training classes	98%	98%	98%	98%
• Percentage of volunteers completing training classes	95%	96%	96%	96%

[1] The number of classes projected to be held in FY 2011 and FY 2012 are lower than previous years due to budgetary constraints.

[2] Current system members are NIMS certified; therefore beginning in FY 2011, NIMS training is focused on new entry system members as part of the basic certification programs.

[3] The costs to train both volunteers and career members fluctuates according to the number of participants, number of volunteer and part-time instructors and other personnel costs associated with the training program.

Fire, Rescue and Emergency Management

Fire Marshal's Office

Description

The Fire Marshal's Office provides critical programs to ensure a safe living and working environment for residents, workers and travelers within Loudoun County. The key aspect of the overall mission is the prevention of fires, explosions and related incidents. This is accomplished through a comprehensive public fire and life safety education program which strives to effect behavioral changes and attitudes toward the prevention of fire. This program also strives to ensure effective survival behavior when an emergency does strike. Ongoing program initiatives include child passenger safety seat instruction, smoke alarm installation, testing and replacement, home fire safety inspections, developmental training for children in proper use of the E-911 system, McGruff and Leesburg Safety Camps, Head Start and senior citizen programs.

Public fire and life safety education efforts are supplemented by an aggressive fire prevention and life safety inspection program which is intended to identify and correct fire and related hazards in public assembly buildings, schools, restaurants, theatres, extremely hazardous substances (EHS) facilities, commercial blasting locations and multi-family occupancies in Loudoun County and the seven incorporated towns. The program also conducts fire safety plan reviews, responds to Freedom of Information (FOIA) requests from the public and regulates commercial blasting operations.

Pursuant to the Code of Virginia (§27 31 through §27 37.1), the Fire Marshal's Office is responsible for the investigation of all fires, explosions, hazardous material incidents and environmental crimes. This section houses the highly effective accelerant canine program. Investigation is intended to determine the presence of criminal activity, and to pursue cases for prosecution, as well as identify unintentional causes, which can lead to furthering the public life safety education effort.

The Fire Marshal's Office is also responsible for the coordination of the Loudoun County Bomb Squad, which is a shared function with the Loudoun County Sheriff's Office. Personnel in both agencies are trained in the mitigation of explosives according to Federal Bureau of Investigation requirements and respond locally, as well as regionally, as a critical special operation.

Budget Overview

FY 2012 Issues

• Fire safety inspections in public assembly buildings continue to be a priority. More than 600 public assembly buildings and educational use buildings are now on an automated re-inspection program.
• Overcrowding of bars and night clubs continues to be a concern and is addressed by "spot" nighttime inspections. In FY 2010, over 660 such inspections were performed and several locations were temporarily closed until safe crowd levels were achieved.
• The Adopted Strategic Plan provides that every 10,000 new residents generates approximately 5.7 million square feet of new commercial space which requires routine fire and life safety inspections. Currently, in excess of 65 million square feet of commercial and business property requires annual inspections, which is in addition to inspections of public assembly buildings, schools, blasting and other hazardous operations.
• The Division averages 175 fire prevention code related citizen complaints each month, which is nearing the capacity of the Division to investigate as required by the Code of Virginia. In addition, there is approximately one investigation per day for fires, explosions and hazardous materials incidents. Current fire investigators are able to effectively manage an average of 5-6 cases each per month and depending upon complexity, a Division total of 300-360 investigations per year.
• The Fire Marshal is allowed to charge fees for fire prevention code permits for hazardous operations. The current fee structure yields approximately $100,000 for FY 2011, which the Board approved to increase by 20 percent as a stop gap measure until the Budget Office and Division conducts a more rigorous fee model study during FY 2012.

FY 2012 Goals

• Public Fire and Life Safety Education continues to focus on fire prevention and related life safety public education, specifically expanding the "door-to-door" smoke alarm pilot program that was started in Purcellville in FY 2009 throughout western Loudoun to encompass the areas of Middleburg, Aldie, Neersville and Lovettsville.
• To continue all public fire and life safety education outreach programs such as McGruff, Leesburg Safety Day, Head Start, 911 Simulator, and senior citizen safety.
• To implement fire prevention code permit fees as allowed by the Statewide Fire Prevention Code and consistent with the Board of Supervisors' mandate that fees for required permits be based upon actual staff costs.
• To continue the highly effective bar and nightclub inspection program, which is conducted to prevent dangerous overcrowding conditions.
• To continue utilization of LMIS to continue to create and expand the database of all properties subject to annual and more frequent fire safety inspections.
• To continue to close investigations at an overall rate of 80%.
• To fill the vacant explosives detection canine handler position.

Fire, Rescue and Emergency Management
Fire Marshal's Office

Program Financial Summary	FY 2008 Actual	FY 2009 Actual[1]	FY 2010 Actual[1]	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,579,808	$1,767,376	$1,685,893	$1,615,237	$1,517,976
Operations & Maintenance	672,065	7,103,673	1,693,622	484,652	469,124
Capital Outlay & Capital Acquisitions	144,873	226,522	808,979	0	0
Transfer to Central Services Fund	0	83,101	0	0	0
Total Expenditures	**$2,396,746**	**$9,180,672**	**$4,188,494**	**$2,099,889**	**$1,987,100**
Revenues					
Permits Privilege Fees & Reg Licenses	$92,985	$94,755	$98,045	$53,275	$115,000
Fines & Forfeitures	6,541	5,225	4,307	6,650	6,650
Miscellaneous Revenue	0	0	795	0	0
Recovered Costs	1,145	1,013	1,351	0	0
Federal Categorical Aid	317,780	5,625,170	1,686,737	0	0
Total Revenues	**$418,451**	**$5,726,163**	**$1,791,235**	**$59,925**	**$121,650**
Total Local Tax Funding	**$1,978,295**	**$3,454,509**	**$2,397,259**	**$2,039,964**	**$1,865,450**
FTE Summary	**16.57**	**16.57**	**16.01**	**16.51**	**15.44**

[1] FY 2009 and FY 2010 Operating and Maintenance includes equipment and vehicle purchases associated with regional bomb response initiatives that was funded with Federal Categorical Aid provided through the Urban Area Security Initiative (UASI) grant from the Department of Homeland Security.

Fire, Rescue and Emergency Management

Fire Marshal's Office

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Provide rapid and effective response to emergency incidents involving possible or actual IED's or other explosive incidents and to mitigate all associated hazards.				
• Number of devices rendered safe[1]	117	10	30	25
• Number of emergency bomb squad responses	5	6	30	10
• Number of required training hours	768	1,314	1,160	1,160
• Number of threat responses	0	9	6	10
Objective: Investigate all reported fires, explosions and hazardous materials incidents, provide cause determination and pursue the identity, prosecution and conviction of persons responsible for any criminal actions.				
• Number of cases per FTE	54	39	70	60
• Number of closed cases[2]	207	116	275	160
• Number of criminal investigations closed	12	20	28	25
• Number of investigations	267	175	356	221
• Number of open and active cases	20	35	65	50
• Number of open and inactive cases	31	21	28	24
Objective: Conduct annual fire safety inspections for all known schools, public assembly buildings, night clubs and extremely hazardous substance (EHS) facilities.				
• Fire Permits Issued	1,130	1,124	1,170	1,195
• Monthly night club inspections performed	607	663	470	480
• Number of Extremely Hazardous Substances (EHS) properties inspected annually	33	25	20	25
• Number of other fire safety inspections performed[3]	1,901	2,247	1,684	1,798
• Number of public assemblies inspected	623	729	495	581
• Number of school properties inspected	164	180	77	80
• Properties inspected per FTE	491	574	493	454

[1] In FY 2009, the higher number of devices rendered safe is primarily attributable to a single incident.

[2] Case investigations are influenced by multiple factors that can attribute to the higher closure rate of cases, which can result in differences in the number of closed cases from year to year.

[3] The lower projected number of fire safety inspections performed in FY 2011 is attributable to a vacant Fire Marshal position.

Fire, Rescue and Emergency Management

Fire Marshal's Office

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Manage multi-jurisdictional grants and other grants in accordance with local, state and federal grant guidelines.[1]				
• Value of new goods designated for Loudoun County	$241,779	$516,658	$1,481,746	$0
• Value of new goods designated for other jurisdictions	$3,886,547.30	$6,493,243.00	$6,257,279.00	$0.00
• Value of new grant funds under management	$7,289,595	$8,771,555	$1,400,000	$0
Objective: Minimize preventable child and elderly injuries/deaths due to ill prepared babysitter, caregiver, parent or legal guardian.				
• Child Safety Seats installed[2]	2,067	2,088	1,500	0
• Cost of public education program delivery	$13,395	$10,673	$20,666	$12,034
• Hours dedicated to public education program coordination	1,413	1,413	1,693	1,100
• Hours dedicated to public education program delivery	272	201	418	310
• Number of direct public education program recipients	2,590	1,318	1,780	1,500
• Number of public education programs delivered	53	46	36	49
Objective: Review all submitted development plans for compliance with fire safety regulations.				
• Hours required for plans review	288	145	187	304
• Number of annual plans received and reviewed	240	181	156	152
Objective: Minimize fire related deaths that could have been prevented with a properly functioning and installed smoke detector(s).				
• Smoke Detector Program - Number of detectors installed	60	119	136	144

[1] There is no projected grant funding anticipated for FY 2012.

[2] The Child Safety Seats Program was eliminated effective December 1, 2010.

Fire, Rescue and Emergency Management

Office of Emergency Management

Description

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

Budget Overview

FY 2012 Issues

• Planning for mitigation of natural and man-made disasters remains a key focus of the department. Responsible and collaborative regional planning efforts continue to ensure safe and successful special events coordination with sponsors and agencies.
• The Division will continue to enhance, revise, and update the County's EOP, supporting documents, and other planning initiatives collaboratively with local, regional, state and federal partners.
• Planning, training, exercises and operational activities will be implemented in order to optimize the new Emergency Operations Center for response and recovery operations.
• The Division will continue the development and implementation of a comprehensive training program designed to prepare responders for operational activities associated with large-scale emergencies and disasters.
• The safety of participants at special events in Loudoun County will require the Division to continue to work closely with event organizers and venue directors.

FY 2012 Goals

• Revise emergency response plans, policies and procedures, and participation in National Capital Region-wide planning, strategy and exercises.
• Conduct two major drills in the County's new Emergency Operations Center utilizing EOC staffing components.
• Monitor changes to legislation for emergency management to formulate responses to large-scale emergencies and disasters.
• Enhance the Special Events program to include the development and implementation of a Special Events Ordinance.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$360,096	$489,845	$1,386,563	$428,056	$506,159
Operations & Maintenance	208,374	631,602	1,180,400	150,353	187,297
Capital Outlay & Capital Acquisitions	27,587	19,227	41,348	0	0
Total Expenditures	**$596,057**	**$1,140,674**	**$2,608,311**	**$578,409**	**$693,456**
Revenues					
Recovered Costs	$0	$10,236	$0	$0	$0
State Categorical Aid	0	0	42,437	0	0
Federal Categorical Aid	103,660	148,620	567,633	20,000	29,762
Other Financing Sources	0	68,354	68,354	68,354	68,354
Total Revenues	**$103,660**	**$227,210**	**$678,424**	**$88,354**	**$98,116**
Total Local Tax Funding	**$492,397**	**$913,464**	**$1,929,887**	**$490,055**	**$595,340**
FTE Summary[1]	**4.21**	**5.28**	**5.28**	**5.33**	**5.33**

[1] In FY 2011, as a result of an audit of personnel allocation, the FTE count was increased to 5.33 to accurately reflect the assigned personnel.

Fire, Rescue and Emergency Management

Office of Emergency Management

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Conduct emergency preparedness programs and education by training Community Emergency Response Team (CERT) members through instruction and investing in other community outreach programs.				
• Community emergency response team members	19	9	50	50
• Cost of CERT training per member	$107	$107	$107	$107
• Duration of average class (in minutes)	180	180	180	180
• Instruction hours	93	70	260	180
• Staff hours	253.50	508.50	413.00	450.00
Objective: Emergency Operations Center Usage.				
• Number of hours EOC activated	312	252	300	300
• Number of hours EOC is utilized during non-emergencies	1,700	2,178	2,280	2,500
Objective: Conduct planning and response activities associated with large-scale emergencies and disasters.				
• Operational hours[1]	1,403	1,625	1,100	1,100
• Planning hours	3,792	4,086	3,500	3,800
• Training hours	673	868	500	650
Objective: Conduct a special events program designed to assist organizers with planning for conducting safe and successful special events.				
• Number of special events	252	254	225	240
• Number of special events staff hours	1,692	1,224	1,000	1,100
• Special Events -- no staff coverage required	31	31	35	35

[1] Operational hours are associated with natural and manmade hazards which result in fluctuations year to year.

Fire, Rescue and Emergency Management
Program Services

Description

The Program Services Division, which falls under the Office of the Fire Rescue Chief, is responsible for management and oversight of the Department. Services and programs included in this division are: Human Resources; Health, Safety & Risk Management; Respiratory Protection Program; Financial Management; Public Affairs; and administrative support staff.

Human Resources is responsible for hiring personnel via reviewing applications, written exams, physical ability tests, polygraph exams, background examinations, oral interviews and candidate selection for all divisions. Human Resources also conducts internal affairs investigations and works with the County Human Resources Division in managing and facilitating employee relation issues. Oversight of safety on emergency incidents, department injuries and accident investigation, are provided by staff involved in the Health, Safety & Risk Management. The program also monitors personnel on Workers Compensation, scheduling employee physicals and working with the third party medical administrator. The Respiratory Protection program manages the self-contained breathing apparatus inventory, which includes annual testing, maintenance, routine repairs and management of technicians and supplies. Administrative staff in the department processes personnel actions, manages financial matters, grants, and procurement related services, in addition to answering FOIA requests.

Budget Overview

FY 2012 Issues

• Continued department compliance with occupational safety and other industry safety related standards mandates is critical to ensure that practices and work environment safeguards are met for health and well being of department employees and system members.
• The department must continue to meet the federal and state mandated respiratory protection program to comply with regulations, maintenance and testing of self-contained breathing apparatus for the combined fire rescue system.
• The department is challenged with meeting the growth in services delivery areas. Department services, such as procurement, supply distribution, facilities/vehicles maintenance, administrative support, records management, and payroll will continue to grow as administrative support remains level and is reduced.

FY 2012 Goals

• Recruit quality applicants, particularly those with advanced life support training to fill uniform positions.
• Meet growing needs in service delivery areas, such as procurement, supply distribution, facilities/vehicles maintenance, administrative support, records management, and payroll with current levels of administrative staff support.
• Develop and maintain a comprehensive health, safety and wellness program to enable a physically fit and psychological well balanced workforce that targets reduced Workers Compensation cases.

Fire, Rescue and Emergency Management

Program Services

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,945,678	$1,712,278	$1,560,875	$1,491,504	$1,718,047
Operations & Maintenance	890,948	1,039,768	956,701	814,341	776,562
Capital Outlay & Capital Acquisitions	184,509	130,529	15,100	0	0
Transfer to Central Services Fund	13,750	0	0	0	0
Total Expenditures	**$3,034,885**	**$2,882,575**	**$2,532,676**	**$2,305,845**	**$2,494,609**
Revenues					
Permits Privilege Fees & Reg Licenses	$4,314	$0	$0	$0	$0
Charges For Services	0	0	1,017	0	0
Miscellaneous Revenue	0	0	20,000	0	0
Recovered Costs	23	0	0	0	0
Federal Categorical Aid	0	0	0	9,762	0
Total Revenues	**$4,337**	**$0**	**$21,017**	**$9,762**	**$0**
Total Local Tax Funding	**$3,030,548**	**$2,882,575**	**$2,511,659**	**$2,296,083**	**$2,494,609**
FTE Summary	**20.34**	**19.62**	**19.05**	**16.98**	**18.05**[1]

[1] Reflects personnel reassignment from other divisions within the department due to operational requirements.

Fire, Rescue and Emergency Management
Program Services

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Organize administrative reporting duties to maximize allocated personnel and resources with department needs.				
• Percent of error-free pay records submitted	99.76%	99.85%	99.00%	99.00%
• Total timesheets processed	10,779	10,860	10,842	11,900
• Validated payroll record errors	23	15	19	10
Objective: Manage and administer a comprehensive health, wellness, and safety program that maintains a physically and psychologically fit workforce.				
• NFPA 1582 physicals (incumbent) administered	342	366	400	400
• Number of safety program inspections completed.	54	54	56	58
• Number of safety program inspections required	52,054	50,253	51,850	51,850
• Number of total on-the-job injuries	44	163	160	160
• Percent of on-time injury/accident investigations	100%	100%	100%	100%
• Responses to emergency calls	532	540	472	500
• Safety-oriented drill hours	1,844	1,757	1,808	1,808
Objective: Manage a Human Resources system that meets organizational needs and County HR policies.				
• Job applicants hired	49	29	45	45
• Number of HR actions completed per FTE	0.16	0.16	0.20	0.20
• Number of job applicants	1,492	847	600	650
• Qualified job applicants received[1]	1,072	1,342	150	200
Objective: Ensure procurement infrastructure that provides for the acquisition of essential department goods and services.				
• Average Days to Pay a Vendor	9.64	7.72	9.00	9.00
• Average number of days to process procurement request	3.17	2.00	3.00	3.00
• Number of procurements	371	318	500	350
• Percentage of on-time invoiced payments	91%	98%	95%	98%
• Percentage of procurements executed on-time	90%	95%	95%	95%

[1] In FY 2011, pre-screening questionnaires were implemented as part of the recruiting process which has resulted in fewer qualified applicants.

Fire, Rescue and Emergency Management

Program Services

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Protect Life of Personnel Responding to Incidents				
• Number of SCBA receiving PM Flow test	565	727	612	612
• Number of SCBA repaired	122	141	353	375
• Percentage of SCBA units tested and certified	100%	118%	100%	100%
• SCBA units available for usage	484	484	612	612

Fire, Rescue and Emergency Management
Planning & Facilities Services

Description

The Planning and Facility Services Division performs strategic risk and trend analysis, development application referrals and plans review, coordination of department capital construction projects, and facility related maintenance, repair, renovation, and asset replacement to include strategic siting, construction, repair, maintenance, and readiness of all rural water supply tanks and dry hydrants. Additionally, the Division is responsible for the oversight of apparatus and fleet operations which is charged with identifying funding sources, specification development, acquisition, maintenance and repairs to county owned apparatus to ensure uninterrupted around the clock readiness of all response vehicles. The Division also manages and operates the Fire Rescue Distribution Warehouse, ensuring timely and accountable supply receipt and distribution of all departmental supplies.

Budget Overview

FY 2012 Issues

• Gross square footage of department occupied County owned and leased facilities along with volunteer company owned worksites supported by the department will increase by more than 93,000 square feet by the end of FY 2012.
• The critical need to replace the Emergency Communications/911 Center has been addressed through property acquired in FY 2011 on Sycolin Road, but programmatic complexity and associated costs result in a project that will be challenging to execute. The disposition/timing of other facility needs identified in the 20 year Public Safety Facility Master Plan remain uncertain.
• Facility work orders will continue to increase during FY 2012, given an increasing number of facilities operated by the County and ongoing facility deterioration due to age at a number of volunteer owned worksites.
• The facility worksite assessments reveal issues and conditions, particularly in volunteer owned stations, requires a substantial fiscal investment to remedy and many years to complete.
• The timely replacement of fire rescue apparatus according to the Board's adopted service plan is essential to reliable service delivery. Asset replacement/depreciation funding levels are currently not adequate to ensure timely replacement of essential vehicles given current modeling of replacement schedules and assumptions regarding prevailing inflation in manufacturing costs.
• Ongoing growth in the size of the Department's fleet of emergency response vehicles, coupled with increased support to volunteer companies with maintenance and upkeep of the apparatus and that our Operations Division personnel staff has exceeded the workload capacity of the sole employee assigned to all apparatus/fleet support duties.
• Increased delays in making newly acquired apparatus field ready and increased deployment of reserve vehicles throughout the system for County and volunteer owned that are out of service now necessitates routine overtime assignment of assisting uniformed staff to maintain effective service.
• While future replacement of major building systems is factored and budgeted through the Department of General Services, timely replacement of fire station specific systems (station alerting, breathing apparatus, exhaust recovery/extraction hardware) and station equipment/furnishings (commercial grade kitchen and laundry appliances) is not. Given the number of facilities made operational within a current five year window, significant costs for system equipment/FFE replacement within the next six to eight years must be planned and funded.
• Increased utilization of the warehouse as point of destination for all Divisions' and volunteer managed Fire-Rescue groups' procurement of goods is resulting in substantial increases in workload at this support facility, which relies heavily on unpredictably available "temporary restricted duty" departmental employees to complete associated work.

FY 2012 Goals

• Complete, outfit, and open the Moorefield (Station 23), Western Loudoun (Station 16), Brambleton (Station 9 & FMO Headquarters), and Aldie (Station 7) Fire Rescue Stations. Coordinate/support activities associated with design/build of the Route 28/7 (Station 24) Fire Rescue Station for FY 2013 opening; Complete, outfit, and re open the renovated Middleburg (Station 3) Fire Rescue Station, and coordinate construction activities for the Sterling (Station 11/15) renovation; Engage successful programming, design, and coordination of upfit/outfitting for a replacement Emergency Communications/911 Center at a newly acquired County property.
• Conduct a comprehensive needs assessment & feasibility study of all existing fire rescue stations in need of renovation to establish clear priorities/project sequencing, thorough understanding of required scope of work, and discernment between facilities targeted for renovation from those in need of replacement in order to provide sound planning data for the FY 2013-2014 Biennial CIP Document.
• Ensure uninterrupted “around the clock” departmental operations by maintaining productive and safe working environments at more than 30 worksites, to include overseeing associated facility improvements, building systems and equipment maintenance, FF&E repair and replacement, facility emergency response and mitigation; maintain rural water supply assets at more than 70 locations throughout the county to ensure constant readiness.
• Place all new/replacement capital fire rescue vehicles endorsed for purchase in the FY 2011 and FY 2012 budgets into full service within 30 days of manufacturing.

Fire, Rescue and Emergency Management
Planning & Facilities Services

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$0	$350,062	$345,183	$350,952	$361,314
Operations & Maintenance	0	97,182	86,736	108,204	106,933
Capital Outlay & Capital Acquisitions	0	10,470	0	0	0
Total Expenditures	**$0**	**$457,714**	**$431,919**	**$459,156**	**$468,247**
Revenues					
Permits Privilege Fees & Reg Licenses	$0	$5,337	$4,475	$14,092	$11,489
Total Revenues	**$0**	**$5,337**	**$4,475**	**$14,092**	**$11,489**
Total Local Tax Funding	**$0**	**$452,377**	**$427,444**	**$445,064**	**$456,758**
FTE Summary	**0.00**	**2.07**	**2.07**	**3.19**	**3.19**

Fire, Rescue and Emergency Management
Planning & Facilities Services

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Provide department level facility project management for new construction or leased facility build-out and outfitting.				
• Number of current projects	16	16	15	16
• Percent of project milestones	73.68%	79.25%	80.00%	80.00%
Objective: Manage an inventory and supply distribution system that ensures system readiness.				
• Number of warehouse orders received	3,417	4,250	3,000	4,000
• Percent of on-time warehouse deliveries	95.91%	98.83%	90.00%	95.00%
Objective: Maintain existing department facilities and occupied worksites to ensure a safe and productive work environment.				
• Cumulative square footage of facilities supported	302,075	321,650	343,950	378,650
• Number of currently active projects -- current facilities	122	84	100	100
• Number of facilities supported	31	34	33	38
• Number of facility repair requests	2,770	5,642	2,600	5,000
• Number of facility related work orders	611	751	600	700
Objective: Integrate planning data and development application service impacts with Adopted Fire and Rescue Service Plan and Strategic Plan goals to ensure future provision of services.				
• Number of development applications processed	156	142	150	150
• Number of referral related activities	842	794	700	700
• Percent of on-time development referral submissions	91.73%	91.50%	85.00%	90.00%

Juvenile Court Service Unit

Mission Statement

The mission of the Virginia Department of Juvenile Justice is to protect the public through a balanced approach of accountability and comprehensive services that prevent and reduce delinquency through partnerships with families, schools, communities, law enforcement and others, while providing opportunities for delinquent youth to become responsible and productive citizens.

Description

The Juvenile Court Services Unit (JCSU) is a statutorily mandated agency which carries out the directions of the Court for professional supervision and services for juvenile offenders. The JCSU has three basic components: Probation, including monitoring and supervising juveniles and their families per the order of the Court; Intake, the "taking in" and processing of new complaints and cases; and Special Programs, an array of specialized services to restore juveniles and their families to law abiding behavior. These court-ordered programs and services include alcohol/substance abuse suppression, anger management, community service, detention alternatives, gang intervention, mediation, post-disposition, prevention/intervention groups, restitution, restorative justice, and programs for serious offenders.

Budget Overview

FY 2012 Issues

• Language and cultural barriers put pressure on the Juvenile Justice system. This is an issue for public safety and optimum service delivery to delinquent youth, their families, and the community-at-large.
• Prevention, intervention and educational programming to maintain 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.
• Domestic relations cases continue to increase; Notable domestic violence which increased 15.5% in FY 2010.
• Staffing limitations diminish the application of some of the proactive strategies.
• There is a need to maintain and expand gang suppression activities at the local and regional level.

FY 2012 Major Goals

• Further reduce frequency and length of stay of detentions through growth in the 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".
• Continue to offer and develop a continuum of services for youth who are at risk of offending, as well as those who are offending, in order to provide Loudoun County residents with a healthy and safe place for youth and families.
• Fully support the inter-agency balanced approach to gangs, both locally and regionally.
• Continue to refine and improve the use of technology by the Intake Team for after hours coverage.
• Work with other agencies to reduce domestic violence in Loudoun by strengthening the domestic violence protocols.
• Continue to refine the joint team efforts with the Schools and the Commonwealth's Attorney to reduce truancy by rapidly responding to truant behaviors.
• Continue development of probation based graduated sanctions for treating and supervising juvenile offenders.
• Transform the case management system and risk establishment through the new Youth Assessment Services Instrument (YASI) system.

FY 2011 Major Achievements

• Further implemented the Supervised Release Program for Intake, Probation and Parole. The program achieved a $1.7 million savings for Loudoun County in FY 2010. This savings is figured on per diem JDC vs. per diem Supervised Release Program.
• Coordinated a multi-agency, and multi-disciplinary team approach to responding to gang activity, locally and regionally through the Gang Response Intervention Team (GRIT) Coordinator. The Loudoun GRIT model has been adopted by many Northern Virginia jurisdictions. Current plans include continuing the Federal funding of a contract position for street outreach activities to assist in the effort.
• Further deployed the Restorative Justice Program, the first program in the Commonwealth to expand re-entry procedures from juvenile correctional centers into the community and to deal with sensitive sexual victimization cases.
• Ordered and monitored over 5,880 hours of Community Service with a total volunteer hour value of $111,408 in FY 2010.
• Continued progress in the JCSU juvenile diversion rate from 29% in FY 2008, 35% in FY 2009, and 35% in FY 2010, primarily through the use of creative alternatives.
• Initiated a multi-agency Gang Re-Entry Program (GREO) through the use of federal funds and coordination with the other partners in the Northern Virginia Regional Gang Task Force (NVRGTF).

Juvenile Court Service Unit

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,450,623	$1,562,819	$1,449,317	$1,481,629	$1,632,933
Operations & Maintenance	350,817	346,673	313,507	362,284	381,481
Capital Outlay & Capital Acquisitions	0	0	0	0	5,290
Total Expenditures	**$1,801,440**	**$1,909,492**	**$1,762,824**	**$1,843,913**	**$2,019,704**
Revenues					
Miscellaneous Revenue	$250	$0	$0	$0	$0
Federal Categorical Aid	104,996	59,453	31,697	9,520	0
Total Revenues	**$105,246**	**$59,453**	**$31,697**	**$9,520**	**$0**
Local Tax Funding	**$1,696,194**	**$1,850,039**	**$1,731,127**	**$1,834,393**	**$2,019,704**
County FTE	20.86	20.86	20.86	18.72	19.79
State FTE	14.98	14.98	14.98	13.47	13.47
FTE Summary	**35.84**	**35.84**	**35.84**	**32.19**	**33.26**

FY 2012 Board Action

The FY 2012 Adopted Fiscal Plan for the Juvenile Court Services Unit reflects an enhancement of 1.07 FTE for a Gang Re-Entry Officer with a total cost of $102,000. Personnel increases for benefits and cost of living adjustments per the Board adopted budget policy are included.

Budget History

FY 2010 Mid-year: The State eliminated 1.07 FTE for a vacant probation officer and converted a full time position into a part-time position resulting in a further reduction of 0.44 FTE.

FY 2011: The Board eliminated 2.14 FTE for 2 vacant probation officers and the State eliminated 1.51 FTE.

Juvenile Court Service Unit

Expenditures by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Juvenile Court Service Unit	$1,801,440	$1,909,492	$1,762,824	$1,843,913	$2,019,704
Total Expenditures	**$1,801,440**	**$1,909,492**	**$1,762,824**	**$1,843,913**	**$2,019,704**

Revenues by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Juvenile Court Service Unit	$105,246	$59,453	$31,697	$9,520	$0
Total Revenues	**$105,246**	**$59,453**	**$31,697**	**$9,520**	**$0**

Local Tax Funding by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Juvenile Court Service Unit	$1,696,194	$1,850,039	$1,731,127	$1,834,393	$2,019,704
Total Local Tax Funding	**$1,696,194**	**$1,850,039**	**$1,731,127**	**$1,834,393**	**$2,019,704**

Staffing Summary by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Juvenile Court Service Unit	35.84	35.84	35.84	32.19	33.26
Total FTE	**35.84**	**35.84**	**35.84**	**32.19**	**33.26**

Juvenile Court Service Unit

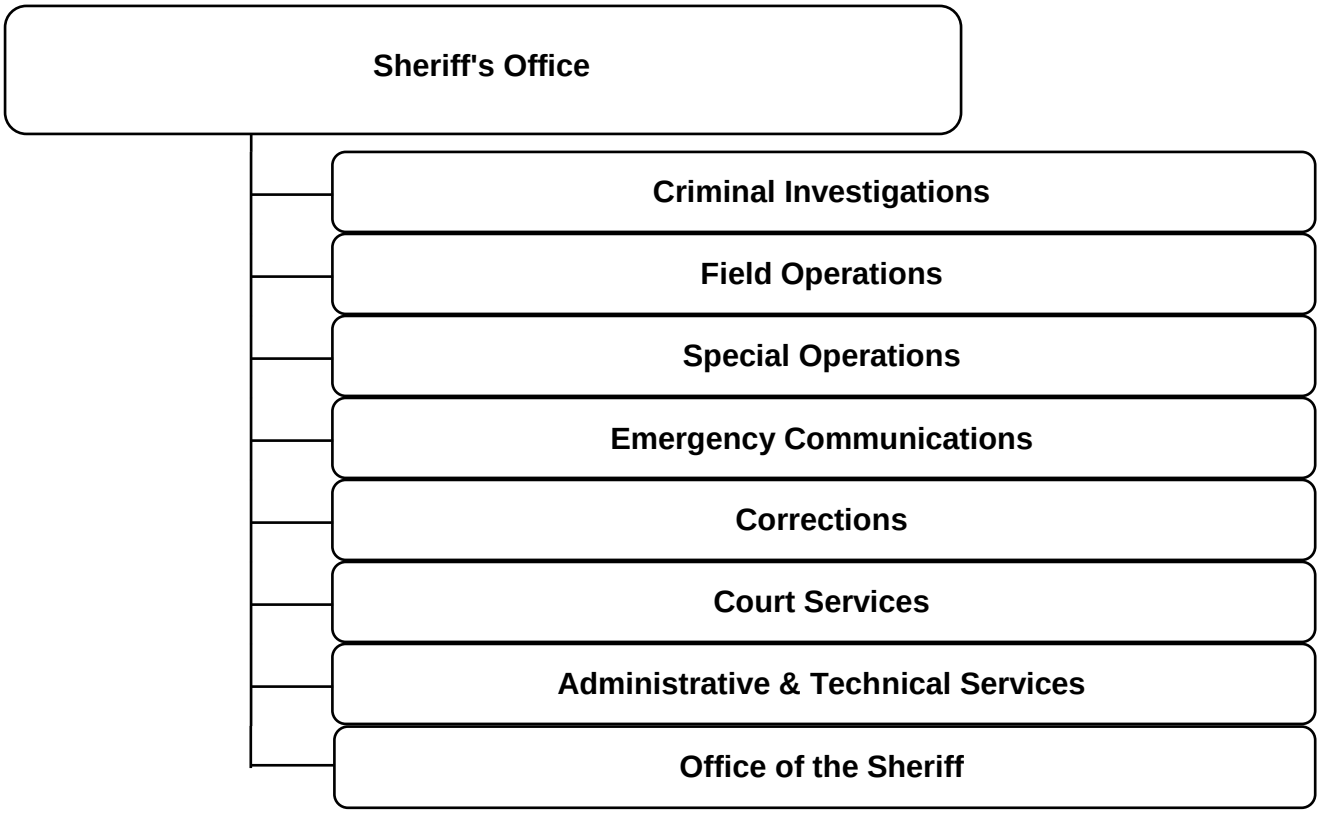
Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Manage the continuing growth in juvenile, domestic relations and protective order complaints.				
• Percent of domestic relations complaints for child and/or spousal support	25%	26%	25%	25%
• Percent of domestic relations complaints for custody/visitation	74%	72%	75%	75%
• Percent of domestic relations complaints resulting in unofficial action or diverted to another agency	39%	47%	45%	45%
• Percent of juvenile complaints diverted or unofficial	35%	28%	35%	35%
• Percent of juvenile complaints referred to court	65%	72%	65%	65%
• Percent of juvenile complaints, where intake issued a detention order to the Juvenile Detention Center	19%	21%	21%	18%
• Percent of juvenile complaints, where intake issued a detention order to the Loudoun Youth Shelter	4.5%	5%	5%	5%
• Total number of civil domestic violence complaints issued	321	371	408	430
• Total number of domestic relations complaints issued	2,074	2,205	2,425	2,500
• Total number of juvenile criminal complaints issued	2,431	1,896	1,991	2,090
• Total percent of growth in civilly filed domestic violence complaints	-7%	15.5%	10%	10%
• Total percent of growth in domestic relations complaints	21%	6%	10%	5%
• Total percent of growth in juvenile criminal complaints	29%	-22%	5%	1%
Objective: Continue to maintain probationary services.				
• Average number of youth receiving probationary services	745	1,238	1,250	1,310
• Number of client contacts	17,946	16,879	17,720	18,520
• Number of non-court ordered graduated sanctions	253	311	325	358
• Number of parental contacts	6,939	7,319	7,680	8,065
• Yearly recidivist rate for Commonwealth of Virginia	37%	n/a[1]	32%	32%
• Yearly recidivist rate for Loudoun County	27%	n/a[1]	27%	25%
Objective: Expand effective non-judicial alternatives to community conflict by continuing to develop alternatives to formal court adjudication using the Restorative Justice Model.				
• Annual percent of cases returning to court with new offenses within 1 year of program completion	4.4%	4.5%	4%	4%
• Successful Restorative Justice cases (agreement made and completed)	184	174	191	210

[1] When the FY 2012 Fiscal Plan was adopted by the Board of Supervisors actual CY 2010 data was not available.

Juvenile Court Service Unit

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Continue to provide alternatives to detention by utilizing the Supervised Release Program.				
• Annual cost savings Supervised Release Program vs. Juvenile Detention Center	$1,476,300	$1,817,319	$1,800,000	$1,800,000
• Average per diem for Juvenile Detention Center	$220	$220	$240	$240
• Average per diem for Supervised Release Program	$27	$22	$25	$26
• Electronic monitoring - number of days equipment usage	3,778	5,327	3,885	5,600
• House arrest - number of days served	3,758	3,701	3,900	4,095
• Outreach program - number of days served	107	156	165	180
• Percent of juvenile recidivism while in Supervised Release Program	3%	2%	1%	1%
• Supervised Release Program - Number of youth served	425	433	460	510

Sheriff's Office



Sheriff's Office

Mission Statement

The Sheriff's Office ensures the safety of residents of Loudoun County by providing the highest quality law enforcement services. This is achieved by maintaining a high degree of professionalism in all services provided by this office to include: the prevention of crime; the successful investigation of crimes; the diligent enforcement of traffic laws; the promotion of public safety through community education; the provision of humane and secure correctional services for those persons remanded to the custody of this office; the provision of courtroom and courthouse security and service of legal process and contribution to the swift and impartial adjudication of all criminal and civil matters before the courts.

Description

The Sheriff is a constitutional officer by virtue of the Virginia Constitution, Article VII, Section 4, elected every four years and has responsibilities which are outlined by the General Assembly in the form of State statutes. The Sheriff and the Sheriff's Deputies have criminal and civil jurisdiction and are empowered to enforce the laws of the Commonwealth of Virginia and the ordinances of Loudoun County. These powers may be exercised on any property within Loudoun County. The Sheriff's Office consists of an Administration Bureau and an Operations Bureau. Contained within the Administration Bureau are the Office of the Sheriff's administrative functions, the Corrections/Court Security Division, the Emergency Communications Center and the Administrative/Technical Services Division. Contained within the Operations Bureau are the Field Operations Division, Criminal Investigations Division and Special Operations Division. The Office of the Sheriff oversees the activities and programs of all divisions.

Budget Overview

FY 2012 Issues

• The recent downturn in the economy coupled with past population growth within Loudoun continues to create significant service demands that limit available resources. Crime may continue to rise, as the unemployment rate and economic crisis continues. Additionally, the increase in the number of Temporary Detention Orders (TDO) and Emergency Custody Orders (ECO) will likely continue in these difficult times as people struggle with foreclosures, debt, unemployment and the associated loss of health care coverage.
• The level of complexity of criminal activities, particularly with regard to financial, computer and drug distribution offenses continue to increase. Criminal Investigators are overburdened with time sensitive investigative leads as well as keeping up with the amount of "calls outs" that require an immediate response.
• Maintaining levels of service within the Evidence Collection and Documentation Unit is an issue as the number of investigations increases.
• Overtime and staffing issues will continue to be a challenge until vacant and new positions are filled.

FY 2012 Major Goals

• Explore creative approaches for recruiting qualified applicants to fill vacant sworn and civilian positions.
• Create a waiting list of applicants to fill future vacancies and fill all vacant specialized positions within the agency.
• Maintain current response times for emergency and non emergency calls for service with no new personnel enhancements in the past four years, while the population continues to increase.
• Hire staff and assist with the construction of the Western Loudoun Station to be opened in spring 2012.
• Locate a suitable site for the Ashburn Station and begin the design process.

FY 2011 Major Achievements

• Completed the construction of Phase II of the Adult Detention Center and the Eastern Loudoun Sheriff Station.
• Implemented time and attendance software to improve tracking and the management of overtime expenditures.
• Implemented Automated Tactical Analysis of Crime (ATAC) software to identify, track and report crime patterns, trends and series in a timely fashion.
• Implemented measures to reduce overtime costs by proactively managing overtime.

Sheriff's Office

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$50,133,111	$53,680,645	$53,062,513	$56,959,411	$60,184,842
Operations & Maintenance	14,028,813	14,810,005	13,177,412	14,689,088	13,292,716
Capital Outlay & Capital Acquisitions	392,577	297,056	449,963	84,320	285,540
Transfer to Central Services Fund	319,832	380,775	0	0	0
Total Expenditures	**$64,874,333**	**$69,168,481**	**$66,689,888**	**$71,732,819**	**$73,763,098**
Revenues					
Other Local Taxes	$5,338,661	$4,850,652	$4,870,874	$4,610,000	$5,055,600
Permits Privilege Fees & Reg Licenses	441,143	324,504	199,758	312,000	300,900
Fines & Forfeitures	1,794,626	2,246,503	2,263,982	2,630,500	2,397,500
Use Of Money & Property	354	414	121	300	300
Charges For Services	349,687	409,163	682,078	549,050	675,600
Miscellaneous Revenue	2,000	1,117	405	0	0
Recovered Costs	1,056,473	962,467	925,041	699,604	699,604
State Shared Expenses	10,787,780	7,957,172	1,386,296	10,851,984	11,908,369
State Categorical Aid	30,361	17,755	5,422	0	0
Federal Categorical Aid	2,260,798	5,703,911	10,363,449	174,897	0
Other Financing Sources	0	337,769	0	0	0
Total Revenues	**$22,061,883**	**$22,811,427**	**$20,697,426**	**$19,828,335**	**$21,037,873**
Local Tax Funding	**$42,812,450**	**$46,357,054**	**$45,992,462**	**$51,904,484**	**$52,725,225**
FTE Summary	**663.63**	**663.63**	**663.39**	**713.49**	**745.48**

FY 2012 Board Action

The FY 2012 Adopted Fiscal Plan for the Sheriff's Office includes enhancements totaling 5.24 FTE and $820,741 in local tax funding, increases for benefit costs for health insurance and cost of living adjustments per the Board adopted budget policy. This amount is primarily attributable to enhancements including: 4.12 FTE (one Assistant Station Commander, one Crime Analyst/ Records Clerk, one Administrative Assistant and one Receptionist) and $289,457 for the opening of the Western Loudoun Station facility; 1.12 FTE and $166,396 for a School Resource Officer for J. Michael Lunsford Middle School; and $246,077 for the replacement of decreased grant revenue for the Northern Virginia Gang Task Force (NVGTF). In addition, State Shared Expenses increased over the FY 2012 Proposed Fiscal Plan amount as a result of the adopted State budget. These revenues also include the General Assembly's Aid to Localities budget reduction described in the Executive Summary section.

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

Budget History

FY 2008: The Board added 39.45 FTE; one station commander, one assistant station commander, and six deputies for the Eastern Loudoun Station, four school resource officers, five criminal investigators, one training safety officer, one crime scene investigator, and 18 positions for Phase II of the ADC.

FY 2009: The Board approved $356,000 for vehicles and equipment for the Eastern Loudoun Sheriff's Substation

FY 2009 Mid-Year: 1.12 FTE was transferred to Family Services for adult and child protective services from four crossing guard positions.

FY 2010: The Board approved reductions of 2.12 FTE for the emergency communications center and the Sheriff's administration program. The Board also approved 3.00 FTE for the Eastern Loudoun Station.

Sheriff's Office

FY 2010 Mid-Year: 2.14 FTE were approved for the Northern Virginia Regional Gang Task Force grant.

FY 2011: The Board approved reductions of 13.96 FTE (six Field Deputies, two Field Training Officers, three Court Baliffs, one Call Taker and one Computer Forensic Investigator) as well as approved staffing for Phase II of the ADC at 60.85 FTE (46 Correctional Officers, five Correctional Training Officers, four Correctional Sergeants, one Records Clerk and one Food Service Manager) and one School Resource Officer for Woodgrove High School at 1.07 FTE for a net increase of 47.96 FTE.

FY 2011 Mid-Year: The Board approved an increase of 26.75 FTE with no additional staff. This increase is attributable to increasing the 14-day work schedule for all sworn personnel to 84 hours per pay period.

Sheriff's Office

Expenditures by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Criminal Investigations	$6,689,134	$6,665,760	$6,881,692	$7,180,206	$7,413,544
Field Operations	22,266,057	22,054,157	22,377,296	23,738,964	24,640,609
Special Operations	7,176,916	7,200,846	7,111,204	7,510,764	7,728,803
Emergency Communications	2,937,225	3,035,199	3,021,077	3,039,339	3,200,494
Corrections	13,928,134	14,561,585	15,607,183	19,089,522	19,158,485
Court Services	3,915,605	3,859,035	3,950,096	3,839,672	4,139,185
Administrative & Technical Services	4,529,702	5,030,137	4,885,636	5,480,395	5,522,906
Office of the Sheriff	3,431,560	6,761,762	2,855,704	1,853,957	1,959,072
Total Expenditures	**$64,874,333**	**$69,168,481**	**$66,689,888**	**$71,732,819**	**$73,763,098**

Revenues by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Criminal Investigations	$1,105,755	$707,776	$1,203,405	$1,409,481	$1,115,283
Field Operations	5,845,815	4,700,226	5,059,447	4,649,302	5,098,012
Special Operations	1,999,779	1,970,086	2,700,983	2,722,385	2,489,589
Emergency Communications	5,684,576	5,088,889	5,151,108	4,958,875	5,314,815
Corrections	2,836,047	2,862,306	2,876,268	3,064,503	4,396,716
Court Services	1,051,637	878,390	1,401,967	1,466,128	1,425,281
Administrative & Technical Services	1,150,472	877,094	873,043	1,143,263	862,787
Office of the Sheriff	2,387,802	5,726,660	1,431,205	414,398	335,390
Total Revenues	**$22,061,883**	**$22,811,427**	**$20,697,426**	**$19,828,335**	**$21,037,873**

Local Tax Funding by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Criminal Investigations	$5,583,379	$5,957,984	$5,678,287	$5,770,725	$6,298,261
Field Operations	16,420,242	17,353,931	17,317,849	19,089,662	19,542,597
Special Operations	5,177,137	5,230,760	4,410,221	4,788,379	5,239,214
Emergency Communications	(2,747,351)	(2,053,690)	(2,130,031)	(1,919,536)	(2,114,321)
Corrections	11,092,087	11,699,279	12,730,915	16,025,019	14,761,769
Court Services	2,863,968	2,980,645	2,548,129	2,373,544	2,713,904
Administrative & Technical Services	3,379,230	4,153,043	4,012,593	4,337,132	4,660,119
Office of the Sheriff	1,043,758	1,035,102	1,424,499	1,439,559	1,623,682
Total Local Tax Funding	**$42,812,450**	**$46,357,054**	**$45,992,462**	**$51,904,484**	**$52,725,225**

Staffing Summary by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Criminal Investigations	65.99	68.13	67.06	69.20	71.08
Field Operations	257.45	252.10	258.31	250.82	269.60
Special Operations	69.79	71.71	69.52	68.45	70.37
Emergency Communications	51.06	51.35	48.16	47.04	46.80
Corrections	119.07	119.07	119.07	179.92	188.79
Court Services	51.08	51.08	51.08	47.87	48.80
Administrative & Technical Services	34.84	35.84	37.91	37.91	37.56
Office of the Sheriff	14.35	14.35	12.28	12.28	12.48
Total FTE	**663.63**	**663.63**	**663.39**	**713.49**	**745.48**[1]

[1] An increase of 26.75 FTE in FY 2012 is attributable to the Board approved schedule change for all sworn personnel in FY 2011, which increased the schedule work hours but did not increase the number of personnel.

Sheriff's Office
Criminal Investigations

Description

The Criminal Investigations Division (CID) provides intensive follow-up investigation of criminal cases referred from the Field Operations Division that are not resolved during the initial response by patrol personnel. CID also initiates its own investigations and investigates referrals from other government agencies, including Child Protective Services, Family Services, and the Commonwealth's Attorney's Office. CID consists of five major sections: Crimes Against Persons; Crimes Against Property; Financial Crimes; Vice Narcotics; and Gang Intelligence.

Budget Overview

FY 2012 Issues

• Staff is undermanned and overburdened with time sensitive investigative leads as well as keeping up with the amount of "call outs" that require an immediate response.
• Complexity of criminal activities, particularly with regard to financial and computer crimes, continues to increase.
• The need remains for effective interagency and regional information sharing due to crimes occurring without boundaries and throughout the region at all levels.
• New gangs are emerging in the region and continue to compete with existing gangs resulting in further gang activity and crime.
• With the advancement of technology the means to commit crimes such as drug distribution and prostitution continues to increase.

FY 2012 Goals

• Fill all vacant positions and ensure 100 percent capacity as soon as possible in order to offset overtime.
• Participate in education and referrals of financial and computer related crimes to reduce the number of cases turned over to investigations.
• Establish and participate in local, regional and interagency information sharing forums.
• Closely monitor all intra county gang activities and participate in the regional gang task force.
• Implement a core group of investigators to work closely on special projects within the division and agency.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$5,681,939	$5,930,591	$6,090,034	$6,305,810	$6,492,401
Operations & Maintenance	799,863	735,169	767,513	874,396	849,783
Capital Outlay & Capital Acquisitions	52,297	0	24,145	0	71,360
Transfer to Central Services Fund	155,035	0	0	0	0
Total Expenditures	**$6,689,134**	**$6,665,760**	**$6,881,692**	**$7,180,206**	**$7,413,544**
Revenues					
Permits Privilege Fees & Reg Licenses	$0	$600	$1,400	$0	$1,400
Charges For Services	0	0	34	0	0
Miscellaneous Revenue	2,000	0	0	0	0
Recovered Costs	13,234	1,415	0	7,500	7,500
State Shared Expenses	1,047,377	694,769	86,131	1,238,826	1,106,383
State Categorical Aid	15,525	0	0	0	0
Federal Categorical Aid	27,619	10,992	1,115,840	163,155	0
Total Revenues	**$1,105,755**	**$707,776**	**$1,203,405**	**$1,409,481**	**$1,115,283**
Total Local Tax Funding	**$5,583,379**	**$5,957,984**	**$5,678,287**	**$5,770,725**	**$6,298,261**
FTE Summary	**65.99**	**68.13**	**67.06**	**69.20**	**71.08**

Sheriff's Office
Criminal Investigations

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Gang Intelligence- Complete 30 training sessions/gang awareness presentations for criminal justice and community based agency staff and local residents in gang recognition and appropriate intervention procedures.[1]				
• Number attending gang awareness sessions	662	388	560	420
• Number of gang awareness sessions	11	21	16	24
Objective: Gang Intelligence- Maintain a 100% closure rate of gang related cases.				
• Gang related crime closure rate (minus graffiti)	87.50%	69.00%	100.00%	100.00%
• Number of gang investigators	7	8	8	8
• Number of gang related cases per investigator	9	33	25	35
• Number of gang related crimes against persons cases	33	11	25	15
• Number of gang related crimes against property cases	36	6	15	8
• Number of gang related graffiti cases	56	50	80	55
• Number of gang related narcotics offenses	12	1	11	6
Objective: Major Crimes- Attain a case closure rate for Uniform Crime Reporting Act Index Crimes (UCR) of 30% (i.e. greater than the national average of 21%) and maintain an overall case closure rate for all cases investigated of 60%.				
• Crimes against Persons closure rate	55%	61%	55%	55%
• Financial crimes closure rate	47%	50%	45%	45%
• Major Crimes closure rate	44%	54%	44%	44%
• Number of crimes against persons cases	855	694	651	700
• Number of crimes against persons cases per investigator	61	50	46	47
• Number of crimes against persons investigators	14	14	14	14
• Number of financial crimes cases	1,315	1,050	1,193	1,100
• Number of financial crimes cases per investigator	151	117	134	120
• Number of financial crimes investigators	9	9	9	9
• Number of property crimes cases	585	583	580	580
• Number of property crimes cases per investigator	70	65	63	64

[1] Attendance at gang awareness sessions is based on gang activity and crime trends and not necessarily on the number of sessions held.

Sheriff's Office
Criminal Investigations

Performance Measures[1]	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
• Number of property crimes investigators	9	9	9	9
• Property crimes closure rate	19%	26%	28%	27%
Objective: Vice Narcotics- Achieve 100% closure rate for narcotics and special investigation cases.				
• Narcotics closure rate	93%	100%	100%	100%
• Number of prescription fraud cases	45	29	65	40
• Number of prescription fraud cases per investigator	45	44	65	40
• Number of prescription fraud investigators	1	1	1	1
• Number of street level narcotics cases	307	507	533	560
• Number of street level narcotics cases per investigator	35	46	45	59
• Number of street level narcotics investigators	9	10	11	11

[1] All estimated performance measures are based on FY 2009 and FY 2010 actuals due to the timing of the budget development process.

Sheriff's Office
Field Operations

Description

This program is responsible for the initial response to all calls for service and patrols in the County 24 hours a day, 365 days a year. Included in those responses are criminal and traffic investigations, arrests, community relations, warrant service, community policing, and proactive patrol. In addition to patrol duties, the Community Policing, School Resource Officer, Domestic Violence, Executive Detail, Drug Court and Mall programs are operated out of the Field Operations Division. These programs work closely with the Patrol section and each other to deliver community based, problem solving policing techniques to Loudoun County residents. The Field Operations Division frequently augments specialized programs such as Criminal Investigations and Special Operations when those programs needs exceed their capabilities. Support is also provided to the Purcellville, Leesburg and Middleburg Police Departments, the Virginia State Police, Metropolitan Washington Airports Authority Police, Animal Care and Control, Virginia Department of Alcohol Beverage Control and Federal law enforcement agencies.

Budget Overview

FY 2012 Issues

• Population growth continues to create significant service demands that limit available resources.
• Emergency detention orders (EDO) and emergency custody orders (ECO) for individuals with mental health issues continue to significantly impact Field Operations. Immediate service of the orders, in addition to the transportation time (often out of the county) results in two deputies being taken out of service for several hours at a time.
• Staffing levels are a constant challenge due to increased competition from other law enforcement agencies for the same qualified applicants. Hiring and training a new deputy is complex and may require nearly one and one half years to complete. This process represents a major challenge to fill all positions as quickly as possible.
• The Sheriff's Office is working in collaboration with the Office of Capital Construction on the Western Loudoun Station for opening in 2012, with construction to start in 2011.
• The Sheriff's Office is working in collaboration with the Office of Capital Construction on the acquisition of land for the Ashburn Station in 2011.
• While managing within overtime constraints, training and implementation of new police techniques and equipment continues to be a challenge with the current training staff. (e.g., active shooter, patrol rifles, and tasers)

FY 2012 Goals

• Maintain current response times for emergency and non emergency calls for service with no new personnel enhancements in the past four years, while the population continues to increase.
• Hire staff and complete the construction of the Western Loudoun Station to be opened in 2012.
• Locate and assist with site selection for the Ashburn Station and begin the design process.

Sheriff's Office
Field Operations

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$18,632,077	$18,280,519	$18,877,962	$19,874,167	$20,735,917
Operations & Maintenance	3,313,574	3,377,557	3,237,496	3,815,477	3,731,512
Capital Outlay & Capital Acquisitions	214,864	45,568	261,838	49,320	173,180
Transfer to Central Services Fund	105,542	350,513	0	0	0
Total Expenditures	**$22,266,057**	**$22,054,157**	**$22,377,296**	**$23,738,964**	**$24,640,609**
Revenues					
Fines & Forfeitures	$1,202,051	$1,506,679	$1,301,487	$1,755,500	$1,550,500
Charges For Services	273	808	1,132	750	2,300
Recovered Costs	235,941	97,436	0	0	0
State Shared Expenses	4,247,208	3,010,199	428,662	2,881,310	3,545,212
State Categorical Aid	14,836	15,730	0	0	0
Federal Categorical Aid	145,506	69,374	3,328,166	11,742	0
Total Revenues	**$5,845,815**	**$4,700,226**	**$5,059,447**	**$4,649,302**	**$5,098,012**
Total Local Tax Funding	**$16,420,242**	**$17,353,931**	**$17,317,849**	**$19,089,662**	**$19,542,597**
FTE Summary	**257.45**	**252.10**	**258.31**	**250.82**	**269.60**

Sheriff's Office
Field Operations

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Community Policing- Through community and problem solving policing techniques, increase visibility, presence and security in selected communities throughout Loudoun County.				
• Number of community meetings attended	139	129	100	130
• Number of Community Policing deputies	8	8	8	8
• Number of community programs implemented	8	8	8	8
• Number of service incidents	3,317	4,790	3,300	3,300
Objective: Domestic Violence- Reduce the number of high risk and repeat domestic violence cases.				
• Number of residences where multiple cases were reported	89	104	80	104
• Total number of cases generated from the affected residences	194	233	180	230
Objective: Dulles Town Center- Maintain safety and security for Dulles Town Center (DTC) mall employees and patrons by maintaining current staffing levels.				
• Annual number of calls responded to at the DTC Mall	2,335	2,354	2,400	2,400
• Calls responded to DTC per deputy	467	470	480	480
Objective: Field Patrol- Maintain the average number of annual calls for service of 1,000 calls per deputy.				
• Annual average calls for service per deputy	916.00	1,025.30	1,042.00	1,040.00
• Annual calls for service	183,523	196,858	200,000	203,000
• Authorized Patrol Deputies	200	200	192	192
• Part 1 Arrests (Violent)	726	754	700	800
• Part 2 Arrests (Non-Violent)	5,295	5,330	5,400	5,300
• Total arrests	6,021	6,084	6,100	6,100
• Total DUI arrests	815	637	700	650
• Total traffic stops	58,168	52,621	50,000	52,000
• Total traffic summons	33,868	30,435	26,000	29,000
• Totals warrants served	4,684	4,987	4,700	4,600

Sheriff's Office
Field Operations

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Field Patrol- Maintain an average response time of 9:00 min/secs for emergency calls and 13:00 min/secs for non emergency calls for service.				
• Average response time for emergency calls (min.sec)	8.59	9.28	9.00	9.00
• Average response time for non-emergency calls (min.sec)	14.21	13.35	13.00	13.00
Objective: School Resource Officer- Maintain the safety and security of middle and high schools through the School Resource Officer (SRO) program.[1]				
• Average calls per SRO	260.33	355.28	289.00	325.00
• High Schools - number of calls for service	2,625	3,491	3,000	3,500
• Middle Schools - number of calls for service	2,063	2,823	2,500	3,000
• Number of GREAT Program classes taught in Middle Schools	171	141	160	155
• Number of High School programs and presentations	62	41	50	51
• Number of High Schools Outside of Leesburg	8	8	9	9
• Number of Middle Schools Outside of Leesburg	10	10	10	11
• Number of SROs assigned to High Schools	8	8	9	9
• Number of SROs assigned to Middle Schools	10	10	10	11

[1] The Town of Leesburg Police Department provides SROs to middle and high schools within the Town limits. The County has contributed to the cost of these positions as each school has been served. This contribution can be found on the Regional Organization pages.

Sheriff's Office
Special Operations

Description

The Special Operations Division is responsible for supporting all divisions within the Sheriff's Office as well as other jurisdictions, through its staff of highly trained personnel in specialized fields. Special Operations is organized around six general categories, which include Traffic Safety and Enforcement, Crime Scene Investigations, Field Operations Support, Response Teams, Emergency Management and Education. The Special Operations Division consists of the following units: Special Operations Administration and Special Events Coordination, Traffic Section (Motor Unit and Traffic Administration), Crossing Guards, Crime Prevention (Juvenile and Adult), Crime Scene Investigations, K-9 Section, Emergency Management Unit, Operation Fairness, Crash Reconstruction and Truck Safety Unit, Computer Forensics Unit, Latent Print Examiner Unit, Bike Patrol, Civil Disturbance Unit, Explosive Ordinance Disposal, Command Unit Operations, Honor Guard, Search and Rescue ATV, Auxiliary Unit, Sheriff's Emergency Response Team, Dive Response Team and Crisis Negotiation.

Budget Overview

FY 2012 Issues

• Maintaining effective levels of service for the elementary D.A.R.E. instruction program with the continued openings of new schools is a challenge with the current staffing level; as well as the increased demand for Juvenile Crime Prevention services.
• Maintaining levels of service within the Crime Scene Investigations Unit is an issue as the numbers of requests for evidence collection and processing are increasing.
• The number and increased complexity of requests for off duty coverage of special community events and mandatory assignments may exceed the available resources for the Special Events Coordinator and the staff who work the events.
• Crossing Guard coverage will be a challenge with existing staff if additional posts are created as a result of altering existing bus routes due to fuel conservation and the opening of new schools.
• The Division will be challenged in maintaining effective levels of services within the Adult Crime Prevention Program due to the increased demand for Neighborhood Watch, Auxiliary and Crime Prevention Programs.

FY 2012 Goals

• Meet the demands for service and handle the traffic complaints received via the Traffic Hotline and website through education and enforcement.
• Meet the demand for Sheriff's Office specialized program participation at Community Events and functions.
• Meet the increased demand for requests of the Adult Crime Prevention Section for Neighborhood Watch, Crime Prevention and Auxiliary services.
• Due to increased student population, the demand for Crime Prevention and D.A.R.E. instruction programs will continue to increase. The Sheriff's Office will strive to meet every request.

Sheriff's Office
Special Operations

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$5,920,338	$5,917,493	$6,006,353	$6,252,251	$6,529,982
Operations & Maintenance	1,119,980	1,132,845	1,052,671	1,223,513	1,167,821
Capital Outlay & Capital Acquisitions	98,441	145,308	52,180	35,000	31,000
Transfer to Central Services Fund	38,157	5,200	0	0	0
Total Expenditures	**$7,176,916**	**$7,200,846**	**$7,111,204**	**$7,510,764**	**$7,728,803**
Revenues					
Fines & Forfeitures	$592,575	$739,824	$962,495	$875,000	$847,000
Miscellaneous Revenue	0	0	35	0	0
Recovered Costs	69,196	199,203	358,117	285,000	285,000
State Shared Expenses	1,270,697	949,753	119,427	1,562,385	1,357,589
State Categorical Aid	0	2,025	1,920	0	0
Federal Categorical Aid	67,311	79,281	1,258,989	0	0
Total Revenues	**$1,999,779**	**$1,970,086**	**$2,700,983**	**$2,722,385**	**$2,489,589**
Total Local Tax Funding	**$5,177,137**	**$5,230,760**	**$4,410,221**	**$4,788,379**	**$5,239,214**
FTE Summary	**69.79**	**71.71**	**69.52**	**68.45**	**70.37**

Sheriff's Office
Special Operations

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Collateral Teams- Support and respond to calls from the Sheriff's Office and outside agencies as requested or needed.				
• Calls for service (collateral teams)[1]	205	1,359	1,000	1,408
Objective: Adult Crime Prevention- Maintain crime prevention awareness to prevent crime through increased information dissemination, home security checks, safety presentations, and improved neighborhood watch involvement.				
• Active neighborhood watch programs	85	103	100	110
• Number of attendees/crime prevention awareness[2]	2,558	3,879	2,500	2,900
• Number of meetings and presentations	161	203	200	225
Objective: Youth Crime Prevention- Continue drug prevention presentations to raise awareness of drug abuse among juveniles.				
• Number of attendees/drug prevention presentations	4,433	5,429	4,800	5,200
• Number of drug prevention presentations	1,965	2,020	2,020	2,100
Objective: Crime Scene Investigation Unit- Continue to perform crime scene and evidence processing to include phone, video/digital media and latent enhancements.				
• Additional processing of evidence requested	88	156	100	160
• Average number of video/phone forensic examination requests	65	47	55	53
• Calls for CSI processing including Field evidence techs	395	482	500	520
Objective: Computer Forensics Unit- Conduct computer forensic examinations in a timely fashion.				
• Average amount of wait time for examination (# of days)	40.00	42.50	55.00	55.00
• Average monthly backlog (# of computers)	21	35	35	40
Objective: Crossing Guards- Provide crossing guard coverage at all posts at designated schools. Also cover all posts without incident and maintain coverage despite difficulty in maintaining staffing levels in hiring and retaining employees.				
• Number of crossing guard posts	46	51	54	55

[1] In FY 2010, the Sheriff's Office implemented enhanced record keeping and adopted a new counting method that has resulted in more accurate and reflective data.

[2] Based on current trends, it is anticipated that there will be fewer attendees to crime prevention awareness meetings in FY 2011 and FY 2012.

Sheriff's Office
Special Operations

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Full-Time K-9 Unit- Continue to support all divisions within the Sheriff's Office and outside jurisdictions as requested and needed.				
• Calls for scene security and searches	227	215	300	300
• Community relations demonstrations	12	14	25	15
• Narcotics searches	387	441	425	425
• Number of full-time K-9's	6	5	6	6
• Tracks followed	43	45	50	50
Objective: Part-Time K-9 Unit- Continue to support all divisions within the Sheriff's Office and other jurisdictions on a part-time basis as requested and needed.				
• Community relations demonstrations (part-time K-9s)	10	2	10	6
• Explosive searches (part-time K-9s)	24	10	40	15
• Number of part-time K-9's	3	2	2	2
Objective: Operation Events- Maintain the current level of enforcement to ensure compliance regarding payment of County taxes.				
• Number of violations recorded	4,014	3,115	3,100	3,100
• Number of warning notices issued	15,373	13,011	15,500	15,500
Objective: Special Events Unit- Coordinate off duty employment requests for special events.				
• Number of billable events scheduled/worked	663	917	700	800
• Number of billable off-duty working deputies	1,217	1,867	1,500	1,500
• Number of non-billable (departmental) off-duty working deputies	1,597	652	1,500	1,500
• Number of non-billable events scheduled/worked	392	323	750	750

Sheriff's Office
Special Operations

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Traffic Unit- Manage the number of fatal, personal injury and property damage accidents by proactive and reactive enforcement efforts.				
• Annual sobriety checkpoints	10	10	12	10
• Average number of traffic summons issued per deputy	862	950	900	900
• Number of accidents investigated	1,303	1,407	1,400	1,400
• Number of traffic summons issued	13,345	12,946	13,500	13,500
• The number of calls handled not related to primary duties	908	1,041	800	900
Objective: Truck Safety Unit- Maintain the annual average number of truck inspections at 500 each per deputy.				
• Number of truck safety inspections completed	1,818	2,113	2,000	2,000
• Number of trucks per deputy assigned to units	455.00	528.50	500.00	500.00
• Number of trucks taken out of service	919	1,130	1,000	1,000

Sheriff's Office
Emergency Communications

Description

The Emergency Communications Center (ECC) is a 24-hour-a-day mandated component of the Sheriff's Office. This section's primary objective is the management and delivery of law enforcement service requests in Loudoun County. The realization of this mission requires activity in three key areas. Telecommunications responsibilities include answering all emergency (E-911), non emergency and administrative telephone lines dedicated to the Sheriff's Office. Personnel also answer emergency and non emergency calls made to the Purcellville and Middleburg Police Departments. Radio communications activities include real-time tracking of all on duty law enforcement personnel and the prioritization and dispatching of emergency and non emergency calls for service to those officers. Support functions comprise the final duty of Emergency Communications staff. Typical tasks include the maintenance of multiple databases within the Computer Aided Dispatch (CAD) system and management and entry of information in and out of the Virginia Criminal Information Network (VCIN) and National Crime Information Center (NCIC) computer systems.

The False Alarm Reduction Unit has the mission to reduce the number of security false alarms to which the deputies respond to each year. The unit registers alarm companies and alarm users, sends out notices of alarms and invoices for excessive false alarms to alarm users. The alarm administrator handles informal appeals regarding the false designation of alarm activations.

Budget Overview

FY 2012 Issues

• Information entered into the CAD system is a summary of the completed law enforcement activity concerning an incident. The recording of this information as an incident unfolds is time consuming and detailed. Due to the complexity of the incidents, processing often requires multiple communications staff, thereby leaving fewer resources to answer phone calls and complete other required tasks.
• A lack of adequate work space continues to reduce efficiency and effective operations of the ECC. Supervisors lack dedicated office space to privately meet with staff and trainers do not have dedicated office space to meet with trainees. This situation causes additional resources to be spent to ensure that staff is trained and supervised and that procedures are followed and mission objectives are met in a timely manner.

FY 2012 Goals

• Minimize the average time a person is placed on hold.
• Reduce the occurrence of errors and maintain compliance with VCIN/NCIC audits.
• Increase the efficiency and the effectiveness with which the unit processes telephone calls and tracks incidents.
• Continue to reduce the number of false alarms.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$2,859,406	$2,959,752	$2,955,281	$2,961,271	$3,136,044
Operations & Maintenance	77,819	75,447	65,796	78,068	64,450
Total Expenditures	**$2,937,225**	**$3,035,199**	**$3,021,077**	**$3,039,339**	**$3,200,494**
Revenues					
Other Local Taxes	$5,338,661	$4,850,652	$4,870,874	$4,610,000	$5,055,600
Recovered Costs	2,163	0	0	0	0
State Shared Expenses	343,752	238,237	207,861	348,875	259,215
Federal Categorical Aid	0	0	72,373	0	0
Total Revenues	**$5,684,576**	**$5,088,889**	**$5,151,108**	**$4,958,875**	**$5,314,815**
Total Local Tax Funding	**$(2,747,351)**	**$(2,053,690)**	**$(2,130,031)**	**$(1,919,536)**	**$(2,114,321)**
FTE Summary	**51.06**	**51.35**	**48.16**	**47.04**	**46.80**

Sheriff's Office

Emergency Communications

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Communications- Document all incidents according to Standard Operations Procedures to ensure that all information is entered accurately and timely using all criminal information databases.				
• Total number of CAD incidents	238,620	263,701	250,000	275,000
Objective: Communications- Answer all emergency and non emergency calls 24 hours a day, 7 days a week while trying to reduce the hold and ring time for non emergency calls by an average of 5%.				
• Average hold time for non-emergency phone calls (min:sec)	1.10	1.04	1.05	1.05
• Average ring time for non-emergency phone calls (min:sec)	0.04	0.03	0.04	0.03
• Total 911 telephone calls (landline and cellphone)	25,151	24,921	26,000	26,169
• Total non-emergency telephone calls	182,429	185,708	199,000	200,000
Objective: False Alarm Unit- Implement the False Alarm Reduction Program, which includes a combination of education, fines and fees to reduce the number of false alarms and reduce the number of false alarm calls by 10%.				
• Rate of reduction for false alarm calls[1]	14%	7%	10%	10%
• Total number of false alarm calls[2]	5,698	5,280	5,226	4,703

[1] The measures for FY 2009 and FY 2010 reflect the actual rate of reductions, for which achieving 10% is the recurring goal of this measure. It is not conditional on the number of false alarm calls.

[2] False alarm data is based on a calendar year due to the billing cycle.

Sheriff's Office
Corrections

Description

Sheriff's Office personnel manage the Adult Detention Center (ADC) and the Work Release Center 24 hours a day, seven days a week. Staffing at the ADC consists of two major components: security personnel maintain the day-to-day security operations of the facility, while program support personnel manage the Classification and Records sections and conduct various programs such as education, recreation and transportation of inmates to other regional jails for housing. Work Release Center personnel 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 2012 Issues

• Adequate security staff have been recruited and approved and must now be hired and trained to work within the facility.
• As sufficient staff are hired and trained and as all expansion and renovation projects are completed, the Sheriff's Office will begin the phased opening of Phase II, which includes all Loudoun County responsible inmates being returned to Loudoun from other regional jails for housing.
• Overtime and staffing issues will continue to be a challenge until vacant and new positions are filled.
• There is a continuing rise in the number of inmates that are the responsibility of the Virginia Department of Corrections (DOC) being out-of-compliance and being housed in the ADC. This issue is widespread and is common for other localities as well. Staff will continue to work with the DOC to resolve this issue.

FY 2012 Goals

ADC:
• Hire and train all vacant positions.
• Continue to identify ways to reduce the overall per inmate cost.
• Staff and open as many areas of the new facility as possible in a safe and secure manner.
• Begin the process of returning all Loudoun County responsible inmates to the ADC.

Work Release:
• Transfer this program into the new facilities once construction is complete of Phase II and the renovation projects.
• 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.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$9,141,466	$9,610,284	$10,560,918	$13,108,578	$14,357,447
Operations & Maintenance	4,786,668	4,909,059	5,046,265	5,980,944	4,801,038
Capital Outlay & Capital Acquisitions	0	17,180	0	0	0
Transfer to Central Services Fund	0	25,062	0	0	0
Total Expenditures	**$13,928,134**	**$14,561,585**	**$15,607,183**	**$19,089,522**	**$19,158,485**
Revenues					
Use Of Money & Property	$354	$414	$121	$300	$300
Charges For Services	47,847	56,099	57,302	52,000	52,000
Recovered Costs	726,775	658,663	566,924	407,104	407,104
State Shared Expenses	2,017,279	1,662,747	271,900	2,605,099	3,937,312
Federal Categorical Aid	43,792	146,614	1,980,021	0	0
Other Financing Sources	0	337,769	0	0	0
Total Revenues	**$2,836,047**	**$2,862,306**	**$2,876,268**	**$3,064,503**	**$4,396,716**
Total Local Tax Funding	**$11,092,087**	**$11,699,279**	**$12,730,915**	**$16,025,019**	**$14,761,769**
FTE Summary	**119.07**	**119.07**	**119.07**	**179.92**	**188.79**

Sheriff's Office
Corrections

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Adult Detention Center- Protect individuals in custody and care by providing a safe and humane environment in the most cost effective manner as possible.				
• Average daily cost per inmate	$18.32	$20.36	$38.75	$39.88
• Average daily inmates housed outside of Loudoun County	228.75	236.00	265.00	185.00
• Average daily population of inmates housed in Loudoun County	196.75	191.50	250.00	330.00
• Daily food cost per inmate housed at Loudoun County	$2.99	$2.95	$3.75	$4.88
• Daily health cost per inmate housed in Loudoun County	$15.33	$17.41	$35.00	$35.00
• Number of inmate bookings per year	8,209	7,791	10,000	10,000
Objective: ADC Transportation Unit- Provide safe and timely transportation of inmates to other jails to reduce the overcrowding of inmates housed at the Loudoun County Adult Detention Center.[1]				
• Annual cost of transporting inmates to other jails	$129,776	$511,357	$510,000	$275,000
• Average transportation cost per inmate	$116.47	$123.08	$85.50	$93.13
• Number of transports to other jails	4,500	4,219	5,775	2,953

[1] Beginning in FY 2012, fewer inmates will be transported to regional and other jails due to more inmates being housed in the Adult Detention Center as a result of the completion and opening of Phase II.

Sheriff's Office
Court Services

Description

The Civil Process program serves all legal documents originating from the Loudoun County Circuit Court, General District and Traffic Courts and the Juvenile and Domestic Relations Court. The unit also serves legal processes initiated from outside jurisdictions to persons located within the County, all "five day notices" including evictions, and all Loudoun County Treasurer 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 2012 Issues

Court Security:
• Increasing security concerns with the increased number of cases and courtrooms in use daily including the renewed full service use of the historic courthouse.
• Construction and design of the Courthouse sections will require analysis and planning to meet demands and requirements.

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 continued county population growth and the economic downturn. Traffic congestion has made it more difficult and time consuming to navigate through the county.

FY 2012 Goals

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.
• Implement 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.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$3,860,283	$3,798,222	$3,894,420	$3,778,164	$4,085,320
Operations & Maintenance	55,322	60,813	55,676	61,508	53,865
Total Expenditures	**$3,915,605**	**$3,859,035**	**$3,950,096**	**$3,839,672**	**$4,139,185**
Revenues					
Charges For Services	$261,629	$314,142	$586,067	$458,000	$583,000
State Shared Expenses	790,008	564,248	73,966	1,008,128	842,281
Federal Categorical Aid	0	0	741,934	0	0
Total Revenues	**$1,051,637**	**$878,390**	**$1,401,967**	**$1,466,128**	**$1,425,281**
Total Local Tax Funding	**$2,863,968**	**$2,980,645**	**$2,548,129**	**$2,373,544**	**$2,713,904**
FTE Summary	**51.08**	**51.08**	**51.08**	**47.87**	**48.80**

Sheriff's Office
Court Services

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Civil Process- Execute and serve 100% of all civil process papers mandated by the Commonwealth of Virginia.				
• Average attempts required to serve papers	1.08	1.09	1.11	1.11
• Average number of papers served per day	185	183	175	175
• Number of papers served annually	45,658	44,810	43,225	43,225
• Total service attempts by Civil Process	49,427	48,489	48,000	48,000
Objective: Courthouse Transportation- Evaluate and monitor inmate transfer activities to ensure that all inmates transported to and from the Courthouse and the new ADC facilities are transferred effectively and without incident (i.e., medications, meals, appearing on time for court).				
• Number of incidents reported	2	0	2	2
• Number of inmates transported to other jails	5,181	5,612	6,200	6,200
• Percentage of incidents reported for all transports	0%	0%	5%	5%
Objective: Courthouse Security- Provide safety by conducting security checks and minimizing incidents.				
• Number of incidents (contraband) in the courts	233	245	500	500
• Number of persons screened[1]	262,412	263,003	279,000	279,000
• Number of security posts	2	2	2	2

[1] This measure may include repetitive entries by the same person throughout the same day.

Sheriff's Office
Administrative & Technical Services

Description

The Sheriff's Office Administrative and Technical Services Division provides support functions to the agency and necessary services to the citizens and community. These services consist of five separate entities within the division which include the Records Section, Property and Evidence Section, Training Section, Applicant Section, and Administrative Support, which includes payroll and benefits, reception, management of the agency's accreditation review, and the biennial promotion process. The Administrative and Technical Services Division also serves as the central repository for the review, update and distribution of Sheriff's Office General Orders and agency wide policies and procedures.

Budget Overview

FY 2012 Issues

• The Division will continue to improve the timeliness of entering a variety of documents and information into the computer aided dispatch system in order to extract relevant reports and current day statistics in a timely manner.
• Without additional personnel or without starting the Cadet Program, the division will continue to be challenged to support the other divisions within the agency and manage the training, firearms/ammunition, uniforms, supplies, technology, and budget.
• The Division must continue to manage the agency's four year accreditation process without a part time civilian employee that has been previously requested.
• Support functions will continue to pose management issues with the same number of civilian employees while the amount of paperwork generated by sworn deputies and County citizens increases annually.
• The basic Evidence Section function continues to have an increasing number of pickups and deliveries to the daily routes (station openings) and increases in the number of court appearances with the same number of personnel.

FY 2012 Goals

• Ensure ADC enhancement positions are filled, continue recruiting efforts and fill any vacated sworn and civilian positions.
• Maintain a waiting list of applicants to fill future vacancies.
• Continue to support and coordinate a variety of training opportunities for specialized weapons and positions. Host in-house training in an effort to decrease training costs and train deputies as specialty instructors.
• Expand the evidence bar coding system by purchasing and placing new hand held bar coding equipment at the Sheriff's Office stations to further add to the efficiency of the program; and explore new methods to destroy unneeded evidence in a more timely manner.
• Maintain compliance with document entry dates. Cross training will continue as Records Clerks move in and out of the Records Section which will provide cohesiveness and less disruption during times of transition. Continue efforts to further automate traffic citations and accident reports, which will assist with manpower requirements.
• Ensure the automated time sheet program is fully operational.

Sheriff's Office

Administrative & Technical Services

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$2,585,443	$2,741,040	$2,949,160	$2,938,005	$2,989,231
Operations & Maintenance	1,896,186	2,200,097	1,847,476	2,542,390	2,523,675
Capital Outlay & Capital Acquisitions	26,975	89,000	89,000	0	10,000
Transfer to Central Services Fund	21,098	0	0	0	0
Total Expenditures	**$4,529,702**	**$5,030,137**	**$4,885,636**	**$5,480,395**	**$5,522,906**
Revenues					
Permits Privilege Fees & Reg Licenses	$441,143	$323,904	$198,358	$312,000	$299,500
Charges For Services	39,938	38,114	37,543	38,300	38,300
Miscellaneous Revenue	0	1,117	370	0	0
Recovered Costs	9,164	5,750	0	0	0
State Shared Expenses	660,227	508,209	74,654	792,963	524,987
Federal Categorical Aid	0	0	562,118	0	0
Total Revenues	**$1,150,472**	**$877,094**	**$873,043**	**$1,143,263**	**$862,787**
Total Local Tax Funding	**$3,379,230**	**$4,153,043**	**$4,012,593**	**$4,337,132**	**$4,660,119**
FTE Summary	**34.84**	**35.84**	**37.91**	**37.91**	**37.56**

Sheriff's Office

Administrative & Technical Services

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Application Section- Continue to perform comprehensive background investigations and hire quality/qualified individuals for vacant Sheriff's Office patrol, corrections, dispatch, and civilian positions. Fill all vacated positions and 70% of approved enhancements by fiscal year end.				
• Number of applicants hired	72	38	70	50
• Number of applicants processed	1,744	1,994	3,000	2,500
• Number of approved enhancements[1]	0	2	58	6
• Number of other applicants processed - interns, nurses	0	0	20	20
• Number of other permits and licenses processed	0	0	600	600
• Number of polygraph exams administered	195	118	200	150
• Number of vacancies - resignation/retirement/discipline	40	29	30	30
Objective: Evidence Unit- Ensure that all evidence is located, entered into CAD and available for court or transport at the time of the request, and handled in accordance with the Code of Virginia.				
• Hours out of the office to transport evidence/appear in court	769	1,124	900	1,100
• Pieces of evidence submitted and entered	8,187	8,395	8,700	8,700
Objective: Records Section- Process offense reports, arrest reports, traffic citations and accident reports within ten (10) days of receipt, tow sheets within 24 hours of receipt, and warrants within 72 hours of receipt. Respond to residents' walk-in requests in a professional manner.				
• Number of accident reports entered into CAD	3,814	3,968	3,900	4,000
• Number of arrest reports entered into CAD	6,780	6,765	7,000	7,000
• Number of citations entered into CAD	33,229	31,942	34,000	34,000
• Number of offense reports entered into CAD	24,512	23,480	27,000	26,000
• Number of pieces of mail answered	2,637	3,189	3,000	3,200
• Number of walk-in requests	7,560	5,887	7,600	6,000
• Number of warrants entered into CAD/processed to patrol	7,829	7,396	8,200	8,000

[1] FY 2011 enhancement positions are associated with the staffing requirements of the ADC Phase II expansion project.

Sheriff's Office
Administrative & Technical Services

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Training Section- Provide required training to all sworn and non sworn personnel.				
• Deputies attending mandatory biennial re-training	327	341	350	250
• Deputy recruits attending NVCJA	61	31	30	40
• Deputy recruits attending RRCJA	n/a	n/a	45	25
• Number of instructor hours used for weapons training	7,028	4,516	7,000	5,000
• Number of registrations processed - training/conferences	2,960	2,606	2,800	2,800
• Sworn attending bloodborne pathogen & lead safety classes	444	368	350	375
• Sworn fit testing performed[1]	129	377	543	538

[1] As a result of record keeping management changes implemented in FY 2010, the division is better able to more accurately record the number of sworn fit tests performed which reflects an increase in tests performed.

Sheriff's Office

Office of the Sheriff

Description

The Office of the Sheriff consists of the Sheriff, two Chief Deputies, two internal affairs investigators, one financial budget manager, one financial accountant, one human resources specialist, one buyer, one public information officer, and two administrative assistants. Most of these programs are staffed by a single individual that serves the needs of a department consisting of approximately 717 employees. These positions ensure the integrity of the department, prepare and execute the strategic plan through preparation and implementation of the budget, procurement of uniforms, equipment and supplies, processing of all personnel actions, coordination and monitoring of CIP projects and keeping the public informed of significant public safety incidents and department activity.

Budget Overview

FY 2012 Issues

• Most services are provided by single positions within the Sheriff's administration functions. With agency growth, the increased workload requires additional staff to support the entire agency.

FY 2012 Goals

• Maintain effective administrative services for all Sheriff's Office employees.
• Support senior staff members and inform them of policy changes or concerns regarding benefits and financial issues.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,452,159	$4,442,744	$1,728,385	$1,741,165	$1,858,500
Operations & Maintenance	1,979,401	2,319,018	1,104,519	112,792	100,572
Capital Outlay & Capital Acquisitions	0	0	22,800	0	0
Total Expenditures	**$3,431,560**	**$6,761,762**	**$2,855,704**	**$1,853,957**	**$1,959,072**
Revenues					
State Shared Expenses	$411,232	$329,010	$123,695	$414,398	$335,390
State Categorical Aid	0	0	3,502	0	0
Federal Categorical Aid	1,976,570	5,397,650	1,304,008	0	0
Total Revenues	**$2,387,802**	**$5,726,660**	**$1,431,205**	**$414,398**	**$335,390**
Total Local Tax Funding	**$1,043,758**	**$1,035,102**	**$1,424,499**	**$1,439,559**	**$1,623,682**
FTE Summary	**14.35**	**14.35**	**12.28**	**12.28**	**12.48**

Sheriff's Office

Office of the Sheriff

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Human Resources- Process personnel action requests for new hires, transfers, promotions, demotions and separations within one week of request.				
• Number of authorized positions	656	657	702	717
• Number of PA's processed	675	472	700	500
• Number of PA's processed within one week of request	14	10	15	10
Objective: Public Information Officer- Inform the media and the public of law enforcement activity in compliance with State disclosure laws and the Freedom of Information Act.				
• Number of Media/Public inquires to include FIOA request	1,791	1,291	1,937	1,400
• Number of press releases on crimes and major incidents	208	245	250	240
Objective: Buyer- Process all purchase orders within one week of request.				
• Average turnaround time (in days)	1.62	2.26	2.00	2.00
• Number of purchase orders created by the buyer	395	378	375	330
• Total dollar amount of purchase orders created by the buyer	$4,372,084	$1,292,515	$1,800,000	$1,350,000

Health and Welfare

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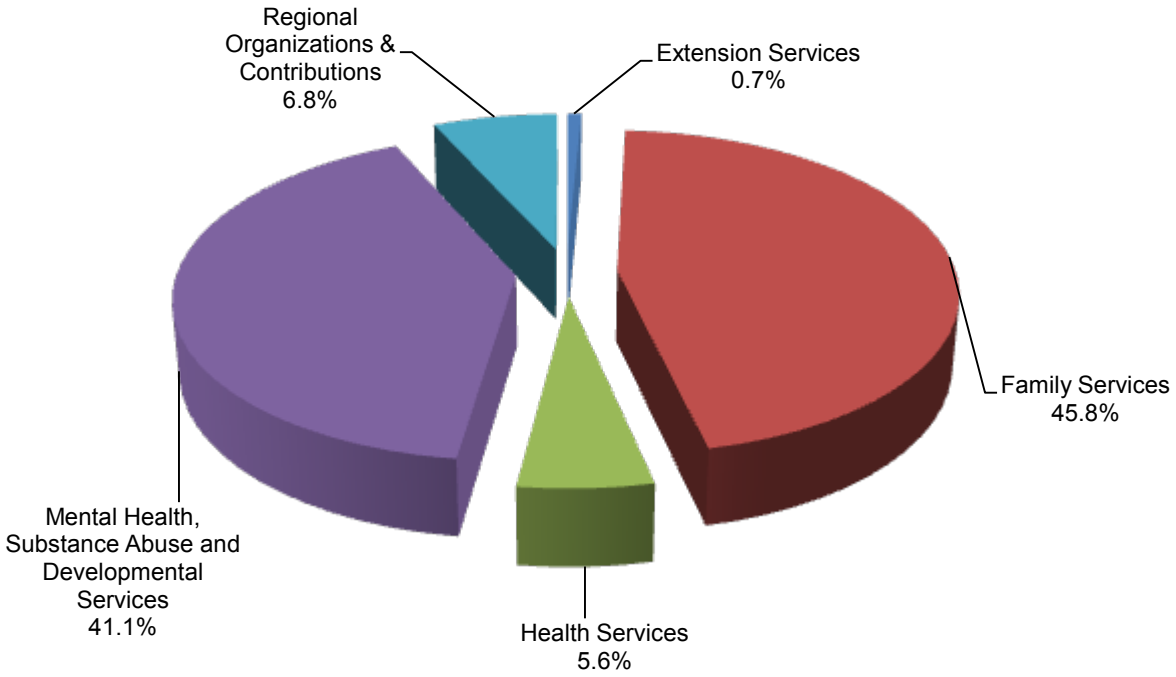
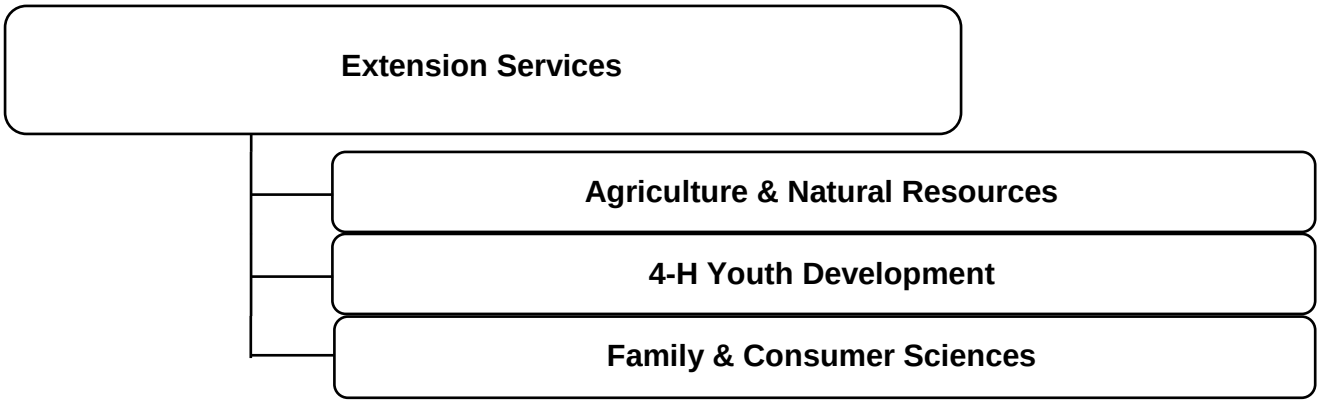
HEALTH AND WELFARE
FY 2012 ADOPTED EXPENDITURES



Health and Welfare Historical Expenditures

Health and Welfare	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Extension Services	$537,602	$552,272	$526,413	$529,057	$569,801
Family Services	32,935,477	33,440,754	35,895,967	33,393,300	34,832,216
Health Services	4,003,463	4,308,435	4,285,938	4,292,582	4,244,348
Mental Health, Substance Abuse and Developmental Services	29,575,599	29,742,411	29,712,791	30,609,136	31,255,827
Regional Organizations & Contributions	4,613,815	4,582,736	3,703,419	4,028,460	5,166,693
Total Health and Welfare	**$71,665,956**	**$72,626,608**	**$74,124,528**	**$72,852,535**	**$76,068,885**

Extension Services



Extension Services

Mission Statement

The mission of Loudoun Cooperative Extension is to provide educational information and resources to Loudoun County residents through a process that uses scientific, research based knowledge, and to address relevant issues and needs to help residents improve their lives.

Description

Loudoun Cooperative Extension is an educational partnership between the U. S. Department of Agriculture, Virginia's Land Grant Universities (Virginia Tech & Virginia State) and local government, and serves as the primary source of assistance for agriculture and horticulture production within the County. Trained personnel draw upon the knowledge and resources of specialists and research scientists from the universities. The Department offers educational programs designed to meet the needs of the Loudoun community in agriculture, horticulture, family and consumer sciences, and 4-H Youth Development. Local program delivery is also enhanced by hundreds of volunteers who receive training from Extension Services personnel.

Budget Overview

FY 2012 Issues

• Farm production input costs have increased from 30% to 200%, and farm gate receipts from commodity sales have dropped due to lower yields resulting from the combination of the extreme winter and extended summer drought 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.
• Programs focused on character development and education for youth are requested by County residents within the 4-H Program.
• 4-H is now the only organization offering youth agriculture education in Loudoun County.
• Obesity issues and other health problems are on the rise in this county; nutrition and prevention education has become critical.
• Landowners and producers need to be educated about the potential impacts of the new state implemented Chesapeake Bay TMDL and Watershed Improvement Plans.

FY 2012 Major Goals

• Provide farm management educational assistance, training and crop diagnostic services to local landowners.
• Provide support and help form new partnerships to promote and sustain the use of local farm products within Loudoun's 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 & the environment using integrated pest management (IPM) and best management practices (BMP) through Help Desk, Speaker's Bureau, Household Water Quality clinics, and a Turf Nutrient Management Program.
• Provide character development, leadership and life skills to youth through the 4-H Program.
• Increase financial literacy of individuals to improve the financial stability of families.
• Increase nutrition knowledge 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 2011 Major Achievements

• Provided production management training to individuals and groups and technical certification opportunities for local agricultural producers to increase the production knowledge base in Loudoun. Examples of training opportunities included: "Quality Assured Producers" training; Food Production Safety; Disaster Management and Emergency Response plan training in coordination with Department of Animal Services; and topic specific twilight tours and grower meetings for local equine, beef, small ruminant, forage, food, grape and berry growers.
• Organized a coalition of agricultural producers and support service agencies to determine the potential for developing a Loudoun County and surrounding area local food based distribution system.
• Completed agricultural damage assessment in response to conditions that developed due to a major winter storm and a prolonged summer drought. Results were reported to state and federal authorities and qualifying producers became eligible for federal assistance.

Extension Services

• Continued to proactively assist in ensuring environmental quality by providing pesticide training certification and recertification opportunities to "private" and "commercial" farm pesticide applicators, government workers and green industry professionals.
• Offered a Pesticide Disposal "Clean Day" in conjunction with Prince William County and the Department of Agriculture which disposed of 4,192 pounds of unwanted pesticides that may have otherwise ended up in the environment; and through VA Tech, offered a Household Water quality Testing program for 92 homeowners.
• Collaborated with the Loudoun County Soil and Water Conservation District to develop conservation plans for landowners wanting to raise livestock on less than five acres and provided educational information on proposed adoption of the CBPO. Recruited and trained volunteers to assist with the Urban Turf Nutrient Management Program.
• 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 24 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, 4-H project training for Loudoun County teachers and a new initiative with the Department Parks, Recreation and Community Services to provide educational programming for the after school CASA program.
• Enhanced the nutritional and food safety knowledge of residents through training for food service managers to achieve certification from the National Restaurant Association and training for Master Food Volunteers.
• The Family Nutrition Program reached 328 youth and Extension Services established a new initiative, FIT Extension, to further increase knowledge on the importance of physical activity and healthy eating.
• Enhanced financial literacy and provided guidance for youth, individuals and families through the "Reality Store" and financial workshops.

Extension Services

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$419,198	$435,622	$429,150	$419,853	$431,597
Operations & Maintenance	118,404	116,650	97,263	109,204	138,204
Total Expenditures	**$537,602**	**$552,272**	**$526,413**	**$529,057**	**$569,801**
Local Tax Funding	**$537,602**	**$552,272**	**$526,413**	**$529,057**	**$569,801**
County FTE	6.00	6.35	6.10	6.25	6.00
State FTE	5.37	5.37	5.37	5.37	5.37
FTE Summary	**11.37**	**11.72**	**11.47**	**11.62**	**11.37**

FY 2012 Board Action

The FY 2012 Adopted Fiscal Plan for Extension Services includes an increase of $40,744 in Local Tax Funding of which $29,400 provides funding for the County portion of the State 4-H Extension Agent position. Personnel increases for benefits and cost of living adjustments per the Board adopted budget policy are included.

Budget History

FY 2008 Mid-year: 0.35 FTE transferred from Parks, Recreation and Community Services.

FY 2011: The Board eliminated 0.35 FTE in Family and Consumer Sciences.

Extension Services

Expenditures by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Agriculture & Natural Resources	$265,530	$274,466	$274,228	$282,178	$284,560
4-H Youth Development	134,692	131,507	115,195	116,071	150,224
Family & Consumer Sciences	137,380	146,299	136,990	130,808	135,017
Total Expenditures	**$537,602**	**$552,272**	**$526,413**	**$529,057**	**$569,801**

Local Tax Funding by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Agriculture & Natural Resources	$265,530	$274,466	$274,228	$282,178	$284,560
4-H Youth Development	134,692	131,507	115,195	116,071	150,224
Family & Consumer Sciences	137,380	146,299	136,990	130,808	135,017
Total Local Tax Funding	**$537,602**	**$552,272**	**$526,413**	**$529,057**	**$569,801**

Staffing Summary by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Agriculture & Natural Resources	5.10	5.10	5.10	5.60	5.10
4-H Youth Development	3.00	3.00	2.75	2.75	3.00
Family & Consumer Sciences	3.27	3.62	3.62	3.27	3.27
Total FTE	**11.37**	**11.72**	**11.47**	**11.62**	**11.37**

Extension Services

Agriculture & Natural Resources

Description

Cooperative Extension continues to be the primary source of technical information for agricultural and horticultural production within the County. Agricultural diversity of production continues to shift from traditional, large scale farms to smaller, more intensive use of land and resources. Staff expertise in production agriculture, commercial horticulture/specialty crop production and urban horticulture issues are provided to landowners and residents on a non–fee basis. Program volunteers are recruited, trained, and utilized to provide educational programs and diagnostic services for homeowners. Extension staff network 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 2012 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 reduce the potential overuse/abuse of fertilizers and pesticides which increases the risk to water resources and environmental quality from contamination.
• Rising production costs, coupled with a recent drought, have created economic conditions that have a significantly negative impact for overall farm sustainability.
• The issue of a safe and secure food supply and producer/handler safety is particularly important given its implications for Homeland Security. There are a growing number of agricultural producers who intend to produce food for human consumption or for sale directly to consumers.
• Land values and labor costs continue to rise while overall farm income remains stagnant. Many farms are challenged to stay in business and must adapt to new production systems or alternative forms of agriculture to remain sustainable.
• Local farmers grow a limited amount of specialty or local food for direct consumption. Demand for locally sourced foods continues to grow. Local producers need education relating to incorporating non-traditional commodities and production techniques into traditional farms.
• Because farms are affected by decisions made at local, state, and national levels, there is a continual need to educate Loudoun farmers about the agricultural policy changes.
• Although Loudoun's livestock and equine agriculture producers generated approximately $60 million that was returned to the local economy, there remain opportunities for producers to use additional value added marketing systems to increase returns by approximately 10-25%.
• Acreage devoted to urban landscapes is increasing each year and new homeowners are caring for one to five 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.
• Well owners need to be educated about their responsibility to maintain and protect their household water supply and water resources.

FY 2012 Goals

• Provide research based technology for the Agricultural & Commercial Horticulture program so that Loudoun's citizens will be able to improve profitability, sustainability, natural resource conservation and security on their farmland.
• Protect the environment and water quality through the Urban Horticulture program by educating homeowners on the proper use of pesticides and fertilizers on their lawns and gardens. To accomplish this, diagnostic services, on-site farm consultations, and educational programs will be conducted.

Extension Services

Agriculture & Natural Resources

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$218,817	$225,432	$222,855	$227,850	$230,232
Operations & Maintenance	46,713	49,034	51,373	54,328	54,328
Total Expenditures	**$265,530**	**$274,466**	**$274,228**	**$282,178**	**$284,560**
Total Local Tax Funding	**$265,530**	**$274,466**	**$274,228**	**$282,178**	**$284,560**
County FTE	3.00	3.00	3.00	3.50	3.00
State FTE	2.10	2.10	2.10	2.10	2.10
FTE Summary	**5.10**	**5.10**	**5.10**	**5.60**	**5.10**

Extension Services

Agriculture & Natural Resources

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Improve farm profitability, sustainability, natural resource conservation and security throughout Loudoun's agricultural industry by conducting onsite farm consultations and facilitating comprehensive research based educational programs.				
• Agricultural educational programs[1]	44	41	28	25
• Onsite farm consultations	86	84	90	90
• Participants in agricultural programs	2,395	2,482	1,800	1,800
Objective: Ensure profitability of commercial horticulture businesses by providing educational programming and responsive consulting while maintaining proactive educational programming that minimizes economic risk and maximizes profit potential.				
• Commercial horticulture education programs	20	27	25	25
• Onsite commercial horticultural farm consultations	37	65	60	60
• Participants in commercial horticultural programs	1,028	817	400	450
Objective: Protect the environment and water quality by utilizing integrated pest management (IPM) methods through the Master Gardener Volunteer Program and Extension Services staff.				
• Help desk calls/visits	2,787	3,289	3,200	3,300
• Household Water Quality clinics[2]	0	96	200	200
• Number of home owners enrolled in Turf Nutrient Management Program	19	19	100	100
• Participants in urban horticultural programs	4,420	5,441	4,500	4,500
• Urban horticultural educational programs conducted	83	93	75	75

[1] The number of educational programs offered and clients served is directly impacted by the shift in programming efforts resulting from the 4-H Agent position vacancy.

[2] This was a new measure for FY 2010; prior history is not available. The number of participants in Household Water Quality clinics is capped by program funding.

Extension Services

4-H Youth Development

Description

4-H is committed to assisting youth, and those adults working with them, in acquiring the knowledge, life skills, and attitudes that will enable them to become self directing, contributing, and productive members of society. The central theme of 4-H education is "learn by doing." Extension's 4-H Program utilizes experiential learning opportunities to teach the latest research based subject matter while facilitating the development of skills for successful living. The program covers areas such as citizenship, leadership, and life skills. Examples are: understanding self, communicating and relating to others, acquiring, analyzing, and using information, problem solving and decision making, managing resources, and working with others. The 4-H Program in Loudoun uses the following delivery methods: community clubs, project clubs, short-term special interest groups, Cloverbud clubs, camping programs and school enrichment programs. As with all Extension programs, 4-H relies on volunteers to assist with programming.

Loudoun's urban youth are demanding more programs geared to their needs. Programs such as the 4-H Character Curriculum, youth leadership development and other special projects will be expanded. Recruiting and training leaders in urban communities to start 4-H Community Clubs will be a priority. Loudoun's rural youth remain the highest percentage enrolled in the 4-H program. As the only remaining youth agricultural program, we will continue to support these families as well, through programs such as quality assurance certification, clubs geared toward agricultural projects, clinics and contests.

Budget Overview

FY 2012 Issues

• Development of leadership and character has become very important to Loudoun youth and parents. While 4-H offers the Character Counts educational program, efforts to increase collaboration with Parks & Recreation, Loudoun County Public Schools, and other youth development agencies need to be explored to better address this issue.
• Opportunities for non-competitive youth development for suburban youth are limited in Loudoun County.
• Public school sponsored agricultural education classes were eliminated by Loudoun County Public Schools in 2007.
• Responding to the demand for youth programs that are not cost prohibitive has become difficult.
• Lack of transportation necessary for youth to be involved in activities after school and in the evenings.
• Long commutes for an increasing number of parents living in Loudoun County results in more youth left unsupervised after school, searching for programs with which to be involved.
• The possibility of state funding for the 4-H Extension Agent (1.00 FTE) is not certain. The position was vacated in FY 2009 and may remain frozen.

FY 2012 Goals

• Continue providing experiential learning opportunities to teach the latest research based subject matter for youth, ages 5-18, to develop skills for successful living by supporting the traditional 4-H community club structure, providing educational programming for youth in after school programs and in school programs, as well as providing an annual 4-H camping experience.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$103,006	$106,652	$105,887	$106,661	$111,814
Operations & Maintenance	31,686	24,855	9,308	9,410	38,410
Total Expenditures	**$134,692**	**$131,507**	**$115,195**	**$116,071**	**$150,224**
Total Local Tax Funding	**$134,692**	**$131,507**	**$115,195**	**$116,071**	**$150,224**
County FTE	1.60	1.60	1.35	1.35	1.60
State FTE	1.40	1.40	1.40	1.40	1.40
FTE Summary	**3.00**	**3.00**	**2.75**	**2.75**	**3.00**

Extension Services

4-H Youth Development

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Provide developmental and educational experiences for youth in 4-H after school programs by increasing opportunities for youth to learn about a single project or a variety of common interest 4-H projects.				
• Number of 4-H program offerings	26	16	10	10
• Participants enrolled in 4-H after school programs[1]	351	322	150	150
• Percent increase in 4-H after school program participation	-4.62%	-46.3%	0%	0%
Objective: Provide educational, recreational, and social experiences in outdoor living away from home through 4-H Junior Camp by providing new experiences for youth to explore new interests, exposing them to new approaches to old interests and life skills that cannot be provided as effectively outside a camp setting.				
• Number of 4-H camp program offerings	1	1	1	1
• Number of individually enrolled 4-H campers[2]	140	179	200	200
• Percent increase of participants in 4-H camps	-55.13%	27%	11.11%	27%
Objective: Provide developmental and educational experiences for youth in 4-H in-school programs by increasing opportunities for youth to learn about a single project or a variety of common interest 4-H projects while promoting leadership, citizenship, and the development of life skills.				
• Number of 4-H program offerings	7	9	2	2
• Number of individually enrolled 4-H youth[3]	5,347	5,586	3,900	3,900
• Percent increase of individually enrolled 4-H youth	41.79%	4.46%	-30%	0%
Objective: Enhance the skills, knowledge, and attitudes of 4-H members through participation in 4-H in clubs which promote citizenship, leadership, and the development of life skills by providing opportunities for youth to learn about a variety of common interest projects or subject matter areas.				
• Number of 4-H program offerings (clubs)	25	24	22	22
• Number of individually enrolled 4-H youth (clubs)	433	436	500	500
• Percent increase of individually enrolled 4-H youth (clubs)	-8.65%	0.01%	14.6%	0%

[1] The state 4-H Agent position was frozen in January 2009. The 4-H Program Assistant has been unable to work with after school programming since FY 2010.

[2] In FY 2008, 4-H camp was offered twice because the dates for the camp occurred in August 2007 and June 2008. Typically 4-H camp is only offered once a year. In FY 2010 and 2011, the NOVA 4-H Center increased the number of beds offered to campers.

[3] In FY 2011 and 2012, 4-H Ag Day projections for Loudoun 4th graders are significantly down because of limitations of field trip funds through LCPS.

Extension Services

Family & Consumer Sciences

Description

Family and Consumer Sciences is organized into three functional areas: Financial Counseling, Food Safety and Nutrition. Financial Counseling provides assistance to families by establishing spending priorities to improve their financial stability. Financial literacy of high school students is improved through the Reality Store program. Food Safety provides training of food workers from restaurants, hospitals, schools, child care centers and other personnel handling quantity foods to increase proper food handling practices which reduces the incidence of food borne illnesses. Nutrition services focus on improving knowledge and skills in food selection and preparation to promote optimal dietary health.

Budget Overview

FY 2012 Issues

• The demand for providing resources and training for clients who speak English as a second language continues to increase.
• Enabling clients to improve their financial stability has become difficult as the number of clients in financial crisis continues to rise.
• Maintaining grant funding for project initiatives in Financial Counseling and the Reality Store for the Youth Financial Literacy initiative remains a challenge.
• Many Loudoun families are impacted by the high cost of housing as well as carrying high consumer debt, putting them at risk for bankruptcy and housing foreclosure.
• Assessments continue to reflect that Loudoun's high school students lack many of the basic skills and knowledge sets related to financial planning and decision making that will be required in the transition to adulthood.
• The Virginia Health Code requires that a person is on site during all hours of operation who can demonstrate knowledge of proper food handling. Private certification opportunities in this area are limited and can be costly.

FY 2012 Goals

• Provide counseling to enable families to improve financial stability by conducting one-on-one and group financial education offerings targeting individuals and families experiencing financial difficulty.
• Increase participation in the Reality Store Program to improve financial literacy of high school students.
• Increase the knowledge of individuals on making healthy food choices and increasing physical activity to improve dietary health, which reduces the risks of chronic diseases and childhood obesity.
•Increase the number of food workers certified in the ServSafe Food Sanitation Program to improve safety of food served in public establishments.
• Increase knowledge of individuals on revised financial & consumer laws.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$97,375	$103,538	$100,408	$85,342	$89,551
Operations & Maintenance	40,005	42,761	36,582	45,466	45,466
Total Expenditures	**$137,380**	**$146,299**	**$136,990**	**$130,808**	**$135,017**
Total Local Tax Funding	**$137,380**	**$146,299**	**$136,990**	**$130,808**	**$135,017**
County FTE	1.40	1.75	1.75	1.40	1.40
State FTE	1.87	1.87	1.87	1.87	1.87
FTE Summary	**3.27**	**3.62**	**3.62**	**3.27**	**3.27**

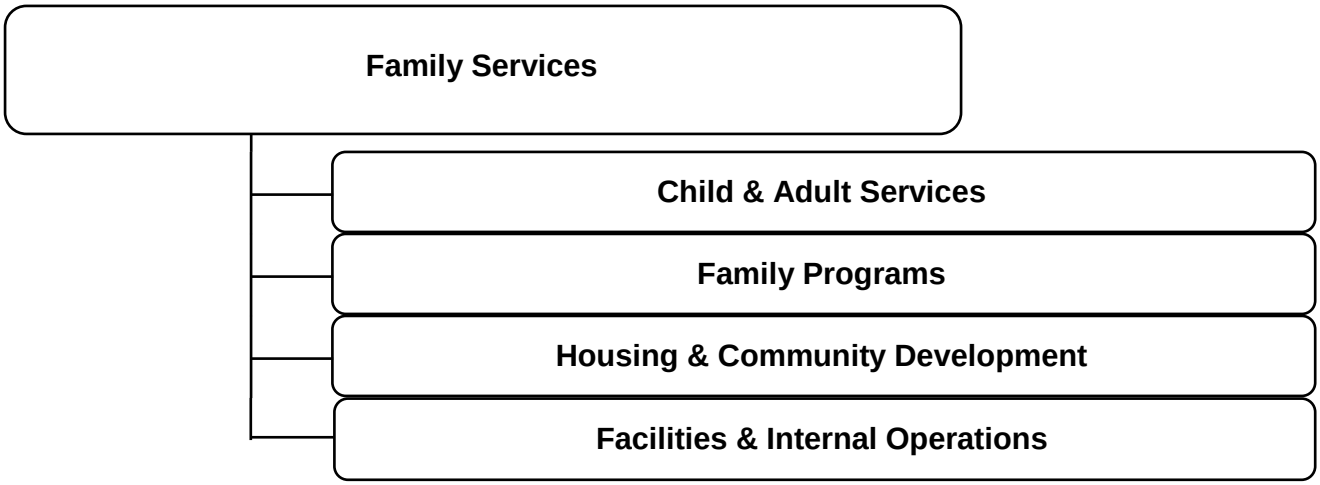
Extension Services

Family & Consumer Sciences

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Provide counseling to enable families to improve their financial stability by conducting one-on-one and group financial education targeting individuals and families experiencing financial difficulty.				
• Number of Financial Counseling cases served	95	63	70	70
• Number of Financial Management Programs provided	39	20	20	20
• Number of participants in financial management workshops	413	281	300	300
Objective: Increase participation in the Reality Store Program to increase financial literacy of high school youth.				
• Number of students trained in financial literacy	1,309	1,582	1,300	1,300
• Percent of participants indicating increased knowledge	72%	39%	68%	68%
Objective: Increase the knowledge of individuals on making healthy food choices and increasing physical activity to improve dietary health.				
• Number of individuals provided information on nutrition, fitness and health	989	1,551	700	700
• Percent of adult participants who increased knowledge	100%	100%	85%	85%
Objective: Improve the knowledge and skills of food handler personnel in restaurants, schools, hospitals, child care centers, nursing homes, churches, and other food industries.				
• Number of food service managers trained	177	91	150	150
• Percentage of food service managers receiving certification	88%	67%	75%	75%
• Percentage of food workers increasing knowledge[1]	n/a	100%	100%	100%

[1] This was a new measure in FY 2010; prior history is not available.

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 business, government and community resources to deliver effective and efficient services, and fosters and supports professional growth and development among staff.

Description

The Department of Family Services (DFS) is charged with the responsibility for the social welfare of County residents and for fostering the financial independence of residents in need. It operates under the advisement of the Family Services Board which is appointed by the Board of Supervisors. Family Services administers a wide variety of programs and services that are mandated by Federal and State law or required by local policy.

The Department of Family Services is divided into four program areas: Child & Adult Services, Family Programs, Housing and Community Development and Facilities & Internal Operations. Child & Adult Services include Adult Protective Services, Child Protective Services, Foster Care & Adoptions and Family Connections. Family Programs include Benefits, Career Support Services, Housing Choice Voucher Program, Young Adults Project and Young Parent Services. Housing and Community Development includes the Affordable Dwelling Unit Program, the Home-buyer's Education Program, the Homeless Intervention Program, the Loudoun County Home Improvement (LCHIP) Program, the Eastern Loudoun Revitalization (LCHRP) Program, the Neighborhood Stabilization (NSP) Program, the Community Development Block Grant (CDBG) program and the Public Employee Grant (PEG) Program. Facilities and Internal Operations include contracts, finance & budgeting, Comprehensive Services Act for At-Risk Youth and Families (CSA), the Community Support Unit and the Management Information System & Grant Management Program. In addition, the Department operates the following facilities: the Juvenile Detention Center (JDC), the Loudoun County Youth Shelter, the Emergency Homeless Shelter and the Transitional Housing Program.

Budget Overview

FY 2012 Issues

• A sluggish economy and the decline in community resources will continue to create a significant increase in demand for services in every area of basic human need.
• The demand for services outpaces resources in areas of most critical need. (e.g. child and adult protection, Foster Care, affordable housing, affordable day care, affordable health care, the Youth Shelter, Homeless Shelters, employment and emergency services)
• The rising cost of healthcare, fuel, utilities and other basic living expenses affect both clients and staff.
• There is an increasing need to provide interpretation and translation for non-English speaking residents.
• Continuation of the development of public/private partnerships is essential to providing effective and efficient services to Loudoun's most vulnerable population.
• Traffic congestion negatively affects response time and fieldwork.
• Inability to fill critical vacancies in a timely manner impacts mandates and service delivery.
• The increase in job loss and health insurance directly impacts the need for housing and medical care and puts a burden on public assistance programs.
• A decline in services in the non-profit sector places a greater burden on the department to assist low income families.
• An increase in the demand for services has created congestion and overcrowded conditions in the department's reception area.
• Increased homelessness among the older adult population, particularly women, creates obstacles to needed services.
• Increased reports by banks and financial institutions of financial exploitation of the elderly indicate a deepening vulnerability of this population.

FY 2012 Major Goals

• Complete the construction phase, receive licensure and begin operation of the new Youth Shelter.
• Complete the design phase for the new Juvenile Detention Center.
• Maintain service delivery levels while recognizing Federal and State funding reductions.
• Increase/strengthen partnerships with community organizations to provide or enhance services where appropriate.
• Pursue any available technology to create efficiencies.
• Implement state mandated family engagement model including Family Partnership meetings in child programs to reduce violence toward children and to prevent out of home placements.
• Sell remainder of Neighborhood Stabilization Program (NSP) properties and use income to purchase, rehabilitate and sell additional properties to low and moderate income residents.
• Increase communication efforts to reach out to Loudoun residents.
• Implement use of Laserfiche in as many units as possible to increase efficiencies and decrease the need for filing.

Family Services

FY 2011 Major Achievements

• County was awarded a Virginia Association of Counties Achievement Award for Innovation for the new Homeless Shelter.
• Purchased, rehabilitated and sold 10 foreclosed homes in the Sugarland Run and Sterling Park neighborhoods to moderate income families as part of the NSP program.
• Coordinated volunteers who prepared 233 tax returns for low income residents and captured $414,628 in refunds through the Earned Income Tax Credit Program.
• Implemented the Public Employee Home Ownership Grant program (PEG) that provides forgivable loans to public sector employees to be able to purchase housing in the County ("live near your work"). Six Loudoun County and nine LCPS employees were assisted to date and six foreclosed properties have been purchased using PEG funds.
• Completed 24 adoptions of children ages 2 to 18 years of age.
• Partnered with UVA in a research project to determine the needs and services associated with poverty levels in Loudoun. Community Assessment project concluded this year and provides data that can guide the delivery of health and human services in Loudoun County.
• Family Connections and La Salle University partnered to complete an extensive research project for Family Connections. Preliminary analysis from this research will be available, during FY 2011.
• Implemented Harmony for all financial payments within the department.

Family Services

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$13,625,319	$14,304,044	$14,012,538	$14,601,919	$14,990,263
Operations & Maintenance	19,019,384	18,775,974	21,622,365	18,702,475	19,751,547
Capital Outlay & Capital Acquisitions	261,772	93,887	204,975	10,000	10,000
Transfer to Housing Choice Voucher Fund	0	16,849	11,474	78,906	80,406
Transfer to General Capital Improvement	0	250,000	44,615	0	0
Transfer to Central Services Fund	29,002	0	0	0	0
Total Expenditures	**$32,935,477**	**$33,440,754**	**$35,895,967**	**$33,393,300**	**$34,832,216**
Revenues					
Use Of Money & Property	$3,121	$2,546	$2,334	$2,546	$2,546
Miscellaneous Revenue	28,348	32,584	6,357	14,232	14,232
Recovered Costs	241,497	219,703	225,990	161,009	152,244
State Categorical Aid	3,394,637	3,628,732	3,809,624	3,565,255	3,457,803
Federal Categorical Aid	7,432,854	7,157,390	9,911,644	6,696,229	6,855,229
Other Financing Sources	173,000	183,000	183,000	183,000	183,000
Total Revenues	**$11,273,457**	**$11,223,955**	**$14,138,949**	**$10,622,271**	**$10,665,054**
Local Tax Funding	**$13,356,696**	**$13,614,938**	**$13,113,547**	**$14,152,344**	**$14,958,032**
FTE Summary	**193.23**	**194.80**	**193.33**	**192.27**	**192.27**

FY 2012 Board Action

The FY 2012 Adopted Fiscal Plan for the Department of Family Services includes an enhancement of $501,000 for the operating costs of a new youth shelter. Revenues are also increased by $42,783 due to the aligning of projected revenues with past actual in the Section 8 Housing Program. Personnel increases for benefits and cost of living adjustments per the Board adopted budget policy are included.

Budget History

FY 2008: The Board approved enhancements totaling 3.00 FTE for Benefits, Housing Choice Voucher Program (HCV) and a community outreach position for the Affordable Housing Trust Fund.

FY 2008 Mid-year: 1.57 FTE were transferred from other departments.

FY 2009: The Board added 1.57 FTE transferred from other departments for foster care and customer service.

FY 2009 Mid-year: 2.00 FTE were transferred from other departments for Adult Protective Services and Child Protective Services case manager positions.

FY 2010: The Board reduced 3.47 FTE for HCV, IDA, Community Support and Systems Support programs.

FY 2011: The Board eliminated 1.06 FTE in Community Support and Family Programs.

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

Family Services

Expenditures by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Child & Adult Services	$5,302,139	$5,684,913	$5,770,080	$5,828,756	$6,045,270
Family Programs	16,257,135	16,596,964	16,621,455	16,513,828	17,191,120
Housing & Community Development	2,500,438	2,012,741	4,438,528	2,246,271	2,409,842
Facilities & Internal Operations	8,875,765	9,146,136	9,065,904	8,804,445	9,185,984
Total Expenditures	**$32,935,477**	**$33,440,754**	**$35,895,967**	**$33,393,300**	**$34,832,216**

Revenues by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Child & Adult Services	$1,827,693	$1,972,883	$2,200,843	$1,852,892	$1,911,733
Family Programs	13,435,430	14,112,878	14,499,381	13,732,330	14,459,467
Housing & Community Development	1,378,746	975,284	2,966,240	1,170,890	1,297,795
Facilities & Internal Operations	2,936,912	2,764,771	3,115,956	2,484,844	2,205,189
Total Revenues	**$19,578,781**	**$19,825,816**	**$22,782,420**	**$19,240,956**	**$19,874,184**

Local Tax Funding by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Child & Adult Services	$3,474,446	$3,712,030	$3,569,237	$3,975,864	$4,133,537
Family Programs	2,821,705	2,484,086	2,122,074	2,781,498	2,731,653
Housing & Community Development	1,121,692	1,037,457	1,472,288	1,075,381	1,112,047
Facilities & Internal Operations	5,938,853	6,381,365	5,949,948	6,319,601	6,980,795
Total Local Tax Funding	**$13,356,696**	**$13,614,938**	**$13,113,547**	**$14,152,344**	**$14,958,032**

Staffing Summary by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Child & Adult Services	42.43	43.43	45.90	46.40	46.95
Family Programs	62.61	62.62	62.09	61.58	61.58
Housing & Community Development	14.86	14.86	13.53	15.53	15.53
Facilities & Internal Operations	73.33	73.89	71.81	68.76	68.21
Total FTE	**193.23**	**194.80**	**193.33**	**192.27**	**192.27**

Family Services

Child & Adult Services

Description

The Child and Adult Protective Services area includes four program areas: Adult Protective Services; Child Protective Services; Foster Care and Adoptions; and Family Connections.

Adult Protective Services (APS) is mandated by the Virginia Department of Social Services and the Virginia Code to investigate complaints of abuse, neglect and exploitation of elderly and disabled adults on a 24 hour basis and to provide services where appropriate. Other legal mandates of the unit include guardian report reviews, Medicaid nursing home and personal care prescreening and placement planning services. APS administers the Companion Program that provides eligible elderly and disabled adults with services that allow them to live in their homes as long as possible.

Child Protective Services (CPS) is mandated by the Code of Virginia to receive and respond to complaints of child abuse/neglect on a 24-hour basis. Social Workers investigate or assess complaints, determine if abuse/neglect has occurred and provide services to assure that children are protected.

Foster Care and Adoption is mandated by the Code of Virginia to serve children entrusted by their parent(s) or committed by the Juvenile and Domestic Relations Court to DFS. The social workers work with the birth family toward reunification or another permanent plan. The unit recruits and trains potential foster families and works to retain foster/adoptive homes in the community.

The Family Connections Program provides a community based intervention program designed to serve families with teens ages 12 to 17 who engage in extreme at risk behaviors. Family Connections provides the following: parenting skills classes, an intensive training track for parents and teens to become co-facilitators of future parenting classes, a parent alumni group, brief family counseling and referrals to community resources.

Budget Overview

FY 2012 Issues

• Caseloads are continuing to increase in Adult & Child Protective Services and Foster Care and Adoptions, causing heavy workload increases for staff.
• After-hours work and legal requirements have increased in Child Protective Services, Adult Protective Services and Foster Care and Adoptions.
• There is a shortage of in-county residential programs to address the most serious treatment needs of children.
• There is a significant increase in young adults with profound disabling and life threatening conditions who need a myriad of support services from Adult Protective Services.
• The cost of treatment for seriously disturbed children continues to rise.
• There is a waiting list for Companion Services for elderly and disabled adults.

FY 2012 Goals

• Manage the increasing workload and legal requirements to meet the needs of elderly, disabled and vulnerable adults and help them achieve the highest level of self sufficiency possible (Adult Protective Services Unit).
• Assist families through the Family Connections Program by providing education, counseling and continuing support to families with youth who engage in extreme and at risk behavior and to reduce out of home placements.
• Recruit a sufficient number of foster and adoptive homes to provide permanent placements to as many youth as possible currently in out-of-home placements, and provide all the necessary supports to help those who cannot be permanently placed (Foster Care and Adoptions Unit).
• Begin a basic parenting class through CPS to help parents struggling to use positive and productive parenting skills.

Family Services

Child & Adult Services

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$3,340,777	$3,561,229	$3,604,870	$3,742,115	$3,878,047
Operations & Maintenance	1,950,128	2,123,684	2,165,210	2,086,641	2,167,223
Capital Outlay & Capital Acquisitions	11,234	0	0	0	0
Total Expenditures	**$5,302,139**	**$5,684,913**	**$5,770,080**	**$5,828,756**	**$6,045,270**
Revenues					
Recovered Costs	$42,996	$4,138	$4,074	$250	$3,530
State Categorical Aid	586,063	726,415	739,383	746,201	758,580
Federal Categorical Aid	1,120,634	1,164,330	1,379,386	1,028,441	1,071,623
Other Financing Sources	78,000	78,000	78,000	78,000	78,000
Total Revenues	**$1,827,693**	**$1,972,883**	**$2,200,843**	**$1,852,892**	**$1,911,733**
Total Local Tax Funding	**$3,474,446**	**$3,712,030**	**$3,569,237**	**$3,975,864**	**$4,133,537**
FTE Summary	**42.43**	**43.43**	**45.90**	**46.40**	**46.95**

Family Services

Child & Adult Services

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: APS - Investigate all valid complaints with 85% of investigations completed within 45 days.				
• Investigations completed within 45 days	100%	96%	97%	98%
• Number of complaints received deemed as valid	321	326	330	335
Objective: APS - To maintain elderly and disabled adults in their homes through companion services.				
• Elderly and disabled adults stabilized in the home setting	43%	45%	48%	49%
• Number of clients using companion services	125	105	110	112
Objective: APS - Complete 90% of Medicaid nursing home personal care prescreenings and adult care prescreenings within 14 days as required by the Virginia Department of Medical Assistance Services.				
• Medicaid prescreenings completed in 14 days	100%	100%	95%	97%
• Number of referrals for prescreenings	127	112	115	120
Objective: CPS - Investigate and or assess all valid complaints of child abuse and/or neglect.				
• Child abuse or neglect complaints received	1,091	1,160	1,170	1,180
• Complaints placed on investigation track	176	166	170	176
• Number of complaints diverted to family assessments	915	994	1,000	1,004
• Number of complaints investigated with a founded disposition	35	46	47	48
• Valid complaints that have a 2nd complaint within a year of the previous complaint	18%	19%	18%	17%
Objective: Family Connections - At least 70% of families who complete at least five of the seven sessions will state positive outcomes as measured by post-service survey.				
• Families who attend at least five sessions	70%	78%	79%	80%
• Families who complete five sessions stating positive outcomes on survey	92%	100%	99%	99%
• Number of parents participating	129	94	110	120
Objective: Family Connections - At least 75% of teens will complete at least 5 sessions.				
• Number of teens participating	95	74	78	80
• Teens completing at least five sessions	75%	75%	75%	75%

Family Services

Child & Adult Services

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Foster Care - The average length of time children are in DFS custody before they achieve permanent living situations will be less than 2.5 years.				
• Children exiting foster care and achieving permanent living situations	94.00%	92.00%	95.00%	95.00%
• Children in foster care who have been in custody < 2.5 years	75.00%	78.00%	80.00%	85.00%
• Total number of children in Foster Care during the year	124	129	132	135
Objective: Foster Care - Maintain a diverse pool of trained resource and adoptive homes to meet the emotional, cultural and permanency needs of children in care.				
• Number of children requiring placement	121	143	140	140
• Number of trained foster/adoptive homes	60	73	85	80

Family Services

Family Programs

Description

The Family area includes the following programs: Benefits, Career Support Services, Housing Choice Voucher Program, Young Adults Project and Young Parent Services.

The Benefits Unit is responsible for determining eligibility and administering the department's Federal, State and local public assistance programs while promoting personal responsibility. This unit is responsible for screening individuals for eligibility, interviewing applicants, processing applications, conducting periodic reviews and redetermining eligibility for public assistance programs.

The Career Support Services Unit administers employment and training programs as required by Federal, State and local regulation, focusing on career goals and long term family self sufficiency; and to administer child Day Care Assistance programs. Counselors are responsible for providing available employment and training services including employability assessments, case management, eligibility for programs, assisting with physical, mental and family issues, coordinating educational and training opportunities and assisting with career development training.

The Housing Choice Voucher Program is funded by the U.S. Department of Housing and Urban Development to provide rent subsidies to low income families with decent, safe and sanitary housing at prices that they can afford.

The Young Adults Project is a collaboration between DFS and the Loudoun County Public School system. This program provides services to high school aged youth in a nonresidential setting. Youth enrolled in the program have been long term suspended or are not succeeding in the public school system due to high risk or disruptive behavior. This program also offers a transition component, which focuses on building basic knowledge, and practical skills that can be easily applied to prepare students for self sufficiency.

Young Parent Services provides case management services to pregnant and parenting teens. The program focuses on preventing high school dropouts, providing support and resources to transition from high school to stable employment or continued education, increasing parenting skills and delaying subsequent pregnancies.

Budget Overview

FY 2012 Issues

• Caseloads continue to rise in Medicaid and Food Stamp programs.
• Increasing caseloads in the Welfare Reform Program called Virginia Initiative for Employment not Welfare (VIEW) and new program requirements have taken up more of the caseworkers' time and result in lower employment rates for participants.
• The number of unemployed residents that are using the Workforce Resource Center to search for employment has greatly increased.
• The demand for training for unemployed residents is exceeding the resources available.
• An increasing number of homes that are being rented by Housing Choice Voucher tenants are moving into foreclosure.

FY 2012 Goals

• Meet all Federal and State requirements for processing eligibility requirements and help families meet their immediate and ongoing economic needs while moving from dependence to self sufficiency (Benefits Unit).
• Provide information, process and manage day care requests for eligible participants in a timely manner; provide training and resources to increase employability and employment for VIEW clients; and develop partnerships with organizations and employers to increase employment of clients (Career Support Unit).
• Provide income eligible families the ability to maintain decent, safe and sanitary housing through the Housing Choice Voucher rental assistance program.
• Provide educational and behavior management tools to youth who have been unable to succeed in the traditional public school system (Young Adults Project).
• Provide an intensive array of services through the Young Parent Service program in order to ensure that at least 90% of program participants complete high school and reduce the risk of additional pregnancies.

Family Services

Family Programs

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$4,148,456	$4,266,641	$4,262,218	$4,359,142	$4,437,144
Operations & Maintenance	12,079,677	12,313,474	12,347,763	12,075,780	12,673,570
Transfer to Housing Choice Voucher Fund	0	16,849	11,474	78,906	80,406
Transfer to Central Services Fund	29,002	0	0	0	0
Total Expenditures	**$16,257,135**	**$16,596,964**	**$16,621,455**	**$16,513,828**	**$17,191,120**
Revenues					
Miscellaneous Revenue	$5,832	$0	$0	$0	$0
Recovered Costs	534	55,481	23,428	24,384	24,384
State Categorical Aid	1,565,557	1,719,208	1,761,794	1,670,610	1,670,610
Federal Categorical Aid	3,566,980	3,745,865	4,070,688	3,418,651	3,555,343
Total Revenues	**$5,138,903**	**$5,520,554**	**$5,855,910**	**$5,113,645**	**$5,250,337**
Total Local Tax Funding	**$2,821,705**	**$2,484,086**	**$2,122,074**	**$2,781,498**	**$2,731,653**
FTE Summary	**62.61**	**62.62**	**62.09**	**61.58**	**61.58**

Family Services

Family Programs

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Benefits - All Food Stamp cases will be processed within the time frame mandated for the program.				
• Food Stamp cases processed within mandated time frames	98.50%	98.00%	98.00%	98.00%
Objective: Benefits - All inquiries will be screened and the appropriate referrals made.				
• Benefits applications approved	4,237	4,623	4,725	4,800
• Benefits applications processed	7,027	7,818	8,276	8,335
• Benefits applications screened	13,611	15,295	15,750	16,000
Objective: Career Support Unit - At least 750 children will receive child care assistance so that their families can work.				
• Number of children on waiting list for child care assistance	892	1,012	1,020	1,100
• Number of children receiving day care assistance during the year	795	862	900	925
Objective: Career Support Unit - 75% of VIEW clients will gain and keep employment at least three months past termination from TANF.				
• Number of VIEW clients	344	368	380	390
• Vehicles for Change Program vehicles donated for VIEW clients	66	49	50	52
• VIEW clients employed while in the program	60%	57%	59%	62%
• VIEW clients maintaining employment for at least three months	76.50%	74.00%	75.00%	75.00%
Objective: Career Support Unit - At least 90 employer job fair and other events will be scheduled annually with 90% of employer/client evaluations marked satisfactory or above.				
• Clients attending job fairs and employer events	876	599	900	915
• Employer evaluations marked satisfactory or above	99.50%	100.00%	99.00%	99.00%
• Number of Job Fairs/Meet the Employer events sponsored	88	66	80	90

Family Services

Family Programs

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: HCV - Administer the Housing Choice Voucher program in accordance with HUD requirements: utilize at least 97% of available Federal funding and complete 95% of home inspections in a timely manner as required by HUD.				
• Available Federal HCV funds expended	100.00%	88.00%	95.00%	95.00%
• HUD required home inspections completed timely	85.50%	98.00%	98.00%	98.00%
• Number of households on the HCV waitlist[1]	408	279	1,800	1,800
• Number of households receiving Housing Choice Vouchers	692	680	685	685
Objective: Young Adults Project - 80% of youth enrolled in the Young Adults program will either return to their home school or obtain sufficient credits to obtain a high school diploma.				
• Enrolled youth eligible to return to regular school program	27	24	45	48
• Enrolled youth receiving a high school diploma	5	9	10	11
• Number of youth enrolled in YAP	27	45	50	60
Objective: Young Parent Services - Provide an intensive array of services so that 90% of program participants stay in school.				
• Current participants who do not drop out of school after enrollment	100.00%	100.00%	99.00%	99.00%
• Number of parenting and pregnant youth enrolled in program	48	61	62	65
Objective: Young Parent Services - 90% of program participants will not become pregnant again while in the program.				
• Youth with no additional pregnancies after enrollment	99.5%	99.00%	99.00%	99.00%

[1] The increase in FY 2011 and FY 2012 projections is due to the reopening of the waitlist, for 10 days, which had been closed for several years.

Family Services

Housing & Community Development

Description

The Housing and Community Development Division administers housing policy and develops programs, needs assessments and program evaluations for the Affordable Dwelling Unit (ADU) Program, the Community Development Block Grant (CDBG) Program, the Homeownership Loan Program, the Home-buyers Education Program, the Homeless Intervention Program, the Loudoun County Home Improvement Program (LCHIP), the Eastern Loudoun Revitalization (LCHRP) Program, the Neighborhood Stabilization Program (NSP) and the Public Employee Grant (PEG) "live near your work" program.

The Division assists the Housing Advisory Board in assessing Loudoun County's housing needs and implementing the Board of Supervisors' initiatives to address unmet housing needs for households earning less than 100% of the Area Median Income (AMI), which is $103,500 for 2010. The division provides overall policy coordination, assists many County programs charged with implementing County housing policy, and works closely with Federal, State, and non-profit agencies to develop funding sources for the provision of affordable housing. Several programs provide incentives to purchase and repair foreclosed properties.

The ADU program assists the Affordable Dwelling Unit Advisory Board (ADUAB) in administering Article 7 of the Loudoun County Zoning Ordinance by setting prices for both rental and for sale ADUs. The ADUAB works closely with private sector developers to secure housing from newly constructed housing stock for households earning between 30% to 70% Area Median Income (AMI).

The CDBG program distributes Federal funds through a competitive application process to a variety of public and non-profit agencies for projects that provide decent housing, a suitable living environment, and expanded economic opportunities principally for low to moderate income persons. The LCHIP and LCHRP Programs provide low interest and forgivable loans to low to moderate income homeowners to renovate their homes by repairing and replacing major systems, such as roofs, furnaces, siding; improving energy efficiency by replacing windows and doors; assisting homeowners in meeting HOA regulations, and providing energy improvements as part of the EECBG grant. The NSP program purchases foreclosed properties in Sugarland Run and Sterling, rehabilitates them and re-sells to moderate income families.

The Homeownership Loan program provides a variety of low interest loans and down payment funding to help households purchase homes. Funding sources include ADU derived funding for the down payment and Closing Cost Assistance Program and PEG Program. The Homebuyers Education Program and Post purchase Counseling Program help new purchasers understand the responsibilities of home-ownership and is required to be completed for the purchase of an ADU or for the use of any VHDA loan product, or participate in the NSP Program.

The Homeless Intervention Program provides bridge loans to households earning less than 80% AMI to forestall foreclosure or eviction when the household needs temporary assistance to retain housing. This program also provides certified foreclosure counseling and referral to all income levels.

Budget Overview

FY 2012 Issues

• There is a shortage of rental and for sale affordable housing available for Loudoun's workers and citizens, especially for those workers in the retail, local government, warehouse and transportation sectors.
• Many Loudoun County households have housing costs exceeding the 30% monthly housing cost standard and a surplus of both rental and for sale housing at the most expensive end of the scale indicates that a significant number of households are "house-poor."
• There is a shortage of available rental units for lower incomes below 60% AMI especially for very low income below 30% AMI and a deficit of housing stock affordable to households with incomes below 100% AMI.
• Funding for emergency home repairs for major systems such as plumbing, furnaces and roofing is needed for low income home owners.
• Funding is needed for improvements such as ramps, grab bars and other supporting items to enable the disabled and elderly to age in place in affordable housing, thus reducing the need for alternative housing.
• Significant numbers of foreclosures concentrated in eastern neighborhoods have had a devastating impact, destabilizing those neighborhoods.

FY 2012 Goals

• Increase the supply of a variety of housing types affordable to households that earn below 100% AMI ($103,500 for 2010) with an emphasis on 30% AMI and below.

Family Services

Housing & Community Development

- Add studio and efficiency housing units to the supply to assist those with the lowest incomes.
- Seek a variety of public and private funding sources to support a variety of programs.
- Establish private sector partnerships to support construction of new affordable units.
- Develop new funding sources and programs that focus on neighborhoods hardest hit by foreclosures.
- Develop new funding sources and programs that address accessible affordable housing.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,028,444	$1,024,208	$1,091,441	$1,216,861	$1,259,094
Operations & Maintenance	1,471,994	738,533	3,302,472	1,029,410	1,150,748
Transfer to General Capital Improvement	0	250,000	44,615	0	0
Total Expenditures	**$2,500,438**	**$2,012,741**	**$4,438,528**	**$2,246,271**	**$2,409,842**
Revenues					
Use Of Money & Property	$3,121	$2,546	$2,334	$2,546	$2,546
Miscellaneous Revenue	853	13,071	2,926	13,071	13,071
Recovered Costs	34,545	1,431	1,138	500	500
State Categorical Aid	219,416	220,972	199,460	220,972	220,972
Federal Categorical Aid	1,130,811	737,264	2,760,382	933,801	1,060,706
Other Financing Sources	(10,000)	0	0	0	0
Total Revenues	**$1,378,746**	**$975,284**	**$2,966,240**	**$1,170,890**	**$1,297,795**
Total Local Tax Funding	**$1,121,692**	**$1,037,457**	**$1,472,288**	**$1,075,381**	**$1,112,047**
FTE Summary	**14.86**	**14.86**	**13.53**	**15.53**	**15.53**

Family Services

Housing & Community Development

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
150 homes will be available for purchase and 60 for rent at a price clients can afford				
• ADU purchase mean household income	$44,951	$46,090	$45,000	$45,000
• ADU rental mean household income	$31,995	$34,002	$32,000	$33,000
• Number of affordable dwelling units purchased	105	90	85	70[1]
• Number of families with new leased units	142	145	120	100
• Number on ADU rental wait list	95	90	120	100
• Number on wait list for ADU purchases	120	77	120	125
Objective: Distribute all CDBG funds to nonprofit organizations to help low and moderate income residents by enhancing their living environment, creating decent housing, and providing economic development opportunities.				
• Amount of CDBG funds expended	$900,537	$927,799	$909,537	$1,020,000
• Organizations receiving CDBG funds	9	13	11	11
• Organizations receiving funds that fulfilled the terms of their application	67.00%	40.00%	95.00%	95.00%
Objective: 100% of available loan allocations will be used to help moderate income first time homebuyers acquire housing, and homebuyers will be educated about available programs and budgeting practices.				
• Homeownership loans average income of non ADU mortgagees	$47,770	$44,340	$50,000	$45,000
• Homeownership loans purchased[2]	56	20	21	25
• Number of participants in home ownership education programs	82	53	55	59
Objective: LCHIP Home Renovations: Provide financial resources and guidance to assist 15 low and moderate income homeowners with basic home renovations.				
• Average loan amount per homeowner	$54,387	$51,350	$65,000	$55,000
• Number of loans settled	3	2	4	4
• Number of renovation projects completed	2	4	5	5

[1] The number of ADUs purchased is expected to decrease due to the slowdown in construction. The County receives a percentage of units constructed and overall construction is down.

[2] The number of loans approved has decreased in all program areas as the criteria for approval has become more strict.

Family Services
Facilities & Internal Operations

Description

The Facilities and Internal Operations area includes contracts, finance and budgeting, Comprehensive Services Act for At Risk Youth and Families (CSA), the Community Support Unit, the Juvenile Detention Center (JDC), the Management Information System and Grant Management program. Several facilities are included in the contract area including the Youth Shelter, the Emergency Homeless Shelter, and the Transitional Housing Program.

The Comprehensive Services Act for At Risk Youth and Families provides support to the Community Policy and Management Team, manages the Family and Assessment Team process, and manages all vendor contracts and purchases of services. In addition, staff provides direct vendor oversight to ensure that all CSA youth receive appropriate treatment in the most cost effective manner.

The Finance and Budgeting unit is responsible for the development of the annual Federal and State budgets for the department; providing accountability functions such as assuring that all financial grant requirements are met, providing customer service to the public, coordinating all automated financial functions in the department, and maintaining the filing infrastructure to meet Federal and State guidelines.

The Community Support Unit provides services to address the emergency and crisis situations to Loudoun residents, such as the lack of adequate shelter, heat, food and funds for immediate medical care. The unit also provides emergency case management to those individuals and families who have chronic problems and need ongoing services.

The Juvenile Detention Center is a 24-bed secure residential facility for detained youth ages 7 through 17. This facility seeks to impress upon youth that they have lost basic rights and privileges due to their behavior in the community.

The Management Information System and Grant Management program collects and provides data for each area and manages the accountability function such as assuring that all grant requirements are met as well as County compliance with administrative, statutory and grant requirements. This unit is currently developing an agency wide management information system to better streamline service delivery and increase efficiency among work groups.

The Youth Shelter is a 12-bed licensed facility that provides short term shelter to youth ages 12 through 17. Youth entering the facility must be referred by Family Services, Mental Health, Substance Abuse and Developmental Services, Court Services Unit or the Court.

In September 2009, the Loudoun Homeless Services Center opened. This facility incorporates four homeless programs under one roof. These programs include: Transitional Housing which provides housing and supportive services for up to six homeless families and four single women for a maximum of 24 months; the Emergency Homeless Shelter which provides emergency shelter and supportive services for up to 89 days (32 beds for families and single women and 13 beds for single men); the Drop-In Center provides food, shower and laundry facilities, and case management to homeless individuals during the day hours; the Cold Weather Shelter operates from mid November through the end of March to provide additional emergency beds to prevent illness and injuries related to exposure to cold weather. All four programs are operated under contract with a nonprofit organization.

Budget Overview

FY 2012 Issues

• An increase in chronic homeless population with multiple problems and issues continues.
• Increases in fuel and utility costs have resulted in an increased need by citizens for fuel and utility assistance.
• The decline in regional economic markets will continue to increase the need for services in some of the service delivery areas.
• Issues and problems with state computer systems are creating an increased workload for staff.

FY 2012 Goals

• Provide services to address emergency and crisis situations such as lack of adequate shelter, funds for heat, medical and prescription needs and food, and other crisis situations, and provide case management and services to individuals with more chronic needs.
• Maintain community collaborations in order to assist low income families to provide for family needs.
• Provide assistance to the homeless through safe and temporary housing, and provide referrals for services and case management to homeless families to help them achieve permanent housing solutions.
• Maximize Federal and State dollars to meet the needs of Loudoun citizens.

Family Services

Facilities & Internal Operations

• Streamline data collection, and design and implement a one stop information system linking multiple Federal and State systems to reduce time and effort spent on administrative tasks.
• Provide timely and efficient services through the Comprehensive Services for At Risk Youth Program in order to minimize out-of-home placements while providing sufficient support to young adults to manage an increasing number and complexity of problems.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$5,107,642	$5,451,966	$5,054,009	$5,283,801	$5,415,978
Operations & Maintenance	3,517,585	3,600,283	3,806,920	3,510,644	3,760,006
Capital Outlay & Capital Acquisitions	250,538	93,887	204,975	10,000	10,000
Total Expenditures	**$8,875,765**	**$9,146,136**	**$9,065,904**	**$8,804,445**	**$9,185,984**
Revenues					
Miscellaneous Revenue	$21,663	$19,513	$3,431	$1,161	$1,161
Recovered Costs	163,422	158,653	197,350	135,875	123,830
State Categorical Aid	1,023,601	962,137	1,108,987	927,472	807,641
Federal Categorical Aid	1,614,429	1,509,931	1,701,188	1,315,336	1,167,557
Other Financing Sources	105,000	105,000	105,000	105,000	105,000
Total Revenues	**$2,928,115**	**$2,755,234**	**$3,115,956**	**$2,484,844**	**$2,205,189**
Total Local Tax Funding	**$5,938,853**	**$6,381,365**	**$5,949,948**	**$6,319,601**	**$6,980,795**
FTE Summary	**73.33**	**73.89**	**71.81**	**68.76**	**68.21**

Family Services

Facilities & Internal Operations

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Administration: Serve all of the public who come to the agency by matching them to the appropriate resource and direct all of the phone inquiries received by the agency to the appropriate resource.				
• Number of phone calls received by front desk	81,969	85,237	86,000	86,500
• Number of walk in clients	50,684	54,607	55,000	59,000
Objective: Community Support Emergency Assistance: Provide emergency assistance for immediate basic needs to eligible families and case management for eligible families with ongoing chronic needs.				
• Clients asking for assistance with shelter	2,128	3,396	3,400	3,450
• Clients getting rent/shelter assistance	143	216	218	220
• Clients needing emergency food assistance	2,382	2,288	2,300	2,450
• Clients receiving emergency food assistance	1,482	2,288	2,300	2,450
• Clients requesting emergency medical/prescription assistance	1,374	1,294	1,350	1,475
• Clients who receive emergency medical/prescription assistance	351	609	625	650
Objective: Community Support Holiday Program: Gather the necessary resources to help low income children, elderly and adults with special needs meet costs associated with holidays and family events so that the maximum number of families are helped.[1]				
• Estimated value of funds and donated items given for Holiday Coalition	$950,000	$581,000	$650,000	$675,000
• Number of families served by the Holiday Coalition	2,979	3,280	3,500	3,600
Objective: All new CSA referrals will be initially staffed within 4 weeks as required by the Community Policy and Management Team.				
• New cases staffed within 4 weeks	87.00%	93.00%	94.00%	95.00%
• Number of new cases referred	93	96	98	110

[1] In FY 2011, the Department of Family Services worked with Interfaith Relief to take over the management of the Thanksgiving food distribution. The numbers will change beginning in FY 2011 as Interfaith Relief will report the number served as well as the value of service provided.

Family Services

Facilities & Internal Operations

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Emergency Homeless Shelter: In this 90 day program, homeless persons experiencing housing emergencies are provided safe temporary housing, referrals for services and case management to help them achieve a permanent housing solution.				
• Average annual utilization rate	90.25%	73.00%	85.00%	88.00%
• Emergency Homeless Shelter: Number turned away	705	753	775	800
• Families discharged to permanent housing	36.50%	29.00%	38.00%	50.00%
• Individuals requesting admission	861	979	990	995
• Individuals who are admitted	156	226	235	250
Objective: Juvenile Detention Center: Fewer than 20% of admissions will require any period of disciplinary isolation during their stay in excess of 24 hours.				
• Juveniles receiving disciplinary isolation>24 hours	15.75%	10.00%	17.00%	20.00%
Objective: Juvenile Detention Center staff will monitor population numbers and alert the Juvenile Justice system when its population approaches or exceeds capacity in order to remain within the state required capacity standard of 24.				
• Average daily population at JDC	19.70	15.69	17.00	20.00
• Average length of stay at JDC in days	25.48	22.78	26.00	27.00
• Number of days JDC population exceeded capacity	17	0	20	30
Objective: Juvenile Detention Center: Fewer than 10% of admissions will require physical restraints during their stay.				
• Admissions requiring restraints	10.75%	6.00%	10.00%	12.00%
Objective: Transitional Housing Programs: In this 24-month program for persons transitioning from homelessness, provide safe temporary housing, supportive services and case management to help them achieve a permanent housing solution. Maintain the percentage of homeless persons moving to permanent housing at 85% as required by HUD.				
• Households discharged into permanent housing	84.50%	88.00%	90.00%	92.00%
• Number of individuals admitted to program	95	77	85	88
• Transitional Housing Utilization Rate	91.75%	96.00%	97.00%	98.00%
• Transitional Opportunity Apartment Utilization Rate	96.25%	95.00%	96.00%	97.00%

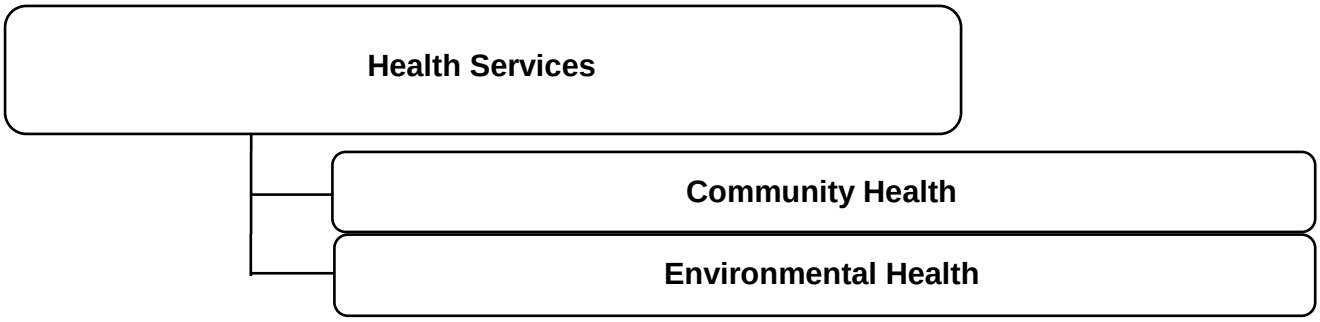
Family Services

Facilities & Internal Operations

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Youth Shelter: Maintain an average utilization rate of 85% while discharging 70% of admissions within 30 days, with 80% discharged to a less restrictive setting.				
• Number of admissions	172	172	175	250[1]
• Utilization rate	96.75%	83.00%	95.00%	97.00%
• Youth discharged in less than 30 days	66.50%	75.00%	80.00%	82.00%
• Youth discharged into a less restrictive setting	99.25%	87.00%	90.00%	92.00%

[1] The new Youth Shelter is expected to open during FY 2012.

Health Services



Health Services

Mission Statement

Health Services enhances and ensures the health of all Loudoun County residents. This is achieved by working with partners in the County and Town governments, State and Federal agencies, private organizations and residents to protect the environment, prevent the spread of disease and promote residents' health.

Description

Health Services is composed of two main programs: Environmental Health and Community Health. These programs offer population-based services such as communicable disease surveillance and treatment, emergency preparedness, restaurant and swimming pool inspections and well and septic system permitting. The department also provides essential individual-based services to women and children who would otherwise be unable to receive medical, dental or nutrition care.

Budget Overview

FY 2012 Issues

• The demand for services continues to increase, particularly for Women, Infants and Children (WIC) nutrition and clinic services provided to vulnerable women and children, and for food inspection services.
• The number of reportable diseases continues to increase in Loudoun County. Each diagnosed active case of tuberculosis (TB) requires significant nursing resources to prevent the spread of disease to those with whom the patient lives, works or socializes.
• The department must continue to improve its ability to detect diseases early and to prepare for the possibility of having to conduct mass vaccinations or medication distribution to keep the County's residents safe from pandemic influenza or other major outbreaks of disease.

FY 2012 Major Goals

• Digitize Environmental Health files to increase efficiency and improve customer access.
• Continue to provide core public health services to eligible Loudoun County residents, with a focus on women and children.
• Continue to improve response coordination for possible public health emergencies.
• Increase the number of low-income pregnant and postpartum women and children being served through the WIC nutrition program.
• Attain Project Public Health Ready (PPHR) recognition through the National Association of County & City Health Officials (NACCHO).

FY 2011 Major Achievements

• Expanded vaccination coverage through the provision of free influenza vaccinations funded through ARRA 2009 in a variety of settings throughout Loudoun County.
• Fully implemented the County and State's operations and maintenance requirements for alternative onsite septic systems.
• Expanded the number of pregnant women and children able to receive nutrition services through WIC.

Health Services

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,979,269	$2,027,915	$2,171,025	$2,162,810	$2,114,576
Operations & Maintenance	2,024,194	2,258,562	2,090,191	2,129,772	2,129,772
Capital Outlay & Capital Acquisitions	0	21,958	24,722	0	0
Total Expenditures	**$4,003,463**	**$4,308,435**	**$4,285,938**	**$4,292,582**	**$4,244,348**
Revenues					
Permits Privilege Fees & Reg Licenses	$327,051	$223,376	$199,842	$229,616	$168,309
Charges For Services	12,914	4,611	3,756	7,300	9,800
Miscellaneous Revenue	10,140	2,747	2,722	3,000	500
Recovered Costs	3,704	0	0	0	0
State Categorical Aid	718	0	0	0	0
Federal Categorical Aid	9,693	294	15,958	0	0
Total Revenues	**$364,220**	**$231,028**	**$222,278**	**$239,916**	**$178,609**
Local Tax Funding	**$3,639,243**	**$4,077,407**	**$4,063,660**	**$4,052,666**	**$4,065,739**
County FTE	30.00	30.00	29.00	28.00	27.00
State FTE	54.00	52.00	51.00	51.00	51.00
FTE Summary	**84.00**	**82.00**	**80.00**	**79.00**	**78.00**

FY 2012 Board Action

The FY 2012 Adopted Fiscal Plan for Health Services includes a revenue decrease of $61,307 primarily due to ministerial land development application fee changes. The percentage distribution of fees among the Land Development agencies was revised to reflect level of effort required by each agency involved, causing Health Services revenue to decrease. Personnel increases for benefits and cost of living adjustments per the Board adopted budget policy are included.

Budget History

FY 2008: The Board added 1.00 FTE for a communicable disease nurse.

FY 2009 Mid-year: The Board added 1.00 FTE for Environmental Health Division's Code 1067 work.

FY 2010: The Board eliminated 1.00 FTE Environmental Health Program position.

FY 2011: The Board eliminated 2.00 FTE, Environmental Health Technician and Medical Reserve Corps Coordinator.

FY 2011 Mid-year: The Board transferred 1.00 FTE, the Environmental Health Policy Development Manager, to the Department of Planning.

Health Services

Expenditures by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Community Health	$1,683,504	$1,827,979	$1,987,574	$1,865,860	$1,879,874
Environmental Health	2,319,959	2,480,456	2,298,364	2,426,722	2,364,474
Total Expenditures	**$4,003,463**	**$4,308,435**	**$4,285,938**	**$4,292,582**	**$4,244,348**

Revenues by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Community Health	$13,397	$294	$15,958	$0	$0
Environmental Health	350,823	230,734	206,320	239,916	178,609
Total Revenues	**$364,220**	**$231,028**	**$222,278**	**$239,916**	**$178,609**

Local Tax Funding by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Community Health	$1,670,107	$1,827,685	$1,971,616	$1,865,860	$1,879,874
Environmental Health	1,969,136	2,249,722	2,092,044	2,186,806	2,185,865
Total Local Tax Funding	**$3,639,243**	**$4,077,407**	**$4,063,660**	**$4,052,666**	**$4,065,739**

Staffing Summary by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Community Health	42.00	45.00	47.00	46.00	46.00
Environmental Health	42.00	37.00	33.00	33.00	32.00
Total FTE	**84.00**	**82.00**	**80.00**	**79.00**	**78.00**

Health Services

Community Health

Description

Community Health programs are focused on maintaining and improving the health of all Loudoun County residents through communicable disease surveillance and prevention, direct patient care and nutrition services, and emergency preparedness. Program services are primarily driven by Federal and State mandates.

Budget Overview

FY 2012 Issues

• The County's growing population of new immigrants and residents below the federal poverty level are reflected in growing demand for Community Health services.
• New immigrants and working poor disproportionately utilize Health Services' 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, but more than 2,000 in 2010.
• 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 2012 Goals

• Enhance community partnerships and determine other means of increasing the ability to meet the increasing demand for core public health services.
• Conduct at least one functional public health emergency exercise to better protect the community should there be a major outbreak of disease.
• Build on existing private sector partnerships to best serve low-income pregnant and postpartum women and children in Loudoun County.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$608,291	$710,621	$854,322	$771,790	$781,175
Operations & Maintenance	1,075,213	1,109,885	1,121,636	1,094,070	1,098,699
Capital Outlay & Capital Acquisitions	0	7,473	11,616	0	0
Total Expenditures	**$1,683,504**	**$1,827,979**	**$1,987,574**	**$1,865,860**	**$1,879,874**
Revenues					
Recovered Costs	$3,704	$0	$0	$0	$0
Federal Categorical Aid	9,693	294	15,958	0	0
Total Revenues	**$13,397**	**$294**	**$15,958**	**$0**	**$0**
Total Local Tax Funding	**$1,670,107**	**$1,827,685**	**$1,971,616**	**$1,865,860**	**$1,879,874**
County FTE	10.00	11.00	11.00	10.00	10.00
State FTE	32.00	34.00	36.00	36.00	36.00
FTE Summary	**42.00**	**45.00**	**47.00**	**46.00**	**46.00**

Health Services
Community Health

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Provide preventive and corrective dental services to low-income children to ensure good dental health.				
• Number of children receiving dental care	1,124	1,100	1,100	1,100
• Number of total dental visits	1,526	1,500	1,600	1,600
• Percentage of dental visits for corrective care	22.9%	39.0%	25.0%	30.0%
• Percentage of dental visits for preventive care	63.6%	61.0%	55.0%	61.0%
Objective: Improve the ability to protect Loudoun County from a widespread outbreak of disease.				
• Number of individuals participating in an emergency preparedness exercise	345	308	300	58[1]
• Number of Loudoun residents in the Medical Reserve Corps	974	1,189	1,100	1,100
• Number of Medical Reserve Corps members trained in the National Incident Management System	160	296	250	200
Objective: Ensure that low-income women receive appropriate pre-natal care to ensure healthy births.				
• Number of low birth-weight or premature births among maternity clients	6	24	20	16
• Number of women completing six months or more of prenatal care	163	127	392	450
• Number of women seen for maternity services	490	433	448	500
Objective: Provide testing, treatment and information on sexually transmitted diseases.				
• Number of individuals evaluated for sexually transmitted diseases	937	1,007	1,303	1,400
• Number of individuals treated for sexually transmitted diseases	31	100	114	140
• Rate of sexually transmitted disease per 1,000 patients seen	33	100	87	100
Objective: Ensure that tuberculosis (TB) reports are acted upon and that individuals with TB disease complete the appropriate course of treatment.				
• Average number of months tuberculosis cases are followed by Health Services staff	11	12	9	9
• Number of reports of suspected or confirmed tuberculosis	56	28	39	45
• Number of tuberculosis infections	325	325	350	350
• Percentage of confirmed tuberculosis cases completing prescribed treatment	100%	100%	100%	100%

[1] FY 2012 projected number for this measure has dropped due to large scale exercises and H1N1 pandemic response in previous years that will not be done in FY 2012.

Health Services

Community Health

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Provide age-appropriate vaccinations to decrease the incidence of vaccine-preventable diseases.				
• Number of flu shots provided[1]	326	55,401	8,000	600
• Number of illness reports for vaccine-preventable childhood diseases	121	85	85	85
• Number of strep./pneumonia shots provided	14	29	30	40
• Number of vaccination visits	4,591	58,177	9,900	5,000
Objective: Operate the Women Infant and Children (WIC) nutrition program to ensure that low-income women have access to nutritional counseling, infant formula and federally-subsidized food.				
• Amount of federal funding for WIC services	$201,696	$124,478	$377,477	$420,621
• Average cost per client	$96.00	$172.07	$157.28	$161.78
• Average number of days waiting time to receive WIC services	15	39	5	3
• Number of WIC clients	2,275	2,495	2,600	2,900

[1] The large increase in FY 2010 actual flu shots provided and vaccination visits was due to the provision of grant funded H1N1 influenza vaccine. The increase in FY 2011 was due to the provision of grant funded seasonal influenza vaccine. This was accomplished in large part through the use of temporary and/or contract positions.

Health Services

Environmental Health

Description

Environmental Health programs maintain and improve the health of all County residents through disease prevention, surveillance efforts and community health promotion. The program is responsible for rabies surveillance and education, restaurant and pool inspections and well and septic system evaluations. Food establishment, public pool, tourist establishment and environmental complaint services promote community health and prevent disease through educating, evaluating and assessing operators and their facilities. Onsite sewage and water services protect surface and groundwater supplies and the public's health through evaluating and permitting private onsite sewage disposal systems and water supplies.

Budget Overview

FY 2012 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.
• Administering the State and County's operations and maintenance requirements for alternative onsite septic systems in a customer focused manner.

FY 2012 Goals

• Digitize Environmental Health files to increase efficiency and improve customer access.
• Prevent foodborne illness by conducting quality, risk based inspections of food service facilities.
• Educate the public on the maintenance requirements of alternative onsite sewage disposal systems to prevent catastrophic failures.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,370,978	$1,317,294	$1,316,703	$1,391,020	$1,333,401
Operations & Maintenance	948,981	1,148,677	968,555	1,035,702	1,031,073
Capital Outlay & Capital Acquisitions	0	14,485	13,106	0	0
Total Expenditures	**$2,319,959**	**$2,480,456**	**$2,298,364**	**$2,426,722**	**$2,364,474**
Revenues					
Permits Privilege Fees & Reg Licenses	$327,051	$223,376	$199,842	$229,616	$168,309
Charges For Services	12,914	4,611	3,756	7,300	9,800
Miscellaneous Revenue	10,140	2,747	2,722	3,000	500
State Categorical Aid	718	0	0	0	0
Total Revenues	**$350,823**	**$230,734**	**$206,320**	**$239,916**	**$178,609**
Total Local Tax Funding	**$1,969,136**	**$2,249,722**	**$2,092,044**	**$2,186,806**	**$2,185,865**
County FTE	20.00	19.00	18.00	18.00	17.00
State FTE	22.00	18.00	15.00	15.00	15.00
FTE Summary	**42.00**	**37.00**	**33.00**	**33.00**	**32.00**

Health Services

Environmental Health

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Conduct onsite investigations of environmental health complaints to protect the public from environmental and communicable disease hazards.				
• Number of complaints investigated	636	558	600	600
• Number of confirmed foodborne outbreaks	0	0	1	1
• Number of foodborne illness investigations	44	37	45	45
Objective: Conduct routine inspections and sanitary evaluations of public facilities including food establishments, hospitals, long term care facilities, child care and adult care homes, public and private schools, public swimming pools, campgrounds and tourist establishments to protect the public from environmental and communicable disease hazards.				
• Average number of inspections per permitted food facility	3.00	2.60	3.00	3.00
• Average number of inspections per permitted swimming pool facility	3.10	2.60	2.80	2.80
• Number of food facilities requiring inspections by Health Services	902	915	925	925
• Number of other facilities requiring inspections by Health Services	93	102	100	100
• Number of swimming pool facilities permitted by Health Services	199	207	200	200
• Total number of inspections for permitted food facilities	2,723	2,339	2,850	2,850
• Total number of inspections for permitted swimming pool facilities	622	544	560	560
Objective: Protect public's health and the environment by permitting and inspecting onsite sewage disposal systems.				
• Number of conventional onsite sewage disposal systems	13,245	13,242	13,330	13,390
• Number of newly installed conventional systems	55	49	60	60
• Number of newly installed nonconventional onsite sewage disposal systems	50	30	60	40
• Number of repair permits issued for nonconventional onsite sewage disposal system failures[1]	2	15	3	3
• Number of nonconventional onsite sewage disposal systems	1,273	1,273	1,400	1,340
• Number of repair permits issued for nonconventional onsite sewage disposal system failures	10	15	20	15

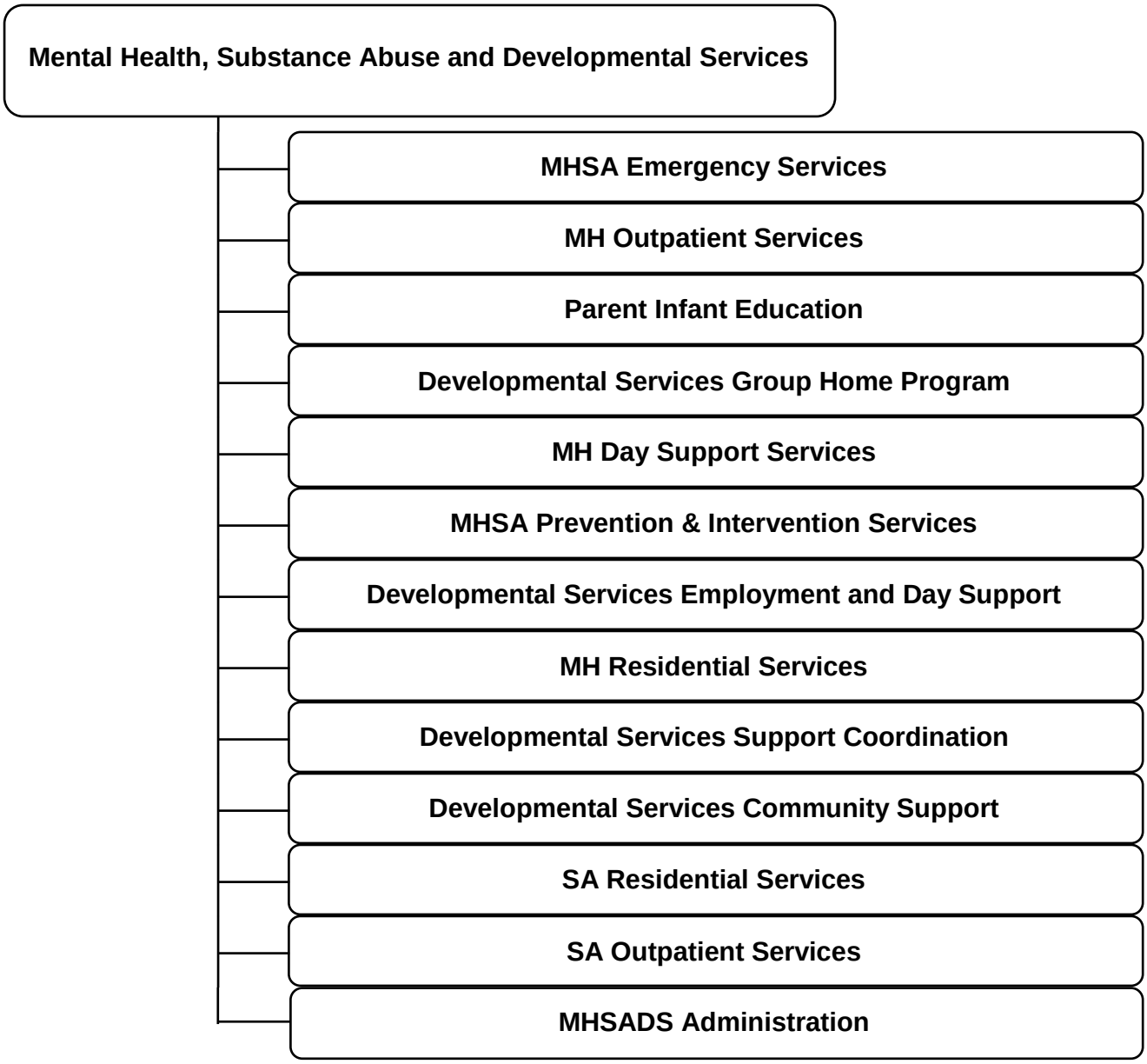
[1] In FY 2010, the increase in the number of repair permits issued for nonconventional onsite sewage disposal system failures was due to a new Loudoun County requirement that all such systems be inspected on an annual basis with reports to the Health Department. It does not reflect an increase in new failures of these systems.

Health Services

Environmental Health

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Protect the public's health and the environment by permitting and inspecting private water wells.				
• Number of dry wells reported to Health Services	10	12	30	30
• Number of known private drinking water wells	15,141	16,432	16,532	16,632
• Number of newly installed wells	112	104	140	140
• Number of well inspections	205	340	200	200

Mental Health, Substance Abuse and Developmental Services



Mental Health, Substance Abuse and Developmental Services

Mission Statement

The mission of the County's Community Services Board, through the Department of Mental Health, Substance Abuse and Developmental Services, is to prevent or minimize the effects of mental illness, intellectual disabilities and substance abuse, and to enhance the quality of life of County residents affected by these conditions.

Description

In January 2010, the Loudoun County Board of Supervisors approved the change in the name of the Department of Mental Health, Mental Retardation and Substance Abuse Services to the Department of Mental Health, Substance Abuse, and Developmental Services. The new name more accurately reflects current responsibilities and eliminates use of the stigmatizing term "mental retardation".

The Loudoun County Department of Mental Health, Substance Abuse and Developmental Services (MHSADS) is responsible for the public mental health, substance abuse, and developmental services system in the County. The department provides a wide variety of services for citizens of all ages to stabilize acute situations, and to enable people with mental disabilities to live independently and successfully in the community. Services are interrelated and designed to address the unique needs of clients in the Mental Health, Substance Abuse and Developmental Services disability areas and to respond to State and Federal mandates and local policy. In addition, the department reaches residents served by other agencies through its collaboration with the Adult Detention Center, the Juvenile Detention Center, the Youth Shelter, the School System, Courts, Probation and Parole, Community Corrections, Child Protective Services, Adult Protective Services, Victim Witness and the Loudoun Hospital emergency rooms. As mandated by Chapter 5, §37.2 of the Code of Virginia, the Community Services Board, an eighteen member volunteer board, appointed by the Board of Supervisors, provides oversight to the department's programs and policies.

The department's programs are the following services: mental health outpatient, mental health/substance abuse emergency, mental health residential, mental health day support, mental health/substance abuse prevention and intervention, substance abuse outpatient, substance abuse residential, developmental services support coordination, developmental services employment and day support, developmental services community support, developmental services group homes, a parent infant education program, and administration.

Budget Overview

FY 2012 Issues

• Service demand continues to increase with population growth and has increased with the economic downturn, while funding from the State has been cut.
• Affordable supervised housing for residents with disabilities remains in short supply.
• There is a lack of sufficient slots in the Medicaid Home and Community Based Waiver (Medicaid Waiver) program for residents with intellectual disabilities.
• State government has accelerated efforts to discharge residents of hospitals and training centers to local communities and has cut funding to state operated facilities. Some state-operated units may close.
• Growing proportions of residents requiring services are underinsured or uninsured, especially with the recent increase in unemployment.
• The State has closed one of the child and adolescent inpatient facilities, which will decrease the availability of this resource to Loudoun County residents.

FY 2012 Major Goals

• Maintain waiting time for Mental Health and Substance Abuse Outpatient services to 30 days or less.
• Implement electronic prescribing.
• Implement the scanning of documents into the electronic client record.
• Using the new Electronic Health Record System, implement automation of quality assurance compliance reviews.
• Complete conversion of the Brambleton Group Home to a private vendor and achieve Intermediate Care Facility Status.
• Increase earned revenues of the department by at least $400,000.

FY 2011 Major Achievements

• Coordinated the donation of time and funds from volunteer and non-profit organizations for the various client programs in FY 2009. Eight masters and doctoral student interns worked 7,450 hours valued at $281,200 (the equivalent of 3.8 FTEs at the Spec III level, $74,000 each). Donated medications totaled over $354,000; 7,978 volunteer hours valued at over $190,000 were provided and donations and in-kind contributions valued at $187,748 were received.
• Continued training direct service staff to use the electronic client record to increase efficiency.
• Began using electronic signature pads to digitally record client signatures.
• Implemented grant funded Wounded Warriors treatment team, exceeding the projected number of veterans served.

Mental Health, Substance Abuse and Developmental Services

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$24,446,644	$24,574,653	$24,597,993	$24,967,791	$25,618,815
Operations & Maintenance	5,112,744	5,137,805	5,104,366	5,641,345	5,637,012
Capital Outlay & Capital Acquisitions	0	29,953	10,432	0	0
Transfer to Central Services Fund	16,211	0	0	0	0
Total Expenditures	**$29,575,599**	**$29,742,411**	**$29,712,791**	**$30,609,136**	**$31,255,827**
Revenues					
Charges For Services	$719,973	$643,139	$652,083	$754,340	$698,800
Miscellaneous Revenue	9,423	5,178	25,919	1,000	1,000
Recovered Costs	4,732,312	4,085,114	4,774,945	4,500,883	4,815,824
State Categorical Aid	3,150,338	3,282,639	3,818,102	4,110,562	4,147,511
Federal Categorical Aid	757,536	813,377	1,095,382	1,003,316	805,083
Total Revenues	**$9,369,582**	**$8,829,447**	**$10,366,431**	**$10,370,101**	**$10,468,218**
Local Tax Funding	**$20,206,017**	**$20,912,964**	**$19,346,360**	**$20,239,035**	**$20,787,609**
FTE Summary	**343.44**	**344.09**	**345.15**	**330.05**	**332.05**

FY 2012 Board Action

The FY 2012 Adopted Fiscal Plan for the Department of Mental Health, Substance Abuse and Developmental Services includes an increase in revenue of $98,117 due to projected increased Medicaid billing. Local Tax Funding increased by $548,574. Personnel increases for benefits and cost of living adjustments per the Board adopted budget policy are included.

Budget History

FY 2008: The Board of Supervisors added 5.00 FTE for a psychiatric nurse, a JobLink vocational specialist, a case manager for children with mental retardation and two positions to implement an after-school program for at risk youth in Eastern Loudoun.

FY 2008 Mid-year: The Board added 1.66 FTE for State funded case managers at the Juvenile Detention Center and 1.00 FTE administrative manager position was eliminated.

FY 2009: The Board eliminated 1.00 FTE administrative manager.

FY 2009 Mid-year: The Board added 3.82 FTE for State funded grant positions.

FY 2010: The Board eliminated 2.47 FTE from in home support, prevention services, and emergency staffing pool.

FY 2010 Mid-year: The Board eliminated 1.53 FTE 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 VA Wounded Warrior Program.

Mental Health, Substance Abuse and Developmental Services

Expenditures by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
MHSA Emergency Services	$939,234	$1,002,002	$1,251,456	$1,216,512	$1,243,129
MH Outpatient Services	3,616,798	3,683,867	4,065,627	4,439,155	4,586,385
Parent Infant Education	1,366,786	1,416,384	1,290,367	1,459,528	1,479,752
Developmental Services Group Home	4,889,773	4,686,351	4,322,523	3,381,528	3,485,947
MH Day Support Services	943,042	968,457	975,793	900,852	916,448
MHSA Prevention & Intervention Services	754,818	760,960	711,116	692,605	725,188
Developmental Services Employment and	2,993,566	3,059,930	3,290,595	3,454,860	3,509,113
MH Residential Services	6,391,017	6,371,121	6,235,396	6,624,496	6,752,993
Developmental Services Support	811,611	952,092	922,556	921,153	960,551
Developmental Services Community Support	746,607	801,673	638,357	788,686	774,419
SA Residential Services	297,261	297,982	261,901	328,220	331,031
SA Outpatient Services	1,973,585	1,885,994	1,885,337	2,307,085	2,349,594
MHSADS Administration	3,851,501	3,855,598	3,861,767	4,094,456	4,141,277
Total Expenditures	**$29,575,599**	**$29,742,411**	**$29,712,791**	**$30,609,136**	**$31,255,827**

Revenues by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
MHSA Emergency Services	$1,074,081	$1,019,308	$1,249,762	$1,326,054	$1,326,054
MH Outpatient Services	1,065,759	1,217,048	1,770,081	2,155,139	2,299,911
Parent Infant Education	534,724	562,835	584,364	570,072	524,697
Developmental Services Group Home	2,285,327	1,917,740	2,054,200	1,731,350	1,768,644
MH Day Support Services	407,344	238,062	410,109	372,500	412,500
MHSA Prevention & Intervention Services	146,566	136,809	131,671	122,753	134,339
Developmental Services Employment and	365,685	300,664	382,558	311,500	349,000
MH Residential Services	1,557,855	1,557,879	1,547,140	1,626,063	1,667,523
Developmental Services Support	472,706	456,474	589,535	468,280	505,780
Developmental Services Community Support	318,917	347,121	315,863	302,759	340,322
SA Residential Services	145,173	141,633	135,537	180,637	140,637
SA Outpatient Services	995,445	932,224	1,192,111	1,200,194	996,011
MHSADS Administration	0	1,650	3,500	2,800	2,800
Total Revenues	**$9,369,582**	**$8,829,447**	**$10,366,431**	**$10,370,101**	**$10,468,218**

Local Tax Funding by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
MHSA Emergency Services	$(134,847)	$(17,306)	$1,694	$(109,542)	$(82,925)
MH Outpatient Services	2,551,039	2,466,819	2,295,546	2,284,016	2,286,474
Parent Infant Education	832,062	853,549	706,003	889,456	955,055
Developmental Services Group Home	2,604,446	2,768,611	2,268,323	1,650,178	1,717,303
MH Day Support Services	535,698	730,395	565,684	528,352	503,948
MHSA Prevention & Intervention Services	608,252	624,151	579,445	569,852	590,849
Developmental Services Employment and	2,627,881	2,759,266	2,908,037	3,143,360	3,160,113
MH Residential Services	4,833,162	4,813,242	4,688,256	4,998,433	5,085,470
Developmental Services Support	338,905	495,618	333,021	452,873	454,771
Developmental Services Community Support	427,690	454,552	322,494	485,927	434,097
SA Residential Services	152,088	156,349	126,364	147,583	190,394
SA Outpatient Services	978,140	953,770	693,226	1,106,891	1,353,583
MHSADS Administration	3,851,501	3,853,948	3,858,267	4,091,656	4,138,477
Total Local Tax Funding	**$20,206,017**	**$20,912,964**	**$19,346,360**	**$20,239,035**	**$20,787,609**

Mental Health, Substance Abuse and Developmental Services

Staffing Summary by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
MHSA Emergency Services	9.72	9.72	10.78	13.13	13.05
MH Outpatient Services	35.54	35.53	38.20	39.46	41.84
Parent Infant Education	14.00	14.00	14.00	14.00	14.00
Developmental Services Group Home	56.39	56.38	56.38	39.83	40.32
MH Day Support Services	14.07	12.07	13.07	12.07	12.07
MHSA Prevention & Intervention Services	10.00	10.00	9.00	8.53	8.53
Developmental Services Employment and	24.65	25.65	24.65	24.65	24.59
MH Residential Services	83.92	83.92	82.92	82.92	82.12
Developmental Services Support	9.50	8.50	10.00	10.00	10.00
Developmental Services Community	12.83	12.03	11.03	10.00	10.00
SA Residential Services	1.00	1.00	1.00	1.00	1.00
SA Outpatient Services	23.20	25.87	25.20	25.87	25.87
MHSADS Administration	48.62	49.42	48.92	48.59	48.66
Total FTE	**343.44**	**344.09**	**345.15**	**330.05**	**332.05**

Mental Health, Substance Abuse and Developmental Services

MHSA Emergency Services

Description

The Emergency Services Program (ES) is State mandated (VA Code 37.2-500) as a core service of the Community Services Board. Immediate clinical services are provided to individuals/families experiencing psychiatric and/or substance abuse distress. Services are provided in person and by telephone. After-hours, weekend, and holiday services are accessed through an answering service, with the ES Clinician receiving the call within five minutes and immediately responding. In addition, ES provides assessment and consultation services at the three Loudoun Hospital Emergency Rooms, the Adult and Juvenile Detention Centers, and the Youth Shelter. The Loudoun County Public School system also depends on ES for immediate evaluations of students believed to be at risk to themselves or others and ES plays an integral role to the LCPS Threat Assessment Protocol.

Emergency Services facilitates admission to State and local hospitals, provides State mandated pre-screening evaluations of individuals involved in civil commitment processes, and provides substance abuse evaluation for detoxification services. Following Mental Health Reform statutory changes in FY 2009 and FY 2010, ES also attends each commitment hearing and plays an integral role in the court process. ES is a participant in Loudoun County's Critical Incident Stress Management Team (CISM) providing mental health assistance and consultation to Public Safety personnel. Staff also uses the CISM model to reach other community groups that are experiencing a sudden and devastating event. ES frequently provides consultation and training to other community agencies upon request. Additionally, ES maintains membership on the Loudoun County Sheriff's Office and Town of Leesburg Police Crisis Negotiations Teams and responds on-site to hostage/barricade situations.

Budget Overview

FY 2012 Issues

• There has been a reduction in state hospital beds for adults at Northern Virginia Mental Health Institute.
• There have been continued efforts at the state level to close the only state facility for children and adolescents.
• There is continued demand for immediate response from ES, including in person evaluations at three INOVA Loudoun Hospital Emergency Rooms.
• The impact of health care reform, e.g. mandates, regulations and reimbursement opportunities, remains uncertain.

FY 2012 Goals

• Refine and implement suicide prevention/intervention protocol.
• Effectively respond to healthcare reform in order to maximize third party payer (emphasis on Medicaid) revenues to the County.
• Maintain effective and timely mental health and substance abuse emergency services, including providing debriefing/defusing services upon request.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$749,651	$831,164	$1,031,289	$1,074,495	$1,099,729
Operations & Maintenance	189,583	170,838	220,167	142,017	143,400
Total Expenditures	**$939,234**	**$1,002,002**	**$1,251,456**	**$1,216,512**	**$1,243,129**
Revenues					
Charges For Services	$10,472	$10,541	$9,715	$10,000	$10,000
Recovered Costs	24,165	19,552	16,481	17,500	17,500
State Categorical Aid	1,036,618	989,215	1,222,691	1,298,554	1,298,554
Federal Categorical Aid	2,826	0	875	0	0
Total Revenues	**$1,074,081**	**$1,019,308**	**$1,249,762**	**$1,326,054**	**$1,326,054**
Total Local Tax Funding	**$(134,847)**	**$(17,306)**	**$1,694**	**$(109,542)**	**$(82,925)**
FTE Summary	**9.72**	**9.72**	**10.78**	**13.13**	**13.05**

Mental Health, Substance Abuse and Developmental Services

MHSA Emergency Services

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Respond to all requests for Critical Incident Stress Management (CISM) support through activities of County multi-disciplinary team, and to requests from community members/groups following a distressing event.				
• Number of CISM debriefings and defusings requested	27	9	37	30
• Number of individuals served	189	135	125	75
Objective: Provide response to requests for emergency services within 5 minutes.				
• Number of emergency clients	1,748	1,841	2,250	2,250
• On time responses based on a sampling	98.52%	99.00%	95.00%	95.00%

Mental Health, Substance Abuse and Developmental Services

MH Outpatient Services

Description

Mental Health Outpatient Services include assessment, evaluation, referral, case management, medication evaluation, medication management, discharge planning, crisis intervention, and psychotherapy services. Services are provided to youth, families and adults through individual, couple, family, group, and intensive in home therapy. The client population is diverse, encompassing persons affected by serious mental illness or emotional disturbance, youth at risk for serious emotional disturbance, victims of trauma, persons suffering from mental illness in combination with substance abuse, and those experiencing severely debilitating emotional and/or situational problems. Client needs are often intensive and require coordination with multiple community agencies to provide effective care. Treatment services are also provided as components of, and in collaboration with, other County programs, including the Adult Detention Center (ADC), Juvenile Detention Center (JDC), Youth Shelter, School System, Department of Family Services, and all Courts. Staff participates in regional and State workgroups to maximize services and resources across localities.

Budget Overview

FY 2012 Issues

• The public sector is the only resource for the uninsured and the underinsured, whose needs for services have been made more complex by the economic downturn.
• The increasing cultural and linguistic diversity of the County population requires broader cultural competencies and costly language interpretation.
• Pressures toward census reduction in State psychiatric facilities increase the frequency and complexity of discharge planning, which is a State mandated service.
• The future of the only State psychiatric facility for children and adolescents remains uncertain.
• Consistent access to psychiatric medications requires intensive resource management among psychiatrists, nurses, case managers, and clients.
• Recruitment of experienced psychiatric nurses remains a challenge.
• Population at the ADC is expected to double, without additional resources for MH forensic and ADC-based services.
• A four to six week wait time for psychiatric medication services prolongs psychiatric symptoms and diminishes the effectiveness of other immediate treatment services.
• “Fast track” referrals and discharge planning require extensive interagency collaboration and improvisation.
• The impact of healthcare reform, e.g. mandates, regulations, and reimbursement opportunities, remains uncertain.

FY 2012 Goals

• Provide effective and timely mental health services to children, adolescents, adults, and their families.
• Provide effective and timely forensic MH/SA services for the criminal justice system.
• Refine and implement suicide prevention/intervention protocol.
• Effectively respond to healthcare reform in order to maximize third party payer revenues (emphasis on Medicaid) to the County.

Mental Health, Substance Abuse and Developmental Services

MH Outpatient Services

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$2,963,390	$3,080,509	$3,237,496	$3,325,710	$3,499,194
Operations & Maintenance	653,408	603,358	828,131	1,113,445	1,087,191
Total Expenditures	**$3,616,798**	**$3,683,867**	**$4,065,627**	**$4,439,155**	**$4,586,385**
Revenues					
Charges For Services	$256,863	$207,966	$218,410	$250,500	$258,500
Miscellaneous Revenue	0	0	3,615	0	0
Recovered Costs	374,603	534,956	533,504	662,179	760,293
State Categorical Aid	314,076	350,677	889,121	1,198,411	1,236,937
Federal Categorical Aid	120,217	123,449	125,431	44,049	44,181
Total Revenues	**$1,065,759**	**$1,217,048**	**$1,770,081**	**$2,155,139**	**$2,299,911**
Total Local Tax Funding	**$2,551,039**	**$2,466,819**	**$2,295,546**	**$2,284,016**	**$2,286,474**
FTE Summary	**35.54**	**35.53**	**38.20**	**39.46**	**41.84**

Mental Health, Substance Abuse and Developmental Services

MH Outpatient Services

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Reduce waiting times and demonstrate improvement in functioning of adults served.				
• Adults on MH intake wait list less than 30 days	n/a	79%	800%	75%
• Adults receiving medication evaluation within two weeks of refer	40%	31%	30%	30%
• Adults with improved functioning using the Global Assessment of Functioning scale	65%	74%	70%	70%
• Aftercare scheduled within seven days	78%	82%	80%	80%
• Number of adults receiving MH outpatient services	1,796	1,951	1,985	1,985
• Number of adults receiving psychiatric medication services	1,013	1,072	1,200	1,200
Objective: Reduce waiting times and demonstrate improvement in functioning of youth served.				
• Number of youth receiving MH outpatient services	525	356	370	370
• Number of youth receiving psychiatric medication services	201	194	220	220
• Youth on intake wait list less than 30 days	81%	78%	85%	85%
• Youth receiving medication evaluation within two weeks of referral	34%	25%	50%	50%
• Youth with improved functioning using the Global Assessment of Functioning scale	54%	58%	75%	75%
Objective: Comply with court ordered evaluations and provide MH/SA treatment for Adult Detention Center (ADC) referrals.				
• Court ordered evaluations completed on time	88%	97%	90%	90%
• Number of ADC inmates receiving MH/SA Services	270	277	300	375

Mental Health, Substance Abuse and Developmental Services

Parent Infant Education

Description

The Parent Infant Education (PIE) Division is mandated to provide or make available the 17 early intervention services as listed in the Federal Law, Part C of the Individuals with Disabilities Education Act to infants and toddlers aged 0-3 and their families. These services include but are not limited to occupational therapy, physical therapy, developmental services, vision services, nursing services, nutrition services, psychological services, service coordination, and family training via counseling and home visits. PIE directly provides speech, occupational and physical therapy, as well as developmental services to parents. Other services are provided through contracts. Each eligible child and family has an Individualized Family Service Plan (IFSP) developed by a team that includes therapists and the family. This plan delineates services that are necessary to assist that child and family in achieving the outcomes and priorities determined by the families.

Services are provided in the child's natural environment (home, daycare setting), with emphasis on training the primary caregivers on strategies to promote the child's development to the maximum extent possible. Most of the referrals to the PIE program come from physicians but other referring sources include Hospitals, Family Services, private providers and families themselves.

Budget Overview

FY 2012 Issues

• One of the fastest growing segments of the population continues to be the 0-3 year old age group. Loudoun continues to have one of the highest birth rates in Virginia. The incidence of severe developmental disabilities such as autism has increased at a rate higher than population growth.
• Families are requesting more specialized services and the PIE program is working very hard to meet the needs with existing staff or through contractual relationships with service providers.
• Services must be provided in a timely manner and the program is required to meet a number of guidelines for service provision and documentation. PIE strives to provide quality services that affect the development of the children served and enhance the ability of parents to deal with their children's disabilities.

FY 2012 Goals

• Address the needs of all eligible children referred to the PIE Program.
• Minimize the effects of disabling conditions on children through PIE programmatic activities.
• Meet required Federal guidelines for the development of Individualized Family Services Plan (IFSP).

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,288,511	$1,341,060	$1,224,903	$1,338,868	$1,353,948
Operations & Maintenance	78,275	75,324	65,464	120,660	125,804
Total Expenditures	**$1,366,786**	**$1,416,384**	**$1,290,367**	**$1,459,528**	**$1,479,752**
Revenues					
Charges For Services	$35,069	$35,073	$30,299	$40,000	$40,000
Recovered Costs	76,650	87,096	126,312	90,000	90,000
State Categorical Aid	205,042	205,042	86,889	121,664	108,438
Federal Categorical Aid	217,963	235,624	340,864	318,408	286,259
Total Revenues	**$534,724**	**$562,835**	**$584,364**	**$570,072**	**$524,697**
Total Local Tax Funding	**$832,062**	**$853,549**	**$706,003**	**$889,456**	**$955,055**
FTE Summary	**14.00**	**14.00**	**14.00**	**14.00**	**14.00**

Mental Health, Substance Abuse and Developmental Services

Parent Infant Education

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: 100% of eligible families will have an Individual Family Service Plan developed within 45 days of referral.				
• Eligible families who have IFSP within 45 days	100%	100%	100%	100%
Objective: 100% of children will receive the services indicated on their Individual Family Service Plan.				
• Children who receive services on IFSP	100%	100%	100%	100%
• Number of children receiving ongoing services	319	265	370	370
• Total number of children who request PIE services	557	401	650	650

Mental Health, Substance Abuse and Developmental Services
Developmental Services Group Home Program

Description

Group Home programs provide training, supervision and assistance with activities of daily living and opportunities for community access, based on the needs and desires of each resident. By assisting people with severe disabilities to establish community relationships, the consumer's quality of life is improved by creating bonds in the community. This process also increases the value placed on disabled individuals as citizens and neighbors.

The Developmental Services (DS) Group Home system is a mix of county owned and operated and private vendor operated residences. The group home team develops and implements an individualized service plan with input from the individual resident, family and/or guardian, and friends, while providing coordination of all medical, behavioral, mental health and therapeutic services as needed. Each program is operated 24 hours a day, seven days a week. Much of the funding for the DS group home system comes from the Medicaid Home and Community Based Waiver program (Medicaid Waiver).

Budget Overview

FY 2012 Issues

• With growth in the population needing services, there is a greater need for 24-hour supported housing. As the demand increases, the waiting list grows as does the length of time spent on the list.
• There have been reductions in Medicaid Waiver funding.

FY 2012 Goals

• Enhance the quality of life in DS Group Homes through connecting individuals with their community.
• Maximize the recovery rate of Medicaid Waiver Revenue.
• Reduce the amount of time clients spend on the immediate need wait list.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$3,858,757	$3,815,629	$3,566,567	$2,667,129	$2,793,384
Operations & Maintenance	1,031,016	870,722	755,956	714,399	692,563
Total Expenditures	**$4,889,773**	**$4,686,351**	**$4,322,523**	**$3,381,528**	**$3,485,947**
Revenues					
Charges For Services	$137,957	$133,523	$133,140	$113,000	$113,000
Miscellaneous Revenue	1,000	1,000	1,000	0	0
Recovered Costs	1,834,128	1,463,170	1,680,046	1,401,883	1,439,177
State Categorical Aid	312,242	320,047	240,014	216,467	216,467
Total Revenues	**$2,285,327**	**$1,917,740**	**$2,054,200**	**$1,731,350**	**$1,768,644**
Total Local Tax Funding	**$2,604,446**	**$2,768,611**	**$2,268,323**	**$1,650,178**	**$1,717,303**
FTE Summary	**56.39**	**56.38**	**56.38**	**39.83**	**40.32**

Mental Health, Substance Abuse and Developmental Services

Developmental Services Group Home Program

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Increase the number of clients in directly operated Group Homes who develop relationships with people in the community.				
• Individual Service Plan objectives met	87.50%	82.25%	98.00%	98.00%
• Individuals who develop community relationships	21	20	29	29
• Total number of individuals served	27	24	21	21
Objective: DS directly operated residential group homes will recover 100% of hours billable to Medicaid.				
• DS residential group homes recovery rate	91.50%	91.25%	100.00%	100.00%
Objective: Reduce the number of people in immediate need who are waiting for group home slots.				
• Clients served in directly operated and vendor operated programs	56	56	60	60
• People on wait list who are in immediate need of group home services	12	12	15	15

Mental Health, Substance Abuse and Developmental Services

MH Day Support Services

Description

This program provides individualized supportive and rehabilitative services in a day support/clubhouse setting (Friendship House) to persons with serious mental illness. Services include life skills training, community participation and integration activities, vocational assessment and training, job placement, medication monitoring, and family support and education. Other services provided include case management, advocacy, individual and group therapy, transportation, and crisis intervention.

Budget Overview

FY 2012 Issues

• Space at the Friendship House facility continues to be inadequate due to an increase in daily attendance; alternative solutions are being considered.
• The lack of access to comprehensive vocational rehabilitation services for persons with serious mental illness continues to result in limited vocational opportunities and challenges in job placements.
• The impact of healthcare reform remains uncertain, e.g. mandates, regulations, and reimbursement opportunities.

FY 2012 Goals

• Continue to provide educational programs to improve family understanding of serious mental illness and recovery.
• Reduce the effects of serious mental illness and support client independence.
• Increase the availability of peer support services for people with serious mental illness.
• Effectively respond to Healthcare Reform, in order to maximize 3rd party payer (emphasis on Medicaid) revenue to the County.
• Refine and implement suicide prevention/intervention protocol.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$810,640	$845,018	$837,180	$813,082	$830,896
Operations & Maintenance	132,402	123,439	138,613	87,770	85,552
Total Expenditures	**$943,042**	**$968,457**	**$975,793**	**$900,852**	**$916,448**
Revenues					
Charges For Services	$8,553	$6,107	$8,219	$8,500	$8,500
Miscellaneous Revenue	1,950	0	21,004	0	0
Recovered Costs	382,028	227,183	363,410	364,000	404,000
State Categorical Aid	14,813	4,772	17,476	0	0
Total Revenues	**$407,344**	**$238,062**	**$410,109**	**$372,500**	**$412,500**
Total Local Tax Funding	**$535,698**	**$730,395**	**$565,684**	**$528,352**	**$503,948**
FTE Summary	**14.07**	**12.07**	**13.07**	**12.07**	**12.07**

Mental Health, Substance Abuse and Developmental Services

MH Day Support Services

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Involve family members in Psychosocial Rehabilitation (PSR).				
• Number of family members involved in PSR activities	92	60	80	80
Objective: Increase number served, timely service access and community participation by citizens with mental illness.				
• Clients achieving community participation goals	100.00%	100.00%	100.00%	100.00%
• Clients satisfied with services	99.25%	97.00%	100.00%	100.00%
• Intakes completed within one week	100.00%	100.00%	100.00%	100.00%
• Number of clients served by MH day support	112	95	130	130

Mental Health, Substance Abuse and Developmental Services
MHSA Prevention & Intervention Services

Description

Prevention/Intervention services provide comprehensive programs to children and adolescents who are at risk for or have involvement in substance abuse, gang activity and related 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 family focused and include case management to assure appropriate connection to other mental health, social and educational programs.

Services are provided during school hours and in after-school and summer programs and include substance abuse and gang prevention/intervention programs, and intensive case management. School based programs, such as the Gang Prevention Program, are collaborative efforts with Loudoun County Public Schools. After school programs for elementary, middle and high school students are provided at schools and in the community. Youth receive academic support, substance abuse, violence and gang prevention/intervention groups, community service, and intensive case management. After school programs are collaborative efforts with numerous public and private agencies and are highly reliant on volunteer staff. These community based programs to support at risk youth and families are made possible through these strong public/private partnerships.

Budget Overview

FY 2012 Issues

• The number of at risk youth in schools and the community continues to increase, resulting in increases in substance abuse, gang involvement and bullying.
• The economic downturn coupled with the at risk population growth has increased service demands.
• Lack of access for at risk youth and their families to after-school programs results in vulnerability to substance abuse and gang activity.
• Increases in the diversity of the county population require broader cultural competency and variety of language abilities.

FY 2012 Goals

• Refine and implement suicide prevention/intervention program.
• Endeavor to increase resiliency and facilitate achievement of age appropriate goals of at risk youth.
• Address substance abuse, violence, gang involvement and bullying among at risk youth.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$635,386	$644,727	$620,256	$624,588	$644,556
Operations & Maintenance	119,432	116,233	90,860	68,017	80,632
Total Expenditures	**$754,818**	**$760,960**	**$711,116**	**$692,605**	**$725,188**
Revenues					
Miscellaneous Revenue	$500	$0	$0	$0	$0
State Categorical Aid	50,861	34,055	27,114	27,548	39,134
Federal Categorical Aid	95,205	102,754	104,557	95,205	95,205
Total Revenues	**$146,566**	**$136,809**	**$131,671**	**$122,753**	**$134,339**
Total Local Tax Funding	**$608,252**	**$624,151**	**$579,445**	**$569,852**	**$590,849**
FTE Summary	**10.00**	**10.00**	**9.00**	**8.53**	**8.53**

Mental Health, Substance Abuse and Developmental Services

MHSA Prevention & Intervention Services

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Provide case management to connect families with education, health and other social services.				
• Number of family members receiving case management	490	549	413	450
• Number of youth involved in positive alternative activities	182	162	120	120
• Number of youth receiving case management	165	187	125	125
Objective: Provide evidence based substance abuse, violence, gang and bullying prevention programs to at risk youth in the schools and in the community through after-school and summer programs.				
• Average GPA of youth in after-school programs[1]	n/a	n/a	2.00	2.00
• Number of youth served in the community	194	204	200	200
• Number of youth served in the schools	1,734	951	800	800

[1] This was a new measure for FY 2011; prior history is not available.

Mental Health, Substance Abuse and Developmental Services

Developmental Services Employment and Day Support

Description

Employment Services and Day Support Services provide a range of support levels to help clients with mental illness and developmental disabilities retain jobs and provide volunteer services in the community. These programs are operated by a combination of County and contracted services.

JobLink, operated by the DS Division, helps people obtain and retain regular jobs in the community using the individual supported competitive employment model. In this model, vocational specialists provide individual job development, placement, training, and limited follow along services. JobLink serves people with developmental disabilities and/or serious mental illness. For people who need more support in order to work, group or enclave employment service is provided through a contractual arrangement with Every Citizen Has Opportunities (ECHO), Incorporated. ECHO contracts with businesses to provide services performed by small groups of clients under ECHO supervision.

Day Support is provided to more severely disabled clients and involves volunteer activities and other community activities. These services are provided through a contractual arrangement with St. Johns Community Services and through the Community Access Program (CAP), which is operated by the DS Division. CAP services are funded through reimbursement by the Medicaid Waiver program.

Some medically fragile clients need a program that focuses more on personal care matters such as range of motion exercises, assistance with eating, sensory stimulation, and nursing services. These specialized day services for the medically fragile are provided through a contractual agreement with ECHO, Inc.

Budget Overview

FY 2012 Issues

• The planning for transition of students from school services to adult services should be made more seamless.
• The JobLink program will maintain compliance with the Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation standards. This accreditation was achieved in FY 2008 but maintenance of accreditation will require significant further effort. Standards are revised periodically and must be implemented and documented accordingly.

FY 2012 Goals

• Address employment needs of eligible Loudoun County residents with developmental disabilities.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,536,602	$1,521,582	$1,592,723	$1,678,437	$1,730,558
Operations & Maintenance	1,440,753	1,538,348	1,697,872	1,776,423	1,778,555
Transfer to Central Services Fund	16,211	0	0	0	0
Total Expenditures	**$2,993,566**	**$3,059,930**	**$3,290,595**	**$3,454,860**	**$3,509,113**
Revenues					
Charges For Services	$0	$0	$0	$500	$500
Recovered Costs	307,883	267,453	321,616	280,000	317,500
State Categorical Aid	57,802	33,211	60,942	31,000	31,000
Total Revenues	**$365,685**	**$300,664**	**$382,558**	**$311,500**	**$349,000**
Total Local Tax Funding	**$2,627,881**	**$2,759,266**	**$2,908,037**	**$3,143,360**	**$3,160,113**
FTE Summary	**24.65**	**25.65**	**24.65**	**24.65**	**24.59**

Mental Health, Substance Abuse and Developmental Services
Developmental Services Employment and Day Support

Performance Measures[1]	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Provide effective Day Support services to clients				
• Client attendance rate in contracted Day services	n/a	n/a	95.00%	95.00%
• Client attendance rate in CSB Day services	n/a	n/a	98.00%	98.00%
• Number of clients served in contracted Day Programs	n/a	n/a	33	33
• Number of clients served in CSB Day Program	n/a	n/a	14	14
Objective: Provide effective employment services to eligible applicants.				
• Average hourly earnings for sheltered and group employment	$1.51	$1.88	$1.70	$1.70
• Client attendance rate in Group Supported Employment	n/a	n/a	89.00%	89.00%
• Client attendance rate in sheltered employment	n/a	n/a	85.00%	85.00%
• Number of clients in Group Supported Employment	n/a	n/a	27	27
• Number of clients in Job Link programs	n/a	n/a	100	100
• Number of clients served in sheltered employment[2]	159	104	19	19
• Percentage of employed Job Link clients working 90+ days	81.00%	85.50%	95.00%	95.00%
• Percentage of Job Link clients that are employed	n/a	n/a	80%	80%

[1] Measures with n/a for FY 2009 and 2010 were new for FY 2011. Prior history is not available.

[2] This measure formerly encompassed contracted day programs, Community Services Board day programs, group supported employment, Job Link and sheltered employment. Beginning in FY 2011 more measures were added to allow for more specificity and this measure was altered to only capture clients specifically in sheltered employment.

Mental Health, Substance Abuse and Developmental Services

MH Residential Services

Description

Mental Health Residential Services are provided in group homes, supervised apartments and private residences. Services are provided to individuals and their families who are experiencing serious mental illness, developmental disabilities and co-occurring mental illness and developmental disabilities. Services include intensive psychotherapy, psychiatric and nursing care, medication management, case management, as well as life skills such as money management, personal hygiene, cooking and housekeeping. Direct supervision of clients, transportation and crisis intervention are also provided. The program is available 24-hours a day through on-site supervision and on call staff. Outreach services are also provided to homeless people and home bound elderly with serious mental illness.

Budget Overview

FY 2012 Issues

• The average time on the waiting list for Mental Health Residential Services continues to be two years.
• There as limited funding options for the development of intensive MH Residential programs.
• Despite limited State funding, pressure continues from the State to provide community based residential and other services for hospitalized persons with serious mental illness.
• The impact of healthcare reform, e.g. mandates, regulations, and reimbursement opportunities, remains uncertain.

FY 2012 Goals

• Maintain clients with serious mental illnesses in the community.
• Reduce effects of mental illness and substance abuse for home-bound senior citizens.
• Address effects of mental illness and substance abuse on homeless seriously mentally ill persons.
• Clients with treatment resistant, serious mental illnesses will receive services through the Intensive Community Treatment Team, in order to remain stable, safe and productive in the community.
• Maximize 3rd party payer (emphasis on Medicaid) revenue to the County.
• Refine and implement suicide prevention/intervention protocol.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$5,844,746	$5,738,148	$5,697,295	$5,992,922	$6,098,410
Operations & Maintenance	546,271	632,973	538,101	631,574	654,583
Total Expenditures	**$6,391,017**	**$6,371,121**	**$6,235,396**	**$6,624,496**	**$6,752,993**
Revenues					
Charges For Services	$127,579	$144,165	$139,091	$194,340	$130,800
Recovered Costs	874,443	700,634	752,766	845,774	950,774
State Categorical Aid	534,521	713,080	655,283	585,949	585,949
Federal Categorical Aid	21,312	0	0	0	0
Total Revenues	**$1,557,855**	**$1,557,879**	**$1,547,140**	**$1,626,063**	**$1,667,523**
Total Local Tax Funding	**$4,833,162**	**$4,813,242**	**$4,688,256**	**$4,998,433**	**$5,085,470**
FTE Summary	**83.92**	**83.92**	**82.92**	**82.92**	**82.12**

Mental Health, Substance Abuse and Developmental Services

MH Residential Services

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Provide residential treatment services to eligible applicants.				
• Clients avoiding psychiatric hospitalization of longer than 15 days	100%	100%	100%	100%
• Number of adults awaiting MH residential services	34	40	50	50
• Number of clients served	102	110	105	105
Objective: Assess and refer home bound senior citizens to appropriate services within 2 weeks of request.				
• Assessments performed within two weeks	86%	88%	100%	100%
• Clients referred to MH or other services	100%	100%	100%	100%
• Number of clients served by senior outreach	26	18	35	20
Objective: Provide outreach to homeless mentally ill persons and connect to MH treatment services.				
• Number of homeless persons receiving Projects for Assistance in Transition from Homelessness (PATH) program services	254	230	270	270
• PATH clients connected to MH treatment services	32	41	50	40
• Requests responded to within 48 hours	93%	100%	100%	100%

Mental Health, Substance Abuse and Developmental Services

Developmental Services Support Coordination

Description

Support Coordination services ensure that individuals with intellectual disabilities are properly connected and involved to maximize the opportunities for successful community living. Support Coordinators assist in gaining access to housing and jobs, social service benefits and entitlement programs, therapeutic supports, social and educational resources, and other supports essential to meeting basic needs. Individuals who are recipients of Medicaid benefits receive a full complement of support coordination services, such as interdisciplinary team planning, coordination of services, intake and assessments, advocacy and resource planning. Those who do not have Medicaid may also receive the same or similar service coordination based on need and availability of resources. In addition, those who are in need of emergency assistance, pre-admission and pre-discharge planning from State training centers or hospitals, or who are recipients of Medicaid services, are prioritized for support coordination assistance.

Budget Overview

FY 2012 Issues

• Many of the program's clients live with aging parents or caregivers who are unable to care for the consumer due to their own physical and/or medical problems. The critical need for alternative living arrangements for individuals with mental retardation will become a paramount concern as these parents become incapable of caring for their children. At the present time, there are limited alternatives available.
• The growing population of special education students with intellectual disabilities graduating from the school system will need access to programs to maintain quality life.

FY 2012 Goals

• Endeavor to increase the availability of case management services to the adult and youth population.
• Meet expectations of families and clients using case management services.
• Reduce the number of children waiting for case management services.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$742,308	$845,410	$845,525	$853,059	$877,209
Operations & Maintenance	69,303	106,682	77,031	68,094	83,342
Total Expenditures	**$811,611**	**$952,092**	**$922,556**	**$921,153**	**$960,551**
Revenues					
Charges For Services	$712	$48	$33	$500	$500
Recovered Costs	471,994	453,426	585,502	467,780	505,280
State Categorical Aid	0	3,000	4,000	0	0
Total Revenues	**$472,706**	**$456,474**	**$589,535**	**$468,280**	**$505,780**
Total Local Tax Funding	**$338,905**	**$495,618**	**$333,021**	**$452,873**	**$454,771**
FTE Summary	**9.50**	**8.50**	**10.00**	**10.00**	**10.00**

Mental Health, Substance Abuse and Developmental Services

Developmental Services Support Coordination

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: 85% of individuals surveyed report satisfaction with the impact of the program services and, as applicable, in response to support coordinator intervention to a crisis.				
• Clients/families satisfied with DS support coordination services	95%	95%	100%	100%
• Number of individuals served by DS support coordination	205	203	260	260
Objective: Assess children on the waiting list and add them to caseloads as openings become available.				
• Average waiting time in years for DS SC services	2	2	1	1
• Number of children under 18 awaiting DS support coordination services	30	31	58	58
• Number of children under 18 receiving DS support coordination services	27	28	45	45
Objective: Support Coordinators will be able to assess 30% of individuals on the program waiting list and put them on appropriate waiting lists for other services.				
• Number of adults awaiting support coordination services	52	55	55	55
• Number of adults receiving DS support coordination services	178	175	215	215

Mental Health, Substance Abuse and Developmental Services

Developmental Services Community Support

Description

DS Community Support Services are provided through Family Support, In Home Support Services, and Consumer Directed Services. Services are designed to meet the assessed needs and desires of each client. In Home Support staff works one-on-one with clients using individualized plans designed by the client and family to meet specific needs. Services include training, supervision, community integration, and personal care. Medicaid provides funding for these services.

Family Support assists families with costs related to the care of a disabled adult or child at home. Families can be reimbursed for the cost of equipment, supplies, medical care, and respite care. Consumer Directed (CD) Services empowers clients and families to hire and supervise their own support providers. Clients are able to receive respite, personal care, or companion services. Providers are paid directly by Medicaid.

Budget Overview

FY 2012 Issues

- There has been an increase in the number of people needing in-home services as well as an increase in time spent on the wait list.
- Medicaid Waiver funding has been reduced.
- There is a proposed reduction in provider pay for Consumer Directed Services will make it more difficult to find providers.
- Allowable billable respite hours have been reduced from 720 to 240.

FY 2012 Goals

- Provide access to the community for all clients during In Home Support service hours.
- Provide more autonomy for families through consumer directed services.
- Provide alternative supported living arrangements for people with developmental disabilities so they may continue to live in a least restrictive environment.
- Provide eligible individuals the opportunity to live in a family environment.
- Reduce the wait list for In Home Support Services.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$636,866	$676,763	$539,604	$644,887	$632,557
Operations & Maintenance	109,741	124,910	98,753	143,799	141,862
Total Expenditures	**$746,607**	**$801,673**	**$638,357**	**$788,686**	**$774,419**
Revenues					
Miscellaneous Revenue	$5,673	$4,178	$0	$1,000	$1,000
Recovered Costs	254,843	279,423	266,501	236,000	273,500
State Categorical Aid	58,401	63,520	49,362	65,759	65,822
Total Revenues	**$318,917**	**$347,121**	**$315,863**	**$302,759**	**$340,322**
Total Local Tax Funding	**$427,690**	**$454,552**	**$322,494**	**$485,927**	**$434,097**
FTE Summary	**12.83**	**12.03**	**11.03**	**10.00**	**10.00**

Mental Health, Substance Abuse and Developmental Services

Developmental Services Community Support

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Assist in home clients to participate in community activities of their choosing.				
• Clients consistently participating in community activities	11	8	14	14
Objective: Provide support to assist families to use consumer directed services.				
• Number of families enrolled in consumer directed services	38	38	42	42
Objective: Serve four or more people per year through the In-home Support Program.				
• Number of people receiving Medicaid Waiver in-home support	11	10	14	14
• Number of people requesting Medicaid Waiver in-home support	67	75	67	67

Mental Health, Substance Abuse and Developmental Services

SA Residential Services

Description

The Substance Abuse Residential Treatment Program includes detoxification and residential treatment services that are purchased from private vendors and are supported by federal, State, and local funds. The Supervised Apartment Program serves eight clients in four leased apartments who are in need of a transitional sober living environment or transitioning back to the community after completing residential treatment. This 9 to 12-month program provides substance abuse treatment, crisis intervention, intensive case management and community supervision. Program participants are required to fully participate in treatment, attend Alcoholics Anonymous and/or Narcotics Anonymous, maintain employment and comply with random drug testing requirements.

Budget Overview

FY 2012 Issues

• Costs continue to increase for detoxification and residential treatment services purchased from private vendors.
• The impact of healthcare reform remains uncertain, e.g. mandates, regulations, and reimbursement opportunities.
• Quality assurance activities, including utilization review, clinical consultations and contracts management of vendor services require significant staff commitment.

FY 2012 Goals

• Achieve a satisfactory transition from residential to outpatient treatment for chemically dependent adolescents and adults.
• Negotiate contracts with private vendors to obtain high quality residential treatment services from private vendors at rates favorable to clients and the County.
• Provide transitional residential care for chemically dependent persons.
• Respond effectively to changes in health care reform in order to identify and maximize 3rd party payer revenues to the County.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$104,696	$104,419	$99,287	$99,415	$103,293
Operations & Maintenance	192,565	193,563	162,614	228,805	227,738
Total Expenditures	**$297,261**	**$297,982**	**$261,901**	**$328,220**	**$331,031**
Revenues					
Charges For Services	$31,456	$22,662	$21,904	$27,000	$27,000
State Categorical Aid	49,059	49,059	49,059	49,059	49,059
Federal Categorical Aid	64,658	69,912	64,574	104,578	64,578
Total Revenues	**$145,173**	**$141,633**	**$135,537**	**$180,637**	**$140,637**
Total Local Tax Funding	**$152,088**	**$156,349**	**$126,364**	**$147,583**	**$190,394**
FTE Summary	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**

Mental Health, Substance Abuse and Developmental Services

SA Residential Services

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Provide detoxification and residential treatment to clients with substance abuse disorders.				
• Number of adolescents receiving residential treatment	5	6	8	8
• Number of adults receiving residential treatment	64	64	76	76
• Number of residential clients transitioning to outpatient	45	54	64	64
• Residential clients transitioning to outpatient	71%	77%	77%	77%
Objective: Support and facilitate client substance free living, on-going employment, and Alcoholics Anonymous/Narcotics Anonymous participation.				
• Clients successfully completing the program	40%	50%	38%	38%
• Number of clients in apartment program for 60 or more days	15	16	16	16
• Number of persons successfully completing the program	6	8	6	6

Mental Health, Substance Abuse and Developmental Services

SA Outpatient Services

Description

Substance Abuse Outpatient Services (SA) include evaluation, referral, case management, psychiatric and psychotherapy services. Treatment is provided through two separate tracks, one focusing on adolescents and the other on adults. Treatment is provided through individual, group, couples and family therapy, and supplemented by participation in self help groups such as Alcoholics Anonymous, Narcotics Anonymous and Al-Anon. Treatment promotes family involvement as substance abuse is devastating not only to the individual but to the abuser's family. In order to maximize resources and accessibility, SA services are provided at both mental health centers, as well as at the Adult Detention Center (ADC), the Work Release Center, the Juvenile Detention Center (JDC), the Community Corrections Program (CCP), the Youth Shelter, and Loudoun County Public Middle and High Schools. Individuals who require detoxification or residential treatment are referred to contract private or public sector providers.

Budget Overview

FY 2012 Issues

• Continued population growth and the addition of new high schools in fall 2010 require allocation of additional staff resources to meet needs for student assistance services.
• Continued challenges of diverse county population require broader cultural competency and a variety of language abilities among service providers.
• Increased costs for drug testing and increased attention to addressing threat posed by newer types of synthetic substances of abuse.
• Expansion of Adult Detention Center in FY 2011 will increase local inmate population requiring substance abuse services.
• Elimination of HIDTA funding reduces capacity to provide highly intensive treatment and supervision services to court involved clients that are not in the Drug Court program.
• The impact of healthcare reform, e.g. mandates, regulations, and reimbursement opportunities, remains uncertain.

FY 2012 Goals

• Provide mental health and substance abuse Student Assistance and Assessment services including early intervention, evaluation and referral for Loudoun County Public Schools.
• Provide effective and timely substance abuse treatment services to children, adolescents, adults and their families.
• Refine and implement suicide prevention/intervention protocol.
• Respond effectively to changes in health care reform in order to maximize 3rd party payer (emphasis on Medicaid) revenues to the County.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,750,196	$1,620,656	$1,676,691	$2,076,285	$2,120,013
Operations & Maintenance	223,389	235,385	198,214	230,800	229,581
Capital Outlay & Capital Acquisitions	0	29,953	10,432	0	0
Total Expenditures	**$1,973,585**	**$1,885,994**	**$1,885,337**	**$2,307,085**	**$2,349,594**
Revenues					
Charges For Services	$111,312	$83,054	$91,272	$110,000	$110,000
Miscellaneous Revenue	300	0	300	0	0
Recovered Costs	131,575	50,571	125,307	132,967	55,000
State Categorical Aid	516,903	516,961	516,151	516,151	516,151
Federal Categorical Aid	235,355	281,638	459,081	441,076	314,860
Total Revenues	**$995,445**	**$932,224**	**$1,192,111**	**$1,200,194**	**$996,011**
Total Local Tax Funding	**$978,140**	**$953,770**	**$693,226**	**$1,106,891**	**$1,353,583**
FTE Summary	**23.20**	**25.87**	**25.20**	**25.87**	**25.87**

Mental Health, Substance Abuse and Developmental Services

SA Outpatient Services

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Achieve a rate of 80% of youth/family follow through on recommendations from Student Assistance and Assessment Services.				
• Number of youth receiving student assistance assessments	335	352	475	450
• Youth/families following recommendations	81%	77%	80%	80%
Objective: Reduce waiting time to 30 days or less and demonstrate initiation of recovery in 75% of adults treated.				
• Adults on SA intake wait list less than 30 days[1]	n/a	55%	75%	75%
• Number adults receiving assessment and/or treatment	967	1,122	1,200	1,200
• Treatment discharges abstinent more than 60 days	70%	72%	75%	75%
Objective: Reduce waiting time to 30 days or less and demonstrate initiation of recovery in 75% of youth treated.				
• Number of youth receiving SA outpatient services	289	557	450	450
• Treatment discharges abstinent more than 60 days	64%	70%	75%	75%
• Youth on intake wait list less than 30 days	100%	100%	100%	100%

[1] This was a new measure for FY 2010; prior history is not available.

Mental Health, Substance Abuse and Developmental Services

MHSADS Administration

Description

MHSADS Administration provides direction and support for the Department in the areas of policy development and implementation, capital planning and acquisition, human resources, customer service, financial management, information systems, facility management, program development and support, quality improvement and compliance with regulatory requirements (HIPAA, Human Rights, OSHA, and State licensure). Administration also provides support to the Community Services Board (CSB).

Budget Overview

FY 2012 Issues

• The nature, sensitivity and unpredictability of investigations requires increasing amounts of staff time which reduces staff availability for other quality improvement initiatives.
• The risk management program for the Department needs to be framed.
• The Department needs to establish safety awareness at every level.

FY 2012 Goals

• Maintain accurate, complete and auditable electronic and paper client and employee records that meet regulatory requirements.
• Maintain regulatory compliance with HIPAA, Human Rights, OSHA, and State licensure and Medicaid certification.
• Provide timely, effective and sound financial management.
• Complete implementation of the client data management system.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$3,524,895	$3,509,568	$3,629,177	$3,778,914	$3,835,068
Operations & Maintenance	326,606	346,030	232,590	315,542	306,209
Total Expenditures	**$3,851,501**	**$3,855,598**	**$3,861,767**	**$4,094,456**	**$4,141,277**
Revenues					
Recovered Costs	$0	$1,650	$3,500	$2,800	$2,800
Total Revenues	**$0**	**$1,650**	**$3,500**	**$2,800**	**$2,800**
Total Local Tax Funding	**$3,851,501**	**$3,853,948**	**$3,858,267**	**$4,091,656**	**$4,138,477**
FTE Summary	**48.62**	**49.42**	**48.92**	**48.59**	**48.66**

Mental Health, Substance Abuse and Developmental Services

MHSADS Administration

Performance Measures[1]	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Ensure that all records include the 10 critical regulatory requirements and that mandatory deadlines for each type of review are met.				
• Client record consultations conducted	n/a	n/a	4	4
• Employee records reviewed	13.50%	2.50%	10.00%	10.00%
• Error free Community Consumer Submission (CCS) reports submitted on time	100%	100%	100%	100%
Objective: Provide timely and effective customer service.				
• Client satisfaction with MH/SA administrative services	90.00%	95.50%	90.00%	90.00%
• MH/SA admission packets mailed w/in 24 hrs of request	84%	95%	95%	95%
• MH/SA medical records requests completed on time	83%	92%	100%	100%
Objective: Improve the safety and security of clients and employees through quality assurance activities such as training, inspections and site visits.				
• Number of safety inspections completed	15	13	30	30
• Staff in compliance with mandated Human Rights training	n/a	n/a	85%	85%
• Staff receiving mandated training (HIPAA, HR, Orientation) within 15 days	n/a	n/a	85%	85%
Objective: Maximize revenue and effectively manage expenditures.				
• Budgeted revenue collected	90%	90%	95%	95%
• Client accounts less than 120 days old	70.50%	81.00%	70.00%	70.00%
• Total billed charges collected	77%	85%	85%	85%

[1] Measures with n/a for FY 2009 and 2010 were new in FY 2011. Prior history is not available.

Regional Organizations and Contributions

Regional Organizations include 10 separate organizations to which the County is either a formulary-based member or contributes as a funding resource through some form of agreement and/or prior Board action. For example, the Metropolitan Washington Council of Governments is a multi-governmental organization that supports many of Loudoun County's planning efforts. The Northern Virginia Regional Park Authority, as another example, is a collective effort of all Northern Virginia governments to provide recreational and park opportunities for its member jurisdictions. Other organizations contribute to the education, health and/or well being of Loudoun citizens.

Based on available resources, the County provides funding allocations to economic development, health and welfare, and recreation and culture regional organizations. Allocations are subject to a competitive process that includes an annual review and decision, and allocations may be subject to reduction or discontinuation. An allocation in one year does not guarantee future allocations.

For FY 2012, 29 of the 41 applications from non-formulary or non-contractual regional organizations were approved for FY 2012 funding by the Board of Supervisors. Requests from non-formulary or non-contractual regional organizations were evaluated using the following factors:

- The organization's mission is consistent with the County's overall service mission.
- There is documented need for the organization's program or service.
- There are demonstrated positive results of the program or service.
- The program or service provides a direct benefit to Loudoun residents.
- The program or service enhances County functions.
- There are documented efforts by the organization to secure funding from other sources.
- There is not an over-reliance on County funding.
- The organization has the administrative resources to administer funds and to implement/oversee the program or service.

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Revenues					
Restricted Transient Occupancy Tax	$ 0	$ 0	$ 0	$ 50,000	$ 50,000
Total Revenues	**$ 0**	**$ 0**	**$ 0**	**$ 50,000**	**$ 50,000**
Expenditures					
Operations & Maintenance	$4,613,815	$4,582,736	$3,703,419	$4,028,460	$5,166,693
Total Expenditures:	**$4,613,815**	**$4,582,736**	**$3,703,419**	**$4,028,460**	**$5,166,693**
Local Tax Funding*:*	**$4,613,815**	**$4,582,736**	**$3,703,419**	**$3,978,460**	**$5,116,693**

FY 2012 Board Action: The FY 2012 Adopted Fiscal Plan expenditures of $5,166,693, which are $1,138,233 higher than the FY 2011 Adopted Budget, consist of the following contributions:

- $3,480,308 for contractual regional organizations (formulary-based or formal contract/agreement), which is $853,165 higher than FY 2011. For the contractual regional organizations, the FY 2012 Adopted Budget contribution is the amount requested by these groups. In August 2010, the County transferred the operations of the Loudoun Heritage Farm Museum from the Department of Parks, Recreation and Community Services to the Farm Museum's Board. The County's contribution to the Farm Museum is in Regional Organizations.
- $463,036 for the Town of Leesburg School Resource Officers (SRO) Program, which is $166,396 higher than FY 2011. The FY 2012 contribution will cover 70% of the costs of the Town of Leesburg's SRO Program since 70% of these positions' time relates to providing coverage at the schools.
- $998,349 for non-formulary or non-contractual Health & Welfare and Recreation & Culture Regional Organizations, which is $60,000 higher than FY 2011 due to increased contributions to Loudoun Cares ($25,000 more than FY 2011) and Loudoun Youth, Inc. ($35,000 more than FY 2011).
- $225,000 for non-formulary or non-contractual Economic Development regional organizations, which is $58,672 higher than FY 2011, including $20,000 higher funding for the Greater Washington Initiative and $38,672 higher funding for the Loudoun Small Business Development Center.

The FY 2012 Adopted Budget includes the use of $50,000 in Restricted Use Transient Occupancy Tax to fund the Washington Airports Task Force.

REGIONAL ORGANIZATIONS: CONTRACTUAL AGREEMENTS

Agency Name: **Birmingham Green**

Northern Virginia Healthcare Center Commission (Nursing Home Facility)

FY 2011 Adopted: $245,212
FY 2012 Adopted: $276,519

Birmingham Green Adult Care Residence (formerly the District Home)

FY 2011 Adopted: $249,765
FY 2012 Adopted: $312,547

Agency Description: Birmingham Green provides nursing home services to indigent and low-income residents of the region. The organization provides nursing care with a 180 bed nursing home licensed by the Virginia Department of Health. The separate assisted living facility (92 apartments) for adults is licensed by the Virginia Department of Social Services. This funding will be used to cover operating costs for Loudoun residents under a service agreement. The cost is based on the five-year historic bed usage by Loudoun residents who are not covered by General Assistance Grants. For FY 2012, utilization by Loudoun residents at the nursing facility and the assisted living facility are expected to be 8,103 and 3,652 bed days, respectively. Daily rates for the nursing facility are increasing from $31.50 in FY 2011 to $34.12 in FY 2012; daily rates for the assisted living facility are increasing from $70.40 in FY 2011 to $85.58 in FY 2012.

Agency Name: **Loudoun Heritage Farm Museum**

FY 2011 Adopted: $ 0
FY 2012 Adopted: $137,178

Agency Description: The funding for the operations of the Loudoun Heritage Farm Museum in Claude Moore Park was part of the Department of Parks, Recreation and Community Services 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 Loudoun Heritage Farm Museum. The mission of this facility is to promote and preserve Loudoun County'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 Loudoun County 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.

Agency Name: **Metropolitan Washington Council of Governments**

FY 2011 Adopted: $191,201
FY 2012 Adopted: $228,426

Agency Description: The Metropolitan Washington Council of Governments (MWCOG) is a regional organization of the Washington area's major local governments including the District of Columbia, Virginia jurisdictions, and Maryland jurisdictions. As the official regional planning organization for the Washington Metropolitan area, MWCOG works on regional issues such as growth, transportation, the environment, public safety and housing. Loudoun's general contribution is based on its formula share of the population of the metropolitan area (3.3%). Loudoun's share of the various MWCOG regional funds in which it participates is based on sharing arrangements approved by the participating member jurisdictions. The FY 2012 funding is $191,201 for the General Local Contribution and $37,225 for the Regional Environmental Fund.

Agency Name: **Northern Virginia Community College**

FY 2011 Adopted: $385,112
FY 2012 Adopted: $473,015

Agency Description: The mission of the Northern Virginia Community College (NVCC) is to ensure that individuals in the Northern Virginia area are given an opportunity for the continuing development and extension of their skills and knowledge through programs and courses of instruction up to the Associate Degree level. Allocation of Loudoun's share is based on an approved population-based formula by contributing jurisdictions of which Loudoun County is a participating member. The FY 2012 amount includes $25,845 for operations and $447,170 for capital expenses.

Agency Name: **Northern Virginia Regional Commission**

FY 2011 Adopted: $134,010
FY 2012 Adopted: $138,269

Agency Description: Northern Virginia Regional Commission (NVRC) is a public body created in 1969 to "promote the orderly and efficient development of the physical, social and economic elements of the district," NVRC serves as a neutral forum for decision-making, and provides professional and technical services and analyses at the request of member governments. NVRC's work is supported by annual contributions from local government members, appropriations from the Virginia General Assembly, and by grants from Federal and State governments and private foundations. Additionally, NVRC is a recipient and administrator of several Federal entitlement grants. The FY 2012 amount includes $125,939 in general dues, which are higher than the FY 2011 amount; $8,085 for the Northern Virginia Waste Management Program; and $4,245 for the Occoquan Watershed Management Program.

Agency Name: **Northern Virginia Regional Park Authority**

FY 2011 Adopted: $908,063
FY 2012 Adopted: $1,291,555

Agency Description: The Northern Virginia Regional Park Authority (NVRPA) is a multi-jurisdictional special purpose agency established for the purpose of providing a system of regional parks for the Northern Virginia area. NVRPA strives to offer regionally significant parks, open space and recreation opportunities and facilities not provided by local parks and recreation departments. NVRPA presently operates 21 regional parks and several additional recreation facilities. There are approximately 2,418 acres of NVRPA Parks and Easements that are utilized and preserved in Loudoun County. NVRPA earns 79% of its gross revenues for operations, relying on member jurisdictions to provide the remaining 21%. The amount requested from each jurisdiction is based on the most current population figures provided by the U.S. Census Bureau. Loudoun County has been a participating member jurisdiction since 1972. The FY 2012 Adopted Budget contribution is higher than the FY 2011 Adopted Budget because the County's Capital Fund contribution for FY 2011 was reduced by $383,492 for the remaining credit from the renovation work done by Loudoun County on the Mt. Zion property.

Agency Name: **Occoquan Watershed Monitoring Program**

FY 2011 Adopted: $12,607
FY 2012 Adopted: $12,607

Agency Description: The Occoquan Watershed Monitoring Program is a multi-jurisdictional program established for the purpose of monitoring and protecting water quality at the Occoquan Creek. The County's contribution is determined by a 1988 agreement with the Occoquan Watershed Monitoring Subcommittee of the Virginia State Water Control Board. The County share represents 1.4% of the program's overall budget of $900,475.

Agency Name: **Peumansend Creek Regional Jail Authority Service Agreement**

FY 2011 Adopted: $413,173
FY 2012 Adopted: $522,192

Agency Description: The County entered into a regional jail service agreement with the Cities of Alexandria and Richmond and the Counties of Arlington, Caroline, and Prince William to construct and operate a medium security regional detention facility located at Fort A. P. Hill in Caroline County. The land for the construction of the jail was donated by the Federal Government. The regional jail is a 350 bed facility, of which Loudoun has been allocated 40 beds. Each of the participating jurisdictions is committed to funding a portion of the capital and operating costs, based on the 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.

Agency Name: **Town of Hamilton (Sewer)**

FY 2011 Adopted: $88,000
FY 2012 Adopted: $88,000

Agency Description: Loudoun County formed the Hamilton Sewer Service District on July 15, 1998 as a service district pursuant to Virginia Code Section 15.2-2400. The provision of a sewage collection system and the availability of public sewage treatment protect the health and safety of residents and conserve property values within the district. The district, as established, includes properties located within the Hamilton Joint Land Management Area.

All taxes levied and collected are pledged to repay a $2.8 million loan from the Virginia Department of Environmental Quality. This loan is financed by a combination of special tax assessments on the residents of the sewer district and an annual contribution of $88,000 from the County General Fund. This contribution expires in FY 2019.

REGIONAL ORGANIZATIONS: LEESBURG SROS

Agency Name: **Town of Leesburg for School Resource Officers**

FY 2011 Adopted: $296,640
FY 2012 Adopted: $463,036

Agency Description: The contribution to the Town of Leesburg for School Resource Officers (SRO) is considered a regional organization contribution. This contribution provides partial funding for the cost for SROs at Loudoun County Public School System middle and high schools in the Town of Leesburg: Harper Park Middle School, Simpson Middle School, Smart's Mill Middle School, Heritage High School, Loudoun County High School and Tuscarora High School. FY 2012 funding will cover 70% of the costs of the Town of Leesburg's SRO Program since 70% of these positions' time during the year is spent providing coverage of the schools.

REGIONAL ORGANIZATIONS: ECONOMIC DEVELOPMENT

Agency Name: **Greater Washington Initiative**

FY 2011 Adopted: $ 5,000
FY 2012 Adopted: $25,000

Agency Description: The Greater Washington Initiative (GWI) is the exclusive regional economic development, marketing and research organization representing Northern Virginia, suburban Maryland and the District of Columbia. GWI markets Loudoun County's many business and lifestyle attributes to national and international business executives and site selection consultants using media relations, advertising, marketing events in the U.S. and Europe, and by conducting and distributing research. GWI works with the Loudoun County Department of Economic Development to facilitate visits by corporate decision makers who are evaluating locations for operations and facilities in the region. GWI is a private-public partnership that is jointly funded by the region's local governments, businesses, and higher education institutions. FY 2012 funding is $20,000 higher than FY 2011.

Agency Name: **Loudoun Small Business Development Center**

FY 2011 Adopted: $111,328
FY 2012 Adopted: $150,000

Agency Description: The Loudoun County Small Business Development Center (SBDC) educates and assists small business owners with increasing their opportunity for entrepreneurial success. SBDC provides management counseling, technical assistance and training to businesses. It has the largest number of clients among all SBDCs in Northern Virginia, except for South Fairfax. SBDC's training program is provided by volunteers and covers such topics as taxation/bookkeeping, financing/business plan development, website design, human resources, business law, site location and communications. In 2010, SBDC served 1,328 through seminars and 349 through individual counseling. Funding will support training seminars and one-on-one and peer-to-peer counseling. County grant funding will make up 49% of the organization's total FY 2012 budget. FY 2012 funding is $38,672 higher than FY 2011.

Agency Name: **Washington Airports Task Force**

FY 2011 Adopted: $50,000 (Restricted Use Transient Occupancy Tax Fund)
FY 2012 Adopted: $50,000 (Restricted Use Transient Occupancy Tax Fund)

Agency Description: The mission of the Washington Airports Task Force (WATF) is to promote the growth of passenger, cargo and other aviation services at Washington Dulles International Airport and the convenience of service at National Airport in order to stimulate job creation and economic expansion in Virginia and the National Capital region and to position Dulles as the location of choice on the U.S. East Coast for domestic and international air service expansion. Funding will be used to maximize Dulles Airport's ability to stimulate jobs and economic prosperity. Funding for the WATF is now provided through the County's Restricted Use Transient Occupancy Tax (TOT) Fund. Information on the TOT Fund may be found in the *Other Funds* section of this document. FY 2012 funding is at the FY 2011 level.

REGIONAL ORGANIZATIONS: HEALTH AND WELFARE

Agency Name: **American Red Cross in the National Capital Region – Loudoun Office**

FY 2011 Adopted: $25,000
FY 2012 Adopted: $25,000

Agency Description: The Red Cross of Loudoun County is an organization whose mission is to assist those who work and live in Loudoun County prevent, prepare for, and cope with emergencies. The organization provides food, lodging, clothing, prescriptions, communication, financial assistance, and illness/death notifications in emergency situations. In FY 10, the Red Cross assisted over 700 Loudoun residents through Emergency Services and 5,264 were trained through the Health and Safety classes. The Red Cross has focused all resources on emergency services due to budget constraints and outsourced health and safety training. Funding will be used for Emergency Services, including Disaster Services, Armed Forces Emergency Services, and International Tracing Services. Funding will also be used to support Health and Safety Services to ensure Loudoun residents can obtain necessary training and certifications. FY 2012 funding is at the FY 2011 level.

Agency Name: **Blue Ridge Speech and Hearing Center**
FY 2011 Adopted: $80,000
FY 2012 Adopted: $80,000

Agency Description: Blue Ridge Speech and Hearing Center provides speech and hearing services to Loudoun County residents. The organization provides hearing screenings and evaluations, hearing aid sales and service, assistive listening device sales and service, speech evaluations, speech therapy, accent modification and dysphagia (swallowing) treatment. These services are provided at little or no cost to those who are unable to afford them. The funding will offset costs to Loudoun County residents and for the operating expenditures for the clinic. The FY 2012 funding is at the FY 2011 level.

Agency Name: **Brain Injury Services, Inc.**
FY 2011 Adopted: $19,149
FY 2012 Adopted: $19,149

Agency Description: The mission of Brain Injury Services, Inc. (BIS) is to provide survivors of brain injuries and their families with individualized case management services, education and advocacy. Case managers assist individuals with brain injuries attain their goals and remain in the most integrated setting possible. Outcomes include employment, volunteer work and other meaningful productive activities in the community of the individual's choice. In the past few years, BIS has partnered with the Commonwealth of Virginia in providing space for State vocational rehabilitation staff to provide vocational services to Loudoun citizens with brain injuries. Funding is for general operating costs. The FY 2012 funding is at the FY 2011 level.

Agency Name: **Capital Hospice**
FY 2011 Adopted: $10,000
FY 2012 Adopted: $10,000

Agency Description: Capital Hospice works to improve care for those facing life-limiting illnesses through direct support of patients and their families. Care is provided for Loudoun residents in patients' homes and residential care facilities. Services include pain management, bereavement counseling and education programs. Funds are for the Patient Care Fund which financially supports hospice care for low-income or indigent patients. The FY 2012 funding is at the FY 2011 level.

Agency Name: **Friends of Loudoun Mental Health**
FY 2011 Adopted: $15,000
FY 2012 Adopted: $15,000

Agency Description: Friends of Loudoun Mental Health assists residents with disabling mental illnesses to live independently. Programs assist residents with rental subsidies, temporary financial assistance, representative payee services, social support, In Our Own Voice public education programs, and the Hike With Hope. FY 2012 funding is at the FY 2011 level.

Agency Name: **Good Shepherd Alliance**

FY 2011 Adopted: $60,000
FY 2012 Adopted: $60,000

Agency Description: The Good Shepherd Alliance provides emergency and transitional housing and outreach programs leading to self-sufficiency and self-worth. It also operates four thrift stores which provide additional revenue to assist its mission. Funding will be used for operating support for housing and outreach programs serving the homeless and others in need in Loudoun County. FY 2012 funding is at the FY 2011 level.

Agency Name: **INMED Partnerships for Children – MotherNet Loudoun**

FY 2011 Adopted: $40,000
FY 2012 Adopted: $40,000

Agency Description: INMED is a community-based family support program for at-risk pregnant women, teens, and new parents and their children who face social, ethnic, economic and situational risk factors that compromise their health and quality of life. INMED offers intensive case management, support, and home visitation for high risk parents. The family-centered preventive services offered encompass a wide range of health and social factors and are intended to significantly reduce the need for future intervention. This group provides services for the following programs: MotherNet/Healthy Families Loudoun which is an intensive, long-term prenatal home visiting and case management program for families at highest risk for poor outcomes in child health, development, safety and academic success; Spanish-language parent education and support groups open to the community at large, increasing knowledge and use of positive health and parenting practices, promoting family stability and self-sufficiency; Opening Doors, an intensive case management program to help pregnant women and families with young children in Loudoun's emergency homeless shelters and transitional housing facilities; and the Family Homelessness Prevention Program, an intensive home-based case management program to prevent homelessness among low-income families. In FY 10, INMED served 839 Loudoun residents. The funding will provide general operational support. FY 2012 funding is at the FY 2011 level.

Agency Name: **La Voz of Loudoun**

FY 2011 Adopted: $26,500
FY 2012 Adopted: $26,500

Agency Description: La Voz is a community-based organization that acts as a conduit between the Hispanic/Latino and immigrant populations, government agencies and other groups in order to promote self-sufficiency through outreach, education, advocacy, and programs that strengthen family networks. The organization works to unite the community by assisting immigrants and their families in the process of integration into the greater Loudoun community by stressing the values of financial planning, education and strong family networks for immigrant families to achieve success. La Voz uses County funds to help pay for a part-time Executive Director for the organization. FY 2012 funding is at the FY 2011 level.

Agency Name: **Legal Services of Northern Virginia**

FY 2011 Adopted: $80,031
FY 2012 Adopted: $80,031

Agency Description: Legal Services of Northern Virginia (LSNV) was established to serve individuals who, without legal assistance, face the loss or deprivation of a critical human need including food, shelter, medical care, income, family stability or personal safety. LSNV seeks to achieve equal access to the civil justice system for those residents of Loudoun County. These services are provided without charge to the clients and provide assistance in family law, housing law, elder law, public benefits, child advocacy, employment, consumer law, and AIDS/HIV matters. In FY 10, LSNV handled 663 cases and assisted 1,576 County residents. County funding is used to support the expenses of the Loudoun office. FY 2012 funding is at the FY 2011 level.

Agency Name: **Loudoun Cares**

FY 2011 Adopted: $ 50,000
FY 2012 Adopted: $ 75,000

Agency Description: Loudoun Cares' mission is to improve the quality of life of Loudoun residents and the collective efficiency of Loudoun's nonprofit organizations by building an infrastructure of shared services and collaborative programs. To strengthen communication, collaboration and service delivery within the health and human services nonprofit community, Loudoun Cares initiated the development of the Loudoun Cares Nonprofit Center, which currently provides sable and affordable office space to four nonprofit organizations. Loudoun Cares services include the following: Information and Referral Telephone Helpline, NEW Faith Winter Fuel Fund, Claude Moore Community Builders, and the Multi-tenant Nonprofit Center. In FY 10, the organization responded to 1,281 calls through its telephone help line, assisted 60 Loudoun households from the NEW Faith Winter Fuel Fund, and served 49 Loudoun youths in the Claude Moore Community Builders Program. Funding is for general operating support. FY 2012 funding is $25,000 higher than the FY 2011 level.

Agency Name: **Loudoun Citizens for Social Justice/Loudoun Abused Women's Shelter**

FY 2011 Adopted: $60,000
FY 2012 Adopted: $60,000

Agency Description: The mission of the Loudoun Citizens for Social Justice (LCSJ)/Loudoun Abused Women's Shelter (LAWS) is to serve women and children who are victims of domestic violence, sexual assault, and child abuse and to advocate for women and children by educating the community about domestic violence, sexual assault and child abuse and working towards the elimination of personal and societal violence. LCSJ/LAWS serves Loudoun residents at the 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. Free legal services and representation are provided for domestic violence, sexual assault, and stalking victims. The organization assisted 2,390 clients in FY 10 of which 98% were Loudoun residents. The funding provides general organizational support. FY 2012 funding is at the FY 2011 level.

Agency Name: **Loudoun Community Health Center**

FY 2011 Adopted: $125,000
FY 2012 Adopted: $125,000

Agency Description: The mission of the Loudoun Community Health Center (LCHC) is to provide medical, dental and mental health care to anyone in need, regardless of age or ability to pay, whether they have health insurance or not. The LCHC provides primary medical and preventive care; a Clinical Laboratory Improvement Amendments (CLIA)-waved diagnostic laboratory; electrocardiogram (EKG) and spirometry; urgent medical care; 24-hour coverage; family planning services; Human Immunodeficiency Virus (HIV) patient care; immunizations; gynecological care; mental health and substance abuse counseling; hearing and vision screening; prescription assistance; case management and health education. In FY 10, LCHC provided services to 6,860 Loudoun residents. Funding is for general operating support. FY 2012 funding is at the FY 2011 level.

Agency Name: **Loudoun ENDependence (ENDependence Center of Northern Virginia)**

FY 2011 Adopted: $50,000
FY 2012 Adopted: $50,000

Agency Description: Loudoun ENDependence (LEND) empowers people with disabilities to live independently. The client goals are: improve quality of life, determine their own lifestyles, participate in all aspects of society, secure their human and civil rights, and protect a mechanism for consumer control and policy direction of the service delivery systems that have an impact on their lives. During FY 10, 45 clients received services from a Peer Mentor, 160 telephone calls were processed, and outreach services were provided to 400 Loudoun residents. FY 2012 funding is at the FY 2011 level.

Agency Name: **Loudoun Free Clinic**

FY 2011 Adopted: $75,000
FY 2012 Adopted: $75,000

Agency Description: The mission of the Loudoun Free Clinic is to provide quality healthcare services to low-income, uninsured residents of Loudoun County. The Clinic works out of donated space and operates with volunteer physicians, nurses, phlebotomists, pharmacists, interpreters and admissions staff. The Clinic is open to patients four to five days and evenings each week. Services include the specialty clinic for diabetics and patients with pulmonary and rheumatoid conditions; nutrition counseling; well-woman exams; full pharmacy services; and primary, preventive and acute care for patients. In FY 10, 984 patients were served. Funding is for general operating support. FY 2012 funding is at the FY 2011 level.

Agency Name: **Loudoun Interfaith Relief**

FY 2011 Adopted: $45,000
FY 2012 Adopted: $45,000

Agency Description: Loudoun Interfaith Relief (LIR) provides food pantry services to needy residents of Loudoun County. LIR provided emergency food assistance to 66,789 individuals in FY 10. The Emergency Food Distribution Program provides a three-day supply of food sufficient for three meals to each client household, up to twice a month. For those in more desperate situations, food is provided on a weekly basis. Funding is to help cover operating expenses. FY 2012 funding is at the FY 2011 level.

Agency Name: **Loudoun Literary Council**

FY 2011 Adopted: $7,123
FY 2012 Adopted: $7,123

Agency Description: The Loudoun Literacy Council's mission is to improve literacy throughout Loudoun County and to change lives by improving literacy skills, increasing independence and integration into the community. The Council offers instruction to adults in English for Speakers of Other Languages (ESOL), General Equivalency Diploma (GED) preparation, Basic Literacy (grades 0-4), citizenship and health literacy. In FY 10, the Council served 325 adult students and 1,511 individuals through the Family Literacy programs. Funding is to support general operating expenses. FY 2012 funding is at the FY 2011 level.

Agency Name: **Loudoun Volunteer Caregivers**

FY 2011 Adopted: $29,664
FY 2012 Adopted: $29,664

Agency Description: Loudoun Volunteer Caregivers (LVC) provides the elderly and adults with disabilities the assistance to maintain independence and quality of life through volunteers. LVC provides assisted transportation to critical and non-critical medical appointments, grocery shopping for clients, meal preparation, chores, yard work, simple home repairs, respite for family caregivers and visits to adult care facilities and mental health group homes. LVC receives referrals from and collaborates with many local agencies. In FY 10, LVC served 197 Loudoun residents and provided 3,015 one-way medical transportation trips. Funding is for general operating support. FY 2012 funding is at the FY 2011 level.

Agency Name: **Metropolitan Washington Ear**

FY 2011 Adopted: $882
FY 2012 Adopted: $882

Agency Description: The Metropolitan Washington Ear provides free multimedia reading and information services to the residents of Loudoun County who are visually impaired or who have physical disabilities preventing them from reading printed material. Services provided include Dial-In Newspaper and Magazine Services, a 24-hour Radio Reading service, and Look-Up services for access to the Yellow Pages and the *Washington Post.* In FY 10, the organization served 25 Loudoun residents. Funding is for general operations. FY 2012 funding is at the FY 2011 level.

Agency Name: **Northern Virginia Family Services**

FY 2011 Adopted: $15,000
FY 2012 Adopted: $15,000

Agency Description: Northern Virginia Family Services (NVFS) empowers individuals and families to improve their quality of life and to promote community cooperation and support in responding to family needs. NVFS provides two programs in Loudoun County. Loudoun Accessible Medication Program (LAMP) secures free prescription medications for low-income and uninsured County residents. Early Head Start is a child development program for families at or below Federal Poverty Guidelines. In FY 10, NVFS served 2,007 County residents. The FY 2012 funding is at the same level as FY 2011.

Agency Name: **Northern Virginia Resource Center for the Deaf and Hard of Hearing**

FY 2011 Adopted: $20,000
FY 2012 Adopted: $20,000

Agency Description: The Northern Virginia Resource Center for the Deaf and Hard of Hearing empowers deaf and hard-of-hearing individuals and their families through services which include information, education, outreach, advocacy, and a community center. The County's contribution partially supports a contractual outreach position, materials, supplies, education and central office staff. In FY 10, the organization provided services to an estimated 738 Loudoun residents. 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. The FY 2012 funding is at the same level as FY 2011.

REGIONAL ORGANIZATIONS: RECREATION AND CULTURE

Agency Name: **Bluemont Concert Series**

FY 2011 Adopted: $ 25,000
FY 2012 Adopted: $ 25,000

Agency Description: Bluemont builds a shared sense of community by enhancing the rich local cultural diversity and economic vitality of our communities through developing public and private coalitions working together to establish on-going cultural and educational programs. During FY 10, Bluemont served approximately 39,850 clients in Loudoun. Funding will be used to provide programs in schools, healthcare facilities and communities. FY 2012 funding is at the same level as FY 2011.

Agency Name: **Loudoun Arts Council**

FY 2011 Adopted: $ 3,000
FY 2012 Adopted: $ 3,000

Agency Description: The Loudoun Arts Council (LAC) supports and nurtures artists and arts and cultural organizations in Loudoun County by increasing recognition and support for their work and promotes the value of the arts and culture to a thriving and dynamic community. This group provides services and programs centering on communications, education, advocacy, and community outreach, including ArtShare, Arts in Offices, Communications/Publications, Loudoun's Got Talent (formerly Excellence in the Arts), Leesburg's First Friday, Loudoun Arts Forum, and the Western Loudoun Artists Studio Tour. The funding will help pay for the full-time administrator who supports the group's volunteer efforts. FY 2012 funding is at the same level as FY 2011.

Agency Name: **Loudoun Museum**

FY 2011 Adopted: $ 70,000
FY 2012 Adopted: $ 70,000

Agency Description: The Loudoun Museum collects, preserves and interprets Loudoun County's history. This includes the collection and preservation of objects that interpret and document the history of Loudoun; accurately and completely interpreting all aspects of the County's history; and governing and managing the Museum according to the highest standards of the profession. Funds will be used for general operating expenses. FY 2012 funding is at the same level as FY 2011.

Agency Name: **Loudoun Symphony Association**

FY 2011 Adopted: $ 1,000
FY 2012 Adopted: $ 1,000

Agency Description: 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 10, the Loudoun Symphony served an estimated 2,750 Loudoun residents. Funding will be used for general operating support. FY 2012 funding is at the same level as FY 2011.

Agency Name: **Loudoun Youth, Inc.**

FY 2011 Adopted: $ 0
FY 2012 Adopted: $35,000

Agency Description: Loudoun Youth, Inc. coordinates community resources to assist in the development of youth programs and to create leadership opportunities for young people. The organization supports and develops programs that provide the teens of Loudoun with positive out-of-school activities in safe, nurturing environments and helps teens become confident and contributing members of the community. Activities place an emphasis on youth leadership, self-determination, responsibility and inclusiveness. This funding will support 50% of a full-time executive director's personnel expenditures. Currently, the executive director position is part-time (0.75 FTE). This organization did not receive County funding in FY 2011.

Agency Name: **Round Hill Arts Center**

FY 2011 Adopted: $ 6,000
FY 2012 Adopted: $ 6,000

Agency Description: The Round Hill Arts Center is a gathering place with diverse quality programs, where artists and the community interact and explore their creativity. The Center brings the residents of Loudoun together by fostering appreciation for fine arts, contemporary and traditional crafts; encouraging participation through educational programming for children and adults; offering opportunities for artists to develop their creative and professional skills; and responding to the arts-related interests and needs of the community. FY 2012 funding will be used for general operating costs and partially funding the personnel expenditures for the marketing manager, the future program manager, and the pottery studio manager. The Center served 649 in FY 10. FY 2012 funding is at the same level as FY 2011.

Regional Organizations and Contributions

PROGRAM EXPENDITURE DETAIL

	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 2011 Adopted	FY 2012 Adopted
Contractual Agreements					
Birmingham Green - Nursing Home Facility	$ 210,816	$ 227,760	$ 266,195	$ 245,212	$ 276,519
Birmingham Green - Adult Care Residence	215,188	256,960	308,352	249,765	312,547
Loudoun Heritage Farm Museum	0	0	0	0	137,178
Metropolitan Wash. Council of Governments	218,166	227,967	227,967	191,201	228,426
No. Va. Community College	275,437	294,059	300,395	385,112	473,015
No. Va. Regional Commission	130,283	134,910	133,412	134,010	138,269
No. Va. Regional Park Authority	1,183,310	1,245,322	575,047	908,063	1,291,555
Peumansend Creek Regional Jail	581,248	576,282	524,567	413,173	522,192
Occoquan Water Monitoring Program	12,744	12,744	12,607	12,607	12,607
Town of Hamilton Sewer District Contribution	88,000	88,000	88,000	88,000	88,000
Subtotal Contractual Agreements:	**$ 2,915,192**	**$ 3,064,004**	**$ 2,436,542**	**$ 2,627,143**	**$ 3,480,308**
Town of Leesburg Police School Resource Officers (SROs)	**$ 247,200**	**$ 247,200**	**$ 247,200**	**$ 296,640**	**$ 463,036**
Economic Development					
Greater Washington Initiative	$ 24,009	$ 0	$ 5,000	$ 5,000	$ 25,000
Loudoun Small Business Development Center	122,714	122,714	111,328	111,328	150,000
Washington Airports Task Force	15,000	5,000	5,000	50,000	50,000
Subtotal Economic Development:	**$ 161,723**	**$ 127,714**	**$ 121,328**	**$ 166,328**	**$ 225,000**
Health & Welfare					
Blue Ridge Speech & Hearing	$120,857	$120,857	$80,000	$80,000	$80,000
Brain Injury Services	19,149	19,149	19,149	19,149	19,149
Capital Hospice	7,468	7,468	10,000	10,000	10,000
Friends of Loudoun Mental Health	0	0	0	15,000	15,000
Good Shepherd Alliance	80,031	70,000	60,000	60,000	60,000
INMED Partnerships for Children - MotherNet Loudoun	53,354	53,354	40,000	40,000	40,000
La Voz of Loudoun	26,500	26,500	26,500	26,500	26,500
Legal Services of Northern Virginia, Inc.	80,031	80,031	80,031	80,031	80,031
Loudoun Cares, Inc.	77,250	77,250	50,000	50,000	75,000
Loudoun Citizens for Social Justice/ Loudoun Abused Women's Shelter	51,121	51,121	60,000	60,000	60,000
Loudoun Community Health Center	0	30,812	125,000	125,000	125,000
Loudoun Office of the American Red Cross in the National Capital Region	0	5,000	25,000	25,000	25,000
Loudoun ENDependence	0	0	0	50,000	50,000
Loudoun Free Clinic	80,031	80,031	75,000	75,000	75,000
Loudoun Interfaith Relief	0	20,000	25,000	45,000	45,000
Loudoun Literacy Council, Inc.	7,123	7,123	7,123	7,123	7,123
Loudoun Volunteer Caregivers	29,664	29,664	29,664	29,664	29,664
Metropolitan Washington Ear	882	882	882	882	882
Northern Virginia Family Services	46,350	46,350	0	15,000	15,000
Northern Virginia Resource Center for Deaf and Hard of Hearing Persons	29,878	29,878	20,000	20,000	20,000
YMCA of Loudoun	46,482	46,482	20,000	0	0
Subtotal Health & Welfare:	**$ 756,171**	**$ 801,952**	**$ 753,349**	**$ 833,349**	**$ 858,349**

PROGRAM EXPENDITURE DETAIL

	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 2011 Adopted	FY 2012 Adopted
Recreation/Culture					
All-Night Graduation Party	$ 5,000	$ 5,000	$ 5,000	$ 0	$ 0
Bluemont Concert Series	38,415	38,415	0	25,000	25,000
Boys & Girls Clubs	0	15,000	0	0	0
First Night Leesburg	2,401	2,401	0	0	0
Loudoun Arts Council	10,300	8,300	5,000	3,000	3,000
Loudoun Fair Associates	426	0	0	0	0
Loudoun Museum	306,987	230,250	115,000	70,000	70,000
Loudoun Symphony Association, Inc.	0	0	2,500	1,000	1,000
Loudoun Youth, Inc.	0	0	0	0	35,000
Purcellville Teen Center	20,000	20,000	0	0	0
Round Hill Arts Center	0	12,500	12,500	6,000	6,000
Waterford Foundation	150,000	0	0	0	0
Subtotal Recreation/Culture:	**$ 533,529**	**$ 331,866**	**$ 140,000**	**$ 105,000**	**$ 140,000**
Total Regional Organizations and Contributions	**$ 4,613,815**	**$ 4,572,736**	**$ 3,698,419**	**$ 4,028,460**	**$ 5,166,693**

FY 2012 LANDFILL FEE WAIVERS
JULY 1, 2011 – JUNE 30, 2012

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 proposed fee waiver period is from July 1, 2011 through June 30, 2012, the second year of the biennium. On November 5, 2009, the Finance/Government Services Committee reviewed and recommended 42 eligible applications for the FY 2011/2012 Landfill Fee Waiver Program for approval by the full Board of Supervisors as part of the FY 2011 Adopted Fiscal Plan. Subsequent to that meeting, two organizations amended their applications and two organizations applied for a waiver. Organizations recommended for fee waivers include Loudoun County Government departments, towns in the County, Fire and Rescue Companies, other government entities, and nonprofit organizations. The total estimated annual landfill fee waiver for FY 2012 is $1,646,314. Approximately 62.9% of the waivers recommended for FY 2012 are for Loudoun County Government departments and agencies (including the Loudoun County Public School System), 9.1% for town governments, less than 1% for volunteer fire companies, 23.7% for other government entities (primarily the Virginia Department of Transportation) and 4.2% for non profits.

FY 2012 LANDFILL FEE WAIVERS
JULY 1, 2011 – JUNE 30, 2012

Organizations	FY 2012 Adopted
Loudoun County Government and Public Schools	
Loudoun Animal Care & Control	$240
Loudoun Building & Development	600
Loudoun Family Services	490
Loudoun General Services	319,060
Loudoun Construction & Solid Waste Management	160,720
Loudoun Parks & Recreation	56,725
Loudoun Sheriff's Community Workforce	2,769
Loudoun County Public Schools	495,000
Subtotal Loudoun County Government and Public Schools:	**$1,035,604**
Towns	
Town of Hamilton	$7,200
Town of Hillsboro	255
Town of Leesburg	109,235
Town of Purcellville	15,335
Town of Round Hill	17,600
Subtotal Towns:	**$149,625**
Loudoun Volunteer Fire and Rescue Companies	
Ashburn Volunteer Fire & Rescue Co.	$153
Lovettsville Volunteer Fire & Rescue Co.	495
Purcellville Volunteer Fire Co	190
Round Hill Volunteer Fire Co.	333
Subtotal Loudoun Volunteer Fire and Rescue Companies:	**$1,171**
Other Government Entities	
City of Fairfax	$197
Loudoun Co. Sanitation Authority (Loudoun Water Authority)	34,465
No. Va. Community College	1,315
No. Va. Regional Park Authority	3,365
VPI – Middleburg Agricultural Center (VA Tech. Univ.)	375
Virginia Department of Transportation	350,000
Federal Aviation Administration	250
Subtotal Other Government Entities:	**$389,967**
Nonprofit Organizations	
Blossom & Bloom	$30
Christmas in April	380
Friends of Homeless Animals	1,580
Glaydin School & Camps	775
Good Shepherd Alliance	1,759
Graydon Manor	204
Habitat for Humanity	655
Highroad Program Center	1,126
Hillsboro Ruritan Club	4,500
Keep Loudoun Beautiful	750
Ladies Board - Loudoun Hospital Center	660
Loudoun Fair & Associates	2,112
Loudoun Abused Women Shelter	60
Loudoun Cares	1,275
Loudoun Interfaith Relief, Inc.	2,970
Lucketts Ruritan Club	28,500
Middleburg Community Center	5,038
Notre Dame Academy	1,575
Salvation Army	14,725
Sterling Ruritan Club	315
Waterford Foundation	534
Subtotal Nonprofit Organizations:	**$69,947**
Total Landfill Waivers:	**$1,646,314**

Parks, Recreation and Culture

PARKS, RECREATION AND CULTURE SUMMARY ..... Page 4 – 2

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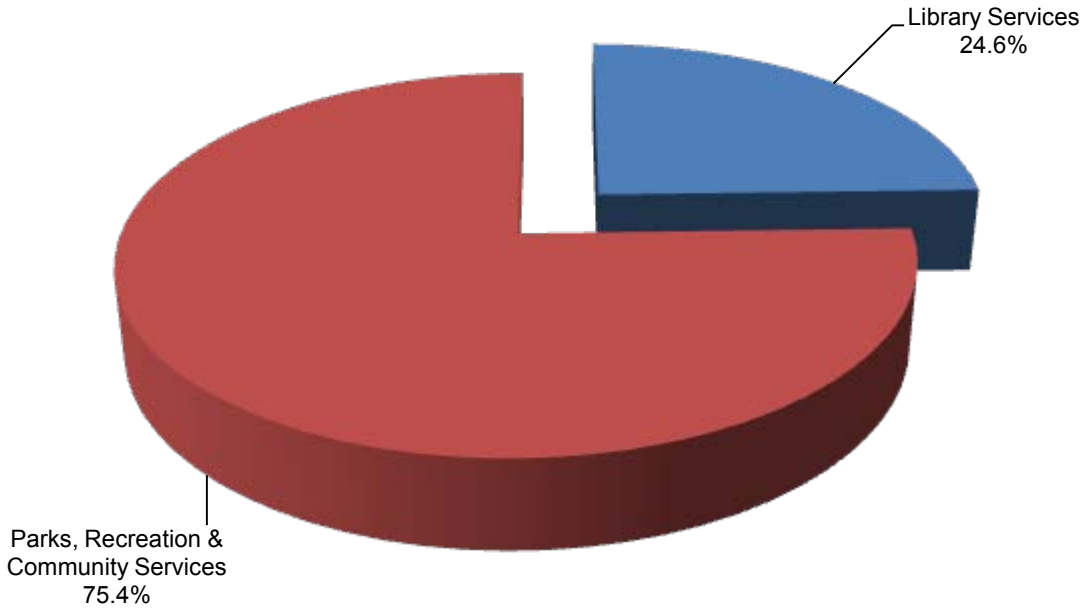
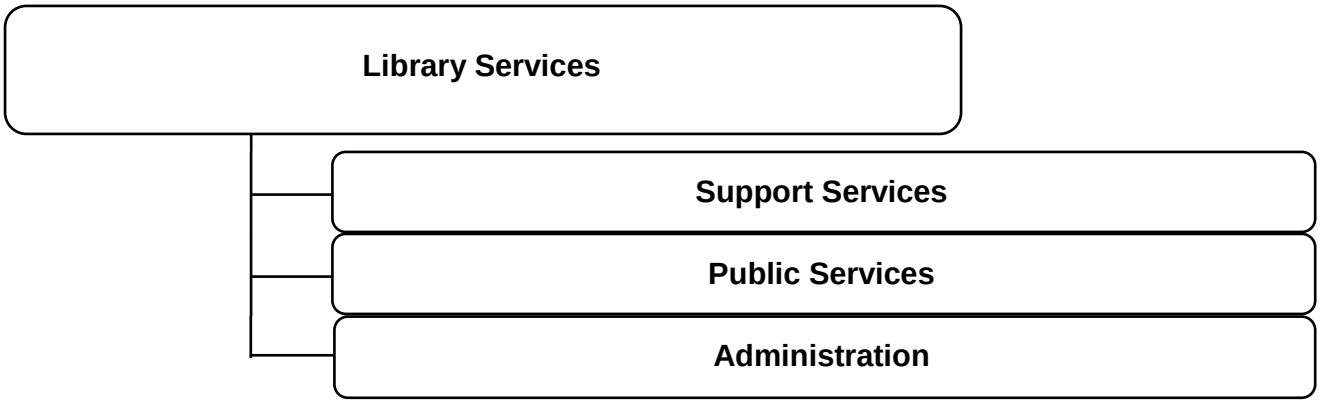
PARKS, RECREATION AND CULTURE
FY 2012 ADOPTED EXPENDITURES



Parks, Recreation and Culture Historical Expenditures

Parks, Recreation and Culture	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Library Services	$11,261,749	$11,457,276	$10,927,383	$11,415,074	$11,513,325
Parks, Recreation & Community Services	31,697,812	32,144,286	31,258,866	34,155,274	35,373,137
Total Parks, Recreation and Culture	***$42,959,561***	***$43,601,562***	***$42,186,249***	***$45,570,348***	***$46,886,462***

Library Services



Library Services

Mission Statement

The Loudoun County Public Library, the community's information center, provides free and equal access to innovative technologies and a full variety of library resources to enhance the quality of life and meet the informational, educational and cultural interests of the entire community.

Description

The Department of Library Services operates under the policy direction of the Library Board of Trustees, which is appointed by the Board of Supervisors. The department has three operational units: Support Services, Public Services and Administration. Administration provides departmental direction and budget support and serves as the contact for the department. Public Services delivers services through seven branches, a mobile outreach service, and automated sources. The department's Support Services program provides all the necessary support to deliver library services to the public.

Budget Overview

FY 2012 Issues

• State Aid to libraries will continue to decline.
• With technological advances, library patrons are using an increasingly complex set of tools such as e-book readers and other wireless handheld devices to access resources of the library branches.
• The demand for library services and programs continues to increase due to the continuing impact of the economic recession, including the relatively high unemployment rate.

FY 2012 Major Goals

• Further develop partnerships with the educational community.
• Provide trained, quality staff and resources to meet the demand and expectations of the community.
• Provide facilities and resources to meet the demands created by growth and the diversity of the community.
• Pursue other sources of revenue to enhance library services.
• Implement the recommendations of the Library Board of Trustees' Strategic Plan.
• Prepare for the opening of the Gum Spring Library in FY 2013.
• Continue to develop new models for service delivery which will increase customer convenience and access.
• Work to provide reliable, leading edge technology connections to the online world for residents of all ages.
• Strive to meet the customers' demands for rapidly changing media formats.

FY 2011 Major Achievements

• Ranked number 5 in the Hennen American Public Library Ranking.
• Won the 64th Annual John Cotton Dana Library Public Relations Award for excellence in public relations programming for the submission, "Try Poetry 2010."
• Implemented the system wide payment centers and online payment for fees and fines.[1]
• Increased services to customers with reduced staff.
• Instituted a youth focused math and science literacy initiative at all branches.

[1] Effective October 5, 2010, fines for overdue library materials set at $0.10 per day per library material to a maximum fine of $5.00 per item were implemented.

Library Services

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$8,564,269	$8,730,120	$8,550,383	$8,851,290	$9,138,796
Operations & Maintenance	2,653,146	2,688,384	2,377,000	2,401,220	2,372,673
Capital Outlay & Capital Acquisitions	44,334	38,772	0	162,564	1,856
Total Expenditures	**$11,261,749**	**$11,457,276**	**$10,927,383**	**$11,415,074**	**$11,513,325**
Revenues					
Fines & Forfeitures	$0	$0	$0	$343,000	$244,000
Use Of Money & Property	32,582	35,568	37,206	33,750	33,264
Charges For Services	4,719	4,792	5,615	4,658	4,996
Miscellaneous Revenue	44,320	47,073	50,545	46,100	45,235
State Categorical Aid	228,664	227,986	213,123	189,333	179,338
Federal Categorical Aid	823	0	0	0	0
Total Revenues	**$311,108**	**$315,419**	**$306,489**	**$616,841**	**$506,833**
Local Tax Funding	**$10,950,641**	**$11,141,857**	**$10,620,894**	**$10,798,233**	**$11,006,492**
FTE Summary	**145.71**	**145.71**	**145.71**	**140.80**	**144.80**

FY 2012 Board Action

The FY 2012 Adopted Fiscal Plan for the Department of Library Services includes a partial year enhancement of 4.00 FTE for a 1.00 FTE Branch Manager, 1.00 FTE Head of Reference Services, 1.00 FTE Head of Teen Services and 1.00 FTE Head of Youth Services in the Public Services program with a total cost of $64,319 for the new Gum Spring Library, which is expected to open in FY 2013. Personnel increases for benefits and cost of living adjustments per the Board adopted budget policy are included. The Capital Outlay expenditures budget for FY 2012 decreased by $160,708 since the FY 2011 expenditures budget included funds for the purchase of the Overdue Fines System. Effective October 5, 2010, Library Services implemented the overdue fines system. The FY 2012 Adopted Budget overdue fines revenue reflects the department's current projection, based on actual revenue received so far in FY 2011.

Budget History

FY 2008: The Board approved 0.54 FTE for two part-time positions at the After Hours Teen Center at Cascades Library.

FY 2011: The Board reduced Library Services by 4.91 FTE in the Public Services Program.

Library Services

Expenditures by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Support Services	$4,371,888	$4,488,343	$4,098,464	$4,222,836	$3,069,729
Public Services	6,617,546	6,686,873	6,526,879	6,885,862	7,153,911
Administration	272,315	282,060	302,040	306,376	1,289,685
Total Expenditures	**$11,261,749**	**$11,457,276**	**$10,927,383**	**$11,415,074**	**$11,513,325**

Revenues by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Support Services	$230,616	$228,357	$215,674	$532,333	$184,033
Public Services	80,492	87,062	90,815	84,508	322,800
Total Revenues	**$311,108**	**$315,419**	**$306,489**	**$616,841**	**$506,833**

Local Tax Funding by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Support Services	$4,141,272	$4,259,986	$3,882,790	$3,690,503	$2,885,696
Public Services	6,537,054	6,599,811	6,436,064	6,801,354	6,831,111
Administration	272,315	282,060	302,040	306,376	1,289,685
Total Local Tax Funding	**$10,950,641**	**$11,141,857**	**$10,620,894**	**$10,798,233**	**$11,006,492**

Staffing Summary by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Support Services	28.82	28.86	28.77	28.34	19.47[1]
Public Services	114.25	114.21	114.30	109.82	114.56[1]
Administration	2.64	2.64	2.64	2.64	10.77[1]
Total FTE	**145.71**	**145.71**	**145.71**	**140.80**	**144.80**

[1] The FY 2012 Adopted Budget dollars and FTE amounts by Program reflect the reorganization of Library Services which occurred during FY 2011.

Library Services
Support Services

Description

Support Services provides the assistance and processing necessary to deliver library services to the public. This includes the utilization of automated technologies to link customers to the information resources of the library; selecting, purchasing, cataloging, processing and delivering of materials and inter-loans for branches; and operating and managing the department's interlibrary loan service. Material sharing with other libraries in the Metropolitan Washington Council of Governments is provided through reciprocal borrowing agreements. Support Services also provides system administration, technical training and support to staff and the public for all library automated systems, including, but not limited to the Radio Frequency Identification System (RFID); ILLIAD, which is the Interlibrary Loan Management Software Tool; the Integrated Library System (HORIZON Library Catalog Software); the Smart Access Manager System (SAM) which runs the internet stations in the Library Branches; and the Loudoun County Public Library (LCPL) website.

Budget Overview

FY 2012 Issues

• There is a need for sufficient materials in a variety of formats for the increasingly diverse population as recommended by the Strategic Plan and State Library Collection Standards.
• There is a lack of funding to complete the transition to RFID technology to all branches.
• The need to replace an outdated automation system, the Integrated Library System "ILS," will necessitate exploration and possible procurement of a new product.

FY 2012 Goals

• 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 vendor's product development; explore trends in this area and if necessary assist DIT with the acquisition of a new library automation system.
• Retain skilled technical staff.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$2,067,089	$2,182,391	$2,046,128	$2,117,761	$1,480,249
Operations & Maintenance	2,299,237	2,305,952	2,052,336	1,942,511	1,589,480
Capital Outlay & Capital Acquisitions	5,562	0	0	162,564	0
Total Expenditures	**$4,371,888**	**$4,488,343**	**$4,098,464**	**$4,222,836**	**$3,069,729**
Revenues					
Fines & Forfeitures[1]	$0	$0	$0	$343,000	$0
Use Of Money & Property	1,129	199	1,304	0	4,695
Miscellaneous Revenue	0	172	1,247	0	0
State Categorical Aid	228,664	227,986	213,123	189,333	179,338
Federal Categorical Aid	823	0	0	0	0
Total Revenues	**$230,616**	**$228,357**	**$215,674**	**$532,333**	**$184,033**
Total Local Tax Funding	**$4,141,272**	**$4,259,986**	**$3,882,790**	**$3,690,503**	**$2,885,696**
FTE Summary	**28.82**	**28.86**	**28.77**	**28.34**	**19.47**

[1] The overdue fines revenue was budgeted in the Support Services Program for the FY 2011 Adopted Budget and is budgeted in the Public Services Program for the FY 2012 Adopted Budget.

Library Services
Support Services

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Meet the Planning for Library Excellence (PLE) and Department standard of three items per capita.				
• Loudoun County Public Library System collection size	728,715	678,311	680,950	627,597
• Loudoun collection size – percentage of PLE and BOS standard achieved	85.00%	79.00%	77.20%	69.30%
• Recommended number of items based on the PLE and Department standard of three items per capita	858,735	865,668	882,318	905,283
Objective: Increase the Library Services home page usage by 25% annually by initiating changes and updates to the pages to include more interactive features on the site, e.g. blogs, and augmented online catalog customer services.				
• Rate of increase of usage	5%	20%	25%	25%
Objective: Increase the number of titles and usage of non-traditional materials (virtual resources) by providing materials to meet the growth in usage of e-books, databases and e-audiobooks by 2% annually.				
• Circulation of non-traditional materials[1]	1,124,591	982,324	1,180,821	1,001,970
• Percentage growth from previous year	-2%	-13%	20%	-15%
Objective: Increase the percentage of total materials circulated by self checkout methods to 40% systemwide. This will be encouraged through staff and public education and orientation, and reassignment of machines where appropriate.				
• Self checkout machine circulation percentage	32%	43%	40%	40%
Objective: Meet the needs and demands for more programming, literacy and reading opportunities for residents from birth to 18 years of age.				
• Loudoun youth attendance compared to the state standard	185%	213%	219%	257%
• State average annual youth attendance for jurisdiction with population from 200k to 500k[2]	57,389	52,844	53,458	48,299
• Loudoun youth program attendance	105,945	112,526	116,630	123,780

[1] The use of non-traditional library materials varies from year to year, based on demand by library patrons.

[2] This average is based on the average of the following ten library systems in Virginia: Arlington County Library, Central Rappahannock Regional Library, City of Chesapeake Library, Chesterfield County Library, Henrico County Library, Jefferson Madison Regional Library, City of Norfolk Library, Prince William County Library, City of Richmond Library, and City of Virginia Beach Library. The Commonwealth of Virginia Library report is the source of this data. The economic recession, which has caused reductions in state and local government funding for library systems across the state during the past several years, is the primary reason for the generally decreasing trend for this performance measure's data.

Library Services
Public Services

Description

Public Services are provided through seven branch libraries and a mobile outreach service. Library branches provide information and readers' advisory services, books, magazines and audiovisual items for informational and leisure reading, listening and viewing. The branches also provide access to local and remote databases, listening and viewing equipment, specialized materials, and equipment and services for customers with vision and hearing impairments. Library branches provide computer access for Internet and personal data processing use and educational and cultural programs for people of all ages and abilities. The mobile outreach service delivers materials for those who cannot easily access the branch libraries due to age or disability.

Budget Overview

FY 2012 Issues

• Demand for services, as reflected in circulation increases, is expected to continue.
• There is insufficient space and staff in the branches to meet demand.
• There is more demand for youth programs for a variety of audiences.

FY 2012 Goals

• Meet the increasing demands from customers and their service needs by using new technologies.
• Staff the Gum Spring Library for its opening in early FY 2013.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$6,227,792	$6,268,312	$6,206,543	$6,432,793	$6,637,943
Operations & Maintenance	350,982	379,789	320,336	453,069	514,112
Capital Outlay & Capital Acquisitions	38,772	38,772	0	0	1,856
Total Expenditures	**$6,617,546**	**$6,686,873**	**$6,526,879**	**$6,885,862**	**$7,153,911**
Revenues					
Fines & Forfeitures	$0	$0	$0	$0[1]	$244,000[1]
Use Of Money & Property	31,453	35,369	35,902	33,750	28,569
Charges For Services	4,719	4,792	5,615	4,658	4,996
Miscellaneous Revenue	44,320	46,901	49,298	46,100	45,235
Total Revenues	**$80,492**	**$87,062**	**$90,815**	**$84,508**	**$322,800**
Total Local Tax Funding	**$6,537,054**	**$6,599,811**	**$6,436,064**	**$6,801,354**	**$6,831,111**
FTE Summary	**114.25**	**114.21**	**114.30**	**109.82**	**114.56**

[1] The overdue fines revenue was budgeted in the Support Services Program for the FY 11 Adopted Budget and is budgeted in the Public Services Program for the FY 12 Adopted Budget.

Library Services

Public Services

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Meet the Planning for Library Excellence (PLE) and Board of Supervisor's current approved standard of 0.6 square foot per capita by proactively updating the CIP and CNA.				
• County Population	304,964	312,311	318,780	325,000
• Facilities PLE and Board of Supervisors standard achieved	71%	71%	70%	69%
• Loudoun Library System actual square footage	122,400	123,400	123,400	123,400
Objective: Increase the efficiency of public service staff by reconfiguring staffing hours and reassigning locations based on statistical analysis of hours and desk coverage.				
• Check-in/Check-out transactions per FTE	96,670	129,370	115,979	142,307
• Library visits per FTE	13,303	15,210	17,769	16,730
• Reference questions per FTE	8,082	11,550	6,339	6,360
Objective: Achieve the Planning for Library Excellence (PLE) and departmental staffing standard of one FTE per 1,392 residents.				
• Current staffing level	145.71	145.71	140.80	144.80
• Number of staff required to meet PLE standard	206.00	207.30	211.28	216.79
• Percentage of standard achieved	71%	70%	66%	66%

Library Services
Administration

Description

Administration oversees the operation of the seven branches and Support Services and enacts the policies of the Library Board of Trustees and mandates of County government. Administration also manages the budget, accounting, human resources, Equal Employment Opportunity (EEO) and Capital Improvement Program (CIP) operations and provides administrative support for Public Services. Administration plans system wide programs, solicits grants and performs public relations and public information functions to inform citizens about the services and programs provided by the library system. In addition, Administration implements the overall policy direction of the Library Board of Trustees, as well as coordinating, planning and managing the Department.

Budget Overview

FY 2012 Issues

• Department will refocus its efforts to complete the Library Board of Trustees' Strategic Plan.
• Department will evaluate newly developed technology that will improve the marketing of library services to the community.

FY 2012 Goals

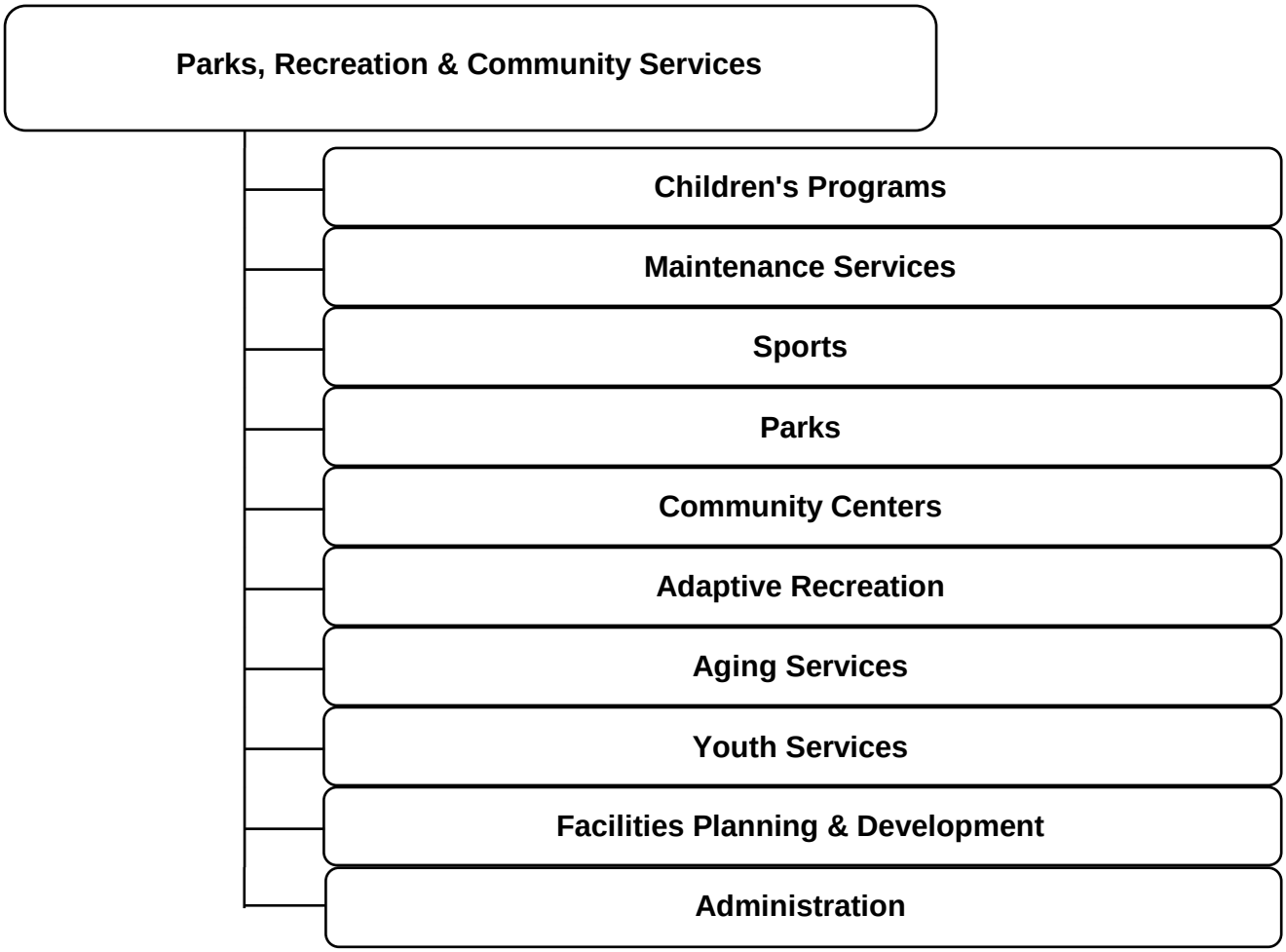
• Work with the Library Board of Trustees, Library Advisory Boards, Loudoun Library Foundation, Inc. and staff to develop additional revenue sources.
• Seek funding support to increase youth programming.
• Further develop partnerships with the educational community.
• Expand the library social networking communication channels.
• Implement the recommendations of the Library Board of Trustees' Strategic Plan.
• Develop a branding program for the web page and print which will deliver a consistent and effective service message as outlined in the Strategic Plan.
• Strive to secure funding for the operation of the Gum Spring Library.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$269,388	$279,417	$297,712	$300,736	$1,020,604
Operations & Maintenance	2,927	2,643	4,328	5,640	269,081
Total Expenditures	**$272,315**	**$282,060**	**$302,040**	**$306,376**	**$1,289,685**
Total Local Tax Funding	**$272,315**	**$282,060**	**$302,040**	**$306,376**	**$1,289,685**
FTE Summary	**2.64**	**2.64**	**2.64**	**2.64**	**10.77**

Library Services
Administration

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Support and Assist the Board of Trustees to prioritize the remaining recommendations of the Strategic Plan.				
• Cumulative percentage of completion for the five-year Strategic Plan	0%	40%	50%	70%
Objective: Complete the top priority of the Strategic Plan selected by the Board of Trustees.				
• Percentage completed each year – Assist the Library Board of Trustees with establishing a Library Foundation and Development Office	0%	0%	25%	30%

Parks, Recreation & Community Services



Parks, Recreation & Community Services

Mission Statement

The mission of the Department of Parks Recreation and Community Service is to provide outstanding recreational and leisure opportunities, outcome-focused community services, and stewardship of our natural resources to promote quality of life for Loudoun's residents and visitors.

Description

The Department of Parks, Recreation and Community Services provides recreational, educational, cultural and supportive opportunities to County residents. Services are delivered from facilities located throughout the County in order to reach the most residents. Service delivery facilities used include a recreation center, community centers, athletic fields, swimming pools, senior centers, and adult day care centers, the Central Kitchen, parks, trails, historic properties, schools and private locations. Offerings include sports activities for youth and adults, instructional and interpretive classes, programs for senior citizens, visual and performing arts, child care, preschool, before and after school activities, trips, camps, special events, volunteer opportunities, educational and prevention programs for youth, and programs for individuals with disabilities.

Divisions include Children's Programs, Maintenance Services, Sports, Parks, Community Centers, Adaptive Recreation, Aging Services, Youth Services, Facilities Planning and Development, and Administration which also includes the County Government's horticulture program. The department also works closely with the Board of Supervisors-appointed Parks, Recreation and Open Space Board, the Commission on Aging, and the Advisory Commission on Youth which provide advice regarding citizen needs, program and facility input, and new initiatives. Numerous volunteers, advisory boards and committees work with staff to provide input and support so that the best quality programs are available through partnerships with local businesses, community groups and other agencies.

Budget Overview

FY 2012 Issues

• A variety of programs are needed to meet the needs of a growing and increasingly diverse population.
• New facility development and operational needs will require the department to secure funding and partnerships with a variety of organizations.
• Staff must continue to be recognized as a valuable resource and supported in their efforts to provide high quality services to the public.

FY 2012 Major Goals

• Continue to provide recreation and community services and manage properties with available resources.
• Continue developing new partnerships while fostering and improving existing community collaborations and seeking grant funding to enhance service delivery and support or enhance capital improvements.
• Continue to recognize its staff and its volunteer resources as its primary strength.
• Continue to plan effectively for proffers, asset preservation and CIP projects through coordination with other agencies and community groups.
• Continue to work with the developers to open Brambleton East and Stone Gate Parks.
• Implement a department wide strategic plan.
• Develop a marketing plan that addresses alternative strategies for distribution of the department's quarterly program guide.
• Open Scott Jenkins Park.
• Improve electronic distribution of department newsletters via the LYRIS system and social networks.

FY 2011 Major Achievements

• Opened Philip A. Bolen Memorial Park.
• Continued to develop new partnerships with other County departments, community organizations, businesses, and youth leagues to enhance services and facilities in partnership with community volunteers.
• Continued working with the Lovettsville community to enhance and plan for the Lovettsville Community Park.
• Completed Phase I and 2 of the Sterling Boulevard beautification project with Virginia Department of Transportation grant funds.
• Continued to develop new and innovative, alternative marketing and communication methods to reach the public.
• Continued the RecTrac registration software competency testing and training for all staff using the system.
• Supported and/or sponsored sports tournaments including approximately 1,000 teams with an estimated positive economic impact to the County in excess of $5 million in revenue.
• Utilized the planning process to develop and guide the delivery of capital facilities, operations, programming and services through the creation of a department strategic plan.
• Improved effectiveness of leadership team and reduced the department's turnover rate.

Parks, Recreation & Community Services

• Continue to increase communications with Loudoun County Public Schools to improve utilization and operations.
• Constructed the Claude Moore Park Maintenance Building and relocated the Claude Moore Maintenance staff into the new maintenance building provided by the Loudoun Heritage Farm Museum Board.
• Continue to work with the Department of Capital Construction and Solid Waste Management on renovation of the Bluemont Community Center, Lucketts Community Center, and Senior Center at North Street and the expansion of recycling opportunities at several park sites.
• Completed the PRCS Strategic Plan.

Parks, Recreation & Community Services

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$23,291,590	$24,201,059	$23,915,870	$26,102,295	$27,142,793
Operations & Maintenance	7,842,728	7,604,188	7,196,702	7,852,967	8,178,070
Capital Outlay & Capital Acquisitions	498,508	142,755	138,639	200,012	52,274
Transfer to School Fund	0	0	1,100	0	0
Transfer to General Capital Improvement	0	0	6,555	0	0
Transfer to Central Services Fund	64,986	196,284	0	0	0
Total Expenditures	**$31,697,812**	**$32,144,286**	**$31,258,866**	**$34,155,274**	**$35,373,137**
Revenues					
Permits Privilege Fees & Reg Licenses	$4,950	$8,638	$2,465	$16,861	$10,898
Use Of Money & Property	971,392	1,021,054	1,076,866	1,375,982	1,436,386
Charges For Services	12,145,098	13,016,403	13,729,590	14,917,629	15,264,997
Miscellaneous Revenue	233,938	310,976	197,807	174,662	174,662
Recovered Costs	257,956	288,160	805,710	806,350	806,350
State Categorical Aid	140,044	137,571	137,470	136,266	136,179
Federal Categorical Aid	353,482	338,548	398,972	320,080	350,402
Other Financing Sources	39,646	281,227	517,000	367,000	150,250
Total Revenues	**$14,146,506**	**$15,402,577**	**$16,865,880**	**$18,114,830**	**$18,330,124**
Local Tax Funding	**$17,551,306**	**$16,741,709**	**$14,392,986**	**$16,040,444**	**$17,043,013**
FTE Summary	**494.84**	**496.45**	**489.44**	**490.66**	**501.58**

FY 2012 Board Action

The FY 2012 Adopted Fiscal Plan for the Department of Parks, Recreation and Community Services includes an enhancement of 13.44 FTE for a 1.00 FTE Manager, 1.00 FTE Assistant Manager, 1.00 FTE Therapeutic Activities Coordinator, 4.00 FTE Passenger Vehicle Operators/Activities Assistants, an 0.53 FTE Passenger Vehicle Operator, and two part-time Client Assistants totaling 1.47 FTE for the Eastern Loudoun Adult Day Center opening in January 2012; 3.44 FTE Facility Supervisors and 1.00 FTE Seasonal Maintenance Technician for the Brambleton District Park and the Byrnes Ridge Park; $707,079 in Local Tax Funding; and fee revenues of $66,000. It also includes a revenue increase of $25,000 for the Franklin Park Arts Center fee and a $100,250 decrease in the transfer of Restricted Transient Occupancy Tax Funding for the Franklin Park Arts Center. With the transfer of the operations of the Farm Museum in FY 2011, the Department has no Restricted Transient Occupancy Tax Funding for the Farm Museum for the FY 2012 budget. Personnel increases for benefits and cost of living adjustments per the Board adopted budget policy are included.

Budget History

FY 2008: The Board added 21.19 FTE for maintenance services and teen, pre-school, summer camp and sports programs. Vacant revenue neutral positions were re-assigned within revenue neutral programs to meet demand with the net effect of eliminating 1.12 FTE, and 5.37 FTE were transferred to General Services, County Administration, Management and Financial Services, Extension Services, Family Services, and the Treasurer's Office.

FY 2008 Mid-Year: The Board added 4.45 FTE for the Claude Moore Recreation Center.

FY 2009: The Board added 7.10 FTE, and eliminated 1.0 FTE from the Aging Services Division.

FY 2009 Mid-Year: 2.00 FTE associated with the Youth Initiative were transferred from County Administration. 1.00 FTE was transferred to Family Services.

FY 2010: The Board eliminated 8.08 FTE, as follows: 2.00 FTE Customer Service Support positions, 0.41 FTE for Claude Moore Teen Program, 1.00 FTE for support for Virginia Department of Transportation, Capital Asset Preservation, and community-funded projects; 2.67 FTE for the Carver Adult Day Care Facility; and 2.00 FTE for the Youth Outreach Staff Support and the Loudoun Youth Initiative Program.

Parks, Recreation & Community Services

FY 2010 Mid-Year: The Board eliminated 5.44 FTE, including the Douglass Community Center's Childcare Program and the related 3.60 FTE staff.

FY 2011: The Board eliminated 7.90 FTE for budget reductions in various programs and 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.

Parks, Recreation & Community Services

Expenditures by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Children's Programs	$4,065,991	$4,396,900	$4,444,429	$5,047,461	$5,316,278
Maintenance Services	3,653,335	3,316,071	3,409,890	3,554,417	3,841,058
Sports	2,166,150	2,125,977	1,965,151	2,322,027	2,410,657
Parks	5,327,783	5,081,170	4,840,492	6,091,077	5,749,665
Community Centers	7,118,932	7,676,824	7,555,381	7,944,548	8,066,366
Adaptive Recreation	392,670	432,380	429,881	472,856	484,347
Aging Services	4,883,671	4,743,956	4,874,371	4,998,439	5,625,412
Youth Services	944,259	1,241,702	990,143	1,193,673	1,223,336
Facilities Planning & Development	586,373	484,355	323,238	349,039	345,138
Administration	2,558,648	2,644,951	2,425,890	2,181,737	2,310,880
Total Expenditures	**$31,697,812**	**$32,144,286**	**$31,258,866**	**$34,155,274**	**$35,373,137**

Revenues by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Children's Programs	$4,529,432	$5,049,956	$5,485,396	$5,626,655	$5,982,776
Maintenance Services	30,357	30,145	265,706	335,936	340,936
Sports	1,174,139	1,147,359	1,417,775	1,852,129	1,861,607
Parks	2,609,083	2,526,525	2,961,142	3,576,492	3,246,868
Community Centers	4,161,641	4,777,860	4,749,169	4,936,284	5,031,381
Adaptive Recreation	119,035	85,894	110,119	107,687	94,703
Aging Services	1,425,578	1,522,013	1,656,529	1,398,054	1,496,223
Youth Services	25,756	127,934	169,398	158,400	158,400
Facilities Planning & Development	46,202	117,017	35,689	16,861	10,898
Administration	25,283	17,874	14,957	106,332	106,332
Total Revenues	**$14,146,506**	**$15,402,577**	**$16,865,880**	**$18,114,830**	**$18,330,124**

Local Tax Funding by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Children's Programs	$(463,441)	$(653,056)	$(1,040,967)	$(579,194)	$(666,498)
Maintenance Services	3,622,978	3,285,926	3,144,184	3,218,481	3,500,122
Sports	992,011	978,618	547,376	469,898	549,050
Parks	2,718,700	2,554,645	1,879,350	2,514,585	2,502,797
Community Centers	2,957,291	2,898,964	2,806,212	3,008,264	3,034,985
Adaptive Recreation	273,635	346,486	319,762	365,169	389,644
Aging Services	3,458,093	3,221,943	3,217,842	3,600,385	4,129,189
Youth Services	918,503	1,113,768	820,745	1,035,273	1,064,936
Facilities Planning & Development	540,171	367,338	287,549	332,178	334,240
Administration	2,533,365	2,627,077	2,410,933	2,075,405	2,204,548
Total Local Tax Funding	**$17,551,306**	**$16,741,709**	**$14,392,986**	**$16,040,444**	**$17,043,013**

Parks, Recreation & Community Services

Staffing Summary by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Children's Programs	90.40	87.59	87.19	88.97	88.85
Maintenance Services	39.59	38.63	38.63	39.96	41.59
Sports	32.72	32.64	32.84	27.71	30.51
Parks	78.70	83.42	83.20	93.57	90.20
Community Centers	136.47	137.35	137.75	132.52	132.50
Adaptive Recreation	9.80	9.68	9.68	9.68	9.68
Aging Services	65.88	65.71	62.04	61.35	70.35
Youth Services	19.39	19.79	19.79	18.65	18.65
Facilities Planning & Development	4.00	4.00	3.00	3.00	3.00
Administration	17.89	17.64	15.32	15.25	16.25
Total FTE	**494.84**	**496.45**	**489.44**	**490.66**	**501.58**

Parks, Recreation & Community Services

Children's Programs

Description

Children's Programs provides a continuum of services for youth from kindergarten through middle school. The primary programs in this division include County After School Activities Programs (CASA) and Camps. The division offers a before-school program and a wide variety of after-school activities, holiday programs and summer programs that build leisure skills through diverse, developmentally appropriate recreational and educational activities. Children's Programs are designed to increase a child's respect for self and others, support self expression and promote a sense of community. All programs are offered to both the general population and children with special needs.

Budget Overview

FY 2012 Issues

• The CASA and Summer Camp programs need to continue to increase opportunities in order to meet the needs of the County's growing elementary school aged population.
• The CASA and Summer Camp programs must continue to hire and train quality staff members to maximize program performance.

FY 2012 Goals

• Develop programs to keep pace with the needs of the County's growing population of children and families.
• Develop programs that are affordable for families within the County.
• Ensure that Children's Programs remain of the highest quality and safety.
• Recruit, train and retain qualified staff to cover the large number of program sites.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$3,384,106	$3,694,793	$3,723,943	$4,261,070	$4,529,887
Operations & Maintenance	681,885	702,107	720,486	786,391	786,391
Total Expenditures	**$4,065,991**	**$4,396,900**	**$4,444,429**	**$5,047,461**	**$5,316,278**
Revenues					
Charges For Services	$4,529,367	$5,050,166	$5,485,296	$5,626,655	$5,982,776
Miscellaneous Revenue	25	(234)	100	0	0
Recovered Costs	40	24	0	0	0
Total Revenues	**$4,529,432**	**$5,049,956**	**$5,485,396**	**$5,626,655**	**$5,982,776**
Total Local Tax Funding	**$(463,441)**	**$(653,056)**	**$(1,040,967)**	**$(579,194)**	**$(666,498)**
FTE Summary	**90.40**	**87.59**	**87.19**	**88.97**	**88.85**

Parks, Recreation & Community Services

Children's Programs

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Ensure safe recreational activities for elementary and middle school-aged children during the school year and summer months by providing sufficient hours of staff training.				
• Customer satisfaction rate for Children's Programs (out of 100)	98%	98%	98%	98%
• Number of hours provided of required state child care licensing training[1]	3,359	3,798	3,289	3,800
• Number of staff trained annually to ensure safe recreational activities	139	319	325	325
Objective: Provide recreational activities for elementary school-aged children during non school hours, such as after school, holidays and summer camp in all areas of Loudoun County.				
• Enrollment percentage of capacity for all CASA sites	87%	81%	92%	92%
• Number of CASA participants annually	2,055	2,187	2,230	2,230
• Number of CASA sites	40	41	42	42
• Number of children on waiting list for CASA	311	492	300	300
• Number of Specialty and Schools' Out Camp Participants	592	787	790	790
• Number of Summer Camp participants	1,531	1,121	1,500	1,145

[1] FY 2011 projected amount is lower than the FY 2009 actual because the number of hours training is 24 hours per staff. FY 2009 actual had employee turnover which increased the number of hours of training.

Parks, Recreation & Community Services

Maintenance Services

Description

The Maintenance Services division performs daily, seasonal, corrective and preventative property and facility maintenance and repairs. The Division also works with youth sports organizations to implement donated improvements such as irrigation, wells, and funding for field renovations and lends technical support and assistance to Leagues and Parks that include managing, preparing and renovating grounds, turf and athletic fields. The division performs maintenance and repair on all department property, facilities, vehicles and equipment. Maintenance Services inspects, manages and repairs playgrounds and tot lots, swimming pools, and mechanical and structural systems that include heating, air conditioning and wastewater. Maintenance Services ensures that activities are performed by certified staff where required. This Division also provides assistance with set-up for special events, garbage collection at all non-staffed sites, and assists with renovation of facilities in cooperation with the Facility Development and Planning Division and the Department of General Services. The division coordinates snow removal of all County facilities, assists with debris removal during emergencies, and provides services in emergency response situations.

Budget Overview

FY 2012 Issues

• The division faces challenges in supporting the entire department with regular maintenance and keeping up with the large number of special events and projects throughout the year.
• The division must continue to keep facilities safe and well maintained for a growing population.
• All of the department's playgrounds require daily inspections, prompt repairs and an appropriate replacement schedule to remain safe for children.
• New unmanned facilities must be maintained by the Maintenance Division with limited resources.
• Crew coverage of daily field maintenance is slowed by the distance traveled from the central maintenance warehouse to sites throughout the County.

FY 2012 Goals

• Maintain current service levels with the addition of new proffered parks and athletic fields at new schools without additional operational supplies such as fertilizers, infield mix, field paint, and equipment.
• Continue to support parks, community centers, and special events, in addition to performing the general tasks of conducting repairs and responding to maintenance calls.
* Create western crew pilot program with Franklin Park.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$2,040,070	$2,157,540	$2,233,178	$2,357,142	$2,495,784
Operations & Maintenance	1,380,683	1,143,531	1,094,556	1,197,275	1,340,274
Capital Outlay & Capital Acquisitions	167,596	0	82,156	0	5,000
Transfer to Central Services Fund	64,986	15,000	0	0	0
Total Expenditures	**$3,653,335**	**$3,316,071**	**$3,409,890**	**$3,554,417**	**$3,841,058**
Revenues					
Use Of Money & Property	$10,906	$7,510	$13,025	$10,524	$15,524
Miscellaneous Revenue	0	0	75	6,200	6,200
Recovered Costs	19,451	22,635	252,606	319,212	319,212
Total Revenues	**$30,357**	**$30,145**	**$265,706**	**$335,936**	**$340,936**
Total Local Tax Funding	**$3,622,978**	**$3,285,926**	**$3,144,184**	**$3,218,481**	**$3,500,122**
FTE Summary	**39.59**	**38.63**	**38.63**	**39.96**	**41.59**

Parks, Recreation & Community Services

Maintenance Services

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Ensure clean and safe playground facilities.				
• Number of playground inspections completed	4,763	4,600	4,800	4,800
• Number of playgrounds	24	24	24	24
Objective: Maintain and improve athletic field quality to ensure safe play and to meet community expectations without interrupting use by youth and adult leagues.				
• Number of athletic fields maintained	250	250	262	266
• Number of ball fields renovated	5	1	2	2
• Number of fields seeded and aerated	250	250	255	259
• Number of Maintenance Division man hours dedicated to maintaining athletic fields.	28,000	29,250	29,500	29,700
• Number of projects with assistance from sports leagues	3	0	1	1
Objective: Provide efficient and timely support for maintenance, repairs and projects.				
• Number of emergency management events dedicated to respond to or in preparation for snow/ice removal	2	6	10	5
• Number of Maintenance Division man hours to complete emergency management events.	800	6,200	5,000	2,500
• Number of Maintenance Division non-PRCS event setup and take downs or bus trips to support other county functions.	24	28	10	6
• Number of Maintenance man hours to complete event setups and take downs.	2,120	948	1,000	800
• Number of work orders completed in time requested.	1,355	948	1,400	1,400
• Number of work orders requested	1,367	1,376	1,400	1,400

Parks, Recreation & Community Services

Sports

Description

The Sports division is composed of the Youth Sports and Adult Sports programs. Youth Sports supports volunteer youth sports leagues, which include softball, baseball, basketball, volleyball, soccer, lacrosse, football, flag football, in-line hockey, golf, rugby, wrestling, field hockey, track and tennis. Youth Sports coordinates reservations of park and school space for these activities and schedules their use as well as community cultural group's use of school space. In addition, Youth Sports provides supervision of game and practice sites at indoor facilities and outdoor-lighted facilities to ensure safety. Staff also provides guidance and support to youth recreational leagues such as providing certified coaches training, and enhances participants' abilities through specialized instructional programs, camps and clinics.

Adult sports activities within the County are coordinated through the Department's Adult Sports program. This includes scheduling, supervising, coordinating and managing operations of different sports programs available to County adults and businesses. Currently, the division runs adult leagues for baseball, softball, basketball, cricket, soccer, flag football, and volleyball. The adult sports specialists act as the commissioners for each of these leagues and are responsible for all disciplinary actions taken within the league, planning, registration and marketing. The sports specialists also operate adult sports clinics, tournaments and special events. Other duties include procuring supplies, trophies and uniforms, and managing various sports officials' vendor contracts.

The Sports division also recruits, coordinates, stages or assists others hosting local, regional and national youth and adult sports tournaments to bring opportunities for a higher level of play to the County and positively affect the County's economy.

Budget Overview

FY 2012 Issues

• Community demand for additional sports spaces and activities and services is difficult to meet without increases in local tax funding or other funding.
• Increases in new sports programs being developed in the County require the division to find additional space to meet the needs of the community.
• The department needs to continue to maximize the use of current resources to meet the growing demand for new, improved and specialized programs for participants in sports camps and clinics.
• The division will continue to focus on addressing the growing needs of both the adult and youth sports communities.
• The high level of community expectations for field quality, scheduling availability and flexibility is a major challenge in this tight fiscal climate.
• The excessive demand for field space by the leagues throughout the year leads to deterioration of field quality. This field demand makes it extremely difficult to take fields off line for renovation. This issue is compounded with the required closure of fields for repairs due to safety concerns.
• Managing competing interests of local businesses desiring regional and national tournaments with the needs of the County leagues is challenging.

FY 2012 Goals

• Continue educating the public about specialty camps and clinics with no increases in funding for marketing.
• Manage the growing number of citizens participating in activities with limited new facilities.
• Coordinate the shared use of facilities between school athletics, leagues and instructional staff to meet the needs of both youth and adults with limited space availability.
• Continue to balance the demand for limited facility space between new and established sports organizations.
• 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.

Parks, Recreation & Community Services

Sports

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,319,278	$1,350,248	$1,207,264	$1,422,668	$1,511,298
Operations & Maintenance	846,872	775,729	756,787	899,359	899,359
Transfer to School Fund	0	0	1,100	0	0
Total Expenditures	**$2,166,150**	**$2,125,977**	**$1,965,151**	**$2,322,027**	**$2,410,657**
Revenues					
Use Of Money & Property	$10,697	$1,816	$6,741	$37,896	$37,896
Charges For Services	1,096,817	1,084,628	1,040,742	1,464,233	1,473,711
Miscellaneous Revenue	200	25	50,156	0	0
Recovered Costs	26,779	39,743	320,136	300,000	300,000
Other Financing Sources	39,646	21,147	0	50,000	50,000
Total Revenues	**$1,174,139**	**$1,147,359**	**$1,417,775**	**$1,852,129**	**$1,861,607**
Total Local Tax Funding	**$992,011**	**$978,618**	**$547,376**	**$469,898**	**$549,050**
FTE Summary	**32.72**	**32.64**	**32.84**	**27.71**	**30.51**

Parks, Recreation & Community Services

Sports

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Ensure opportunities are available for youth and adults to learn and improve sports skills and provide fitness opportunities to promote healthy lifestyles.				
• Number of citizens on waiting lists for camps and clinics	74	137	100	100
• Number of participants in sports camps and clinics	7,947	7,042	7,500	7,500
• Percentage increase in participation	4%	-11%	7%	0%
Objective: Host sports tournaments to provide Loudoun County athletes a local venue while generating economic impact for Loudoun County.				
• Number of room nights generated by sports tournaments	2,773	4,900	4,900	4,900
• Number of tournament bids submitted	16	24	15	15
• Number of Tournaments hosted by PRCS sites	26	27	30	30
Objective: Provide high quality sports leagues and athletic opportunities for adults in Loudoun County.				
• Number of adults participating in adult sports leagues	10,124	6,934	7,500	7,500
• Number of leagues available for adult participation	103	87	91	91
• Number of teams participating in adult sports leagues	578	505	555	555
Objective: Provide all children of Loudoun County the opportunity to actively participate in youth sports.				
• Estimated number of youth participating on independent teams and tournaments	n/a	20,300	30,000	30,000
• Number of affiliated youth sports leagues	48	49	49	49
• Number of children participating in affiliated youth sports leagues[1]	n/a	43,380	45,000	45,000

[1] The Department started to verify data in FY 2010 with the implementation of the new sports fee.

Parks, Recreation & Community Services

Parks

Description

The Parks division manages the County's staffed parks, which include Claude Moore Park, Franklin Park, Philip A. Bolen Memorial Park, the Potomac Lakes Sportsplex and Banshee Reeks Nature Preserve. These parks include specialized facilities, including the Franklin Park Performing and Visual Arts Center and the Claude Moore Recreation Center. The new Philip A. Bolen Memorial Park, central regional park, opened in FY 2011. The park added 17 lighted ballfields along with many miles of trails and passive areas. The Parks division provides a wide range of active and passive recreational opportunities to the public. It also provides youth and adult sports programs on over 28 ball fields, 12 of which are lighted. With the opening of Phil Bolen Memorial Park, the number of ball fields will increase to 45, and the number of lighted fields will increase to 29. The Parks Division manages several miles of hiking, running, and equestrian trails as well as several fishing ponds, memorial gardens, outdoor and indoor swimming pools, fitness areas, a gymnasium, picnic pavilions and several state of the art playgrounds. Environmental and cultural programs, as well as school field trips to these facilities, allow citizens to experience diverse offerings of cultural, interpretive, educational, environmental, historic, athletic, passive and active recreational pursuits. The Parks Division also partners with several community groups to enhance the amenities located within each park.

Budget Overview

FY 2012 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 2012 Goals

• Meet citizen demand to expand programs with limited facilities and limited resources.
• Maintain current facilities at safe levels despite increased usage by a growing population.
• Keep staff morale at a high level to maximize performance as workload and expectations increase.
• Assure the Claude Moore Recreation Center and the Franklin Park Performing and Visual Arts Center continue to meet and exceed citizen expectations and marketing goals in order to meet revenue obligations.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$4,120,581	$4,151,607	$3,957,293	$4,610,212	$4,545,228
Operations & Maintenance	939,873	915,119	869,037	1,280,853	1,204,437
Capital Outlay & Capital Acquisitions	267,329	14,444	14,162	200,012	0
Total Expenditures	**$5,327,783**	**$5,081,170**	**$4,840,492**	**$6,091,077**	**$5,749,665**
Revenues					
Permits Privilege Fees & Reg Licenses	$0	$0	$500	$0	$0
Use Of Money & Property	564,722	574,297	654,787	736,616	787,160
Charges For Services	1,876,671	1,890,143	1,773,903	2,454,606	2,291,188
Miscellaneous Revenue	99,216	43,406	6,951	34,000	34,000
Recovered Costs	68,474	18,679	8,001	34,270	34,270
Other Financing Sources	0	0	517,000	317,000	100,250
Total Revenues	**$2,609,083**	**$2,526,525**	**$2,961,142**	**$3,576,492**	**$3,246,868**
Total Local Tax Funding	**$2,718,700**	**$2,554,645**	**$1,879,350**	**$2,514,585**	**$2,502,797**
FTE Summary	**78.70**	**83.42**	**83.20**	**93.57**	**90.20**

Parks, Recreation & Community Services

Parks

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Maximize attendance by properly maintaining facilities and providing an expanded level of diverse recreational opportunities while developing innovative methods to maintain service levels.				
• Number of cultural programs held in the Parks Division	569	430	500	500
• Number of daily and special event park visits annually	775,928	541,358	750,000	750,000
• Number of fitness, sports and skill development programs held annually in the Parks Division	171	82	175	200
• Number of nature programs held in the Parks Division	331	352	420	440
• Number of park program participants	19,416	17,246	35,250	40,000
• Number of swimming pool visits[1]	35,183	34,992	40,000	40,000
• Number of volunteer hours donated for the Parks Division	11,645	14,450	22,000	23,000
• Number of work orders completed in the Parks Division	159	254	200	220
• Number of work orders requested	159	260	220	230
• Value of Parks Division Volunteer hours[2]	$233,277	$261,309	$451,660	$481,390
Objective: Provide a wide variety of safe and healthy recreational opportunities at Claude Moore Recreation Center (CMRC) while remaining a revenue neutral operation.				
• Average number of daily rental reservations at CMRC	10	6	7	7
• Number of 25-pass swipe cards renewed and/or purchased	1,303	1,505	2,000	2,000
• Number of programs planned at CMRC	1,280	1,638	1,500	1,500
• Percentage of expenses recovered through revenue at the Recreation Center	83%	87%	100%	100%
• Total number of senior daily visits at CMRC	13,835	16,910	17,000	17,000
• Total number of youth daily visits at CMRC[3]	90,556	98,155	91,000	91,000
• Total number of adult daily visits at CMRC	135,199	159,454	160,000	160,000
• Total number of all types of daily visits to CMRC	241,207	275,058	280,000	280,000
• Total number of annual memberships purchased and/or renewed at CMRC	542	280	300	300

[1] The swimming pool attendance was down in FY 2010 due to a rainy season during the summer of 2009.

[2] The value of volunteer hours is based on $20.93 per hour for FY 2011 and FY 2012.

[3] Youth daily admissions decreased because customers purchased the 25-pass swipe cards.

Parks, Recreation & Community Services

Community Centers

Description

The Community Center Division consists of ten community centers located throughout the County, including the Dulles South Multipurpose Center, Bluemont, Douglass, Loudoun Valley, Lovettsville, Lucketts, Middleburg, Philomont, Sterling and Claude Moore Community Centers. The facilities include outdoor amenities such as playgrounds, parks, pavilions, ball fields, an outdoor swimming pool (Lovettsville), and 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.

Budget Overview

FY 2012 Issues

• The County's growing and diverse population demands high-quality, high-value services that meet their varying needs.
• Bluemont and Lucketts Community Centers renovations began in FY 2011 and will carry through into FY 2012. Lucketts will utilize two portable classrooms during construction and Bluemont was moved to the old Round Hill School in order to serve the public while the Community Centers are being renovated.
• Design and engineering studies began in FY 2011 and will continue through FY 2012 for Lovettsville and Philomont Community Centers with construction expected in FY 2013/FY 2014.
• State Childcare Licensing requirements and mandatory e-learning and OSHA training are improving employee skills but impacting staff work schedules. Employees are required to be certified in the areas of CPR, First Aid, Medical Administration Training (MAT), TB testing plus 16 hours of program related training as required by state licensing standards, and nine classes for e-learning.
• The Pre-K programs experienced a 3.6% decrease in attendance in FY 2010 due to the economic recession.

FY 2012 Goals

• Recruit and retain center staff, instructors and contract vendors to increase levels of program implementation and meet community expectations for quality programs at a good value.
• Employ new marketing strategies to encourage increased participation in fee-based programs, facility rentals, and special events.
• Implement best practices for center management, licensed programs, fee-based activities and advisory boards.
• Provide programs aimed at meeting diverse needs of the community.
• Maintain safety and security policies and procedures for management of facilities, staff, and participants.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$6,130,862	$6,483,561	$6,520,434	$6,735,069	$6,850,086
Operations & Maintenance	988,070	971,306	1,016,288	1,209,479	1,216,280
Capital Outlay & Capital Acquisitions	0	40,673	18,659	0	0
Transfer to Central Services Fund	0	181,284	0	0	0
Total Expenditures	**$7,118,932**	**$7,676,824**	**$7,555,381**	**$7,944,548**	**$8,066,366**
Revenues					
Use Of Money & Property	$259,532	$314,359	$312,103	$439,584	$439,444
Charges For Services	3,878,145	4,159,867	4,372,227	4,495,726	4,590,963
Miscellaneous Revenue	23,606	20,302	17,013	974	974
Recovered Costs	358	23,252	47,826	0	0
Other Financing Sources	0	260,080	0	0	0
Total Revenues	**$4,161,641**	**$4,777,860**	**$4,749,169**	**$4,936,284**	**$5,031,381**
Total Local Tax Funding	**$2,957,291**	**$2,898,964**	**$2,806,212**	**$3,008,264**	**$3,034,985**
FTE Summary	**136.47**	**137.35**	**137.75**	**132.52**	**132.50**

Parks, Recreation & Community Services

Community Centers

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Demonstrate the cost effectiveness of services offered at the community centers.				
• Average daily participant sessions	2,003	2,147	2,100	2,150
• Expenditure per participant	$10.40	$8.85	$10.20	$10.40
• Number of participant sessions per fiscal year	731,808	716,691	735,000	717,000
• Percentage rate of cost recovery	63%	64%	64%	64%
• Revenue per participant	$6.54	$6.38	$6.70	$6.70
Objective: Meet the demand for programs and services by providing successful programs offered and operated for each target age population.				
• Number of adults attending Community Center programs	363,820	380,160	365,000	370,000
• Number of Community Center programs offered to elementary school youth	1,378	1,381	1,400	1,400
• Number of Community Center programs offered to middle & high school youth	568	696	700	700
• Number of Community Center programs offered to preschool children	1,907	1,898	1,910	1,910
• Number of Community Center programs operated for adults	698	696	675	700
• Number of elementary school children attending Community Center programs	86,143	120,577	120,000	120,500
• Number of middle and high school children attending Community Center programs	52,033	49,258	53,000	51,000
• Number of preschool children attending Community Center programs	217,788	166,696	170,000	170,000
Objective: Encourage volunteerism to reduce staff costs, provide meaningful opportunities for contributions of time and talent, and increase program offerings.				
• Number of volunteer hours served	6,520	7,941	7,900	8,000
• Value of volunteer hours for Community Centers[1]	$129,930	$163,028	$165,347	$167,440

[1] The value of volunteer hours is based on $20.93 per hour for FY 2011 and FY 2012.

Parks, Recreation & Community Services

Adaptive Recreation

Description

The Adaptive Recreation division provides accessible programs and activities for County residents with cognitive and physical disabilities that include a State-licensed summer day camp for citizens ages 2 to 22. Programs and activities are provided in cooperation with volunteers, other department programs, various County agencies, nonprofit, business sectors, and advisory boards.

The specific activities are developed to help participants achieve their fullest potential, based on their individual abilities. Adaptive Recreation works cooperatively with the advisory boards and other partners for program implementation, including Loudoun Very Special Arts, Special Olympics and the Special Recreation Advisory Board for program implementation.

Budget Overview

FY 2012 Issues

• The division must offer programs and services appropriate for a growing and diverse population of citizens with cognitive and physical disabilities.
• Staff must undergo training to meet State licensing requirements and to ensure that seasonal staff is prepared to work effectively with an increased number of participants with severe disabilities.

FY 2012 Goals

• Network with public school staff and enhance marketing to serve additional participants.
• Maintain Americans with Disabilities Act (ADA) accommodations to support programs.
• Promote the inclusion of individuals with disabilities in countywide programs with limited resources.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$335,843	$374,774	$378,840	$423,777	$435,268
Operations & Maintenance	56,827	57,606	51,041	49,079	49,079
Total Expenditures	**$392,670**	**$432,380**	**$429,881**	**$472,856**	**$484,347**
Revenues					
Charges For Services	$114,171	$81,612	$106,580	$107,687	$94,703
Miscellaneous Revenue	4,824	4,262	3,529	0	0
Recovered Costs	40	20	10	0	0
Total Revenues	**$119,035**	**$85,894**	**$110,119**	**$107,687**	**$94,703**
Total Local Tax Funding	**$273,635**	**$346,486**	**$319,762**	**$365,169**	**$389,644**
FTE Summary	**9.80**	**9.68**	**9.68**	**9.68**	**9.68**

Parks, Recreation & Community Services

Adaptive Recreation

Performance Measures[1]	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Expand and increase the number of programs operated for children and adults with disabilities.				
• Adaptive Recreation customer satisfaction rate	96.00%	96.50%	97.00%	97.00%
• Number of Adaptive Recreation preschool children participants	103	101	103	103
• Number of adult participants in Adaptive Recreation programs	1,507	1,733	1,700	1,700
• Number of elementary school Adaptive Recreation participants	615	631	620	644
• Number of middle school Adaptive Recreation participants	389	456	390	465
• Number of high school Adaptive Recreation participants	749	935	950	954
• Number of hours of participation	72,221	162,134	165,000	165,377
Objective: Maintain and increase program offerings by increasing volunteer staffing levels.				
• Number of volunteer hours for Adaptive Recreation	3,955	3,921	4,000	4,000
• Number of volunteers recruited	1,128	930	1,130	1,130
• Value of volunteer hours for Adaptive Recreation[2]	$79,169	$80,498	$82,120	$83,720

[1] The Department changed the way it counts the data for these measures starting with the FY 2010 data presented, showing only the unduplicated number of participants. The data presented prior to FY 2010 are duplicated numbers of participants.

[2] The value of volunteer hours is based on $20.93 per hour for FY 2011 and FY 2012.

Parks, Recreation & Community Services

Aging Services

Description

Aging Services, through the Area Agency on Aging (AAA), plans, coordinates and promotes services to enhance the well being and independence of older Loudoun residents. The Elder Resource program assists seniors and their caregivers in making informed decisions through Information, Referral and Assistance, Tax Assistance, Medicare Counseling and Care Coordination programs. The Volunteer Services Program provides volunteer placement, training and recognition opportunities to adults of all ages and the Retired and Senior Volunteer Program (RSVP), which is part of the Volunteer Services Program, provides opportunities to adults 55 and older. Aging Services also administers two full-service senior centers, two senior activity centers, a home-delivered meals program and seven congregate meal lunch programs. Additionally, Aging Services manages two adult day centers that serve frail older adults with cognitive and physical disabilities, the majority of which have Alzheimer's disease. The Central Kitchen, also within Aging Services, prepares and delivers congregate and home-delivered meals to service locations and the Juvenile Detention Center, as well as various locations for County Government-related events and community-related emergencies. Aging Services works closely with the Commission on Aging, multiple advisory boards and other service agencies to identify and support senior related needs and interests.

Budget Overview

FY 2012 Issues

• The diversity and needs of Loudoun County's senior population has changed dramatically in recent years. The emerging baby boom population of younger, more active seniors are starting to enter retirement. The needs of older adults are increasing and becoming more diverse as seniors continue to live longer. Caregiver related requests are increasing as elderly parents move in with or near to adult children.
• Population growth, new facilities and growing utilization of existing facilities require increasing coordination of resources.
• The aging population and current cohort of seniors require increasing prevention and wellness programming.

FY 2012 Goals

• Plan for Senior related capital projects in various stages of development.
• Respond to increasing service needs, including transportation, meals, trips, tax assistance and Medicare Part D counseling.
• Plan for and meet the varying needs of Loudoun County's increasing senior population and their caregivers including baby boomers, younger seniors and more frail older adults by seeking grants and increasing use of volunteers and partnerships.
• Open Eastern Loudoun Adult Day Center.
• Open Senior Center of Leesburg.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$3,393,276	$3,314,819	$3,441,747	$3,592,473	$3,941,349
Operations & Maintenance	1,483,333	1,429,137	1,423,231	1,405,966	1,636,789
Capital Outlay & Capital Acquisitions	7,062	0	9,393	0	47,274
Total Expenditures	**$4,883,671**	**$4,743,956**	**$4,874,371**	**$4,998,439**	**$5,625,412**
Revenues					
Use Of Money & Property	$125,535	$123,072	$90,210	$151,362	$156,362
Charges For Services	637,532	659,796	807,212	610,322	673,256
Miscellaneous Revenue	77,686	125,357	82,502	27,156	27,156
Recovered Costs	128,405	174,920	167,332	152,868	152,868
State Categorical Aid	140,044	137,571	137,470	136,266	136,179
Federal Categorical Aid	316,376	301,297	371,803	320,080	350,402
Total Revenues	**$1,425,578**	**$1,522,013**	**$1,656,529**	**$1,398,054**	**$1,496,223**
Total Local Tax Funding	**$3,458,093**	**$3,221,943**	**$3,217,842**	**$3,600,385**	**$4,129,189**
FTE Summary	**65.88**	**65.71**	**62.04**	**61.35**	**70.35**

Parks, Recreation & Community Services

Aging Services

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Ensure high quality programs and services at Senior Centers and Senior Activity Centers by providing a wide variety of programs.[1]				
• Number of senior activities	2,256	8,754	8,700	9,013
• Number of Senior activity participants	23,411	84,945	85,000	86,982
• Number of Senior Center rentals	257	1,211	900	900
• Number of senior citizens trips	140	124	120	120
• Number of senior memberships	506	2,887	2,900	2,965
• Number of senior trip participants	7,131	5,979	6,000	5,900
Objective: Increase community awareness of Loudoun County Aging services by maintaining community outreach.				
• Number of Senior Services Volunteer hours	55,812	53,984	54,000	54,000
• Number of units of service provided to participants by AAA	555,274	574,174	575,000	575,000
• Value of service provided by volunteers[2]	$1,145,820	$1,108,292	$1,108,620	$1,130,220
Objective: Meet the needs of a growing senior population by maintaining services and contacts with seniors and their families.				
• Number of adult daycare hours assisting clients & families	37,260	58,130	58,000	70,000
• Number of Central Kitchen meals	155,886	143,159	143,000	145,750
• Number of Information & Assistance contacts	38,848	34,209	34,210	34,210
• Number of one way trips for senior services participants	41,244	41,831	40,000	40,000
• Number of senior meals provided	110,532	113,276	113,500	116,250

[1] For this objective, these were new performance measures for FY 2010, which include all Senior Centers and Senior Activity Centers. Data prior to FY 2010 was only for the Carver Center.

[2] The value of volunteer service is based on $20.93 per hour for FY 2011 and FY 2012.

Parks, Recreation & Community Services

Youth Services

Description

The Youth Services division consists of youth development and youth outreach programs that offer a wide variety of after-school, evening and weekend activities providing recreational, educational, cultural and prevention programming. Youth development services focus on prevention and leadership development activities; examples include the Red Ribbon and Blue Ribbon campaigns that concentrate on World AIDS, child abuse and neglect, awareness and prevention. Special interest clubs are designed to increase teen participation in physical, recreational and community focused programs that strengthen and increase their resilience, community awareness and development of positive values, interests, and skills. Other prevention activities include the Teen Services program and the Youth After School (YAS) programs. Youth outreach services focus on intervention activities for youth beginning to exhibit high-risk behaviors or those who may be most at-risk; examples include the WORK program and after-school clubs. These activities are intended to build individual strengths and self-confidence, teach life skills and personal responsibility, and provide safe opportunities for socializing. Youth outreach is also actively involved in youth gang prevention activities.

Budget Overview

FY 2012 Issues

• The YAS program must hire and retain high-quality supervisors and leaders to maximize program performance.
• Additional funding sources must be identified by staff, or creating relationships with community groups and volunteers, in order to expand program offerings that address the changing developmental needs of youth.
• The Division should dedicate resources necessary to maintain the WORK program's success rate of only 2% recidivism while increasing service and intervention programs for at-risk youth.
• The YAS program must develop strategies to accommodate continued increases in the number of youth interested in enrolling in the YAS program with its limited financial resources.
• Additional training is needed for staff in order to handle the changing needs of youth.
• Department will maintain enrollment at all YAS locations and will find solutions to accommodate youth on waiting lists.
• Department will maintain quality programs while dealing with staff vacancies and the long time period before positions can be filled.

FY 2012 Goals

• Develop programs that keep pace with the demand for services by a growing and increasingly diverse community.
• Develop and foster partnerships with community groups and volunteers to create greater levels of community involvement in the divisions' program offerings.
• Accommodate the need for additional space and demand for the YAS program, as indicated by its significant wait lists.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$821,172	$1,024,674	$862,459	$1,011,059	$1,040,722
Operations & Maintenance	123,087	217,028	127,684	182,614	182,614
Total Expenditures	**$944,259**	**$1,241,702**	**$990,143**	**$1,193,673**	**$1,223,336**
Revenues					
Charges For Services	$12,295	$89,939	$143,612	$158,400	$158,400
Miscellaneous Revenue	13,345	37,995	25,786	0	0
Recovered Costs	116	0	0	0	0
Total Revenues	**$25,756**	**$127,934**	**$169,398**	**$158,400**	**$158,400**
Total Local Tax Funding	**$918,503**	**$1,113,768**	**$820,745**	**$1,035,273**	**$1,064,936**
FTE Summary	**19.39**	**19.79**	**19.79**	**18.65**	**18.65**

Parks, Recreation & Community Services

Youth Services

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Increase engagement opportunities by providing a wide variety of attractive and safe recreational, cultural, and social opportunities for youth.				
• Youth and family members attending Youth Fest	4,500	3,000	3,500	3,500
Objective: Promote belonging by fostering opportunities for youth to connect with people and places throughout the county.				
• Annual page visits to the loudounteen.org website	3,250	7,472	6,500	7,400
Objective: Promote healthy living enhancing programs and services that support sound decisions about oneself and one's body.				
• Participants in prevention and awareness programs[1]	4,056	0	6,500	6,500
• Youth Services prevention and awareness programs[1]	12	0	3	2
Objective: Promote respect for others by promoting attitudes and skills helpful for quality human interactions within and across generations.				
• Participants in leadership development seminars	76	51	200	200
• Volunteer hours in community service projects	84	252	500	500
• Youth members in Youth Advisory Committee	485	200	400	400
Objective: Provide safe recreational activities for middle school aged children.				
• Average number of Middle School youth served per month	330	271	288	288
• Number of children on the YAS wait list	49	33	50	50
• Number of outreach programs offered	29	8	4	4
• Number of YAS programs offered/communities served	9	9	9	9
• Program utilization rate	91.25%	77.66%	80.00%	80.00%
Objective: To provide court ordered youth the opportunity to give back to society by performing meaningful community service work in their neighborhood.				
• Number of hours of community service completed	4,177	2,694	4,500	4,000
• Number of youth in WORK program	148	114	115	115
• Recidivism percentage rate of WORK program participants	2%	2%	2%	2%
• Value of community service work performed[2]	$69,733	$55,308	$92,385	$83,720

[1] Due to staff reductions and vacant positions, these programs were not held in FY 2010.
[2] The value of volunteer service is based on $20.93 per hour for FY 2011 and FY 2012.

Parks, Recreation & Community Services

Facilities Planning & Development

Description

Facilities Planning and Development Division provides 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 2012 Issues

• The Division will need to fulfill the increased demand for facilities due to rapid County population growth.
• The Division will help develop, provide and manage Department coordination for the proffered and CIP projects during construction.

FY 2012 Goals

• Provide information to department staff and assistance in creating long-range plans.
• Continue development of Potomac National Heritage Scenic Trail and develop volunteer programs to install signage and assist with maintenance of the trail.
• Continue acceptance of proffered passive parkland and stream valley trail easements.
• Develop recreational trail plan for Broad Run and Goose Creek Stream Valley Corridors.
• Identify partnerships to maximize the value and impact of tax dollars.
• Manage the department's CAPP projects through to their completion.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$382,620	$301,518	$261,783	$305,816	$301,915
Operations & Maintenance	147,232	95,199	40,631	43,223	43,223
Capital Outlay & Capital Acquisitions	56,521	87,638	14,269	0	0
Transfer to General Capital Improvement	0	0	6,555	0	0
Total Expenditures	**$586,373**	**$484,355**	**$323,238**	**$349,039**	**$345,138**
Revenues					
Permits Privilege Fees & Reg Licenses	$4,950	$8,638	$1,965	$16,861	$10,898
Charges For Services	100	160	0	0	0
Miscellaneous Revenue	4,046	70,968	6,555	0	0
Federal Categorical Aid	37,106	37,251	27,169	0	0
Total Revenues	**$46,202**	**$117,017**	**$35,689**	**$16,861**	**$10,898**
Total Local Tax Funding	**$540,171**	**$367,338**	**$287,549**	**$332,178**	**$334,240**
FTE Summary	**4.00**	**4.00**	**3.00**	**3.00**	**3.00**

Parks, Recreation & Community Services
Facilities Planning & Development

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: To assist department staff in strategic planning, project development and management, and planning processes.				
• Number of administrative and legislative applications	5	7	8	8
• Number of facility amenity improvement projects	4	12	7	8
Objective: To implement and manage new projects through partnerships, donations, grants and the Capital Asset Preservation Program (CAPP).				
• Number of CAPP projects approved	7	10	11	16
• Number of CAPP projects delivered	7	4	11	16
• Number of grants/donations to PRCS	0	2	2	3
Objective: To increase public program space and recreational opportunities through proffer completion and delivery.				
• Number of proffered facilities delivered	1	0	4	5
• Number of proffered facilities under development	1	3	5	12
Objective: To perform reviews on land development applications submitted to the department in order to achieve meaningful proffered facilities, improvements, and/or cash contributions.				
• Number of administrative referrals (SBPL, CPAP, STPL, SBRD)	37	37	30	30
• Number of legislative referrals (ZMAP, ZCPA, SPEX)	83	119	100	100

Parks, Recreation & Community Services

Administration

Description

The Administration program provides leadership, direction, oversight, management, technical assistance, contract management, staff training assistance and financial services support to ten divisions with approximately 500 FTE, which is a mix of regular full-time, regular part-time, and temporary seasonal staff for a total of 2,623 employees. Administration coordinates with other County departments including County Administration, Management and Financial Services, the Treasurer's Office, the Public Information Office, the Department of Information Technology, General Services, Family Services, the Department of Construction and Solid Waste Management, the Board of Supervisors and appointed advisory boards. Administration develops, reviews, revises and manages department-wide policies and procedures to ensure the divisions perform effectively and efficiently. This division also provides purchasing, marketing, public relations, automation, front counter and human resources support. Funding is centralized in this division for department training, the quarterly PRCS brochure and cell phones to create efficiencies. This division is also responsible or the oversight of staff training. Staff also provides professional advice and counsel for the Board of Supervisors through County Administration.

The Horticulture Program, which is in this division, provides planning, and implementation of horticultural, grounds and landscape maintenance services and improvement for county libraries, group homes, public safety centers and other government facilities.

Budget Overview

FY 2012 Issues

• Additional marketing resources must be used to communicate the wide variety of programs, activities and classes offered by all divisions to the public.
• The division is responsible for providing horticulture and grounds maintenance services for new and existing County facilities within its already limited resources.
• The division will provide adequate customer services with reduced staff.
• The division will maintain service levels and continuity of operations in response to personnel turnover given the restrictions on recruitment.

FY 2012 Goals

• Develop additional web-based marketing strategies.
• Develop marketing strategy to continue the delivery of PRCS seasonal program guides throughout the county and on the web and social networking sites.
• Provide ongoing leadership and development to the department.
• Continue to develop partnerships and seek alternative funding sources.
• Remain conservative and prudent with citizens' dollars which support the department's locally tax funded programs.
• Maintain program and facility support in human resources, buying, receiving, marketing, public relations and automated systems to meet service demand.
• Cross-train staff to increase the potential for professional growth and continuity of service.
• Emphasize employee recruitment and retention as a major focus.
• Ensure all department divisions, facilities and program areas have created operations manuals to ensure consistency, quality and smooth continuity of services.

Parks, Recreation & Community Services

Administration

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,363,782	$1,347,525	$1,328,929	$1,383,009	$1,491,256
Operations & Maintenance	1,194,866	1,297,426	1,096,961	798,728	819,624
Total Expenditures	**$2,558,648**	**$2,644,951**	**$2,425,890**	**$2,181,737**	**$2,310,880**
Revenues					
Charges For Services	$0	$92	$18	$0	$0
Miscellaneous Revenue	10,990	8,895	5,140	106,332	106,332
Recovered Costs	14,293	8,887	9,799	0	0
Total Revenues	**$25,283**	**$17,874**	**$14,957**	**$106,332**	**$106,332**
Total Local Tax Funding	**$2,533,365**	**$2,627,077**	**$2,410,933**	**$2,075,405**	**$2,204,548**
FTE Summary	**17.89**	**17.64**	**15.32**	**15.25**	**16.25**

Parks, Recreation & Community Services
Administration

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Effectively manage contracted landscape maintenance and improvements to County owned facilities.				
• Number of sites mowed under turf maintenance contract	63	65	62	64
• Number of sites updated in tree inventory	5	3	10	6
• Percentage of OCC site plans reviewed as requested	100%	100%	100%	100%
• Percentage of sites inspected quarterly	90.50%	100.00%	100.00%	100.00%
Objective: Increase exposure and utilization of the PRCS web site in order to promote on-line transactions.				
• Average monthly WebTrac transactions	1,764	1,991	2,000	2,100
• Average number of web site hits on PRCS main web pages	36,532	37,984	38,000	38,000
• Value of WebTrac transactions/year	$4,522,318	$3,778,596	$4,000,000	$4,500,000
Increase the total number of RecTrac transactions and participation levels through increased marketing efforts.				
• Number of households in RecTrac	53,474	56,745	52,500	56,000
• Number of participant hours	2,870,824	2,237,561	2,500,000	2,500,000
• Number of program participants	93,922	98,820	100,000	100,000
• Number of programs offered	9,547	10,515	10,500	10,525
• Number of transactions	156,251	162,235	165,000	165,000
Objective: To develop strategies for building a quality workforce and to deliver quality services.				
• Full Time Employee Rate Turnover Percentage	3.40%	1.88%	2.50%	2.50%
• Number of performance plans and assessments	573	254	575	575
• Number of special recognitions[1]	9	15	200	200
• Offer training opportunities for professional growth	55	217	100	100

[1] Methods of recognition were limited in FY 2009 and FY 2010.

Parks, Recreation & Community Services

Administration

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: To ensure operational excellence in the procurement of goods and services to continually provide efficiency and effectiveness.				
• Number of purchase orders completed	1,138	1,094	1,100	1,100
• Number of turnaround days for purchase orders	2.38	3.10	2.30	3.00
• Value of purchase orders	$3,156,804	$2,370,654	$3,000,000	$3,000,000

Community Development

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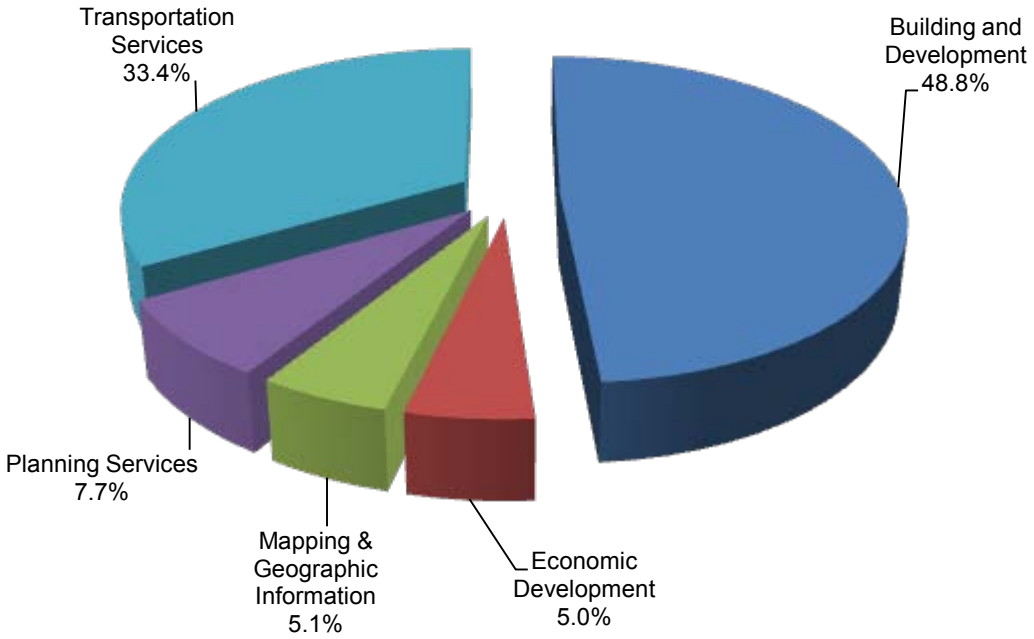
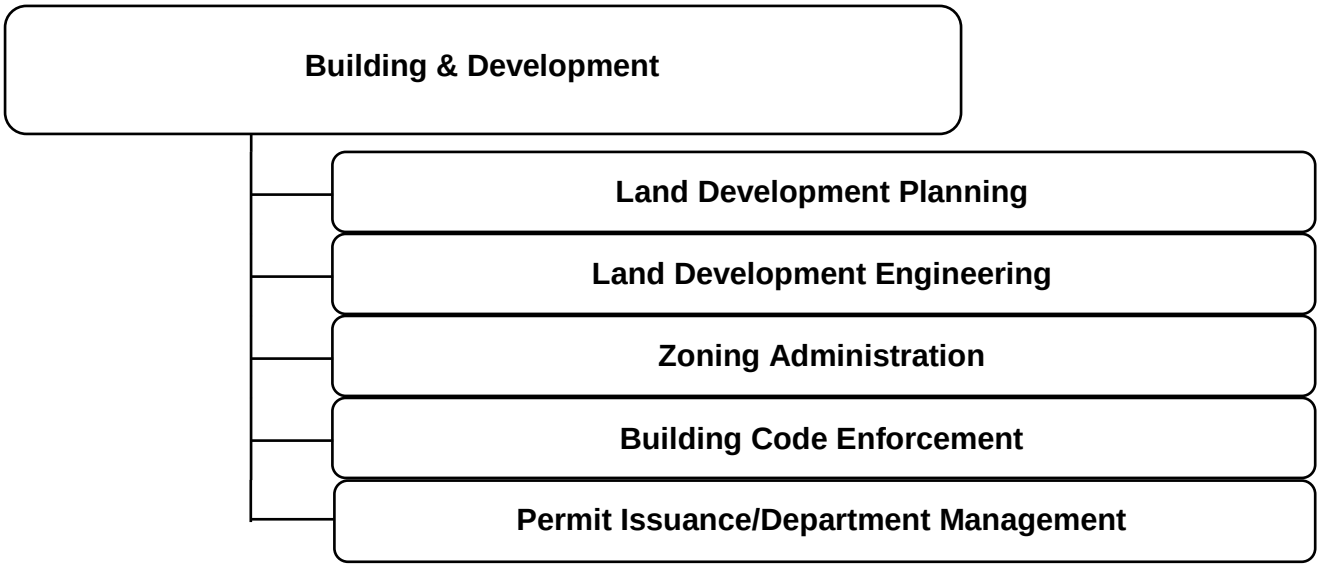
COMMUNITY DEVELOPMENT
FY 2012 ADOPTED EXPENDITURES



Community Development Historical Expenditures

Community Development	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Building and Development	$22,094,366	$22,553,826	$19,927,104	$19,387,259	$20,398,127
Economic Development	1,941,897	2,140,983	2,095,595	1,964,745	2,101,458
Mapping & Geographic Information	2,188,036	2,160,314	2,147,232	2,092,639	2,151,794
Planning Services	3,194,371	3,016,852	2,911,159	3,155,178	3,200,862
Transportation Services	8,851,480	9,788,997	10,729,037	12,013,883	13,962,498
Total Community Development	***$38,270,150***	***$39,660,972***	***$37,810,127***	***$38,613,704***	***$41,814,739***

Building & Development



Building & Development

Mission Statement

Building & Development ensures the public's safety and welfare during the design and construction phases of public and private structures in the County by enforcing Best Engineering Practices and the Statewide Building Code. The Department enhances the quality of life for all citizens through developing, administering and enforcing the County Zoning Ordinances, the Land Subdivision Ordinance, the Facilities Standards Manual and other construction standards ordinances.

Description

Building and Development oversees all phases of construction throughout the County including the subdivision and use of land, review/approval of designs and construction plans, construction inspections, and final occupancy approval. These services are provided by five divisions: Land Development Planning, Land Development Engineering, Zoning Administration, Building Code Enforcement and Permit Issuance/Department Management.

Budget Overview

FY 2012 Issues

• Implementation and enforcement of new environmental standards as adopted for the Limestone Overlay District, or other environmental water quality regulations, is dependent upon action taken by the Board of Supervisors.
• Financial support, previously obtained from several grants that are now fulfilled, will be required to continue to monitor and assess activities of water quality and quantity as well as make measurable progress to the next level of watershed management. Examples of this work include implementation of priority watershed management recommendations identified by the Board appointed Water Resources Technical Advisory Committee, watershed assessment and management planning, promoting watershed stewardship, and addressing the Virginia Watershed Implementation Plan (WIP) and the EPA's Chesapeake Bay total maximum daily load (TMDL) objectives.
• Among the priorities set forth by the Board of Supervisors, the Department will implement several new zoning ordinance amendments (ZOAM's), including the Sign Ordinance.
• In accordance with the Zoning Ordinance and Maintenance Code, blighted areas and overcrowding issues will continue to be enforced. The Board could expand the amount of enforceable area.
• Anticipated changes to the Code of Virginia will affect the Building Code Inspection Program, thereby requiring inspectors and enforcers to attend mandatory training and re-certification classes.
• The use of major federal grant and contracting services will allow for the implementation of an updated Floodplain study effort.

FY 2012 Major Goals

• Continue to improve the timelines related to the Land Development Application Process through additional efficiency measures.
• Continue implementing recommendations of the countywide Comprehensive Watershed Management Plan, maintain the initial progress made in monitoring, analyzing, and assessing the quality and quantity of Loudoun's water resources, and plan for and implement effective long term methods to protect and enhance those resources.
• Expand training efforts in Green Building Training Program and other environmental focus areas.
• Accelerate the digital imaging of Land Development and Building Code documents with a goal of completing the process for all official documents by the end of FY 2012.
• Continue efforts on digital file storage to cover all phases of the Department's operations.
• Staff will coordinate with the Department of Planning to ensure an efficient implementation of the Route 28 Keynote Employment Policies, which will require a major ZOAM and considerable staff resources.

FY 2011 Major Achievements

• Accepted and processed approximately 32,000 building permits and 7,000 zoning permits, and conducted over 165,000 inspections.
• Accepted and processed over 1,000 land development applications of all types.
• Completed major research and public input sessions on the Limestone Overlay District and implemented the regulations that were approved by the Board of Supervisors.
• Realigned workload to handle a major increase in effort in Zoning as it pertains to ZOAM's for Signs and Large Retail Establishments.
• Implemented a new ministerial fee schedule that insures that those areas identified by the Board of Supervisors are appropriately cost/fee offset.
• Implemented the e Permitting System to be fully operational for permits without required fees. Efforts for all remaining permits are ongoing.
• Maintained a very strong Erosion & Sediment Control (E&S) Program and continued to receive favorable comments from the State about the consistency and comprehensiveness of the Program (either consistent or non consistent are the only ratings).
• Turned over approximately thirty five (35) miles of new roads within the County to the State Maintenance Program. This continues to reduce the future liability of the County Government and the citizens of Loudoun County.
• Awarded a $925,000 grant for a multi-year study and implementation effort of floodplains.

Building & Development

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$20,064,660	$20,257,554	$18,535,883	$17,866,841	$18,345,027
Operations & Maintenance	2,008,891	1,895,472	1,391,221	1,519,968	2,052,650
Capital Outlay & Capital Acquisitions	13,985	400,800	0	450	450
Transfer to General Capital Asset	6,830	0	0	0	0
Total Expenditures	**$22,094,366**	**$22,553,826**	**$19,927,104**	**$19,387,259**	**$20,398,127**
Revenues					
Permits Privilege Fees & Reg Licenses	$13,573,375	$10,254,849	$9,323,525	$11,459,838	$12,913,576
Fines & Forfeitures	20,198	9,843	20,824	18,796	21,000
Use Of Money & Property	0	0	119	0	0
Charges For Services	61,003	53,121	46,724	60,659	50,250
Miscellaneous Revenue	111	781	0	0	0
Federal Categorical Aid	281,531	360,308	155,026	0	0
Other Financing Sources	0	400,800	0	0	0
Total Revenues	**$13,936,218**	**$11,079,702**	**$9,546,218**	**$11,539,293**	**$12,984,826**
Local Tax Funding	**$8,158,148**	**$11,474,124**	**$10,380,886**	**$7,847,966**	**$7,413,301**
FTE Summary	**257.80**	**252.80**	**225.80**	**205.80**	**205.80**

FY 2012 Board Action

The FY 2012 Adopted Fiscal Plan for the Department of Building and Development reflects an increase in ministerial land development revenue due to the adoption of the land development applications costs and fee schedule in FY 2011. The $396,000 enhancements for a watershed management pilot program and riparian buffer incentives are included. Personnel increases for benefits and cost of living adjustments per the Board adopted budget policy are also included.

Budget History

FY 2009: The Board eliminated four positions (4.00 FTE) and associated operating expenditures from the division of Building Code Enforcement and one position (1.00 FTE) from Land Development Planning.

FY 2009 Mid-Year: One position (1.00 FTE) was transferred to the Department of Construction & Waste Management.

FY 2010: The Board eliminated 27 positions (27.00 FTE's) in the divisions of Building Code Enforcement, Permit Issuance/Department Management, and Zoning Administration.

FY 2010 Mid-Year: One position (1.00 FTE) was transferred to the Department of Management and Financial Services.

FY 2011: The Board eliminated nineteen positions (19.00 FTE's) in the divisions of Department Management, Planning, Engineering, and Building Code Enforcement.

Building & Development

Expenditures by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Land Development Planning	$1,703,036	$1,592,832	$1,495,061	$1,570,827	$1,629,087
Land Development Engineering	6,330,215	7,142,212	6,169,941	5,895,816	6,462,249
Zoning Administration	2,343,163	2,485,868	2,506,201	2,512,909	2,522,501
Building Code Enforcement	8,478,688	8,039,163	6,735,822	6,637,795	6,929,894
Permit Issuance/Department Management	3,239,264	3,293,751	3,020,079	2,769,912	2,854,396
Total Expenditures	**$22,094,366**	**$22,553,826**	**$19,927,104**	**$19,387,259**	**$20,398,127**

Revenues by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Land Development Planning	$581,497	$389,305	$309,138	$742,824	$1,009,842
Land Development Engineering	2,398,307	2,333,327	1,545,144	2,033,413	1,492,958
Zoning Administration	162,183	145,421	155,966	458,617	925,066
Building Code Enforcement	7,648,057	5,707,510	5,416,292	6,109,888	7,577,680
Permit Issuance/Department Management	3,146,174	2,504,139	2,119,678	2,194,551	1,979,280
Total Revenues	**$13,936,218**	**$11,079,702**	**$9,546,218**	**$11,539,293**	**$12,984,826**

Local Tax Funding by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Land Development Planning	$1,121,539	$1,203,527	$1,185,923	$828,003	$619,245
Land Development Engineering	3,931,908	4,808,885	4,624,797	3,862,403	4,969,291
Zoning Administration	2,180,980	2,340,447	2,350,235	2,054,292	1,597,435
Building Code Enforcement	830,631	2,331,653	1,319,530	527,907	(647,786)
Permit Issuance/Department Management	93,090	789,612	900,401	575,361	875,116
Total Local Tax Funding	**$8,158,148**	**$11,474,124**	**$10,380,886**	**$7,847,966**	**$7,413,301**

Staffing Summary by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Land Development Planning	22.00	21.00	17.00	16.00	17.00
Land Development Engineering	63.80	63.80	63.80	59.80	59.80
Zoning Administration	28.00	28.00	28.00	27.00	27.00
Building Code Enforcement	102.00	97.00	80.00	71.00	71.00
Permit Issuance/Department Management	42.00	43.00	37.00	32.00	31.00
Total FTE	**257.80**	**252.80**	**225.80**	**205.80**	**205.80**

Building & Development
Land Development Planning

Description

Land Development Planning provides technical review and oversight of land development related to the subdivision of property within Loudoun County to ensure conformance with adopted County, State, and Federal regulations. Planners review subdivision applications and manage major development projects to ensure compliance with policies adopted by the Board of Supervisors. Additionally, staff respond to citizen concerns and questions related to specific applications and projects; interpret ordinances; explain the County's land use policies and answer general land use questions. The program maintains the County's land development files and provides referral comments on Legislative Land Use applications. Beginning in FY 2011, this program assumed the responsibility of processing and managing the County's Performance Bond and Grading Program which was transferred from the Permits Division within the Department. Since performance bonds are generally the final step prior to final subdivision approval, the transfer of this responsibility has provided some efficiencies and improved the level of customer service.

Budget Overview

FY 2012 Issues

• The Division expects to receive an increase in number of submitted land development applications.
• In FY 2011, the Performance Bond and Grading Program transferred from the Division of Permit Issuance/Department Management. The Division of Planning will continue to administer the program.

FY 2012 Goals

• Improve record keeping and efficiency in the Performance Bond and Grading Program, by utilizing technology to reduce errors in submitting documents.
• Continue digitizing files to an electronic format.
• Meet timelines for processing land development applications, and improve the quality of submissions by reducing the number of reviews.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,657,933	$1,549,030	$1,467,680	$1,514,746	$1,566,193
Operations & Maintenance	45,103	43,802	27,381	56,081	62,894
Total Expenditures	**$1,703,036**	**$1,592,832**	**$1,495,061**	**$1,570,827**	**$1,629,087**
Revenues					
Permits Privilege Fees & Reg Licenses	$572,335	$387,093	$307,375	$737,824	$1,004,842
Charges For Services	9,162	2,212	1,763	5,000	5,000
Total Revenues	**$581,497**	**$389,305**	**$309,138**	**$742,824**	**$1,009,842**
Total Local Tax Funding	**$1,121,539**	**$1,203,527**	**$1,185,923**	**$828,003**	**$619,245**
FTE Summary	**22.00**	**21.00**	**17.00**	**16.00**	**17.00**

Building & Development
Land Development Planning

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Improve customer service by returning all hotline calls within one business day.				
• Number of hotline calls received per year	2,518	2,495	3,100	3,300
• Number of calls returned within one business day	2,388	2,489	3,038	3,250
• Percentage of calls returned within one business day	95%	99%	98%	99%
Objective: Improve quality of minimum submission checklist review to reduce the number of submission reviews and provide first review comments within 45 days.				
• Number of subdivision applications submitted	284	207	268	290
• Applications acted upon within 4 submissions	n/a	77%	83%	85%
• Percentage of initial comment letters sent within 45 days	83%	92%	95%	95%
Objective: Complete initial setup of all Land Development Applications within five working days.				
• Total number of land development applications submitted	765	634	720	800
• Percentage of checklists completed within five working days	94%	99%	92%	95%
• Number of checklists completed within five working days[1]	n/a	n/a	n/a	275
Objective: Manage grading and performance bonds linked to development projects.				
• Value of grading bonds managed	$77,063,497	$68,329,048	$70,000,000	$75,000,000
• Value of performance bonds managed	$720,777,372	$515,778,139	$670,000,000	$680,000,000

[1] This is a new measure beginning in FY 2012; prior year history is not available.

Building & Development
Land Development Engineering

Description

This program provides detailed technical review, approval and management of land development applications related to subdivision plans and site plans in conformance with the Codified Ordinances, the Zoning Ordinance, the Land Subdivision and Development Ordinance, the Facilities Standards Manual, other applicable State and Federal regulations, and proffers or conditions of approval negotiated as part of rezoning or special exception application processes. The program also manages subsidiary programs to complement the land development process, including performance bonding and monitoring during the construction process, acceptance of infrastructure projects, release of associated bonds, and the management of bond default projects as directed by the Board of Supervisors' Bond Committee. This program contains the Department's Environmental Management program, which includes floodplain management, environmental review of land development applications, water resources management, soils and geotechnical review, erosion and sediment control, and locational clearances within environmental overlay districts. This group provides support to the Facilities Standards Manual Public Review Committee, Water Resources Technical Advisory Committee, Engineers and Surveyors Institute Loudoun Committee and other groups as required.

Budget Overview

FY 2012 Issues

• Ground water and surface water issues have become more frequent challenges due to the development of areas that were previously undeveloped rural or limestone areas. In addition, new standards promulgated by higher levels of government make the enforcement of water quality and quantity standards more complex. Approximately five different County departments, and multiple state and federal agencies, currently regulate several "layers" of water-related standards.

FY 2012 Goals

• Coordinate with other departments and agencies to simplify water standards and enforcement, and achieve the greatest efficiency in the planning and regulation of water related issues.
• Achieve greater efficiency in the processing of land development applications by developing the electronic submission and review of plans, and by increasing the use of existing contractual arrangements such as the Engineers and Surveyors Institute.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$5,638,314	$5,797,895	$5,539,278	$5,517,157	$5,646,599
Operations & Maintenance	671,086	943,517	630,663	378,659	815,650
Capital Outlay & Capital Acquisitions	13,985	400,800	0	0	0
Transfer to General Capital Asset	6,830	0	0	0	0
Total Expenditures	**$6,330,215**	**$7,142,212**	**$6,169,941**	**$5,895,816**	**$6,462,249**
Revenues					
Permits Privilege Fees & Reg Licenses	$2,115,957	$1,571,390	$1,389,918	$2,033,313	$1,492,858
Charges For Services	819	50	200	100	100
Miscellaneous Revenue	0	779	0	0	0
Federal Categorical Aid	281,531	360,308	155,026	0	0
Other Financing Sources	0	400,800	0	0	0
Total Revenues	**$2,398,307**	**$2,333,327**	**$1,545,144**	**$2,033,413**	**$1,492,958**
Total Local Tax Funding	**$3,931,908**	**$4,808,885**	**$4,624,797**	**$3,862,403**	**$4,969,291**
FTE Summary	**63.80**	**63.80**	**63.80**	**59.80**	**59.80**

Building & Development

Land Development Engineering

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Improve the delivery of needed infrastructure by reducing the number of bond agreements in default and increasing miles of roadway accepted.				
• Miles of roadway completed and accepted into the State Secondary System annually	63.02	114.76	32.42	34.00
Objective: Meet the state guidelines for Erosion and Sediment Control Permit inspection frequency of one visit every two weeks.				
• Average number of inspections per Erosion and Sediment Control Permit	3.38	3.67	3.66	3.74
• Number of active grading permits	607	586	580	603
• Number of Erosion and Sediment Control Permit inspections conducted annually	8,705	8,695	9,022	9,382
• Percentage of inspections conducted on time	96%	96%	96%	97%
Objective: Improve citizen satisfaction by reviewing potential Overlot Grading Permit problems with builders, thereby reducing the ratio of homeowner complaints to new home approvals.				
• Number of erosion and sediment control complaints	34	36	36	38
• Number of homeowner complaints	181	191	163	177
• Number of landslide and sinkhole complaints	8	7	3	4
• Number of roads and sidewalks complaints	19	54	34	37
• Number of stormwater management complaints	112	79	68	74
• Number of tree complaints	8	15	22	24
• Percentage of homeowner complaints per new home approval	8%	8%	7%	7%
Objective: Improve the processing time to approval of Ministerial Land Development applications (LDA) by reducing the processing time for two main types of LDA's: site plans (STPL) and construction plans and profiles (CPAP).				
• Number of Construction Plans and Profiles (CPAPs)	87	64	102	106
• Average number of days to process CPAPs	282	90	92	96
• Number of site plans submitted (initial submissions only)	104	77	82	86
• Average number of days to process site plans (STPL)	309	74	95	99

Building & Development
Zoning Administration

Description

Zoning Administration staff administers and enforces the zoning requirements and proffer language adopted by the Board of Supervisors (BOS) by updating the zoning map and responding to referrals on legislative applications and proffer amendments from the Department of Planning, and land development applications from the Engineering Division. Staff enforces the Zoning Ordinances and the Virginia Maintenance Code by educating the public and, where necessary, issuing notices of violation to secure compliance with applicable ordinances and proffers, which may include legal prosecution. Enforcement staff also conducts proactive enforcement initiatives as instructed by the Board of Supervisors and is tasked to coordinate and manage the Volunteer Sign Collection program. Staff provides support to the Board of Supervisors in preparing amendments to the Revised 1993 Zoning Ordinance and staff reports for proffer appeals. Staff also supports the Board of Zoning Appeals by reporting applications for variances, special exceptions and appeals as mandated by State Code. Staff also responds to citizen inquiries (ZCOR) in writing, by e mail or by telephone.

Budget Overview

FY 2012 Issues

• The Board of Supervisors has determined a set of initiatives as reflected in the Strategic Plan. Zoning Administration must balance its support of the Board with its initiatives and process quality legislative and ministerial referrals.
• Staff will continue professional development in an effort to retain professional certifications and to keep informed of new ideas, approaches and trends impacting the practice of zoning administration.
• Enforcement staff will strive to maintain a balanced approach to responding to citizen filed complaints (zoning and maintenance code) in a timely manner while continuing of the Proactive Enforcement Program within the Sterling residential areas. Staff will also continue to supervise and monitor the Volunteer sign collection program that became a permanent BOS initiative in July 2009.
• Staff will continue to address citizen complaints regarding residential overcrowding with the county while closely working with the Town of Leesburg to assist with enforcement of the overcrowding section of the Virginia Property Maintenance Code as required by the memorandum of understanding effective May 2010.

FY 2012 Goals

• Continue to implement an enforcement program that is based on the results of pilot programs initiated by the BOS and continue to respond to citizen complaints within approved guidelines.
• Continue to support the BOS' Strategic Plan initiatives by managing several ZOAMs, including the Chesapeake Bay Act Regulations, Rural Recreation Uses, Distributed Antenna Systems and affordable housing regulations.
• Revise the Zoning Ordinance to reflect changes to the Code of Virginia.
• Continue to support the ongoing effort to use proffer funds for capital improvements and transportation projects by identifying potential funds and issuing determinations regarding the use of the funds.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$2,214,260	$2,361,165	$2,398,955	$2,386,909	$2,398,507
Operations & Maintenance	128,903	124,703	107,246	126,000	123,994
Total Expenditures	**$2,343,163**	**$2,485,868**	**$2,506,201**	**$2,512,909**	**$2,522,501**
Revenues					
Permits Privilege Fees & Reg Licenses	$141,959	$135,369	$134,592	$439,671	$903,916
Fines & Forfeitures	20,198	9,843	20,824	18,796	21,000
Use Of Money & Property	0	0	119	0	0
Charges For Services	26	209	431	150	150
Total Revenues	**$162,183**	**$145,421**	**$155,966**	**$458,617**	**$925,066**
Total Local Tax Funding	**$2,180,980**	**$2,340,447**	**$2,350,235**	**$2,054,292**	**$1,597,435**
FTE Summary	**28.00**	**28.00**	**28.00**	**27.00**	**27.00**

Building & Development
Zoning Administration

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Provide support to the Board of Zoning Appeals by processing appeals and variances within the state-mandated 90 day guidelines.				
• Number of Board of Zoning Appeals applications	4	8	30	25
• Percentage of appeals and variances responded to within State mandated guidelines	100%	100%	100%	100%
• Process Zoning complaints within established timeframes	100%	99%	100%	100%
Objective: Improve timelines for legislative referrals by providing referrals within established 30-60 days timeframes.				
• Number of legislative pre-applications	101	88	116	100
• Number of legislative referral applications	246	221	200	200
• Percentage of referrals provided within timeline	63%	71%	70%	70%
• Average number of days to provide legislative referral	36	35	45	45
Objective: Enforce provisions of the Zoning Ordinance and Property Maintenance Code in accordance with established Board of Supervisor's policy.				
• Number of overcrowding complaints	295	254	300	250
• Average number of days from acceptance of a complaint to inspection	2	2	2	2
• Percentage of inspections resulting in an overcrowding violation	3%	1%	10%	2%
• Percentage of overcrowding violations brought into compliance without a court order	100%	100%	95%	100%
Objective: Respond to written correspondence and site plan referrals within four weeks.				
• Number of site plans submitted (includes initial and subsequent submissions)	390	297	410	410
• Number of Zoning Correspondence (ZCOR) applications submitted	277	308	300	320
• Average number of days to respond to ZCOR application	38	28	35	35
• Percentage of ZCOR applications responded to within the legal guideline of 90 days	93%	97%	90%	90%
• Percentage of ZCOR applications responded to within four weeks	65%	73%	75%	75%

Building & Development
Building Code Enforcement

Description

The Building Code Enforcement program protects the public's health, safety and welfare through enforcement of the minimum structural, electrical, mechanical, plumbing, gas and fire protection standards of the Virginia Uniform Statewide Building Code.

Budget Overview

FY 2012 Issues

• Inspectors aim to complete each inspection within an average of 18 minutes.
• The State Building Code includes requirements for continuing education, increased staff training, and certification requirements which will reduce the amount of time available for field inspections.
• The inspection environment and workload are impacted by larger homes, new technologies, and additional inspection requirements that require more time per inspection and allow for fewer inspections per inspector.
• The State is expected to adopt a new Building Code in spring 2011. This will require that each member of the staff attend at least three days of the mandatory recertification program.

FY 2012 Goals

• Successfully train and retain qualified staff. Staff must meet State requirements for re-certifications.
• 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.
• Implement a system of digitizing plans (held in the plans file room) to electronic storage.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$7,402,568	$7,336,357	$6,163,962	$5,777,079	$5,961,567
Operations & Maintenance	1,076,120	702,806	571,860	860,266	967,877
Capital Outlay & Capital Acquisitions	0	0	0	450	450
Total Expenditures	**$8,478,688**	**$8,039,163**	**$6,735,822**	**$6,637,795**	**$6,929,894**
Revenues					
Permits Privilege Fees & Reg Licenses	$7,648,057	$5,707,510	$5,416,292	$6,109,888	$7,577,680
Total Revenues	**$7,648,057**	**$5,707,510**	**$5,416,292**	**$6,109,888**	**$7,577,680**
Total Local Tax Funding	**$830,631**	**$2,331,653**	**$1,319,530**	**$527,907**	**$(647,786)**
FTE Summary	**102.00**	**97.00**	**80.00**	**71.00**	**71.00**

Building & Development
Building Code Enforcement

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Improve construction plans turnaround time and work with the private sector to limit average number of times plans are returned for review.				
• Number of plans reviewed	11,404	8,586	9,800	10,290
• Percentage of plans reviewed within 10 working days	98%	98%	98%	98%
• Average number of times plans are reviewed prior to approval	1.21	1.20	1.20	1.20
Objective: Improve inspection services by completing the mobilization of inspectors and maintaining an average of not less than 18 minutes per inspection.				
• Number of inspectors	60	38	45	38
• Number of inspections performed	144,149	140,817	155,000	162,700
• Percentage of cross-trained inspectors	27%	36%	36%	36%
• Number of failed inspections	43,886	36,835	37,000	38,850
• Average minutes per inspection	33.47	19.96	22.99	18.50
Objective: Resolve Building Code-related complaints and respond to inquiries in a timely manner.				
• Number of code-related inquiries per year	1,532	1,461	1,550	1,600
• Number of complaints received per year	159	159	103	108
• Percentage of complaints resolved within 10 working days	74%	68%	72%	72%
• Percentage of complaints responded to within 24 hours	98%	98%	98%	98%

Building & Development

Permit Issuance/Department Management

Description

The Permit Issuance and Department Management Program issues building, zoning and grading permits, collects proffers attached to new construction, and performs the administrative services for the Department of Building and Development. This program receives and processes all permit applications, issues all permits, and collects cash proffers. This program also provides information to the public on zoning, permits, inspections, proffers, and other land development activities, and performs administrative functions such as Human Resources management and purchasing.

Budget Overview

FY 2012 Issues

• The increase in comprehensive sign packages will require increased processing time for sign permits. Proposed changes to the zoning ordinances for signs, if adopted, will result in additional training requirements and procedural changes for permit staff.
• Work assignments will continue to be adjusted in order to meet customer service needs.
• The adoption of the new sign ordinance will slow sign permit processing initially as staff members become familiar with the new regulations but should result in fewer time-consuming sign packages. The new ordinance should ultimately result in shorter processing time and faster sign permit issuance.

FY 2012 Goals

• Implement e-Permitting for on line application and issuance of building permits to better serve customers.
• Maintain a high level of customer service.
• Implement credit card payment system for permits.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$3,151,585	$3,213,107	$2,966,008	$2,670,950	$2,772,161
Operations & Maintenance	87,679	80,644	54,071	98,962	82,235
Total Expenditures	**$3,239,264**	**$3,293,751**	**$3,020,079**	**$2,769,912**	**$2,854,396**
Revenues					
Permits Privilege Fees & Reg Licenses	$3,095,067	$2,453,487	$2,075,348	$2,139,142	$1,934,280
Charges For Services	50,996	50,650	44,330	55,409	45,000
Miscellaneous Revenue	111	2	0	0	0
Total Revenues	**$3,146,174**	**$2,504,139**	**$2,119,678**	**$2,194,551**	**$1,979,280**
Total Local Tax Funding	**$93,090**	**$789,612**	**$900,401**	**$575,361**	**$875,116**
FTE Summary	**42.00**	**43.00**	**37.00**	**32.00**	**31.00**

Building & Development

Permit Issuance/Department Management

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Issue permits requiring plans review over the counter and via the internet.				
• Number of Building/Zoning permits issued	45,705	35,634	36,570	38,033
• Number of No-Fee permits issued	13,250	10,104	9,338	9,712
• Percentage of E-permitting programming completed	95%	98%	100%	100%
• Percentage of staff trained to implement E-permitting	100%	100%	100%	100%
Objective: Reduce the amount of time customers are placed on hold and the number of "hang-ups" on the main line for permits and inspections.				
• Average number of phone calls per day	143	113	165	220
• Average number of seconds callers are on hold	33	20	30	20
• Number of hang-ups per day	9	6	7	7
Objective: Manage proffer collection linked to development projects.				
• Value of cash proffers collected with zoning permits	$10,231,296	$20,584,173	$10,000,000	$20,000,000

Economic Development

Mission Statement

The Department of Economic Development promotes economic growth and opportunity by attracting targeted new businesses, supporting existing businesses, and cultivating Loudoun's rural economy.

Description

The Department's work is guided by the policies set forth in Loudoun's Revised General Plan, and by the Economic Development Strategic Plan, adopted by the Board in 2004. The Economic Development Strategic Plan identifies five goals, implemented with the assistance of the Department's community and regional partners. The goals are: Loudoun County becoming a recognized center for innovation, offering a prosperous business environment, providing a favored visitor destination, creating a high quality of place, and maintaining the County's sound fiscal health.

Recognizing these strategic goals, the Department provides direct assistance to businesses that intend to establish or expand operations in Loudoun County; markets Loudoun to existing and prospective businesses; provides tailored site selection and business expansion services; manages projects that support the Strategic Plan; produces high-quality research, information, and web content; and provides strategic recommendations on economic development as requested by the Board and partner organizations.

The Department harnesses the expertise and talent of Loudoun's business leaders through public-private partnerships, including: the Economic Development Commission (EDC), the Rural Economic Development Council (REDC), Loudoun Chamber of Commerce, Small Business Development Center, and the Design Cabinet,

Budget Overview

FY 2012 Issues

• While the national economy continues to struggle with high unemployment and declining housing prices, Loudoun's unemployment rate is at 4.4% as of October 2010. Loudoun's unemployment rate has been consistently below the rate for the nation, Virginia and Northern Virginia. The November Case-Shiller housing data shows the Washington, DC metropolitan area as one of four regions in the country with year over year housing value appreciation. While these are positives for the county, it is anticipated that the following issues could negatively impact economic development efforts locally:
• Efforts to reduce the federal government's budget deficit, if successful, may negatively impact one of Loudoun's target sectors, federal government contractors.
• Credit and financing for commercial development will remain constrained for the next 12 to 18 months.
• There is a lack of move-in-ready Class A office space in Loudoun County.
• In the agricultural sector, increasing costs of farm machinery and fertilizers, coupled with decreased demand for high-value agriculture products has resulted in decreased beef production and smaller herds in Loudoun.

FY 2012 Major Goals

• Increase qualified prospects by 25% through proactive business retention program, a lead generation contract, leveraging the partnerships with VDEP and GWI, and developing a targeted international program.
• Reduce commercial (office, flex and industrial) vacancy rate to below 12%.
• Lead strategic initiatives that support the growth of the targeted clusters, including: Sustainable Energy; Air Cargo; and Data Center location policy.
• Roll out new "state of the art" economic development website including a searchable property data base, high quality downloadable PDF's and videos on each cluster, and enhanced research and website statistics.
• Execute integrated marketing program and implement initiatives to gain earned media with the goal of increasing awareness of Loudoun as a business location.
• Develop a Rural Business Development Strategy in collaboration with the REDC and other stakeholders
• Develop "The Best of Western Loudoun" event, a year-long harvests centered marketing campaign in coordination with Loudoun's towns and agriculture producers.
• Implement a system of Aggregation/Distribution of local products to supply large scale end users, such as Loudoun Public Schools and hospitals.
• Help to prepare qualified large sites (i.e. Kincora, One Loudoun and Arcola) for development during the upcoming development cycle.
• Continue work with NAIOP and NVBIA to evaluate and improve the development process.
• Work with partners to develop and implement a plan to support and grow small business and entrepreneurship in Loudoun.

FY 2011 Major Achievements

• Attracted and/or expanded the following companies: Neustar, Rockwell Collins, Amazon.com, and Niitek.
• Attracted 1.3 million square feet of ICT space during CY 2010, including: Carpathia, DuPont Fabros, Equinix and Digital Realty Trust.

Economic Development

• Developed 89 leads into 15 qualified prospects (as of January 2011) by working in clusters.
• Conducted an outreach trip to London, England and Pori and Helsinki, Finland and met with 27 private businesses and a coalition of renewable energy companies and key economic development players. Identified two qualified prospects and worked to arrange visits to Loudoun in CY 2011.
• Developed partnership with Washington Metropolitan Airports Authority to attract freight forwarders to Dulles Airport in order to grow air cargo business.
• Completed initial trip of the new national business recruitment campaign, meeting with seven major brokers and relocation consultants on the west coast.
• Began preliminary work on establishing a Center of Excellence for Cyber Security (CECS) for the Commonwealth to be located in Northern Virginia. The CECS will be a cooperative effort in the areas of research, development and production of a variety of cyber security related technologies.
• Launched a "Farm-to-Fork" initiative to hold an annual week-long event in which local restaurants will feature all-Loudoun products in a prix fixe menu.
• Formed and Aggregation/Distribution of Product to launch the Loudoun County Local Food System Expansion.

Economic Development

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,396,544	$1,595,370	$1,616,705	$1,621,247	$1,673,409
Operations & Maintenance	531,823	545,613	478,890	343,498	428,049
Capital Outlay & Capital Acquisitions	13,530	0	0	0	0
Total Expenditures	**$1,941,897**	**$2,140,983**	**$2,095,595**	**$1,964,745**	**$2,101,458**
Revenues					
Permits Privilege Fees & Reg Licenses	$6,596	$5,537	$5,816	$16,606	$15,748
Charges For Services	10	0	0	0	0
Recovered Costs	0	9,000	307,465	296,000	0
Other Financing Sources	72,786	516,748	140,087	232,768	534,268
Total Revenues	**$79,392**	**$531,285**	**$453,368**	**$545,374**	**$550,016**
Local Tax Funding	**$1,862,505**	**$1,609,698**	**$1,642,227**	**$1,419,371**	**$1,551,442**
FTE Summary	**15.77**	**16.77**	**17.77**	**16.77**	**17.77**

FY 2012 Board Action

The FY 2012 Adopted Fiscal Plan for the Department of Economic Development includes an enhancement of 1.00 FTE for a Business Retention Manager. Local tax funding increased by $132,071. Personnel increases for benefits and cost of living adjustments per the Board adopted budget policy are included.

Budget History

FY 2009: The Board of Supervisors added 1.00 FTE for a Business Development Manager.

FY 2009 Mid-Year: The Board added 1.00 FTE for an Industry Cluster Analyst.

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.

Economic Development

Expenditures by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Economic Development	$1,941,897	$2,140,983	$2,095,595	$1,964,745	$2,101,458
Total Expenditures	**$1,941,897**	**$2,140,983**	**$2,095,595**	**$1,964,745**	**$2,101,458**

Revenues by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Economic Development	$79,392	$531,285	$453,368	$545,374	$550,016
Total Revenues	**$79,392**	**$531,285**	**$453,368**	**$545,374**	**$550,016**

Local Tax Funding by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Economic Development	$1,862,505	$1,609,698	$1,642,227	$1,419,371	$1,551,442
Total Local Tax Funding	**$1,862,505**	**$1,609,698**	**$1,642,227**	**$1,419,371**	**$1,551,442**

Staffing Summary by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Economic Development	15.77	16.77	17.77	16.77	17.77
Total FTE	**15.77**	**16.77**	**17.77**	**16.77**	**17.77**

Economic Development

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Maintain and support a prosperous business environment by executing business retention, expansion and attraction programs.[1]				
• Number of current active prospects in pipeline	55	98	100	100
• Number of visits to existing businesses to build new/renew relationships	177	582[2]	300	300
• Ombudsman assistance (total number of projects countywide)	68	117	75	75
• Ombudsman assistance (total square footage for non-rural commercial space)	n/a	3,415,000	3,000,000	3,000,000
• Unique website user sessions[3]	n/a	71,337	91,000	91,000
Objective: Maintain Loudoun's high quality of place by leveraging Loudoun civic entrepreneurs to implement strategic initiatives.				
• Number of meetings for all partnerships and associations	77	137	155	150
Objective: Contribute to Loudoun's sound fiscal health.				
• Net new jobs	758	-3,016	2,250	2,400
• Square feet of commercial and industrial permitted	3,612,790	1,174,831	1,500,000	2,500,000
Objective: Make Loudoun a favored visitor destination by marketing and promoting rural events.[4]				
• Attendees at rural business development educational events	n/a	n/a	n/a	600
• Members of DED-supported rural associations/groups	n/a	n/a	n/a	475
• Number of rural business development educational events	n/a	n/a	n/a	5
• Sales from select direct market products	n/a	n/a	n/a	3,400,000
Objective: Drive to be a recognized center for innovation by developing industry clusters.				
• Associated square footage for ICT or Government Contractor companies announced/located in Loudoun in CY	n/a	1,316,216	1,000,000	1,000,000
• Forums and events attended to develop targeted clusters	58	106	62	62
• International program - number of qualified prospects[5]	n/a	n/a	10	10

[1] Measures with n/a for FY 2009 were new for FY 2010; prior history is not available.

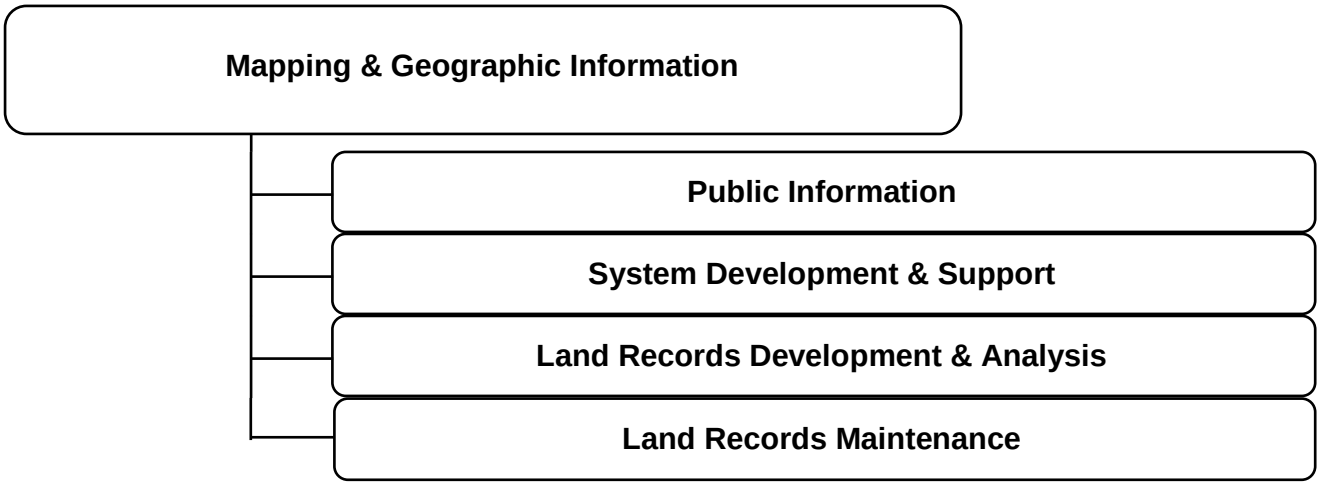
[2] FY 2010 data included site visits for Agriculture District applicants.

[3] This was a new measure in FY 2010; prior history is not available.

[4] This is a new objective containing new measures for FY 2012; prior history is not available.

[5] This was a new measure in FY 2011; prior history is not available.

Mapping & Geographic Information



Mapping & Geographic Information

Mission Statement

The mission of the office is to improve the efficiency and effectiveness of Loudoun County Government by providing core services on the County's Geographic Information System that ensure current and accurate land-related information for County government agencies and the County's residents and businesses.

Description

The Office of Mapping and Geographic Information develops, maintains, analyzes, and distributes Loudoun County's land based (mapped) information. Public Information staff assists citizens and businesses at the office's public counter and responds to requests for maps and spatial data. The System Development and Support staff maintains the Geographic Information System (GIS) software and ensures that the system's users have access to the information and the tools they need to accomplish their work. Land Records Development and Analysis staff compiles new data as needed by County agencies and provides analyses and maps to assist the County in formulating policies and managing programs. Land Records Maintenance staff develops and maps new addresses, streets, and parcels on an hourly basis and transmits these and other data to Land Management Information System (LMIS), E-911, and other databases. The Loudoun County GIS Strategic Plan provides direction for the development and management of the County's GIS and for the office's programs.

Budget Overview

FY 2012 Issues

• Because GIS is increasingly integrated with Computer Aided Dispatch (CAD) systems and because of concerns for homeland security, there are several on-going efforts to integrate public safety GIS regionally and statewide that will require support.
• Due to upgrades in and continuing evolution of the GIS software, the maintenance of core GIS data and services will require the reprogramming of most of the computer programs on the GIS.
• Key public safety and other data are not always available in all the towns.
• Close coordination with the Department of Information Technology and with the private sector is critical to the successful operation of the GIS.
• Web based mapping services must continue to improve to facilitate greater access to information and reduce costs.
• Better communication and education are needed to enable better use of the County's mapped information resources.
• Improved visualization tools are now available in GIS and need to be incorporated more into spatial analyses.

FY 2012 Major Goals

• Implement the mapping interface to the County's new Computer Aided Mass Appraisal (CAMA) system.
• Develop web mapping interfaces to other County systems.
• Implement the County's portion of a Northern Virginia routable street centerline for CAD.
• Facilitate web based public maintenance of selected mapped information including sidewalks and trails.
• Coordinate with the State to integrate public safety data regionally and statewide.
• Partner with the towns and the private sector to map and maintain critical data such as fire hydrants.
• Improve economic development map services using the County's new web mapping platforms.
• Develop tools and programs to facilitate town maintenance of address and other data.
• Maintain proficiencies to take advantage of new visualization tools and to manage complex databases.
• Manage upgrades to the GIS software and reprogram supported applications.

FY 2011 Major Achievements

• Convened the fifth annual Loudoun GIS Forum to improve coordination between the public and private sectors.
• Provided extensive support to the census and redistricting.
• Completed mapping of the County's sidewalks and trails.
• Completed mapping of open space easements for the County Attorney.
• Completed programming and released the new web mapping tool, WebLogis 2.0.
• Developed a new web mapping platform for use by other County agencies to display information.
• Upgraded the system to maintain compatibility with other County services.
• Developed 3D modeling capability to visualize planning and zoning alternatives in the Route 28 Tax District.
• Added aerial imagery to CAD.
• Integrated town zoning data into GIS and LMIS for the County Assessor.
• Received a Special Achievement in GIS award for land records management.

Mapping & Geographic Information

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,866,717	$1,921,452	$1,935,679	$1,964,209	$2,022,796
Operations & Maintenance	301,319	202,812	211,553	128,430	128,998
Capital Outlay & Capital Acquisitions	20,000	36,050	0	0	0
Total Expenditures	**$2,188,036**	**$2,160,314**	**$2,147,232**	**$2,092,639**	**$2,151,794**
Revenues					
Charges For Services	$53,318	$36,291	$25,499	$25,600	$25,472
Miscellaneous Revenue	0	3,636	3,255	5,000	5,000
Total Revenues	**$53,318**	**$39,927**	**$28,754**	**$30,600**	**$30,472**
Local Tax Funding	**$2,134,718**	**$2,120,387**	**$2,118,478**	**$2,062,039**	**$2,121,322**
FTE Summary	**23.80**	**23.80**	**22.80**	**23.00**	**23.00**

FY 2012 Board Action

The FY 2012 Adopted Fiscal Plan for the Office of Mapping & Geographic Information includes personnel increases in benefits and cost of living adjustments per the Board adopted budget policy.

Budget History

FY 2010 Mid-Year: The Board added 0.20 FTE to increase a part time position to full-time.

Mapping & Geographic Information

Expenditures by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Public Information	$251,431	$201,282	$186,007	$187,677	$195,461
System Development & Support	793,937	803,467	761,009	704,874	707,204
Land Records Development & Analysis	519,019	567,083	562,305	574,357	589,182
Land Records Maintenance	623,649	588,482	637,911	625,731	659,947
Total Expenditures	**$2,188,036**	**$2,160,314**	**$2,147,232**	**$2,092,639**	**$2,151,794**

Revenues by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Public Information	$53,318	$39,927	$28,754	$30,600	$30,472
Total Revenues	**$53,318**	**$39,927**	**$28,754**	**$30,600**	**$30,472**

Local Tax Funding by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Public Information	$198,113	$161,355	$157,253	$157,077	$164,989
System Development & Support	793,937	803,467	761,009	704,874	707,204
Land Records Development & Analysis	519,019	567,083	562,305	574,357	589,182
Land Records Maintenance	623,649	588,482	637,911	625,731	659,947
Total Local Tax Funding	**$2,134,718**	**$2,120,387**	**$2,118,478**	**$2,062,039**	**$2,121,322**

Staffing Summary by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Public Information	3.10	3.10	2.10	2.10	2.10
System Development & Support	6.20	6.20	6.20	6.40	6.40
Land Records Development & Analysis	7.30	7.30	7.30	7.30	7.30
Land Records Maintenance	7.20	7.20	7.20	7.20	7.20
Total FTE	**23.80**	**23.80**	**22.80**	**23.00**	**23.00**

Mapping & Geographic Information

Public Information

Description

The Public Information Program began in 1990 when the first GIS public access terminal was installed at the front counter of the former Department of Natural Resources. A part of the administrative division of the department at the time, the program was responsible for the sale of maps and answering the public's land related questions. In FY 1999, the program assumed responsibility for distributing GIS data in response to Freedom of Information Act requests. Today the Public Information program provides information and assistance to the public, the private sector, and other County agencies on a broad spectrum of land information. The office maintains a map and information review and sales counter, and provides responses to inquiries on properties and their characteristics (parcel boundaries, soils, floodplains, etc.). A large portion of the information and assistance provided is focused on helping the public comply with floodplain and mountainside ordinances, zoning regulations, and other community development requirements. Staff routinely assists the public in researching and understanding the characteristics of land using GIS and the Land Management Information System (LMIS). Staff also plots maps, photocopies plats, and writes data to CD and DVD for sale to customers, and provides help desk support for WebLogis, the County's online mapping program. This program is responsible for servicing the printers and plotters of the office, for most of the administrative functions, and for sales and management of the County Store.

Budget Overview

FY 2012 Issues

• Better communication and education are needed to enable better use of the County's mapped information resources.

FY 2012 Goals

• Maintain a high level of service to the public by answering questions, distributing maps, and producing and distributing spatial data.
• Develop training material and courses for the new WebLogis and other web platforms to help the public and staff make effective use of new technology.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$229,678	$180,079	$162,783	$164,167	$171,204
Operations & Maintenance	21,753	21,203	23,224	23,510	24,257
Total Expenditures	**$251,431**	**$201,282**	**$186,007**	**$187,677**	**$195,461**
Revenues					
Charges For Services	$53,318	$36,291	$25,499	$25,600	$25,472
Miscellaneous Revenue	0	3,636	3,255	5,000	5,000
Total Revenues	**$53,318**	**$39,927**	**$28,754**	**$30,600**	**$30,472**
Total Local Tax Funding	**$198,113**	**$161,355**	**$157,253**	**$157,077**	**$164,989**
FTE Summary	**3.10**	**3.10**	**2.10**	**2.10**	**2.10**

Mapping & Geographic Information

Public Information

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Develop and maintain a training program that provides the users of spatial data with the skills necessary to access, understand, and use the data.				
• Average new user evaluation (scale of 1-7)	6.94	6.44	6.70	6.70
• Number of new users trained	19	19	50[1]	30
Objective: Facilitate public access to maps and spatial data through the maintenance of public information counter services during all normal business hours.				
• Number of data CD's or DVD's mastered	223	136	250	315
• Number of parcel/address maps produced and distributed	7,012	4,700	7,500	3,150
• Number of phone calls received	2,745	2,725	2,800	2,700
• Number of walk-in customers	3,515	3,389	3,500	3,400
• Overall customer service response rating (scale of 1-5)	4.66	4.96	5.00	5.00
• Requested plotted and copied maps	9,376	7,207	9,000	8,000

[1] The increase is due to the introduction of a new version of the County's web mapping system, WebLOGIS 2.0. More County staff require training to make effective use of the technology.

Mapping & Geographic Information
System Development & Support

Description

The System Development and Support Program provides the critical services and products that have supported the functions of the GIS since the system was installed in 1986. The program provides data management, application development, and support services that permit the system's other functions (data development, data maintenance, data distribution, and data analysis) to be performed. Data management includes the update and maintenance of the County's entire geospatial database and associated software, maintenance of computer system directory structures, and security on the GIS database. Data are routinely monitored for integrity and documentation. Application development is undertaken to automate operations in other departments, to provide web based GIS services, and to support data maintenance, distribution, analysis, and management. Tasks involved include the analysis of existing business practices, programming, testing, training of staff, and documentation of programs and processes. Support services include user support, software and system troubleshooting, and management of upgrades of the system components. Applications, once developed, must be maintained as data, programs, systems, requirements, and staff change. Applications that support data maintenance began in 1987 when the programs and processes that create addresses were developed. The program supports land records maintenance and the transfer of parcel, address, and other data to the Land Management Information System (LMIS) and other County systems. The program also provides for data distribution through the development and maintenance of web programming and assists in the development of complex data analysis tools.

Budget Overview

FY 2012 Issues

• With the latest release of the GIS software, support for VB and VBA is being phased out. All of the applications currently supported on the GIS will need to be rewritten.
• Data management is becoming more complex as the quantity of data grows and new tools are developed to provide the most efficient service delivery to customers.
• Web based mapping services must be expanded to better support economic development and other programs.

FY 2012 Goals

• Facilitate web based public maintenance of selected mapped information including sidewalks and trails.
• Manage GIS and web related technologies in conjunction with other County IT system improvements.
• Develop web based tools and programs to facilitate town maintenance of address and other data.
• Integrate the GIS with other County systems, particularly the new Computer Aided Mass Appraisal (CAMA) system, to improve information accessibility and accuracy and reduce costs.
• Ensure that data is updated and accessible in the most efficient way possible.
• Maintain proficiencies required to manage an increasingly complex system and database.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$555,734	$631,633	$637,478	$644,112	$645,457
Operations & Maintenance[1]	218,203	135,784	123,531	60,762	61,747
Capital Outlay & Capital Acquisitions	20,000	36,050	0	0	0
Total Expenditures	**$793,937**	**$803,467**	**$761,009**	**$704,874**	**$707,204**
Total Local Tax Funding	**$793,937**	**$803,467**	**$761,009**	**$704,874**	**$707,204**
FTE Summary	**6.20**	**6.20**	**6.20**	**6.40**	**6.40**

[1] In FY 2011, $67,000 was reduced for base map spatial data maintenance.

Mapping & Geographic Information
System Development & Support

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Ensure that critical geospatial data are stored and accessible by managing SDE database and security.				
• Data sets managed in Spatial Database Engine	280	311	300	342
Objective: Maintain GIS functionality to a level that supports all users of the Loudoun County GIS.				
• Average number of internet visits per day	1,064	895	1,100	1,100
• Average number of intranet visitors per day	149	168	155	155
• Number of software upgrades managed.	303	36	60	65
Objective: Provide support to both internal GIS users and external users (web based customers).				
• Number of applications supported	30	35	35	40
• Number of calls for support	223	78	78	35
• Number of internal users supported	205	207	210	210

Mapping & Geographic Information

Land Records Development & Analysis

Description

This program provides internal GIS services to County agencies and the Board of Supervisors. These services are undertaken to either create or improve a process or service or to provide information for a policy or service delivery decision. The primary services of the program are data development, data maintenance, software tool development, data analysis, documentation, and training. Data development to improve services and answer policy questions began when the County purchased the GIS in 1986 and continues today. A major goal of the County's 1993 GIS Strategic Plan, the 1995 Land Records Management Plan, and the 2009 GIS Strategic Plan was the development and maintenance of core data to support the County's business practices. Staff in this program have developed most of the spatial data sets used by the County and its citizens on a daily basis. Data maintenance assistance is provided to County agencies that lack the resources or technical expertise to maintain spatial data. Software tool development assistance is provided to assist departments in maintaining or using spatial data in their service programs. Tools are developed through a process of consultation with the end user, programming, testing, and documentation. Data analysis produces information in the form of maps, tables, and graphs to assist the Board and County departments in decision making. The program provides training to County staff on understanding data, developing spatial queries, and using the GIS software. The program also manages the contracts that maintain the most important of the County's core GIS data, the base map. All of the other mapped layers are registered to this map which is maintained by the private sector.

Budget Overview

FY 2012 Issues

- Data development and maintenance will be required to support expanded economic development and other web services.
- Management of citizen mapping processes will need to be standardized and closely coordinated.
- Improvements to the GIS software have included new visualization tools that need to be incorporated into future analytical projects.

FY 2012 Goals

- Develop data sets that communicate the County's amenities for business retention and other web based services.
- Maintain open space easements, County owned and leased property, and other data sets, as needed.
- Manage data collection by the public of sidewalks and trails and provide support for the development of web based routing.
- Maintain proficiencies so as to make effective use of visualization tools for Community Development and other projects.
- Maintain the base map to a level that supports all other mapping on the system.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$502,443	$547,532	$545,833	$551,827	$567,135
Operations & Maintenance	16,576	19,551	16,472	22,530	22,047
Total Expenditures	**$519,019**	**$567,083**	**$562,305**	**$574,357**	**$589,182**
Total Local Tax Funding	**$519,019**	**$567,083**	**$562,305**	**$574,357**	**$589,182**
FTE Summary	**7.30**	**7.30**	**7.30**	**7.30**	**7.30**

Mapping & Geographic Information
Land Records Development & Analysis

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Provide all users and maintainers of geospatial data with sufficient skills and knowledge to access, use, and understand the information by developing and offering training on advanced tools.				
• Average overall evaluation rating (scale of 1-7)	6.46	6.27	6.50	6.50
• Number of new users trained	33	11	45	15
Objective: Develop maps, spatial models, and software tools that facilitate service delivery and policy decisions.				
• Number of applications developed	7	5	9	6
• Number of maps developed	345	221	300	300
• Number of spatial models developed	2	3	3	3
Objective: Develop new data sets as needed and develop new maintenance processes that support County business practices.				
• Number of data layers developed	17	20	15	20
• Number of data layers edited	55	95	60	110
Objective: Ensure that complete, consistent, clear, useable, and current documentation (metadata) is available for all County data.				
• Layers with metadata (documentation used to screen and evaluate data)	110	120	115	130
Objective: Maintain quality control of base map contract deliverables to meet or exceed national standards.				
• Number of square miles of base map data updated and reviewed	0[1]	175	95	40

[1] A delay in implementing a new base map contract delayed the completion of county review or quality control of the delivered data. Quality control was on-going in FY 2009, but was not completed and therefore counted until FY 2010.

Mapping & Geographic Information

Land Records Maintenance

Description

Parcels, addresses, and street centerlines are core land records databases used to reference and link nearly all of the County's information resources. Most of the County's services are developed and maintained for buildings with addresses or for parcels. Since parcels are always changing, buildings are routinely built and demolished, and new streets constructed, these core services and databases must be constantly maintained.

The data maintenance process is usually part of the subdivision process and begins when the division enforces Chapter 1020 of the County Code by working closely with developers to name new streets. At the subdivision approval stage, surveys are normally delivered electronically from private sector surveying and engineering firms, and the parcel data is incorporated into the County's parcel layer at recordation. The street centerlines are used to assign addresses according to Chapter 1026 (Addressing of Premises) of the County Code, ensuring that addresses are unique and accurate.

Upon recordation, each new parcel is overlaid on 23 other mapped layers and a database is compiled that documents the amount of floodplain, type of zoning, etc. A similar process occurs in addressing which compiles the full address including the zip code. These two databases are then transferred to the Land Management Information System (LMIS), managed by the Department of Information Technology, where the base for land records information is provided, and the congregate data are used in the issuance of building and other permits. LMIS transfers the data to the County's Computer Aided Mass Appraisal (CAMA) system. New address, street centerline, and nine other spatial data layers are uploaded to Computer Aided Dispatch (CAD) and other public safety systems. Data is transferred to the Citizens Response Management System (CRM), the Office of Transportation Services (Air Track), Virginia's Emergency Operations Center, public and private utilities, and the U.S. Postal Service.

Budget Overview

FY 2012 Issues

• Daily coordination with the private sector is essential to the success of this program.
• Due to changes in supported programming languages and databases, many of the land records automation and support programs need to be rewritten.
• Management of a regional street centerline database for Computer Aided Dispatch (CAD) will continue to require close coordination with the other counties in Northern Virginia and with the State.
• Land records data models must be upgraded to support new applications and maintain support for old ones as they evolve.

FY 2012 Goals

• Coordinate database structures and street centerline maintenance with surrounding counties and the State, while continuing to maintain support for CAD.
• Develop programs and processes to support the County's new Computer Aided Mass Appraisal (CAMA) system.
• Provide spatial data support for the implementation of a new Computer Aided Dispatch (CAD) system.
• Coordinate with the County's towns to manage web based maintenance of town address information.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$578,862	$562,208	$589,585	$604,103	$639,000
Operations & Maintenance	44,787	26,274	48,326	21,628	20,947
Total Expenditures	**$623,649**	**$588,482**	**$637,911**	**$625,731**	**$659,947**
Total Local Tax Funding	**$623,649**	**$588,482**	**$637,911**	**$625,731**	**$659,947**
FTE Summary	**7.20**	**7.20**	**7.20**	**7.20**	**7.20**

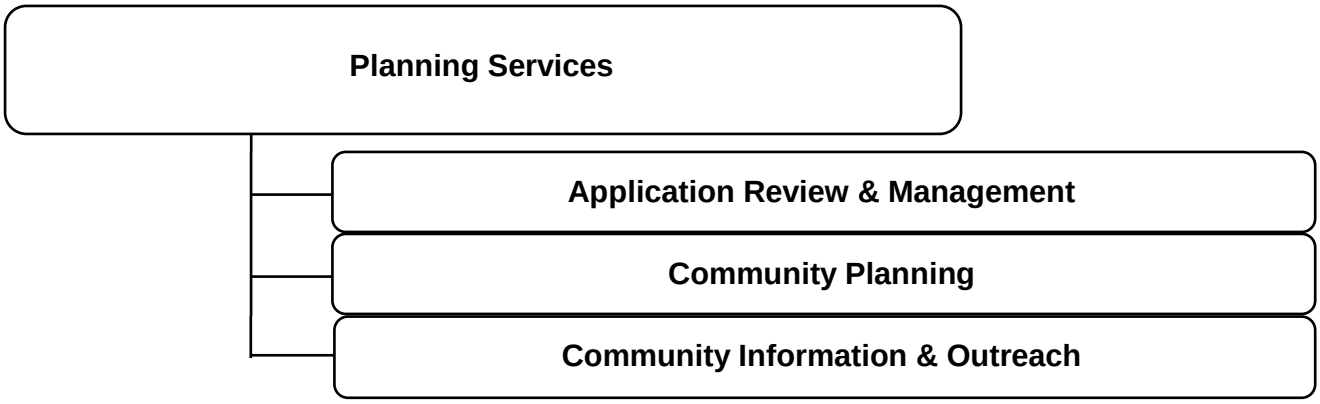
Mapping & Geographic Information

Land Records Maintenance

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Adopt the Virginia data model for street centerline and maintain the Loudoun portion of the State's centerline so as to improve data accessibility and functionality.				
• Number of miles of street centerline transferred	83.00	36.90	57.00	60.00
Objective: Maintain parcel, address, and street data to a level that supports E-911, LMIS, CAMA, CRM, and AVL.				
• Number of addresses assigned and transferred to LMIS	940	2,681	1,900	2,000
• Number of addressing customer calls	509	512	570	520
• Number of data update or correction projects[1]	96	258	350	220
• Number of miles of new public roads added to the database.	83.00	36.90	57.00	60.00
• Number of plats mapped, scanned, and transferred to LMIS	268	274	260	275
• Number of record plat and site plans addressed	42	38	52	65
• Number of spatial and tabular updates to supported applications	601	622	610	610
• Number of street name referrals	441	329	360	500
• Number of updates to computer programs	61	98	76	70

[1] The increase in project workload in FY 2011 is partially a result of parcel and address research and data development and correction for the census, assessor, County Attorney, and public safety/CAD including Loudoun's portion of regional CAD data standardization. It also reflects better tracking of data update and correction projects.

Planning Services



Planning Services

Mission Statement

The Planning Department assists the Planning Commission, Board of Supervisors (BOS), and citizens in the development of policies that guide the use of land, the provision of facilities and infrastructure and protect environmental and historical resources. The department reviews applications such as rezonings, special exceptions and certificates of appropriateness to determine their consistency with plans and ordinances, and works with applicants to seek solutions that are compatible with County policies. The department also prepares planning reports and studies for citizen boards and commissions.

Description

Planning Services programs are largely mandated by the Code of Virginia (Section 15.2, Chapter 22 "Planning, Subdivision of Land and Zoning"). These sections require jurisdictions to prepare and maintain a current comprehensive plan and, if they choose, adopt a zoning ordinance to regulate land development. The County meets this mandate and maintains staff resources to conduct the public review process and analyze various land use, environmental and fiscal studies that form the plan and keep it current. Likewise, by virtue of the County's Zoning Ordinance, staff adheres to State and local requirements for reviewing and processing land development applications and activities. Planning Services includes three divisions: Application Review and Management, which oversees legislative land development applications; Community Planning, which oversees the policy development process; and Community Information and Outreach, which oversees historic and environmental resources, protection efforts, coordinates with other County Departments and localities to ensure consistency with plan policies and inter-jurisdictional agreements, and conducts community outreach efforts with respect to the implementation of plan policies and the support of Board initiatives.

Budget Overview

FY 2012 Issues

• The BOS acted on 27 cases through the 1st quarter of FY 2011 compared to 33 cases in the first quarter of FY 2010, suggesting a relatively flat development trend.
• The type of cases continues to reflect a trend away from the "greenfields" rezonings towards special exceptions and modifications linked to specific development proposals in developed and rural areas for new or existing small business uses. Increasingly, these applications are submitted by landowners or business owners rather than land use attorneys or engineers. This has resulted in staff spending significant time with applicants and agencies to analyze and resolve issues.
• The Department will seek reductions in the volume of printed public documents through streamlined report formats, and managing files by increased electronic means. This may alter resource requirements towards updated and/or new computer equipment to potentially replace paper packet distribution (including Planning Commissioners).
• The Department is conducting a number of BOS policy initiatives focusing on economic development in eastern Loudoun, including inter-jurisdictional efforts with Herndon and Fairfax County. The Department continues to work with other departments, particularly with Zoning Administration and Building and Development regarding regulatory matters including: Route 28 implementation strategies, review of Article 7, and drafting of telecom regulations relating to Distributed Antenna Systems and other Zoning Ordinance amendments.
• Community outreach activities associated with BOS directed implementation of plan policies and other strategic planning efforts will continue to be an important component of the Department's work.
• The frontline customer service staff responds to inquiries, general requests for information from applicants, the public and County officials. Despite efficiencies afforded by technology, direct customer contact continues to be a major function due to the complexity and property specific nature of the inquiries.
• Ongoing Freedom of Information Act requests and general litigation support will require considerable professional and administrative staff time.
• Support to the Planning Commission and the Historic District Review Committee has expanded due to the increased schedule of meetings and broader scope of research requested on land development applications and other initiatives.
• Required referrals will continue to be provided/coordinated with Loudoun's seven incorporated towns; however, cooperative planning efforts will continue to be limited.

FY 2012 Major Goals

• Continue to process land development applications in accordance with County and State regulations and improve the timeliness and effectiveness of the development review process including revisions to the review process and processing requirements.
• Expand citizen involvement at the direction of the Board in planning and development initiatives through a comprehensive public outreach program.
• Implement area and strategic planning processes in accordance with Board priorities and County and State regulations.
• Support the program implementation of various policy initiatives such as affordable housing, green building and energy efficiency.
• Provide essential services to Loudoun towns and neighboring jurisdictions to ensure consistency with the jointly adopted Comprehensive Plan policies and inter-jurisdictional agreements.

Planning Services

FY 2011 Major Achievements

• Held 28 pre-application conferences through the 1st quarter of FY 2011 and has 69 total active cases. The Board acted on 94 cases in FY 2010 and in the first quarter of FY 2011 has acted on 27 cases.
• Improved coordination and timeliness of internal County agency referral reviews to strictly meet required deadlines for completion while dividing out listings of officially inactive cases awaiting applicant responses or reactivations.
• Reviewed plan amendments in accordance with Board priorities; one was completed during FY 2010, four are anticipated to be completed in FY 2011 and five in FY 2012.
• Responded to 2,000 customer requests for assistance at the front counter along with 6,500 phone and email inquiries.

Planning Services

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$2,851,686	$2,787,280	$2,724,104	$2,914,304	$2,968,303
Operations & Maintenance	342,685	229,572	187,055	240,874	232,559
Total Expenditures	**$3,194,371**	**$3,016,852**	**$2,911,159**	**$3,155,178**	**$3,200,862**
Revenues					
Permits Privilege Fees & Reg Licenses	$230,273	$265,211	$182,187	$423,974	$342,265
Charges For Services	2,229	978	1,608	2,500	1,800
Federal Categorical Aid	23,400	600	0	0	0
Total Revenues	**$255,902**	**$266,789**	**$183,795**	**$426,474**	**$344,065**
Local Tax Funding	**$2,938,469**	**$2,750,063**	**$2,727,364**	**$2,728,704**	**$2,856,797**
FTE Summary	**31.00**	**31.00**	**30.00**	**30.00**	**30.00**

FY 2012 Board Action

The FY 2012 Adopted Fiscal Plan for Planning Services reflects a decrease in projected legislative land development fee revenue (Permits, Privilege Fees and Regulatory Licenses) due to a general slowdown in the pace of economic activity. Personnel increases for benefits and cost of living adjustments per the Board adopted budget policy are included.

Budget History

FY 2010: The Board eliminated one planner position (1.00 FTE).

FY 2011: The Board transferred the Environmental Program Manger position (1.00 FTE) to the Department of Construction & Waste Management.

FY 2011 Mid-Year: One position (1.00 FTE) was transferred from the Department of Health to the Department of Planning Services.

Planning Services

Expenditures by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Application Review & Management	$1,689,391	$1,681,866	$1,653,296	$1,733,462	$1,797,161
Community Planning	638,358	641,057	631,087	635,436	712,917
Community Information & Outreach	866,622	693,929	626,776	786,280	690,784
Total Expenditures	**$3,194,371**	**$3,016,852**	**$2,911,159**	**$3,155,178**	**$3,200,862**

Revenues by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Application Review & Management	$185,272	$221,989	$182,491	$419,103	$337,394
Community Planning	872	240	1,306	2,500	1,800
Community Information & Outreach	69,758	44,560	(2)	4,871	4,871
Total Revenues	**$255,902**	**$266,789**	**$183,795**	**$426,474**	**$344,065**

Local Tax Funding by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Application Review & Management	$1,504,119	$1,459,877	$1,470,805	$1,314,359	$1,459,767
Community Planning	637,486	640,817	629,781	632,936	711,117
Community Information & Outreach	796,864	649,369	626,778	781,409	685,913
Total Local Tax Funding	**$2,938,469**	**$2,750,063**	**$2,727,364**	**$2,728,704**	**$2,856,797**

Staffing Summary by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Application Review & Management	17.50	17.50	16.90	16.70	16.90
Community Planning	6.30	6.30	6.10	5.90	6.60
Community Information & Outreach	7.20	7.20	7.00	7.40	6.50
Total FTE	**31.00**	**31.00**	**30.00**	**30.00**	**30.00**

Planning Services

Application Review & Management

Description

The Application Review and Management (ARM) program ensures that legislative development applications, such as rezonings and special exceptions, are submitted to and reviewed by the Board of Supervisors and the Planning Commission in compliance with County and State requirements. The program provides a forum for the public review of land development proposals and provides the Planning Commission and Board of Supervisors with a professional analysis of the implications of each application on County services, existing development, adopted plans, utilities and fiscal resources.

Planners supporting the ARM program oversee development applications through the legislative review process. ARM planners are the community's point of contact for issues arising with each application. Planners ensure the consistent and current interpretation of the Comprehensive Plan and proffer policies in the development review process. Planners conduct meetings, consult with landowners and coordinate discussions between applicants and the various agencies reviewing their proposals. ARM planners distill the review of land use applications into staff reports and committee items and present them to both the Board and Planning Commission. They also maintain and support the Department's Land Management Information System (LMIS) databases and monitor the web based Loudoun Online Land Applications (LOLA) system. Staff assigned to this program supports the Planning Commission by maintaining their schedule and records while providing policy and administrative support. Staff also provides administrative and professional support to the Historic District Review Committee.

Budget Overview

FY 2012 Issues

• The number of pre-application conferences, which serves as a barometer of application activity, is expected to decline somewhat to 90. This number is down from an average volume which typically exceeded 100 per year.
• While the number of new cases accepted continues to decline from the FY 2005 peak of 177 cases, the number of total active cases for the year is expected to remain near 100 as processing continues on existing cases.
• Planners in other divisions are occasionally assigned to manage development applications; however, this is expected to be held to a minimum during FY 2012 as the active caseload returns to budgeted workload levels.

FY 2012 Goals

• Continue to process land development applications in accordance with County and State regulations.
• Continue to provide professional and administrative support to the Planning Commission.
• Continue to identify and seek improvements to the development review process including reducing use of paper in report production by using electronic public packets and using the Internet for public file access.
• Provide assistance or management support on non-application related planning assignments.
• Process Certificate of Appropriateness (CAPP) applications in accordance with Historic District Guidelines and County and State Regulations.
• Support the Historic District Review Committee in providing guidance to the Planning Commission and the Board of Supervisors on the preservation and protection of County historic resources.
• Review nominations and revisions to the Historic Overlay Districts.
• Identify resources to maintain professional certifications in light of continuing education requirements (e.g., webcast conferences, CD training and interdepartmental opportunities).

Planning Services

Application Review & Management

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,579,636	$1,599,704	$1,554,767	$1,620,853	$1,678,840
Operations & Maintenance	109,755	82,162	98,529	112,609	118,321
Total Expenditures	**$1,689,391**	**$1,681,866**	**$1,653,296**	**$1,733,462**	**$1,797,161**
Revenues					
Permits Privilege Fees & Reg Licenses	$183,915	$221,383	$182,189	$419,103	$337,394
Charges For Services	1,357	606	302	0	0
Total Revenues	**$185,272**	**$221,989**	**$182,491**	**$419,103**	**$337,394**
Total Local Tax Funding	**$1,504,119**	**$1,459,877**	**$1,470,805**	**$1,314,359**	**$1,459,767**
FTE Summary	**17.50**	**17.50**	**16.90**	**16.70**	**16.90**

Planning Services

Application Review & Management

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Ensure that legislative development applications, such as rezonings and special exceptions, are submitted and reviewed by the Board of Supervisors and the Planning Commission in compliance with County and State Code requirements.				
• Number of active cases	150	88	100	100
• Number of legislative cases received[1]	92	68	85	100
• Number of pre-application conferences	98	83	90	90
Objective: Provide a forum for public review of land development proposals. Provide the Commission and Board with a professional analysis of the implications of each application for County services, existing development, adopted plans, utilities and fiscal resources. Continue to make improvements to the development review process. Continue to provide the appropriate administrative support to the Planning Commission.				
• Number of cases acted upon by the Board of Supervisors	61	94	70	70
• Number of Planning Commission hearings	16	14	12	12
• Number of Planning Commission meetings	49	40	45	45
Objective: Advise the Board of Supervisors in efforts to preserve and protect historic places and areas in the County. Coordinate the review and deliberations on Certificate of Appropriateness (CAPP) applications. Provide administrative and professional support to the Historic District Review Committee, ensuring the consistent and current interpretation of the Historic District Guidelines.				
• Number of CAPP applications approved	24	23	23	19
• Number of CAPP applications submitted	23	28	25	20
• Number of Historic District Review Committee meetings	9	11	9	9

[1] The number of cases received reflects cases received with fees and not the actual number of cases for processing.

Planning Services

Community Planning

Description

The Community Planning program supports the Board of Supervisors in developing land use and growth management policies by conducting research and analyses, preparing policy options and managing the public process. During the policy development process, staff organizes community meetings, forums and workshops to identify issues, serves as the community's point of contact, advises the Planning Commission and Board on approaches for resolving issues, and provides technical and administrative support. Staff reviews development proposals for consistency with Comprehensive Plan policy. The Community Planning program supports the plan development and amendment process, and determines the need for Commission Permits and compliance with State and Federal environmental regulations such as Environmental Impact Statement (EIS) reviews. Currently, all staff resources within the program are engaged in processing policy initiatives underway. Several BOS-initiated plan amendments remain in queue awaiting staff resources. Due to the complexity and staff-intensive work required during policy development, staff resources are projected to remain at full capacity into the next fiscal year to meet the current and backlogged workload.

Budget Overview

FY 2012 Issues

• The Community Planning program supports Board planning initiatives. Program resources are aligned based on the scope and complexity of the initiative and Board priority.
• Staff's ability to complete additional BOS-directed initiatives is affected by current and backlogged workload.

FY 2012 Goals

• The Community Planning program will manage the public review process for plans and plan amendments initiated and/or in queue as prioritized by the Board.
• Provide planning support to other County divisions and departments, as well as other government agencies to ensure consistency with the Comprehensive Plan.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$609,264	$584,417	$586,864	$590,543	$668,024
Operations & Maintenance	29,094	56,640	44,223	44,893	44,893
Total Expenditures	**$638,358**	**$641,057**	**$631,087**	**$635,436**	**$712,917**
Revenues					
Charges For Services	$872	$240	$1,306	$2,500	$1,800
Total Revenues	**$872**	**$240**	**$1,306**	**$2,500**	**$1,800**
Total Local Tax Funding	**$637,486**	**$640,817**	**$629,781**	**$632,936**	**$711,117**
FTE Summary	**6.30**	**6.30**	**6.10**	**5.90**	**6.60**

Planning Services

Community Planning

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: To manage and facilitate the development of land use and growth management policies through area, strategic and amendment planning processes in accordance with Board of Supervisors priorities.				
• Number of plans/amendments active with resources[1]	7	4	8	9
• Number of plans/amendments completed/or action taken	6	1	5	4
• Number of plans/amendments in queue[2]	9	8	6	7
• Number of plans/amendments initiated	3	0	3	1
• Number of project management/technical team meetings and planning meetings to engage citizens on plans/amendments	78	219	100	100
Objective: To manage, support and provide policy expertise in the development of BOS-initiated regulatory changes and strategic planning efforts through intra-departmental teams and other activities (e.g., ordinance amendments and planning/programmatic efforts led by other agencies).				
• Number of Initiatives[3]	n/a	n/a	7	6
• Number of Planning management/support meetings[3]	n/a	n/a	75	75

[1] As plans/amendments are completed, the next plan/amendment in queue (based on Board priority) will become active with resources.

[2] "In queue" plans/amendments are awaiting staff resources.

[3] This is a new measure beginning in FY 2011; prior year history is not available.

Planning Services

Community Information & Outreach

Description

The Community Information and Outreach (CIO) Program provides frontline customer service for the entire department. Staff responds to inquiries and requests for information from the general public, applicants, agencies and County officials. Staff conducts community education activities through printed materials, web-based tools and other efforts, to inform the public on land use planning and heritage and environmental resource preservation and management. Staff develops and coordinates community outreach efforts to assist the Board of Supervisors, County agencies and the public with the development and implementation of comprehensive plan policies, community plans and other strategic planning activities. Staff coordinates with other County Departments and jurisdictions including towns, adjoining counties, and state and federal agencies, with the implementation of projects and programs to ensure consistency with adopted Comprehensive Plan policies and inter-jurisdictional agreements. Coordination and activities include reviews of neighboring jurisdiction land development applications and state and federal projects. CIO also works with Loudoun's towns on cooperative planning efforts such as the Loudoun Places Program, Joint Review Committees, and inter-jurisdictional issues. Staff provides advice and support to the Board of Supervisors through the County Administrator on environmental issues, provides technical support to the Board in its service on regional committees, provides assistance to the Planning Commission in its review of the Capital Needs Assessment (CNA) and the Capital Improvements Program (CIP), and coordinates mutual planning issues with internal and external agencies, including the Metropolitan Washington Airports Authority (MWAA), state committees, committees associated with the Council of Governments (COG), Loudoun Water and Loudoun County Public Schools.

Budget Overview

FY 2012 Issues

• Community outreach activities, including Board-directed activities, related to community and specific area planning and the implementation of plan policies and other strategic planning initiatives may constitute a significant component of the program's work.
• Continued discussion and coordination of jointly-adopted comprehensive plan policies, inter-jurisdictional agreements, and cooperative planning efforts with Towns is anticipated.
• Despite increasing requests, resource constraints will limit staff's ability to provide assistance to Towns beyond any mandated efforts.
• The need for staff efforts to be applied to heritage preservation and environmental policy outreach and education to the public is continuing to increase at a time of significant resource constraints.

FY 2012 Goals

• Support the Board of Supervisors and County agencies with the development and implementation of comprehensive plan policies and other strategic planning activities by providing planning support and development, coordinating, and managing community outreach initiatives.
• Provide essential services to Loudoun towns and neighboring jurisdictions to ensure consistency with the jointly adopted Comprehensive Plan policies and inter-jurisdictional agreements.
• Provide cooperative planning support on a limited basis to Loudoun Water, Loudoun County Public Schools, Loudoun towns, neighboring jurisdictions, regional committees and state and federal agencies to ensure consistency with the Comprehensive Plan.
• Develop and conduct community outreach and education strategies with the public related to County land use policies, historic districts, heritage resources, and environmental resource management.
• Assist the general public, applicants, agencies and County officials by providing timely, accurate and efficient counter and frontline customer service.

Planning Services

Community Information & Outreach

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$662,786	$603,159	$582,473	$702,908	$621,439
Operations & Maintenance	203,836	90,770	44,303	83,372	69,345
Total Expenditures	**$866,622**	**$693,929**	**$626,776**	**$786,280**	**$690,784**
Revenues					
Permits Privilege Fees & Reg Licenses	$46,358	$43,828	$(2)	$4,871	$4,871
Charges For Services	0	132	0	0	0
Federal Categorical Aid	23,400	600	0	0	0
Total Revenues	**$69,758**	**$44,560**	**$(2)**	**$4,871**	**$4,871**
Total Local Tax Funding	**$796,864**	**$649,369**	**$626,778**	**$781,409**	**$685,913**
FTE Summary	**7.20**	**7.20**	**7.00**	**7.40**	**6.50**

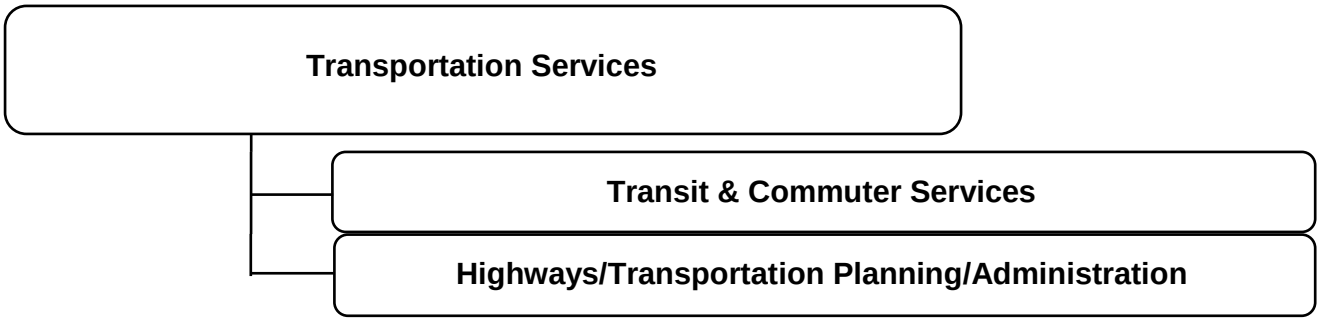
Planning Services

Community Information & Outreach

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Provide planning support in the monitoring and implementation of projects, programs, and initiatives by coordinating with County departments, Loudoun County Public Schools, Towns and other neighboring jurisdictions, State and Federal agencies and regional committees to achieve consistency with the Comprehensive Plan policies and inter-jurisdictional agreements.				
• Environmental support meetings	n/a	n/a	15	15
• Federal, State, and Regional Meetings	7	10	5	5
• Planning/implementation support meetings	199	252	200	100
• Town and neighboring jurisdiction meetings	n/a	n/a	30	30
Objective: Provide frontline customer service by responding to inquiries and requests for information to the general public, local, State and Federal government agencies, County officials and applicants at the front counter to ensure the timely, accurate and efficient flow of information on growth and developmental activity in the County.				
• Number of front counter customer assistance requests	1,683	1,387	2,000	1,500
• Number of telephone inquiries/comments and email inquiries	6,601	5,545	6,500	5,000
Objective: Conduct community education activities to inform the public on County land use planning and policies, historic districts and heritage and environmental preservation resource and management.				
• Educational materials produced	0	2	2	3
• Meeting attendance[1]	17	64	200	200
• Number of community outreach and educational meetings	4	5	5	5
• Training sessions conducted	0	9	12	10
Objective: Support, coordinate, and manage community outreach efforts with the development and implementation of comprehensive plan policies, community and specific area planning, and other County strategic planning activities.[2]				
• Project documents	5	0	3	3
• Project team meetings	8	67	30	20
• Public/stakeholder meeting attendance[1]	93	5	300	300

[1] Performance measure benchmark has changed from number of meetings attended to number of people reached.
[2] Achieving this objective is contingent upon the Board of Supervisors and County Administration direction.

Transportation Services



Transportation Services

Mission Statement

The Office of Transportation Services provides assistance to the Board of Supervisors and County Administration in the development and delivery of a quality multi-modal transportation system that endeavors to meet the needs of Loudoun County residents and businesses.

Description

The Office of Transportation Services (OTS) was established in FY 2002 as a separate agency, incorporating former components of the departments of Planning and General Services. The Office of Transportation Services handles matters relating to the County's intermodal transportation system, including transit and road development, pedestrian and bicycle accommodations, traffic improvement implementation and County transit and commuter services planning and management. Staff represents the County in regional and local transportation matters, and serves as the referral agency on transportation-related land development applications.

Budget Overview

FY 2012 Issues

- The County's ongoing population growth continues to create more demand for transportation options and solutions.
- Transportation Services faces the challenge of accommodating the demand for local solutions to transportation issues resulting from the general decline in State funding and escalating costs for transit and road construction.
- Transportation Services responds to concerns raised by communities affected by construction of or improvements to transportation facilities.
- Monies for transportation projects are scarce due to the current economic climate. Transportation Services is continuously seeking funding for County road and transit projects from federal sources, state sources, local bonds and proffers.
- As the Virginia Department of Transportation manages the current funding crisis, more responsibility for data collection, citizen response and project implementation is transferred to localities.

FY 2012 Major Goals

- Promote alternatives to the single occupancy vehicle to meet the lifestyle needs of residents, while helping to reduce regional road congestion and air pollution.
- Work with the Virginia Department of Transportation and the Department of Rail and Public Transportation, the development community, Homeowner Associations (HOAs), educational and health organizations, and businesses on identifying and developing innovative solutions and partnerships to further necessary highway and transit projects.
- Increase resident awareness of transportation issues and potential solutions through communication and educational opportunities.
- Monitor the implementation of State transportation improvements plans.
- Design, fund and construct a permanent park and ride lot facility at Franklin Park.
- Pursue alternatives for an additional Leesburg park and ride lot.
- Complete the design and begin construction of the Transit Maintenance and Operations Facility on County-owned property purchased in FY 2008.
- Ensure the Metropolitan Washington Airports Authority (MWAA) undertakes and completes preliminary engineering for Phase II of the Dulles Corridor Metrorail Project and participate in the review of the draft Request for Proposal (RFP) issued by MWAA for the Phase II design build contract.
- Commence implementation of transit-related activities associated with the six-year Transit Development Plan.

FY 2011 Major Achievements

- The 2010 Revised Countywide Transportation Plan (CTP) document was adopted by the Board of Supervisors in late FY 2010 and published in early FY 2011.
- Completed the conceptual design for an interchange at the intersection of Routes 50 and 606.
- Completed the conceptual design for the intersection of Routes 7 and 659 interchange project.
- Completed the Route 7 Traffic Operations project design, the Russell Branch Parkway design and began the design for Allder School Road improvements, Crosstrails Boulevard improvements and Riverside Parkway improvements.
- 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.
- Continued to operate the Tysons Express bus service, and periodically modified routing to accommodate disruption of Metrorail construction
- Opened and began operations for the Harmony Park & Ride Lot at Scott Jenkins Memorial Park.
- Obtained state capital funding and identified transit proffers to purchase three additional commuter buses.
- Completed the land development approval and design of a permanent park and ride lot at Franklin Park, with construction scheduled to begin in FY 2012.
- Implemented a State funded routing and schedule adherence software package for the commuter bus operation.
- Completed the six-year Transit Development Plan, mandated and funded by the Department of Rail and Public Transportation.
- Worked with Virginia Regional Transit to plan a new fixed route to serve Sterling and Sugarland Run, scheduled to begin operations in the summer of FY 2012.

Transportation Services

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,715,203	$1,828,676	$1,606,247	$1,777,697	$1,974,732
Operations & Maintenance	6,702,667	7,526,711	8,353,594	9,453,913	11,252,810
Capital Outlay & Capital Acquisitions	0	0	73,768	0	0
Transfer to General Capital Improvement	0	0	174,266	0	0
Transfer to General Debt Service Fund	433,610	433,610	521,162	782,273	734,956
Total Expenditures	**$8,851,480**	**$9,788,997**	**$10,729,037**	**$12,013,883**	**$13,962,498**
Revenues					
Permits Privilege Fees & Reg Licenses	$45,458	$68,266	$94,464	$143,679	$129,790
Use Of Money & Property	0	0	452	0	0
Charges For Services	3,732,616	4,966,981	5,644,432	5,924,486	6,732,955
Miscellaneous Revenue	34,000	41,599	0	0	0
Recovered Costs	0	0	7,599	0	0
State Categorical Aid	1,302,708	1,581,981	2,069,903	1,985,286	2,517,744
Federal Categorical Aid	106,326	133,988	34,586	0	0
Other Financing Sources	1,656,479	1,523,197	1,501,051	2,903,320	3,231,186
Total Revenues	**$6,877,587**	**$8,316,012**	**$9,352,487**	**$10,956,771**	**$12,611,675**
Local Tax Funding	**$1,973,893**	**$1,472,985**	**$1,376,550**	**$1,057,112**	**$1,350,823**
FTE Summary	**18.00**	**18.77**	**16.77**	**16.77**	**17.54**

FY 2012 Board Action

The FY 2012 Adopted Fiscal Plan for the Office of Transportation Services reflects an increase in State Categorical Aid, Charges For Services and Other Financing Sources due to increased levels of transit and commuter services provided to users. Personnel increases for benefits and cost of living adjustments per the Board adopted budget policy are included.

Additional information on the department's scheduled capital improvement projects and use of Local Gasoline Tax Funds can be found in Volume 2 of this document.

Budget History

FY 2007: The Board of Supervisors added one position (1.00 FTE) for a transportation engineer to manage preliminary engineering of CIP transportation projects, including local road and bond projects.

FY 2007 Mid-Year: The Board of Supervisors added one position (0.77 FTE) for a highways and transportation planning manager.

FY 2010: The Board of Supervisors reduced two positions (2.00 FTE), a transportation engineer and front counter support, as well as $157,000 in Local Tax Funding.

FY 2010 Mid-Year: The Board of Supervisors added a three-year temporary position to plan, implement and oversee commuter bus service to Tysons Corner in accordance with the Dulles Rail Phase I Transportation Management Plan. The position is funded by funds from the Dulles Rail Project.

FY 2011 Mid-Year: The Board of Supervisors added a special projects manager position (0.77 FTE).

Transportation Services

Expenditures by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Transit & Commuter Services	$7,411,178	$8,250,794	$9,513,757	$10,599,279	$12,371,885
Highways/Transportation	1,440,302	1,538,203	1,215,280	1,414,604	1,590,613
Total Expenditures	**$8,851,480**	**$9,788,997**	**$10,729,037**	**$12,013,883**	**$13,962,498**

Revenues by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Transit & Commuter Services	$6,832,129	$8,247,598	$9,257,071	$10,711,718	$12,371,885
Highways/Transportation	45,458	68,414	95,416	245,053	239,790
Total Revenues	**$6,877,587**	**$8,316,012**	**$9,352,487**	**$10,956,771**	**$12,611,675**

Local Tax Funding by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Transit & Commuter Services	$579,049	$3,196	$256,686	$(112,439)	$0
Highways/Transportation	1,394,844	1,469,789	1,119,864	1,169,551	1,350,823
Total Local Tax Funding	**$1,973,893**	**$1,472,985**	**$1,376,550**	**$1,057,112**	**$1,350,823**

Staffing Summary by Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Transit & Commuter Services	5.00	5.00	5.00	5.00	5.00
Highways/Transportation	13.00	13.77	11.77	11.77	12.54
Total FTE	**18.00**	**18.77**	**16.77**	**16.77**	**17.54**

Transportation Services

Transit & Commuter Services

Description

The Transit and Commuter Services division oversees public transportation planning in the County, manages the County's commuter bus program, and encourages the single occupancy vehicle (SOV) driver to choose an alternative form of commuting such as carpools, vanpools, biking, walking and teleworking. These choices contribute to congestion relief, improved regional air quality and enhanced quality of life for the residents of Loudoun County. Division responsibilities include acquiring and managing equipment, negotiating and administering contracts with providers, planning transit schedules and routes, providing customer service, and establishing and managing Park and Ride lots. The division also promotes and administers rideshare program activities, including the carpool/vanpool match system, transportation fairs, and the distribution of informational materials and local advertising. Staff manages the local employer outreach program which promotes awareness of alternative commuting modes to Loudoun County employers.

Budget Overview

FY 2012 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 need for expansion of the capacity of existing services.
- Expanding transit service requires not only additional equipment and funds, but also supporting infrastructure, such as additional Park and Ride spaces in western and eastern Loudoun County and bus storage and maintenance facilities.
- Planning for arrival of Phase II of the Dulles Rail project requires that major decisions be made regarding future participation in the Northern Virginia Transportation Commission (NVTC), Washington Metropolitan Area Transit Authority (WMATA), as well as planning for funding of WMATA Metrorail service and supportive transit.

FY 2012 Goals

- Begin carrying out the recommendations contained in the state mandated six year Transit Development Plan.
- Implement the rider information capabilities of the Scheduling and Route Adherence software.
- Work within the land development application process to acquire and/or develop transit infrastructure, such as Park and Ride lots, transit centers and bus shelters.
- Continue outreach efforts with Loudoun County employers and developers to encourage results oriented Transportation Demand Management (TDM) programs at employment sites.
- Construct and begin commuter bus operations from the Franklin Park and Ride Lot.
- Continue operation of the Tysons Express bus service in accordance with the Dulles Metrorail Phase I Transportation Management Plan.
- Complete planning and prepare procedures and contract language for the implementation of contractor operations at the Transit Maintenance and Operations Facility.
- Begin implementation of recommendations contained in the state mandated TDM Plan.

Transportation Services

Transit & Commuter Services

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$435,217	$446,687	$473,235	$513,530	$549,184
Operations & Maintenance	6,542,351	7,370,497	8,271,326	9,303,476	11,087,745
Capital Outlay & Capital Acquisitions	0	0	73,768	0	0
Transfer to General Capital Improvement	0	0	174,266	0	0
Transfer to General Debt Service Fund	433,610	433,610	521,162	782,273	734,956
Total Expenditures	**$7,411,178**	**$8,250,794**	**$9,513,757**	**$10,599,279**	**$12,371,885**
Revenues					
Charges For Services	$3,732,616	$4,966,833	$5,643,932	$5,924,486	$6,732,955
Miscellaneous Revenue	34,000	41,599	0	0	0
Recovered Costs	0	0	7,599	0	0
State Categorical Aid	1,302,708	1,581,981	2,069,903	1,985,286	2,517,744
Federal Categorical Aid	106,326	133,988	34,586	0	0
Other Financing Sources	1,656,479	1,523,197	1,501,051	2,801,946	3,121,186
Total Revenues	**$6,832,129**	**$8,247,598**	**$9,257,071**	**$10,711,718**	**$12,371,885**
Total Local Tax Funding	**$579,049**	**$3,196**	**$256,686**	**$(112,439)**	**$0**
FTE Summary	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**

Transportation Services

Transit & Commuter Services

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Achieve annual increases in commuter bus ridership, database participants, employer outreach participants and grant funding.				
• Annual bus ridership	890,011	966,824	1,113,000	1,200,000
• Number of Bus Biz communications sent to riders	57	60	85	100
• Number of dollars in grant funding secured	$3,446,287	$3,837,968	$5,067,366	$8,750,000
• Number of grants secured	6	8	4	6
• Number of employer outreach participants	97	115	115	125
• Number of new Rideshare database participants	0	0	200	200
• Number of transportation fairs staffed	20	30	30	35
Objective: Maintain commuter bus service reliability in a congested and dynamic Washington Metropolitan region.				
• Planning and executing service for special events	21	23	17	25
• Responding to unscheduled events	10	10	10	10
Objective: Maintain a high level of customer service and communication by responding to telephone calls and email within 24 hours and preparing mailings as requested (directing customers to department website when possible).				
• Number of email inquiries	9,294	9,270	10,000	11,000
• Number of informational packets mailed to citizens	784	502	500	500
• Number of telephone inquiries	8,375	8,744	7,900	8,000
Objective: Planning for and developing of transit infrastructure facilities and transportation demand management plans.				
• Number of land development applications analyzed	6	4	8	5
• Number of Park and Ride Lots in development	2	4	3	3
Objective: Participate in regional public transportation efforts.				
• Number of regional meetings on Dulles Rail Phase I and Transportation Plan	12	34	15	30
• Number of meetings/reviews on State required local Transit Development Plan	0	0	12	12
• Number of meetings and reviews on the regional Transportation Demand Management Plan	n/a	n/a	10	n/a

Transportation Services

Highways/Transportation Planning/Administration

Description

Highways and Transportation Planning assesses safety and operational deficiencies in the road system and works with VDOT, other jurisdictions, developers and other affected parties to undertake comprehensive and context-sensitive transportation improvements. Staff also provides plan analyses and referrals on development applications with transportation-related impacts, and obtains transportation improvements based on anticipated traffic impacts. Modes of transportation reviewed by the Division include roads, commuter transit, and bicycle and pedestrian facilities. The Division participates in regional committees that oversee state feasibility studies and plays a role in project review, traffic analyses and interchange designs for projects along major corridors, such as Routes 7, 15, 28 and 50, as well as other roads throughout the County. The Division also provides the County's project oversight for Phase II of the Dulles Metrorail project.

Budget Overview

FY 2012 Issues

• The Highways and Transportation Planning division faces an increasing demand for transportation mobility despite a continued and increasing shortfall in state funding.
• Safety on roads with a high level of vehicular traffic must be continuously monitored to ensure quality of life.
• As the main support for agency activities, the issues for Administrative Services mirror those of the Highways/Transportation Planning and Transit and Commuter Services divisions.
• Workloads will increase as the County proceeds with the design of new road construction projects and/or enters into PPTA agreements for road construction.

FY 2012 Goals

• Facilitate the incorporation of alternative modes into the transportation network.
• Review developer-initiated land development applications in a timely and efficient manner while adhering to Countywide Transportation Plan requirements and protecting the public's interest.
• Develop context-sensitive transportation improvements that address quality of life and safety issues, while still meeting the requirements to accommodate high traffic volumes on the existing road network.
• Maximize available funding sources to ensure the completion of needed improvements.
• Provide adequate oversight of the preliminary engineering for the $3.83 billion Dulles Corridor Metrorail Project (Phase II).
• Provide continued oversight for, and successfully manage, the design and construction of County-initiated transportation projects in coordination with other County departments.
• Provision of efficient support and oversight of OTS programs and activities. The current level of support staffing is adequate to meet anticipated increased workload demands for the foreseeable future.

Program Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Personnel	$1,279,986	$1,381,989	$1,133,012	$1,264,167	$1,425,548
Operations & Maintenance	160,316	156,214	82,268	150,437	165,065
Total Expenditures	**$1,440,302**	**$1,538,203**	**$1,215,280**	**$1,414,604**	**$1,590,613**
Revenues					
Permits Privilege Fees & Reg Licenses	$45,458	$68,266	$94,464	$143,679	$129,790
Use Of Money & Property	0	0	452	0	0
Charges For Services	0	148	500	0	0
Other Financing Sources	0	0	0	101,374	110,000
Total Revenues	**$45,458**	**$68,414**	**$95,416**	**$245,053**	**$239,790**
Total Local Tax Funding	**$1,394,844**	**$1,469,789**	**$1,119,864**	**$1,169,551**	**$1,350,823**
FTE Summary	**13.00**	**13.77**	**11.77**	**11.77**[1]	**12.54**

[1] The Board of Supervisors added a special project manager position (0.77 FTE) after the adoption of the FY 2011 Fiscal Plan.

Transportation Services

Highways/Transportation Planning/Administration

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Deliver accurate and timely information for all required Board items.				
• Number of Board Items (including committee, regular business meeting, public hearing, etc.) completed	68	71	75	80
• Percentage of reviews completed and delivered within required deadline	100%	100%	100%	100%
Objective: Provide analysis of transportation-related issues in State legislative proposals, County legislative and ministerial land development applications, and develop effective agreements for future improvements.				
• Average number of days (duration) to provide referral comments	0	31	20	20
• Average number of referrals per OTS highways division staff person	0	24	30	30
• Number of legislative referrals prepared	79	84	250	100
• Number of ministerial referrals prepared	74	38	75	50
• Number of pre-application (PRAP) meetings attended	0	75	90	80
• Number of road vacation/abandonment applications reviewed and processed	11	9	12	10
• Number of traffic impact analysis (TIA) scoping meetings held (includes scoping meetings required by VDOT)	0	47	35	45
Objective: Respond to residents' transportation safety concerns such as traffic calming, signage, road maintenance, planned road network, and residential and commercial parking issues through coordination with VDOT, Department of Building and Development, HOAs, developers and others.				
• Developer traffic signals monitored	81	44	20	20
• Developer-initiated warrant studies monitored	12	15	12	15
• Number of County traffic signal project contracts administered	25	17	10	15
• Number of project-related community information sessions	3	8	6	10
• Number of transportation issues addressed by OTS, including those requiring comments and/or approval from other agencies	171	307	100	100
• Number of transportation issues raised by County residents and businesses	186	344	80	100
• Number of transportation issues, including traffic signals, presented to the Board of Supervisors for action	33	56	20	50

Transportation Services

Highways/Transportation Planning/Administration

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Objective: Respond to telephone, email and walk-in inquiries on highway issues immediately or by the end of the business day.				
• Number of emails to department mailbox	366	242	325	325
• Number of telephone inquiries on highway issues	720	798	700	700
• Number of walk-in requests for assistance	397	148	350	200
• Percentage of inquiries responded to by the end of the business day received[1]	100%	55%	50%	75%
Objective: Perform oversight and management of preliminary engineering of County and VDOT administered road projects.				
• Number of projects	28	20	20	20
Objective: Perform project management oversight for Dulles Rail Project Phase II.				
• Assist in right-of-way acquisition of parcels needed for project	0	73	21	75
• Number of meetings with Project Sponsor, Federal Transit Authority, Dulles Greenway, and County staff	0	82	210	200
• Preparation of newsletters on project status to various stakeholders	0	31	40	40

[1] This measure does not include responses to inquiries of transit and commuter services.

Miscellaneous

MISCELLANEOUS SUMMARY

Non-Departmental ..... Page 6 – 3

Non-Departmental Expenditures

The Non-Departmental Expenditures budget is a constructed category within the General Fund that contains funding to pay for expenditures not attributable to specific agencies or departments. This category also includes County-maintained reserves for unforeseen, unpredictable, and unusual events. Most expenditures are treated as reserves that are subsequently allocated to the various programs during the fiscal year. Itemized expenditures and transfers are followed by a summary description of each category.

Major Expenditures and Transfers	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Annual Leave Payout (Termination)[1]	$ 628,641	$ 668,931	$ 794,655	$ 600,000	$ 600,000
Exceptional Achievement Awards[1]	169,566	68,327	39,538	250,000	250,000
Personnel Vacancy Savings[1]	(11,199,846)	(11,352,035)	(11,747,894)	(5,900,000)	(8,570,246)
Retiree Health Insurance[2]	1,296,027	5,162,569	7,065,382	6,500,000	9,000,000
Tax relief - Elderly and Handicapped	6,071,909	6,732,385	6,849,041	6,500,000	7,800,000
Training and Professional Development[1]	80,915	100,000	465,955	286,602	344,602
Interest Expense	125,606	157,095	582,588	250,000	250,000
Payment/Contributions to Community and Regional Organizations	0	1,780,000	0	0	0
Professional Legal and Special Litigation	0	0	4,000,000	0	0
Computer Hardware and Software[3]	1,949,084	1, 126,510	824,636	700,000	730,930
Contingency for Litigation[4]	1,324,886	821,165	487,453	1,000,000	1,000,000
Contingency for Emergency Repair and Organization	0	0	0	1,250,000	1,750,000
Contingency for Fuel Increases	0	0	0	0	210,000
Transfer to Self-Insurance Fund	2,000,000	5,079,336	2,500,000	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 2012 Fiscal Plan maintains this allowance at the FY 2011 Adopted Fiscal Plan level.

Exceptional Achievement Awards/Compensation Increases. County policies include provisions to permit individual and team awards in recognition of outstanding achievement. These provisions are important tools for supporting an organization that recognizes and rewards excellent performance. The FY 2012 Adopted Fiscal Plan maintains this allowance at the FY 2011 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 2012 Adopted Fiscal Plan includes the vacancy savings estimate of $8,570,246 in response to current and anticipated trends.

Retiree Health Insurance. Expenditures for retiree health insurance as well as the County's contribution to the Other Post Employee Benefits (OPEB) Fund are included in this category. Expenditures for retiree health insurance are

[1] Expenditures in the annual leave payoff, exceptional achievement award, personnel vacancy savings and training and professional development categories are incurred in each agency's budget. Prior year actuals are shown for illustrative purposes only.
[2] Retiree health insurance expenditures were included in Management & Financial Services' budget prior to FY 2008. Prior year actuals are shown for illustrative purposes only. Beginning in FY 2011, the County's contribution to the General Fund OPEB Fund is included in this account. For FY 2012, retiree health insurance is budgeted at $3,000,000 and the OPEB contribution is $6,000,000.
[3] Expenditures for computer hardware and software replacement are incurred in the Department of Information Technology's budget. Prior year actuals are shown for illustrative purposes only.
[4] Funding from the Litigation Contingency is allocated to the Office of the County Attorney as needed, subject to Board approval. Prior year information consists of the total amount transferred each year.

projected to continue to increase and funding of $3,000,000 has been included for FY 2012. The contribution to the OPEB fund is increased by $1,500,000 from $4,500,000 to $6,000,000 for FY 2012.

Training and Professional Development. The Board established a centrally-managed resource to be managed by the County Administrator in FY 2005. The FY 2012 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 2012 Adopted Fiscal Plan maintains this allowance at the FY 2011 Adopted Fiscal Plan level.

Payment/Contributions to Communities and Regional Organizations. The FY 2009 expenditure represents the County's settlement with the Town of Purcellville.

Computer Hardware and Software. Scheduled replacement of personal computer hardware, software, printers, and related items is included in the Non-Departmental Expenditures budget and managed centrally by the Department of Information Technology. The County historically has planned for personal computer replacement on a five-year cycle and accelerated the schedule to a four-year cycle beginning in FY 2007, which is more reflective of current life cycle expectations. In the FY 2011 Adopted Fiscal Plan, the replacement cycle was extended to six years due to funding constraints. The FY 2012 Adopted Fiscal Plan includes an increase of $30,930 to the FY 2011 Adopted amount of $700,000.

Contingencies. The County budgets contingency funding for new initiatives and anticipated, but not definite, expenses in the Non-Departmental Expenditures budget. The FY 2012 Adopted Fiscal Plan continues the established practice of budgeting a litigation contingency for potential litigation expenses. Funding from the litigation contingency is allocated as needed, subject to Board approval. The allowance for emergency repairs and unanticipated County needs has been increased to $1,750,000. In addition $210,000 is budgeted for anticipated increases in fuel costs for FY 2012.

Transfer to Self-Insurance Fund. Risk management and workers' compensation are funded by annual transfers to the County's Self-Insurance Fund. This appropriation is recalculated annually based on fund performance.

Capital Improvement Program

CAPITAL IMPROVEMENT PROGRAM
EXECUTIVE SUMMARY

Executive Summary ..... Page 7 – 1

Capital Improvement Program

Purpose of the Capital Improvement Program

An effective capital improvement program promotes measured planning of a municipality's future capital facilities needs and identifies the optimal approach to meet those needs. Loudoun County's Capital Improvement Program is an important element of the comprehensive capital planning process prescribed by Chapter 3 of the County's Revised General Plan (General Plan), *Fiscal Planning and Public Facilities*. The General Plan requires the development of a ten-year Capital Needs Assessment (CNA) every two years, and the subsequent development and Board adoption of a six-year Capital Improvement Program (CIP). The CIP is reviewed in the second year of the biennium, and amended as necessary to reflect changing circumstances and priorities. Typically, only projects that have been identified in the CNA are included in the CIP.

As a planning and development tool, the CIP ensures that capital improvements are coordinated and well-timed to maximize County financial resources and minimize short-term solutions. As a financial plan, the CIP facilitates land acquisition, capital equipment procurement, and facility planning in an environment of fiscal constraint. Potential projects are evaluated in relation to each other to ensure that the highest priority projects receive public funding, with essential improvements planned in a manner commensurate with the County's ability to pay. The CIP strives to take into account not only the construction costs of completing a capital project, but also the project's impact on the County operating budget in subsequent years. In summary, the CIP provides a six-year forecast of General Government and Loudoun County Public Schools land, facility and equipment needs with a financing plan to implement each need.

The six-year CIP is one of the definitive products of the County's process for forecasting and planning its future capital facility growth. The CIP, in conjunction with agency service plans, the Fiscal Impact Model, the Capital Needs Assessment, and the General Plan, develops and tracks the County's capital inventory for current and future fiscal years. This process attempts to address and plan for projected capital expenditure needs associated with new development. This section provides detailed information on the County's Capital Improvement Program for Fiscal Years 2011-2016.

The CIP Process

Similar to the CNA, the CIP is developed and updated biennially, with the six-year period moving out two years every other fiscal year. FY 2011 is the first year of the biennium, with two new planning years, FY 2015-2016. For this Adopted FY 2012 budget document, the Adopted FY 2011 budget document is amended to reflect changes in the FY 2011–FY 2016 capital planning period. The CIP covers FY 2011-2016, with FY 2012 showing adopted appropriations. The FY 2013- FY 2016 planning years show projects for future appropriations. This CIP development was guided by the Board of Supervisors unanimously adopted Revised FY 2009-FY 2018 Capital Needs Assessment (July 3, 2007). The next Capital Needs Assessment process is in progress and will be reviewed by the Board of Supervisors in Summer 2011 and cover the ten-year planning period 2017-2026.

The CIP process begins approximately 10 months before the Board of Supervisors adopts the annual County budget. County departments submit proposed CIP requests, which include project scope, justification, cost estimates and discussion of alternatives to the Department of Construction and Waste Management. A capital projects review committee, composed of key staff representing a broad range of responsibilities, technical knowledge and perspectives, recommends projects to be included in the CIP based on expressions of prior commitment by the Board of Supervisors, cost effectiveness, affordability, and demonstrated need. The preliminary CIP is then forwarded to the County Administrator for final review. The County Administrator forwards the recommended CIP to the Board of Supervisors in February with his proposed fiscal plan. A parallel process of CIP project development occurs within the School System, with review and approval of a proposed CIP by the School Board.

The CIP is a multi-year plan that does not constitute or require an appropriation of funds beyond those for the current year. Funding decisions concerning the CIP are made in conjunction with decisions regarding the County's operating budget in March/April of each calendar year. Final authority to spend public funds for purposes specified in the County operating and capital budgets is accomplished through the adoption of an appropriations resolution by the Board of Supervisors.

Understanding the CIP

The Adopted FY 2011-FY 2016 Capital Improvement Program is summarized in the *Capital Improvement Program Summary* table in this section of the budget document, along with a summary appropriation and financing table for both the County and School project sections. The IRS-required *Notice of Intent* regarding financing and an update on *Previously Authorized Projects* is also included in this section. The FY 2012 Adopted Fiscal Plan reflects amendments to the FY 2011 Adopted Fiscal Plan.

Capital projects are described in detail in the County and School project sections of this document. Summary appropriation and financing schedules for each functional area precede individual project pages which provide specifics on each capital project, including funding and expenditures for each year of the six-year period, and any prior year allocations made by the Board. The prior allocation column includes funding approved by the Board of Supervisors through FY 2010 for projects included in the CIP. The final column of each project page represents future fiscal years (FFY), reflecting project estimates beyond the six-year period. Estimated operations and maintenance costs have been included on most detailed project pages to illustrate their full impact. Land acquisition costs, design, construction and equipment procurement expenses, and operations and maintenance expenses for both County and School facilities have been held constant for FY 2012 and adjusted by 3.5% annually to account for market inflation for the FY 2013–FY 2016 planning period.

Project operating impact estimates include the following:

(1) the effect of operating enhancements required for the facility in the year(s) of occurrence;

(2) projections for direct costs to County departments and Schools for maintenance, internal services and utilities; and

(3) annual debt service on debt issued for the project during the six-year period.

School facility operating costs are based on the School Board FY 2012 adopted budget. The per-pupil cost for operating a school is calculated differently by the County and the School System. The School System's calculations are based on a State formula that removes all capital facilities, pre-school, and detention center expenditures. In addition, enrollment numbers are adjusted for pre-school aged children, with only 85% of kindergarten students included in the calculations. For purposes of the capital plan the County calculates per-pupil costs using the School Board-Adopted total operating budget for the School System, including the cost of capital bus leases. The Superintendent's adopted per pupil cost is $11,014 for FY 2012. The County's FY 2012 per pupil cost calculation, which includes the cost of capital leases, is $11,468.

Board of Supervisors Fiscal Guidance

On November 4, 2009, the Board of Supervisors adopted a set of fiscal guidance directives for the development of the FY 2011-FY 2016 Capital Improvement Program. The County Administrator and School Superintendent were directed to work cooperatively to develop a capital expenditure plan that would meet the Board of Supervisors debt policy guidelines and a set of project priorities. The Board of Supervisors defined the amount of new debt that could be issued over the six-year capital planning period at $675.0 million with 70% allocated to school projects and 30% allocated to general government projects. The Board further defined a set of project priority criteria to guide the capital project development schedules. Those criteria included the following guidance:

1. Proposed capital projects should minimize the impact on operating expenses for the first three years of the capital improvement program (FY 2011–FY 2013);

2. The plan should utilize cash proffers for capital facility development to the fullest extent;

3. Proposed expenditures should expand the utilization of existing facilities;

4. Public health and safety projects should be prioritized when analyzing competing projects that meet the debt issuance guidelines;

5. Loudoun County Public Schools create a new model for the Advanced Technology Academy that reduces capital and operating costs; and Loudoun County Public Schools create an operating plan for the use of a temporary classroom model (i.e., modular classrooms), additions and expansion of existing facilities which shows the costs and locations of such facilities.

The Adopted FY 2011-FY 2016 Capital Improvement Program was developed with the new debt issuance limits and project priority guidance provided by the Board of Supervisors.

Adopted Capital Improvement Program Summary

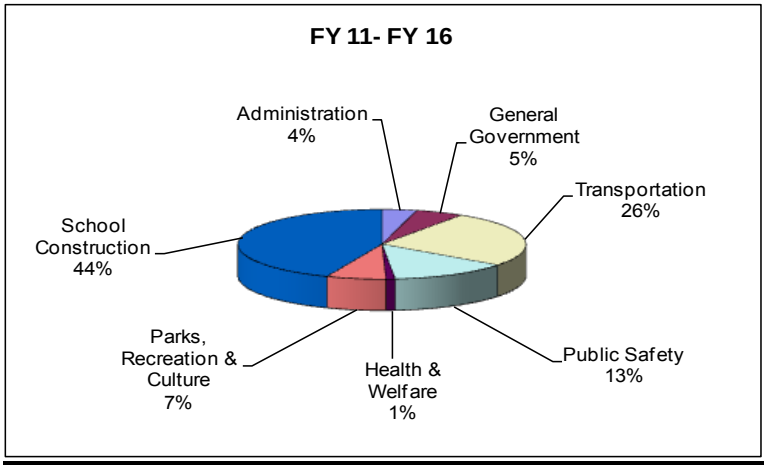


Figure 7 - 1. Adopted FY 2011-FY 2016 Capital Improvement Program

The *Capital Improvement Program Summary* summarizes the Adopted FY 2011-FY 2016 Capital Improvement Program for the General County Government and School System by functional area and funding sources. The *Capital Improvement Program Summary* table also illustrates prior and future capital expenditures for projects included in the FY 2011-FY 2016 Capital Improvement Program. The amount of expenditures for the six-year CIP totals $1.1 billion. Schools construction and renovation remains a significant spending category at $516.9 million. The six-year plan also includes $26.2 million in planned school site acquisitions. School expenditures total $543.1 million or 46% of the planned capital expenditures over the six-year planning period.

The remaining 54% capital project expenditures consist of General Government projects. General Government expenditures occur in two major functional areas during the six-year planning period: Transportation ($306 million), and Public Safety ($157.4 million), these expenditures total $463.4 million, representing 39% of the FY 2011-2016 capital budget. The remaining General Government capital project expenditures planned in the FY 2011-FY 2016 CIP total $174.2 million, and generally focus on expanding the utilization of county-owned facilities or to address service demands. Land acquisitions over the six-year planning period are for school sites totaling $26.2 million.

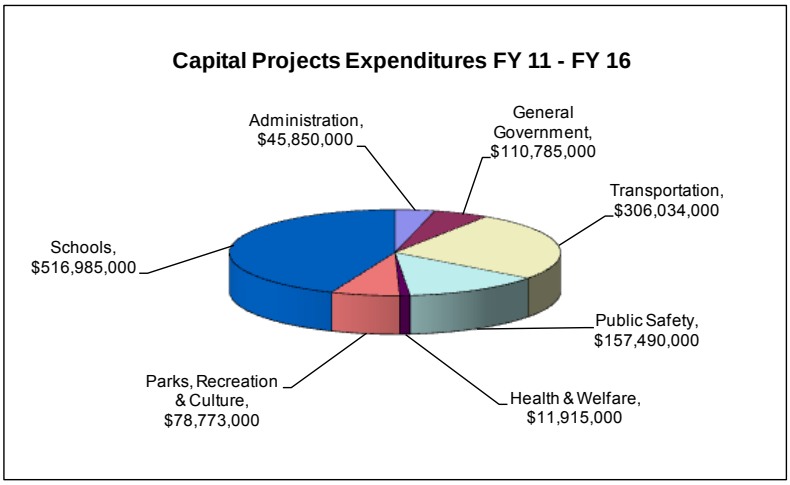


Figure 7 - 2. Adopted FY 2011-FY 2016 Capital Improvement Program

FY 2011 Adopted Appropriations

Year 1 of the Adopted CIP (FY 2011) funded $141.3 million in capital projects. The funding included $113.5 million for general government projects and $27.8 million for public schools. The largest expenditure for capital investment is in transportation infrastructure with $40 million for Dulles Corridor Rapid Transit, $5.6 million for roads, and $1.0 million for transit buses and facilities. The $27.8 million in funding for public schools funded the development of one elementary school in the Leesburg area. In addition, $8.6 million in capital bus leases for the acquisition of school buses is reflected in the debt service fund. The Adopted FY 2011 general government capital projects invest in infrastructure improvements with minimal impact to the operating budget. The adopted elementary school project operating impact occurs in FY 2013. In addition to the funding approved in FY 2011, a total of $10.8 million in previously appropriated fund balances were re-designated for use toward FY 2011 capital projects. These balances were transferred to the appropriate capital project in FY 2010 and are reflected in the Prior Year appropriation column on the project page. The Board approved the use of $6.8 million in fund balance for the Land Acquisition project account for middle school site acquisitions. In addition, a total of $4.0 million was transferred to general government capital projects in FY 2010 for projects starting development in FY 2011. The Transit Bus Maintenance Facility received $3.2 million and the Woods Road project $0.75 million. During FY 2011, the Board took action which transferred the acquisition and accounting for Major Computer System funds to the CIP. These expenditures had previously been reflected in the Computer System Replacement Fund. In FY 2012, both the CIP and Other Funds Section of the Fiscal Plan reflect this action.

FY 2012 Adopted Appropriations

Year 2 of the Adopted CIP (FY 2012) funds $214.5 million in capital projects. The funding includes $111.1 million for general government projects and $103.3 million for public schools. The largest expenditure for capital investments is for public schools at $103.3 million. The FY 2012 CIP funds two Elementary Schools, one Middle School, design for one High School and the renovation of Park View High School in eastern Loudoun. The largest general government expenditure is for capital investment in transportation infrastructure with $40 million for Dulles Corridor Rapid Transit, $6.4 million for roads, and $11 million for transit buses and transit facilities. The largest public safety expenditure includes $10.6 million for the construction of a new Juvenile Detention Center to replace the existing center. The Adopted FY 2012 plan includes $169.6 million in debt financed projects. This includes $97.6 million in general obligation bond financing for voter consideration in November 2011. The November 2011 referendum would include $92.6 million for school projects and $3 million for County fire apparatus. Other debt financing totals $72 million with the largest expenditure being for the Dulles Corridor Rapid Transit Project at $40 million. The Adopted FY 2012 CIP includes the use of $21.5 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.

Response to Board of Supervisors Fiscal Guidance for the FY 2011 – FY 2016 Capital Plan

Debt. The Adopted FY 2011–FY 2016 Capital Improvement Program achieves the Board of Supervisor’s Fiscal Guidance goal to maintain the capital plan debt ratios within a range that the Board could support. The new debt issuance amount guidelines provided by the Board in November 2009 have been maintained with 30% of the new debt available being programmed for general government capital projects and 70% for school capital projects.

Operating Impact. The Adopted CIP defers projects with large operating impacts to minimize impacts to the FY 2011 – FY 2012 operating budgets. Beginning in FY 2013, new operating impacts will have to be considered as new facilities are completed and are available for occupancy and operations.

Cash Proffer Utilization. A total of $38.7 million in cash proffers and $2.4 million in in-kind proffers are utilized in the six-year planning period for capital projects. The majority of proffers are to be expended in the FY 2011–FY 2013 CIP and is programmed to build-out County-owned facilities. Utilization of the proposed proffers is contingent upon a Zoning Administrator determination and Board of Supervisors authorization.

Expenditures to Expand Utilization of Existing Facilities. A total of $37.8 million in capital expenditures is programmed to expand and improve the utilization of existing County-owned facilities.

Public Health and Safety Projects should be Prioritized when Analyzing Competing Projects that meet the Debt Issuance Guidelines. Given the limitations of the new debt available during the six-year plan, the CIP reflects the public health and safety priorities that could be achieved. These priorities will need to be evaluated annually and amended as needed.

Future Fiscal Years: The Adopted FY 2011-FY 2016 CIP does not achieve the development of County/School capital facilities that meet the capital planning needs as triggered by the Board of Supervisors' adopted Capital Facilities Standards and Ten-Year Capital Needs Assessment. Those needs total $314.1 million over the six-year planning period. A substantial number of capital projects are shown to be funded in Future Fiscal Years which did not fit within the current fiscal guidance parameters for the six-year planning cycle. These projects reflect capital facility needs that will need to be re-evaluated annually as the County's fiscal and planning horizons move forward over the six-year plan. These facilities are:

- Government Administrative Center ..... $ 164.0 million
- Fire & Rescue Stations #28, #29 ..... $ 17.6 million
- Adult Detention Center Phase III ..... $ 90.0 million
- Brambleton and Sterling Libraries ..... $ 32.0 million
- Teen Center (Ashburn/Leesburg) ..... $ 10.5 million

County Capital Projects. The Proposed County Capital Program consists of projects totaling $663.9 million, and includes land acquisition costs for the Schools. The CIP does not include any funding to acquire land for general government facilities. For general government projects the CIP makes use of County/School owned sites and proffered sites.

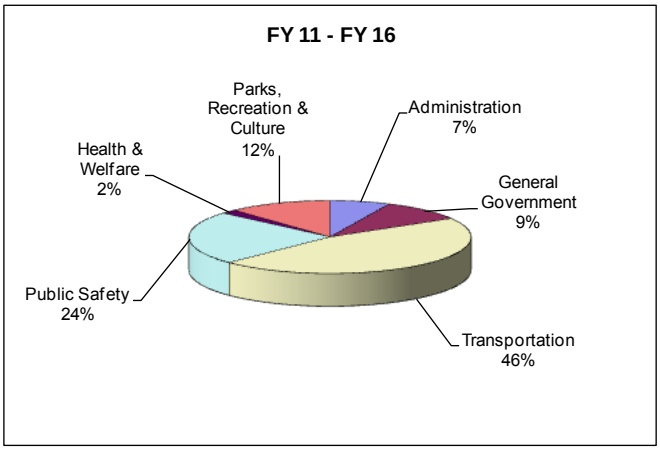


Figure 7 - 3. Adopted FY 2011-FY 2016 CIP County Capital Projects by Functional Area

Administration: The Administration functional area includes five projects for a total of $45.8 million over the six-year planning period. The County Administrator and the Department of Construction and Waste Management provide project management direction for these facilities.

Land Acquisition. Historically, land acquisition for capital projects has been primarily dependent upon the availability of proffered sites. When proffered sites are not available, land purchases become a necessary feature of the CIP. Typically, the Land Acquisition functional area includes land acquisition funding for both the County and Schools during the six-year planning period. The co-location of County and School capital facilities remains a guiding policy for the Board of Supervisors in its land acquisition program. A total of $26.2 million is included in the Adopted FY 2011-FY 2016 Capital Plan for secondary school site acquisitions. Local tax funding is used to acquire school land sites. For this CIP, no land acquisitions are proposed for general government projects as the development of owned County/School and proffered sites are used for general government facilities in the six-year plan.

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 subfund 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 three projects for a total of $19.6 million over the FY 2011–FY 2016 capital planning period.

- Computer Aided Dispatch System ..... $ 10.0 million
- Library Management System ..... $ 2.6 million
- E-911 Phone System Upgrade ..... $ 2.5 million
- ERP System ..... $ 4.5 million

General Government. The General Government functional area includes nine projects for a total of $63.8 million over the six-year planning period. The County Administrator and the Department of Construction and Waste Management provide project management direction for these facilities. The General Government projects that are part of the proposed CIP are:

- Capital Project Management ..... $ 26.6 million
- Storm Water Management ..... $ 17.0 million
- Consolidated Shops & Warehouse Facility ..... $ 3.7 million
- Eastern Vehicle Support Facility ..... $ 0.58 million
- Recycling Drop Off Centers ..... $ 0.75 million
- Recycling Convenience Center ..... $ 1.0 million
- Woods Road Landfill Cell 1B Construction ..... $ 7.8 million
- Woods Road Landfill Sequence IV Closure ..... $ 5.1 million
- Woods Road Landfill Sequence V Closure ..... $ 1.2 million

Capital Project Management. Capital Project Management is provided by several County departments. The Department of Construction and Waste Management functions as the principal staff contact for matters relating to the County's capital projects, including planning and budgeting, land acquisition, design and engineering, construction management and project support. Resources in the Office of the County Attorney and the Department of Management and Financial Services provide program support and technical reviews to insure that projects advance appropriately. These staff positions are supported by local tax funding in the Capital Projects Fund and are included in their departments' respective operating budget. Additional information on the Department of Construction and Waste Management, as well as the Office of the County Attorney, and Management and Financial Services may be found in the operating budget section of this document.

Storm Water Management. This project funds the County 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.

General Government Support Facilities. Two projects are proposed to begin development in FY 2016 that provide support to general government operations. A consolidated shops and warehouse project co-locates administrative offices for the Department of General Services, maintenance shop operations, and a warehouse dedicated to general government warehouse needs. This project will enable an existing warehouse to be utilized solely for Loudoun County Public School warehousing operations. A vehicle support facility which includes a special waste drop-off center is planned for eastern Loudoun to provide fueling and fleet maintenance services for County and School vehicles. The citizens' special waste drop-off recycling center is included in the facility to meet the County's recycling goals.

Solid Waste Management. These projects continue the Solid Waste Management Plan's scheduled cell development and closure activities at the Woods Road Landfill. Work on the Woods Road Landfill. Construction of Cell 1B, Closure of Sequence IV and V at the landfill are included in this planning period. A recycling convenience center which serves as a citizen drop-off center for recyclables is planned in FY 2015 at the landfill. Three recycling drop-off centers are planned that will add recycling locations to the Potomac, Moorefield Station, and South Riding areas of the County. 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 recycling facilities are funded with a combination of cash proffers, local tax funding and debt financing.

Government Administration Center. The FY 2009-FY 2014 Capital Improvement Program included funding for future government administrative space, with the objective of reducing leased facilities by consolidating County offices into owned space. This project envisions a government campus which will include office, customer service, program, public meeting, conference, information technology and building support space, along with the necessary infrastructure, landscaping, and sufficient parking facilities for County-owned and visitor vehicles. Phase I was originally proposed to start in FY 2012. This project has been moved to a Future Fiscal Year in the FY 2011–FY 2016 CIP. Direction by the Board of Supervisors on the development schedule for the Government Administration Center needs to be reevaluated given the project's impact on the debt issuance schedule.

Transportation. The Transportation functional area includes nine projects for a total of $306 million over the six-year planning period. The largest project expenditure is for the Dulles Corridor Rapid Transit project which extends the Dulles Metro-Rail to Loudoun County. Loudoun County's share of the Dulles Rail extension is $315 million with $235 million in expenditures occurring in the six-year planning period. The Office of Transportation Services and the Department of Construction and Waste Management provide project management direction for these facilities. The Transportation projects that are part of the adopted CIP are:

- Commuter Transit Buses ..... $ 7.8 million
- Transit Bus Maintenance and Storage Facility ..... $ 10.2 million
- Dulles Corridor Rapid Transit ..... $ 235.0 million
- Regional Park-and-Ride Lot (4) ..... $ 7.7 million
- Allder School Road Paving ..... $ 7.4 million
- Kincaid/Crosstrail Boulevards ..... $ 26.0 million
- Route 7/Route 659 Interchange Design ..... $ 2.6 million
- Belfort Area Road Improvements ..... $ 9.0 million
- Route 7/Route 287 Corridor Study ..... $ 0.2 million

Commuter Transit Buses. This provides for the acquisition of transit buses in support of the County's commuter bus service. The transit bus acquisition schedule was approved by the Board of Supervisors in FY 2004, when the first 22 buses were acquired. The current operating plan acquires two transit buses annually through the six-year capital planning period, subject to actual State Capital Grant awards. In FY 2012, three buses are acquired for transit services. The Office of Transportation Services has identified a combination of gax tax, state capital assistance and cash proffers to fund the acquisition of three buses.

Transit Bus Maintenance and Storage 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 and FY 2011 proffers and gas tax funds.

Dulles Corridor Rapid Transit. State, regional and local authorities have jointly proposed an extension of rapid transit service along the Dulles Corridor from Fairfax County's West Falls Church Metro Station to Loudoun County. This project would involve a 23-mile Metrorail extension via Tyson's Corner and Dulles Airport that would terminate at the Dulles Greenway and Ryan Road (Route 772). The Metropolitan Washington Airport Authority (MWAA) received final design approval for Phase I from the Federal Transit Administration (FTA) on May 12, 2008. Right-of-way acquisitions are proceeding and the utility relocation along the Route 7 Corridor in Tyson's Corner began in January 2008. On January 8, 2009, the Federal Secretary of Transportation signed and submitted to Congress the Full Funding Grant Agreement (FFGA) for the authorization of $900 million dollars for the construction of Phase I. Congressional review has been completed with final approval and release of the federal funds by the Federal Transportation Administration. Construction of the Phase I Rail Project started in 2009, with a tentative completion date of March 2013. Loudoun County's share of the project totals $315 million including prior year appropriations.

Park-and-Ride Lots. The Adopted CIP includes four park-and-ride projects, which are currently managed by the County's Office of Transportation Services. These projects add park-and-ride lots for commuter use at East Gate, Dulles Town Center, Stone Ridge and the Leesburg area. The new projects are funded through a combination of cash and in-kind proffers and State transportation grant funding.

Allder School Road Paving. This project provides for the paving of Allder School Road (Route 711) from Woodgrove Road (Route 719) to Hillsboro Road (Route 690). This project will provide access to the planned Woodgrove High School (HS-3) at the County-owned Fields Farm property, located south of Allder School Road (Route 711) and east of Hillsboro Road (Route 690).

Rt. 7/Route 659 Interchange Design. A total of $2.6 million in transportation proffers are utilized to continue the design of the Rt. 7/Rt. 659 Interchange. The Virginia Department of Transportation (VDOT) has funded the construction phase of this project in their Six-Year Plan.

Kincaid/Crosstrail Boulevards. This project designs and constructs the extension of Kincaid Boulevard and Crosstrail Boulevard through the County-owned government support center site. The completion of these road extensions will provide access to the county-owned land for the development of public facilities. A combination of local tax funding and debt financing is proposed to fund this $26 million project.

Transportation Continued . . .

Rt.7/Rt. 287 Corridor Study – The Board amended its FY 2011-FY 2016 plan to include funding for a corridor study of the Rt.7/Rt. 287 interchange in Purcellville, Virginia. The study will identify traffic mitigation options for the interchange.

Belfort Area Road Improvements – This project funds a series of road improvements in the Belfort Area of the County in eastern Loudoun County.

Public Safety. The Public Safety functional area includes twelve projects for a total of $157.4 million over the six-year planning period. These facilities are programmed and operated by Animal Services, the Courts, Office of the Sheriff, Department of Fire, Rescue and Emergency Management Services, Juvenile Court Services Unit and Family Services. The Department of Construction and Waste Management manages the development and construction of these projects.

- Animal Shelters ..... $ 9.3 million
- Courts Complex (Phase III) ..... $ 37.5 million
- Public Inebriate Center ..... $ 1.3 million
- Ashburn Area Sheriff Station ..... $ 8.6 million
- Kirkpatrick (West) Fire/Rescue Station #26 ..... $ 7.8 million
- Leesburg South Fire/Rescue Station #27 ..... $ 8.1 million
- Fire Station Renovations (Lucketts, Round Hill) ..... $ 16.5 million
- Fire/Rescue Training Prop Lots ..... $ 1.2 million
- Fire/Rescue Capital Apparatus ..... $ 16.2 million
- Juvenile Probation Residence ..... $ 4.8 million
- Juvenile Detention Center ..... $ 10.8 million
- Public Safety and General Government Office Center ..... $ 35.0 million

Animal Shelters. A combined project to renovate the existing Animal Shelter in western Loudoun and construct a new Animal Shelter in eastern Loudoun is proposed to meet the animal care and control service demands in the County. In FY 09, the Board of Supervisor's Fiscal Impact Committee recommended the eastern shelter be included in the six-year planning cycle due to the eastern Loudoun animal and human population densities. These facilities are operated by the Department of Animal Services.

Courts Complex (Phase III). The Courts project provides expanded facilities for the General District Court and the Clerk of the Court's administrative support functions, increasing the current space by approximately 85,000 square feet for courtroom and judicial offices, with sufficient parking for Court-owned and visitor vehicles.

Public Inebriate Center. The Public Inebriate Center is planned as an approximately 3,000 square foot, minimum 10-bed facility located in close proximity to the new Adult Detention Center south of Leesburg, with operating costs estimated to be lower than housing the same population at the Adult Detention Center.

Ashburn Sheriff's Station. The Proposed CIP includes funding for a Sheriff's station to be developed to serve the Ashburn planning subarea of the County. In FY 2009, the Sheriff informed the Board of Supervisors that a Sheriff's presence in the previously funded Brambleton Public Safety Center did not meet the Office's service goals. The Board of Supervisors directed capital planning staff to develop a plan for a station in the Ashburn Planning subarea using 100% cash proffers. The CIP utilizes $8.6 million in cash proffers for the development of this station in the FY 2013–FY 2014 planning period.

Fire and Rescue Stations, Training Facilities and Vehicles. The CIP includes construction of two new Fire/Rescue stations and renovations of existing volunteer stations to meet life/safety, OSHA, and other regulations, and ensure continuing functionality. Training facilities are proposed for expansion with the use of $1.2 million in cash proffers to complete training facilities. A project to fund annual purchases of Fire/Rescue capital vehicles is also included. The Department of Fire, Rescue and Emergency Management Services operates these facilities.

Juvenile Probation Residence. The Juvenile Probation Residence is planned as an approximately 8,800 square foot, 12-24 bed capacity residence located in close proximity to the new Juvenile Detention Center south of Leesburg. This facility is programmed and operated by the Juvenile Court Services Unit.

Juvenile Detention Center. The Juvenile Detention Center was included in the Public Safety Master Plan Proposed by the Board of Supervisors on November 8, 2006. The Juvenile Detention Center project would replace the existing facility, which will be unable to continue as a juvenile detention facility given its proximity to the future expanded

Public Safety Continued . . .

footprint of the Adult Detention Center. Adopted funding is for the construction phase of the project which was delayed one year to FY 2012 to minimize operating impacts. The Department of Family Services operates this facility.

Public Safety Administration Center. The Public Safety Administration Center was adopted as a future fiscal year project to provide administrative office space for the Loudoun County Sheriff's Office and the Loudoun County Department of Fire, Rescue and Emergency Services. The project was projected to cost $95.2 million in FY 2017. In FY 2011, the Loudoun County Board of Supervisors amended the FY 2011 Capital Improvement Program through the purchase of two existing office buildings in the Leesburg area to provide administrative space for public safety and general government office space needs. The buildings were acquired in December 2010 and provide approximately 140,000 square feet of office space. The acquisition of these properties amended the Adopted FY 2011 Public Safety Administration Center document page to reflect the new use as a Public Safety and General Government Office Center. The buildings were purchased for $25 million with $10 million budgeted over the FY 2011–FY 2013 planning period for office build-out.

Health and Welfare. The Health and Welfare functional area includes eight projects for a total of $11.9 million over the six-year period. These facilities are managed by the Department of Family Services and the Department of Mental Health, Substance Abuse and Developmental Services. The Department of Construction and Waste Management will manage the development and construction of these projects.

- Emergency Homeless Shelter ..... $ 3.0 million
- Adolescent Independent Living Residence ..... $ 4.3 million
- Mental Health/Medically Fragile Supported Living Residence ..... $ 1.1 million
- Developmental Services Group Residence (Ashburn) ..... $ 0.61 million
- Developmental Services Group Residence (South Riding) ..... $ 0.68 million
- Developmental Services Group Residence (Stone Ridge) ..... $ 0.63 million
- Intermediate Care Facility (Round Hill) ..... $ 1.2 million
- Mirror-Ridge Group Home ..... $ 0.23 million

Department of Family Services. Two facilities are planned for development during the six-year planning period. A new Emergency Homeless Shelter is planned to meet emergency shelter service demands projected to occur in the FY 2016 time frame. An Adolescent Independent Living Residence constructs the County's first independent living skills development residence for adolescents transitioning back to the community from court ordered detention.

Department of Mental Health, Substance Abuse and Developmental Services (MH/SA/DS).The Adopted capital plan includes the purchase or construction of five residential living facilities during the current planning period to serve MH/SA/DS clients. MH/SA/DS has reviewed its service model for residential services, and has incorporated the results of its review into the Proposed CIP, which increases vendor-operated facilities and opts for purchases of facilities versus construction. Cash proffer funding is proposed to build-out the basement of the Mirror-Ridge Group Home to expand program space for existing residents of the home.

Parks, Recreation and Culture. There are twelve projects in the Parks, Recreation and Culture functional group for a total of $78.7 million over the six-year planning period. This category includes facilities programmed by the Department of Parks, Recreation and Community Services and the Department of Library Services. The Department of Construction and Waste Management will manage the development and construction of these projects.

- Dulles South Multipurpose Center (Phase II) ..... $ 36.3 million
- Community Center Renovations ..... $ 5.3 million
- Hal & Berni Hanson Regional Park ..... $ 3.6 million
- Scott Jenkins Memorial Park ..... $ 1.5 million
- Brambleton District Park ..... $ 4.4 million
- Edgar Tillett Memorial Park ..... $ 1.1 million
- Fields Farm Park ..... $ 1.5 million
- Lovettsville District Park ..... $ 11.1 million
- Park Improvements ..... $ 3.5 million
- Eastern Loudoun Respite Center ..... $ 0.52 million
- Gum Spring Library ..... $ 9.1 million

Parks, Recreation and Culture Continued.

Parks, Recreation and Community Services Facilities:

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 proposed during the six-year planning period is for Phase II, which expands the facility by approximately 65,000 gross square feet, adding recreation and fitness areas, program facilities and an aquatics center.

Community Center Renovations. This project refurbishes and repairs the Sterling, Lovettsville and Philomont Community Centers, bringing them into compliance with current building systems and occupancy codes, Americans with Disabilities Act mandates, maintenance and programmatic requirements.

Parks. In FY 2009, two mid-year park land capital projects were approved by the Loudoun County Board of Supervisors amending the FY 2009 capital plan. The Hal and Berni Hanson Regional Park and Scott Jenkins Memorial Park land acquisitions were authorized and funding was appropriated for the initial development of the Scott Jenkins Memorial Park. Funding is proposed to complete the Scott Jenkins Memorial Park and to start Phase I development of the Hal and Berni Hanson Regional Park.

The use of $10.0 million in cash proffers is used to fund projects to increase utilization of County-owned park facilities. Park improvements include the addition of public restrooms, lighting, irrigation, parking, playgrounds and concession buildings. Included in these improvements is the build-out of two developer constructed parks, Edgar Tillett Memorial Park and Brambleton District Park. The park improvement expenditure plan meets the Board of Supervisors' fiscal guidance to utilize cash proffers and expand utilization of county owned facilities. The construction of two new District Parks is slated in the FY 2016 time-frame with the development of Fields Farm and Lovettsville District Parks. Additional cash proffers have been programmed for the prior-year funded Eastern Loudoun Respite Center to supplement funding due to the project completion being deferred to minimize impacts to the operating budget.

Department of Library Services Facility:

Gum Spring Library. The Gum Spring Library building space has been proffered by the developer of Stone Ridge. Per the proffer statement, the conveyance of the building space to the County is dependent upon a set number of building permits issued. The trigger to begin construction occurred in 2009 and the developer broke ground in November 2009. The developer amended the proffer conditions which established the completion of the shell-building in June 2011. The build-out of the Library by the County is proposed in FY 2012. This facility will provide a 40,000 square-foot regional library to serve the Dulles Planning Subarea of the County south of Rt. 50.

LOUDOUN COUNTY PUBLIC SCHOOLS CIP

Loudoun County Public School Projects. The Adopted FY 2011-2016 Capital Improvement Program (CIP) includes fourteen school capital projects, including five new elementary schools, two new middle schools and three new high schools. The CIP also includes a project to renovate include Park View High School, construct additions to Mercer Middle School and Freedom High School, and design funds for the Monroe Advanced Technology Academy. In the six-year expenditure plan for school facilities, 34% goes toward construction of elementary schools, 17% for middle schools, and 49% for high schools.

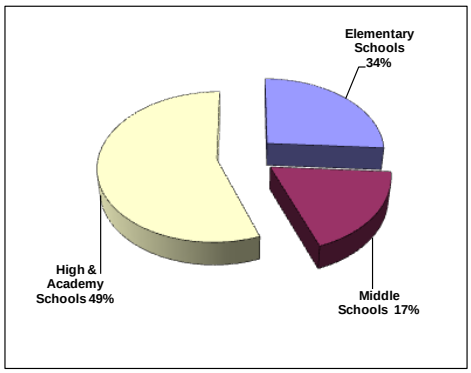


Figure 7 – 4. Adopted FY 2011–FY 2016 Schools Expenditures by School Type

Schools Continued.

Elementary School Projects. The Elementary School functional area includes five new school construction projects totaling $134.3 million during the six-year planning period:

- (ES-15) Frederick Douglass Elementary School.....$ 27.8 million
- (ES-16) Moorefield Station Elementary School.....$ 25.3 million
- (ES-21) Dulles South Area Elementary School.....$ 27.7 million
- (ES-22) Ashburn Area Elementary School.....$ 25.7 million
- (ES-23) Arcola Center Elementary School.....$ 27.7 million

Middle School Projects. The Middle School functional area includes two new school construction projects and one addition to an existing middle school totaling $94.6 million during the six-year planning period:

- (MS-6) Ashburn Area Middle School.....$ 43.7 million
- (MS-9) Dulles North Area Middle School .....$ 47.3 million
- Mercer Middle School Addition .....$ 3.6 million

High and Academy School Projects. The High and Academy School functional area includes three new high school projects, an addition to Freedom High School, design funds for the Monroe Advanced Technology Academy and the renovation of Park View High School's Science Lab and Art Studio, totaling $288 million during the six-year planning period:

- (HS-6) Loudoun Valley Estates High School .....$ 88.8 million
- (HS-8) Ashburn Area High School .....$ 90.0 million
- (HS-11) Dulles North Area High School.....$ 92.8 million
- Freedom High School Addition .....$ 4.3 million
- Park View High School Renovation .....$ 4.1 million
- Monroe Advanced Technology Academy .....$ 3.9 million

New School Openings. The Loudoun County Public Schools (LCPS) estimate that elementary schools will open two years after funds are appropriated, and middle and high schools will open three years after appropriation. Applying this methodology to the Adopted FY 2011-FY 2016 CIP, an estimated ten (10) schools will open during the six-year planning period including schools funded in prior Capital Improvement Programs. In FY 2011, LCPS opened two (2) high schools and (1) elementary school. LCPS estimates that the student population will reach 77,724 by the FY 2015-FY 2016 school year which will add an additional 14,504 students to the school system during the six-year planning period

Funding the CIP

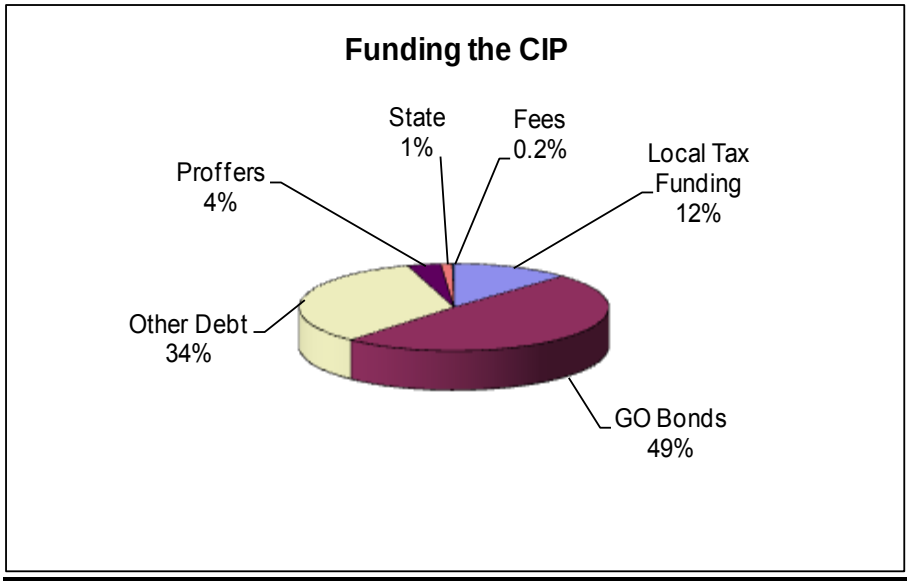


Figure 7 – 5. Adopted FY 2011–FY 2016 Funding Sources

The CIP is financed through a number of cash and debt instruments during the six-year planning period. These include local tax funding from the General Fund, either from budgeted tax revenues or fund balance, currently authorized bond financing, lease/purchase financing, pledge bonds, gifts and donations, user fees, and developer contributions or proffers in the form of dedicated land, in-kind services, or cash.

"Pay-as-you-go" Local Tax Funding. The Board of Supervisors' fiscal policy has a goal of 10% "pay-as-you-go" funding in financing the County's capital facility needs. Local tax funding, which is often referred to as "pay-as-you-go" funding, denotes monies from the General Fund, e.g., when the County does not borrow money to finance projects but instead pays for the improvement out of current receipts. The Adopted FY 2011-2016 CIP includes $145.7 million in local tax funding. The inclusion of these funds to offset the cost of General Government and School projects provides the six-year plan with 12% percent of total CIP expenditures as offset by "pay-as-you-go" funding during the six-year CIP period.

Rollback Taxes. Board policy requires that rollback tax allocations be used in the planning subarea where the taxes are derived. There are no appropriations from rollback tax collections to fund any projects in the proposed FY 2011-FY 2016 CIP.

Intergovernmental Aid. The proposed FY 2011-FY 2016 CIP includes $14 million in intergovernmental funds from the Commonwealth of Virginia.

Debt Financing. The proposed FY 2011-FY 2016 CIP relies on $977.8 million in debt financing to fund the six-year capital plan. A total of $580.5 million in general obligation bond financing requiring voter approval is included in the six-year financing plan. An additional $397.2 million in other debt financing is proposed to finance projects

Developer Contributions (Proffers). Developer contributions, also known as proffers will offset 4% of estimated capital expenditures over the six-year planning period. Proffers are typically cash amounts, dedicated land, and/or in-kind services that are voluntarily granted to the County by the development community to partially offset the future capital facility costs associated with specific land developments. Proffer contributions are typically gained from rezonings (e.g., a change of land use from by-right). This change in development of land may result in land use patterns that generate significant capital facility costs. For example, if a developer is awarded a rezoning that changes the use of land parcels from commercial to residential use, housing units will more than likely be constructed on the parcels in the future. These new residential units will generate the need for County services and capital facilities such as schools, parks, libraries, and other facilities. Therefore, the development community offers contributions to help offset these future capital costs. The Board of Supervisors provided fiscal guidance in FY 2009, directing the utilization of capital proffer contributions to the greatest extent possible in the FY 2011–FY 2016 CIP. The Adopted CIP utilizes $41.1 million in proffers during the six-year capital plan. A detailed description of these expenditures is provided in the Proffer Fund section of this document.

Summary of Board of Supervisors' Changes to the Proposed CIP (February 2011)

The Adopted CIP (April 2011) includes $1.18 billion in combined general government and school expenditures. The Board of Supervisors amended the FY 2011 Capital Improvement Program during the fiscal year and during its budget deliberation process in March-April 2011. . The Adopted FY 2011-FY 2016 Capital Improvement Program reflects these amendments as follows:

GENERAL GOVERNMENT CIP: The result of these amendments reduced the General Government Capital Improvement Program by $27.7 million over the six-year capital planning period FY 2011- 2016.

Land Acquisition Fund: Land acquisition funds to acquire sites for general government and school facility sites are budgeted by the Board of Supervisors in the General Government Land Acquisition Fund. The FY 2012 Adopted CIP reduced the amount of funds for School site acquisitions in the amount of $37.65 million from the Adopted FY 2011 Fiscal Plan. A review of School/County land acquisition funds identified a balance of $99 million appropriated for school site acquisitions from prior fiscal years. A school land acquisition plan was developed to utilize the prior year appropriations to purchase school sites required during the six-year capital planning cycle. The Board of Supervisors took action in January 2011 (FY 2011) to amend the Land Acquisition Fund utilizing FY 2010 fund balance to provide $26.25 million for secondary school site acquisitions.

Major Computer Systems: The FY 2012 Adopted CIP has incorporated the Major Computer Systems six-year capital expenditure plan adopted in the FY 2011 Other Funds – Computer System Replacement Fund section of the Fiscal Plan and amended the six-year schedule for computer system acquisitions. The adopted CIP includes three projects for a total of $19.6 million over the FY 2012–FY 2016 capital planning period.

Transit Buses: The FY 2012 Adopted CIP amended the FY 2012 transit bus acquisition schedule to include a third bus. This is an increase of one bus over the FY 2011–FY 2016 CIP. The Office of Transportation Services has identified a combination of gax tax, state capital assistance and cash proffers to fund the acquisition of three buses.

Dulles Corridor Rapid Transit: The adopted CIP reflects an increase of $63 million in project costs as Loudoun County's share of the project costs. Loudoun County's share of the project totals $315 million including prior year appropriations.

Woods Road Realignment: In FY 2011, the Virginia Department of Transportation notified the County that it would assume administrative responsibility for the Woods Road (Rt. 771) Realignment project utilizing State funds. The FY 2012 Adopted CIP amends the project page to reflect this change in project administration. No funding is required in this project during the six-year capital plan as a result of this action.

Ashburn Sheriff Station: In FY 2011, The Loudoun County School Board and Board of Supervisors made a determination to utilize the Newton Lee Elementary School site for the development of a middle school to serve the Ashburn area. This site previously was requested for the Ashburn Sheriff Station. The FY 2012 Adopted CIP amends the FY 2011–FY 2016 CIP project development schedule deferring the design and construction phases of this project by one year. A land site acquisition is planned for FY 2012, design in FY 2013 and construction in FY 2014.

Public Safety Administration and General Government Office Building: In FY 2011, the Loudoun County Board of Supervisors amended the FY 2011 Capital Improvement Program through the purchase of two existing office buildings in the Leesburg area to provide administrative space for public safety and general government office space needs. The buildings were acquired in December 2010 and provide approximately 140,000 square feet of office space. The acquisition of these properties amended the Adopted FY 2011 Public Safety Administration Center document page to reflect the new use as a Public Safety and General Government Office Center. The buildings were purchased for $25 million with $10 million budgeted over the FY 2011–FY 2013 planning period for office build-out.

Scott Jenkins Memorial Park: In FY 2011, the Loudoun County Board of Supervisors amended the FY 2011 Capital Improvement Program approving the use of $585,000 in CIP contingency funds for the construction phase of Scott Jenkins Memorial Park. This action enabled work planned for Phase II of the park to be completed in FY 2011 and reduced the Phase II project costs in FY 2012 by $1 million. This action also reduced the amount of debt to be issued in FY 2012 by $1 million for the Phase II development of the park.

Rt.7/Rt. 287 Corridor Study – The Board amended its FY 2011-FY 2016 plan to include funding for a corridor study of the Rt.7/Rt. 287 interchange in Purcellville, Virginia. The study utilizes $200,000 to identify traffic mitigation options for the interchange.

Belfort Area Road Improvements – This project funds a series of road improvements in the Belfort Area of the County in eastern Loudoun County. This action added $9 million in project costs to the FY 2011–FY 2013 CIP.

SCHOOL CIP.

Changes to School CIP. The Board of Supervisors had to reconcile multiple scenarios for school facility development. The Loudoun County School Board Adopted FY 2011– FY 2016 CIP had to be reprioritized in light of the Board of Supervisors November 2009 Debt Issuance and Debt Capacity Guidelines. The Loudoun County School Board adopted a FY 2011-FY 2016 Compliance CIP in late January 2010 which required additional review to meet the debt issuance limitations as defined by the Board of Supervisors. The Board of Supervisors began its capital budget review in February and March. That review led to a request that the Loudoun County School Board provide a School CIP that identified the priorities of school capital projects that would comply with the Board of Supervisors debt issuance limitations. The School Board provided the Board its FY 2011–FY 2016 compliance CIP in March 2011. The Boards agreed to an amended School Capital Improvement Program that focused on providing new pupil seats in areas where student enrollment growth is projected to occur in the FY 2012-FY 2016 capital planning period. Amendments adopted by the Board of Supervisors in April 2011, added $27.7 million in school projects to the County Administrator's Proposed FY 2011-FY 2016 Capital Improvement Program presented in February 2010.

Elementary Schools: The FY 2011–FY 2016 Adopted School CIP eliminated two planned elementary school renovations at Catoctin and Sully Elementary Schools. In the place of those two project, one new elementary school project is proposed in FY 2014 at the Arcola Center development on a proffered land site. The result of this amendment increased the Proposed expenditures for elementary schools in the six-year plan from $125.1 million to $134.3 million.

Middle Schools: Minor amendments were made to the middle school category in the School CIP. One project to add classroom space to Mercer Middle School in the Dulles South area of the County was added in FY 2013 to provide additional middle school seats to serve the Dulles South area of the County.

High Schools & Academy: The capital plan for high school and academy development was amended to add one high school to serve the Dulles South area of the County (FY 2014), an addition to Freedom High School to add classroom space (FY2013) and to start the design for the Monroe Advanced Technology Academy (FY 2016), These amendments increased planned expenditures for high schools and academies by $84.5 million over the six-year capital planning period.

Table 7 - 1 Capital Improvement Program Summary
Schedule of Appropriations
Adopted FY 2011 - FY 2016 Capital Improvement Program

Capital ($ in 1000s)	Prior To Date	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	CIP Total
Budgetary Cost										
General Capital Projects Fund										
Administration	244,567	30,750	10,000	100	2,500	2,500	0	45,850	0	290,417
General Government	27,066	6,780	12,630	7,045	7,720	9,900	19,785	63,860	203,495	294,421
Transportation	117,027	48,094	58,640	66,200	67,700	1,200	64,200	306,034	65,000	488,061
Public Safety	111,258	37,780	15,800	39,070	28,480	13,180	23,180	157,490	107,595	376,343
Health and Welfare	279	230	120	1,435	1,490	4,615	4,025	11,915	275	12,469
Parks, Recreation and Culture	35,295	16,143	14,005	0	0	36,365	12,260	78,773	84,720	198,788
General Capital Projects Fund Total	535,491	139,777	111,195	113,850	107,890	67,760	123,450	663,922	461,085	1,660,499
School Capital Projects Fund										
Elementary Schools	960	27,820	51,075	0	55,400	0	0	134,295	0	135,255
Middle Schools	0	0	43,760	50,870	0	0	0	94,630	0	94,630
High Schools	0	0	8,470	178,740	92,850	0	8,000	288,060	96,370	384,430
School Capital Projects Fund Total	960	27,820	103,305	229,610	148,250	0	8,000	516,985	96,370	614,315
Budgetary Cost	536,451	167,597	214,500	343,460	256,140	67,760	131,450	1,180,907	557,455	2,274,814
Funding Source										
Debt Financing	191,051	79,565	72,047	96,470	65,200	3,200	80,760	397,242	361,110	949,403
GO Bonds	101,200	33,205	97,650	209,645	153,925	48,390	37,775	580,590	183,430	865,220
VPSA	960	0	0	0	0	0	0	0	0	960
Local Tax Funding	88,664	6,280	18,198	31,545	26,715	12,920	8,980	130,888	9,915	229,467
Fund Balance	39,919	31,835	3,273	0	0	3,000	3,000	41,108	3,000	84,027
Landfill Fees	0	0	2,157	0	0	0	0	2,157	0	2,157
Sale of Land	5,800	0	0	0	0	0	0	0	0	5,800
Gifts & Donations	838	0	0	0	0	0	0	0	0	838
Proffers (Cash)	7,424	14,950	11,400	3,375	7,800	250	935	38,710	0	46,134
Proffers (Land)	62,796	0	0	0	0	0	0	0	0	62,796
Proffers (In-kind)	25	0	0	2,425	0	0	0	2,425	0	2,450
State Grant Program	18,528	0	0	0	0	0	0	0	0	18,528
State Capital Assistance	17,836	568	7,960	0	2,500	0	0	11,028	0	28,864
Gas Tax/Transportation Fund	1,410	1,194	1,815	0	0	0	0	3,009	0	4,419
Total Funding Source	536,451	167,597	214,500	343,460	256,140	67,760	131,450	1,180,907	557,455	2,274,814

Table 7 - 2 Capital Improvement Program by Fund
Schedule of Appropriations
Adopted FY 2011 - FY 2016 Capital Improvement Program

General Capital Projects Fund

Capital ($ in 1000s)	Prior To Date	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	CIP Total
Budgetary Cost										
Administration	244,567	30,750	10,000	100	2,500	2,500	0	45,850	0	290,417
General Government	27,066	6,780	12,630	7,045	7,720	9,900	19,785	63,860	203,495	294,421
Transportation	117,027	48,094	58,640	66,200	67,700	1,200	64,200	306,034	65,000	488,061
Public Safety	111,258	37,780	15,800	39,070	28,480	13,180	23,180	157,490	107,595	376,343
Health and Welfare	279	230	120	1,435	1,490	4,615	4,025	11,915	275	12,469
Parks, Recreation and Culture	35,295	16,143	14,005	0	0	36,365	12,260	78,773	84,720	198,788
Budgetary Cost	535,491	139,777	111,195	113,850	107,890	67,760	123,450	663,922	461,085	1,660,499
Funding Source										
Debt Financing	191,051	79,565	72,047	96,470	65,200	3,200	80,760	397,242	361,110	949,403
GO Bonds	101,200	5,385	4,990	3,000	20,500	48,390	30,575	112,840	96,700	310,740
Local Tax Funding	88,664	6,280	8,163	8,580	11,890	12,920	8,180	82,263	275	171,202
Fund Balance	39,919	31,835	2,663	0	0	3,000	3,000	40,498	3,000	83,417
Landfill Fees	0	0	2,157	0	0	0	0	2,157	0	2,157
Sale of Land	5,800	0	0	0	0	0	0	0	0	5,800
Gifts & Donations	838	0	0	0	0	0	0	0	0	838
Proffers (Cash)	7,424	14,950	11,400	3,375	7,800	250	935	38,710	0	46,134
Proffers (Land)	62,796	0	0	0	0	0	0	0	0	62,796
Proffers (In-kind)	25	0	0	2,425	0	0	0	2,425	0	2,450
State Grant Program	18,528	0	0	0	0	0	0	0	0	18,528
State Capital Assistance	17,836	568	7,960	0	2,500	0	0	11,028	0	28,864
Gas Tax/Transportation Fund	1,410	1,194	1,815	0	0	0	0	3,009	0	4,419
Total Funding Source	535,491	139,777	111,195	113,850	107,890	67,760	123,450	663,922	461,085	1,660,499

Table 7 - 3 Capital Improvement Program by Fund
Schedule of Appropriations
Adopted FY 2011 - FY 2016 Capital Improvement Program

Capital ($ in 1000s)	Prior To Date	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	CIP Total
School Capital Projects Fund										
Budgetary Cost										
Elementary Schools	960	27,820	51,075	0	55,400	0	0	134,295	0	135,255
Middle Schools	0	0	43,760	50,870	0	0	0	94,630	0	94,630
High Schools	0	0	8,470	178,740	92,850	0	8,000	288,060	96,370	384,430
Budgetary Cost	960	27,820	103,305	229,610	148,250	0	8,000	516,985	96,370	614,315
Funding Source										
GO Bonds	0	27,820	92,660	206,645	133,425	0	7,200	467,750	86,730	554,480
VPSA	960	0	0	0	0	0	0	0	0	960
Local Tax Funding	0	0	10,035	22,965	14,825	0	800	48,625	9,640	58,265
Fund Balance	0	0	610	0	0	0	0	610	0	610
Total Funding Source	960	27,820	103,305	229,610	148,250	0	8,000	516,985	96,370	614,315

Schedule of Financing and Referenda

The following projects are scheduled for general obligation bond financing requiring referendum in FY 2011.

Referendum Date	Project	Amount
November 2010	**General Government**	
	No Projects Proposed	$ 0
	Subtotal, General Government	*$ 0*
	Schools	
	Leesburg Area Elementary School (ES-15)	$ 27,820,000
	Subtotal, Schools	*$ 27,820,000*
	Total November 2010 Referendum	**$ 27,820,000**

The following projects are planned for future general obligation bond financing requiring referenda in the FY 2012–FY 2016 capital planning period and are as follows:

Referendum Date	Project	Amount
November 2011	**General Government**	
	Fire Apparatus	$ 3,000,000
	Subtotal, General Government	*$ 3,000,000*
	Schools	
	Moorefield Station Elementary School (ES-16)	$ 22,830,000
	Ashburn Area Elementary School (ES-22)	22,830,000
	Ashburn Area Middle School (MS-6)	39,380,000
	Ashburn Area High School (HS-8)	81,010,000
	Park View High School Renovation	3,570,000
	Subtotal, Schools	*$ 169,620,000*
	Total November 2011 Referendum	**$ 172,620,000**
November 2012	**General Government**	
	Fire Apparatus	$ 3,000,000
	Subtotal, General Government	*$ 3,000,000*
	Schools	
	Mercer Middle School Addition	$ 3,285,000
	Dulles North Area Middle School (MS-9)	$ 42,495,000
	Freedom High School Addition	$ 3,940,000
	Loudoun Valley estates High School (HS-6)	$ 79,965,000
	Subtotal, Schools	*$ 129,685,000*
	Total November 2012 Referendum	**$ 132,685,000**

Referendum Date	Project	Amount
November 2013	**General Government**	
	Fire Apparatus	$ 3,000,000
	Fire Station Renovations-Lucketts/Round Hill	16,500,000
	Kirkpatrick West Fire & Rescue Station #26	7,820,000
	Subtotal, General Government	*$ 27,320,000*
	Schools	
	Dulles South Area Elementary School (ES-21)	$ 24,930,000
	Arcola Center Elementary School (ES-23)	24,930,000
	Dulles North Area High School (HS-11)	$ 83,565,000
	Subtotal, Schools	*$ 133,425,000*
	Total November 2013 Referendum	**$ 160,745,000**
November 2014	**General Government**	
	Fire Apparatus	$ 3,000,000
	Dulles South Multipurpose Center Phase II	36,365,000
	Animal Shelters	9,375,000
	Leesburg South Fire & Rescue Station #27	8,145,000
	Subtotal, General Government	*$ 56,885,000*
	Schools	
	No Projects Proposed	$ 0
	Subtotal, Schools	*$ 0*
	Total November 2014 Referendum	**$ 56,885,000**
November 2015	**General Government**	
	Lovettsville District Park	$ 10,760,000
	Fields Farm Park	11,800,000
	Fire Apparatus	3,000,000
	Subtotal, General Government	*$ 25,560,000*
	Schools	
	Monroe Advanced Technology Academy	$ 93,935,000
	Subtotal, Schools	*$ 93,935,000*
	Total November 2015 Referendum	**$ 119,495,000**
	Total Six-Year Bond Referenda	**$ 642,430,000**

The following bond referenda were previously approved by Loudoun County voters for General Obligation Bond financing.

Referendum Date	Project	Amount
November 2009	**General Government**	
	Subtotal, General Government	$ 0
		$ 0
	Schools	
	Subtotal, Schools	$ 0
		$ 0
	Total November 2009 Referendum	**$ 0**
November 2008	**General Government**	
	Western/Neersville Fire & Rescue	$ 8,585,000
	Subtotal, General Government	*$ 8,585,000*
	Schools	
	Ashburn/Dulles Area Elementary School (ES-20)	$ 21,810,000
	Dulles Area High School II (HS-7)	82,235,000
	Subtotal, Schools	*$ 104,045,000*
	Total November 2008 Referendum	**$ 112,630,000**
November 2007	**General Government**	
	Aldie Fire/Rescue Station	$ 8,300,000
	Fire Station Renovations	10,000,000
	Eastern Loudoun Sheriff's Station	5,360,000
	Western Loudoun Sheriff Station	8,330,000
	Community Center Renovations	13,510,000
	Gum Spring Library	7,130,000
	Subtotal, General Government	*$ 52,630,000*
	Schools	
	Land Acquisition: 2 Elementary Schools, 1 High School	$ 15,475,000
	Subtotal, Schools	*$ 15,475,000*
	Total November 2007 Referendum	**$ 68,105,000**
November 2006	**General Government**	
	North Street Building Renovation	$ 9,330,000
	Land Acquisition: 3 Public Safety Facilities	3,450,000
	Subtotal, General Government	*$ 12,780,000*
	Transportation Projects	
	Loudoun County Parkway Interchange	$ 38,000,000
	Transportation Project Design:	
	Route 50 / Route 606 Interchange	3,300,000
	Widening Route 50 Eastbound	2,100,000
	Route 7 / Route 659 Interchange	4,500,000
	Four-laning Route 659 Gloucester to Greenway	2,600,000
	Sycolin Road Overpass	300,000
	Route 7 / Route 690 Interchange	500,000
	Subtotal, Transportation Projects	*$ 51,300,000*

Referendum Date	Project	Amount
November 2006	**Schools**	
	Dulles South Area Elementary School (ES-18)	$ 19,750,000
	Ashburn Area Elementary School (ES-19)	19,750,000
	Leesburg Area High School (HS-5)	74,770,000
	Middle School Renovations, Phase II	12,440,000
	Land Acquisition: 2 Middle Schools, 1 High School	43,285,000
	Subtotal, Schools	*$ 169,995,000*
	Total November 2006 Referendum	**$ 234,075,000**
November 2005	**General Government**	
	Purcellville Fire & Rescue Station	$ 8,030,000
	Subtotal, General Government	*$ 8,030,000*
	Schools	
	Harmony Site Elementary School (ES-4)	$ 16,300,000
	LV Estates II Site Elementary School (ES-17)	16,300,000
	Arcola Elementary School (replacement facility)	19,305,000
	Hillsboro Elementary School Renovation	2,420,000
	Rolling Ridge Elementary School Renovation	12,960,000
	Sugarland Elementary School Renovation	13,950,000
	Dulles Area Middle School (MS-5)	35,705,000
	Western Loudoun Area High School (HS-3)	63,500,000
	Subtotal, Schools	*$ 180,440,000*
	Total November 2005 Referendum	**$ 188,470,000**
November 2004	**General Government**	
	Dulles South Multi-Purpose Center	$ 9,000,000
	Loudoun Valley Community Center Renovation	3,730,000
	Lovettsville Park	1,300,000
	Franklin Park Performing Arts Center	1,400,000
	Subtotal, General Government	*$ 15,430,000*
	Schools	
	Brambleton Area Elementary School (ES-9)	$ 12,935,000
	Ashburn/Dulles Middle School (MS-4)	25,445,000
	Middle School Renovations	31,625,000
	Loudoun County High School Renovation	10,055,000
	Land Acquistion (2 Elementary Schools, 2 Middle Schools)	12,545,000
	Subtotal, Schools	*$ 92,605,000*
	Total November 2004 Referendum	**$ 108,035,000**

The following projects are planned to be financed through Debt Financing during the six-year planning period and do not require a referendum.

Planned	Project	Amount
FY 2011	**General Government**	
	Allder School Road	$ 1,000,000
	Fire Apparatus	1,265,000
	Kincaid/Crosstrails Boulevards	2,000,000
	Courts Complex Phase III	5,300,000
	Subtotal, General Government	*$ 9,565,000*
	Total 2011	**$ 9,565,000**

Planned	Project		Amount
FY 2012	**General Government**		
	Allder School Road	$	6,400,000
	Landfill Sequence IV Closure		3,630,000
	Courts Complex Phase III		2,000,000
	Juvenile Detention Center		10,800,000
	Scott Jenkins Memorial Park		1,000,000
	Subtotal, General Government	*$*	*23,830,000*
	Total 2012	**$**	**23,830,000**
FY 2013	**General Government**		
	Commuter Transit Buses	$	1,200,000
	Courts Complex Phase III		30,270,000
	Subtotal, General Government	*$*	*31,470,000*
	Total 2013	**$**	**31,470,000**
FY 2014	**General Government**		
	Commuter Transit Buses	$	1,200,000
	Kincaid/Crosstrails Boulevards		24,000,000
	Subtotal, General Government	*$*	*25,200,000*
	Total 2014	**$**	**25,200,000**
FY 2015	**General Government**		
	Commuter Transit Buses	$	1,200,000
	Recycling Depot		1,000,000
	Woods Road Cell 1B		1,000,000
	Subtotal, General Government	*$*	*3,200,000*
	Total 2015	**$**	**3,200,000**
FY 2016	**General Government**		
	Consolidated Shops and Warehouse	$	3,765,000
	Commuter Transit Buses		1,200,000
	Eastern Vehicle Support Facility		580,000
	Woods Road Cell 1B		6,150,000
	Woods Road Cell V Closure		1,200,000
	Juvenile Probation Residence		4,865,000
	Subtotal, General Government	*$*	*17,760,000*
	Total 2016	**$**	**17,760,000**
Total Other Debt Financing for the FY 2011–FY 2016 Capital Improvement Program		**$**	**111,025,000**

The following projects were approved in previous years for debt financing and did not require a referendum.

Prior Year	Project		Amount
FY 2006	**General Government**		
	Commuter Transit Buses	$	1,500,000
	Fire & Rescue Capital Vehicles		2,165,000
	Subtotal, General Government	*$*	*3,665,000*
	Total 2006	**$**	**3,665,000**
FY 2005	**General Government**		
	Commuter Transit Buses	$	335,000
	Subtotal, General Government	*$*	*335,000*
	Total 2005	**$**	**335,000**

FY 2004	**General Government**		
	Commuter Transit Buses	$	3,726,000
	Subtotal, General Government	*$*	*3,726,000*
	Total 2004	**$**	**3,726,000**

The following projects were approved in previous years for Virginia Public School Authority bonds and did not require a referendum.

Prior Year	Project		Amount
FY 2008	**Schools**		
	Moorefield Station Elementary School (ES-16)	$	960,000
	Subtotal, Schools	*$*	*960,000*
	Total 2008 Virginia Public School Authority Financing	**$**	**960,000**
FY 2005	**Schools**		
	Hamilton Elementary School Renovation	$	3,280,000
	Middle School Renovations		5,300,000
	Loudoun County High School Renovations		7,195,000
	Subtotal, Schools	*$*	*15,775,000*
	Total 2005 Virginia Public School Authority Financing	**$**	**15,775,000**
FY 2004	**Schools**		
	Brambleton Area Elementary School (ES-7)	$	15,126,000
	Kirkpatrick Farms Elementary School (ES-8)		15,565,000
	Subtotal, Schools	*$*	*30,691,000*
	Total 2004 Virginia Public School Authority Financing	**$**	**30,691,000**

The following project is planned to be financed through Industrial Development Authority bonds during the six-year planning period and does not require a referendum.

Planned	Project		Amount
FY 2011-2016	**General Government**		
	Public Safety Firing Range	$	9,000,000
	Subtotal, General Government	*$*	*9,000,000*
	Total FY 2011-16 Industrial Development Authority Financing	**$**	**9,000,000**

The following project is planned to be financed through pledge bonds debt financing during the six-year planning period and does not require a referendum.

Planned	Project		Amount
FY 2011-2016	**General Government**		
	Dulles Corridor Rapid Transit	$	252,000,000
	Subtotal, General Government	*$*	*252,000,000*
	Total FY 2011-16 Pledge Bond Financing	**$**	**252,000,000**

TABLE 7-4: IMPACT ON FUTURE DEBT RATIOS
FY 2012-FY 2016 Adopted Fiscal Plan

	FY 12	FY 13	FY 14	FY 15	FY 16
Beginning Net Tax Supported Debt	$ 1,164,624,500	$1,244,509,282	$1,300,632,657	$1,422,239,122	$1,499,374,674
New Debt Issued	183,210,000	164,325,000	237,299,000	201,091,000	253,190,000
Retired Debt (Old)	103,325,218	94,815,194	92,503,087	87,111,000	84,385,000
Retired Debt (New)	0	13,386,431	23,189,448	36,844,448	49,784,448
Ending Net Tax Supported Debt	$1,244,509,282	$1,300,632,657	$1,422,239,122	$1,499,374,674	$1,618,395,226
Population	318,596	324,500	331,229	338,387	345,751
Public School Enrollment	66,266	69,323	72,395	75,011	77,437
Estimated Property Value (in Millions)	$58,103	$61,513	$65,373	$68,986	$72,592
Per Capita Income	$55,056	$58,039	$61,184	$63,304	$65,191
Expenditures (in Thousands)	$1,597,204	$1,677,064	$1,802,844	$1,938,057	$2,083,412
Debt Service	$158,668,109	$167,347,029	$178,560,060	$192,444,045	$206,688,679
Ratios:					
Debt to Estimated Property Value (3.0%)	2.14%	2.11%	2.18%	2.17%	2.23%
Debt to Per Capita Income (8.0%)	7.10%	6.91%	7.02%	7.00%	7.18%
Debt Service to Expenditures (10.0%)	9.93%	9.98%	9.90%	9.93%	9.92%
Ten-Year Debt Payout Ratio (> 60%)	71.92%	71.61%	70.34%	70.08%	67.76%
(Note: Numbers in parentheses represent Fiscal Policy target ratios.)					
Annual Debt Issuance Guideline:					
Debt Issuance Guideline	$200,000,000	$200,000,000	$200,000,000	$200,000,000	$200,000,000
Debt Issuance Projected	$139,580,000	$112,325,000	$197,299,000	$140,171,000	$126,625,000
Affordability Index: (2)					
Outstanding Debt Guideline	$1,434,823,120	$1,520,018,198	$1,615,591,244	$1,700,297,943	$1,783,985,591
Outstanding Debt Projected	$1,244,509,282	$1,300,632,657	$1,422,239,122	$1,499,374,674	$1,618,395,226
Overlapping Debt: (3)					
Overlapping Debt Guideline	$581,027,730	$615,130,227	$653,727,559	$689,858,590	$725,921,331
Overlapping Debt Projected	$195,775,000	$187,390,000	$178,152,000	$168,240,000	$157,294,000

Notice of Intent

Notice evidencing the intent to reimburse under Federal Treasury Regulations Section 1.103-18 (the "Reimbursement Regulation"), certain capital improvements expenditures incurred in anticipation of financing such costs with the issuance of bonds.

The Board of Supervisors of the County of Loudoun, Virginia (the "County"), has determined in connection with adoption of the County's Capital Improvement Program that it is necessary and desirable to undertake certain capital improvements consisting of the projects and estimated costs described in this Proposed Capital Improvement Program and other funds with financing as indicated on the *Schedule of Major Financing – Fiscal Years 2012-2016* in the maximum amount of $1,039,115,000. This schedule is provided for convenience in this section and in the *Debt Service Fund* Section of this document.

Statement of Intent. The County presently intends, at one time or from time to time, to finance the indicated projects with either tax-exempt or taxable bonds (the "Bonds") and to reimburse, if needed, under the Reimbursement Regulations, capital expenditures paid by the County (including expenditures previously paid by the County to the extent permitted by law) in connection with the projects before the issuance of the Bonds. The County intends that adoption of this Notice as part of the adoption of the Capital Improvement Program be considered as "official intent" within the meaning of Treasury Regulations Section 1.103-18 promulgated under the Internal Revenue Code of 1986, as amended.

Effective Date. This intent shall be in full force and effect with adoption of the Capital Improvement Program.

Public Inspection. The Director of Management and Financial Services shall keep this intent continuously available for inspection by the general public during the County's normal business hours.

TABLE 7-5: Schedule of Major Financings

FY 2012 - FY 2016 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 12-FY 16		Start Year	Amount of Referendum	Potential Referendum Date or Status		FY 12	FY 13	FY 14	FY 15	FY 16
General Obligation Bonds or Appropriation Based:												
Community Center Renovations	13,510,000	4,810,000		2008	13,510,000	Nov. 07	(1)	4,810,000	0	0	0	0
Computer System Replacement Fund	34,979,000	10,000,000		2008	n/a	Not Required	(2)	8,000,000	2,000,000	0	0	0
Western Loudoun Sheriff Substation	8,330,000	2,615,000		2008	8,330,000	Nov. 07	(1)	2,615,000	0	0	0	0
Gum Spring Library	11,030,000	1,990,000		2008	7,130,000	Nov. 07	(1)	1,990,000	0	0	0	0
Fire/Rescue Capital Apparatus	15,065,000	13,265,000		2009	13,265,000	Nov. 11		1,265,000	3,000,000	3,000,000	3,000,000	3,000,000
Route 9/671 (Neersville) F/R Station (#16)	5,800,000	1,685,000		2009	5,285,000	Nov. 08	(1)	1,685,000	0	0	0	0
Allder School Road	8,393,000	5,615,000		2010	n/a	Not Required	(2)	2,415,000	3,200,000	0	0	0
Juvenile Detention Center	12,015,000	10,800,000		2010	n/a	Not Required	(2)	4,560,000	5,915,000	325,000	0	0
Courts Complex Phase III	37,570,000	33,345,000		2011	n/a	Not Required	(2)	3,075,000	13,000,000	17,270,000	0	0
Kincaid/Crosstrail Blvd	27,300,000	24,000,000		2011	n/a	Not Required	(2)	0	0	12,000,000	12,000,000	0
Scott Jenkins Park	2,000,000	1,000,000		2012	n/a	Not Required	(2)	1,000,000	0	0	0	0
Transit Buses	7,200,000	6,000,000		2012	n/a	Not Required	(2)	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Public Safety Firing Range	9,000,000	9,000,000		2013	n/a	Not Required	(2)	0	9,000,000	0	0	0
Fire Station Renovations - II (Lucketts/Round Hill)	16,500,000	16,500,000		2014	16,500,000	Nov. 13		0	0	2,120,000	6,670,000	7,710,000
Fire Station Renovations - I	10,000,000	4,000,000		2007	10,000,000	Nov. 07	(1)	4,000,000	0	0	0	0
Kirkpatrick West F/R Station (#26)	7,820,000	7,820,000		2014	7,820,000	Nov. 13		0	0	1,010,000	4,635,000	2,175,000
Landfill Sequence IV Closure	5,130,000	3,630,000		2012	n/a	Not Required	(2)	3,630,000	0	0	0	0
Land Acquisition	88,650,000	9,145,000		2014	n/a	Not Required	(2)	0	0	0	0	9,145,000
Recycling Convenience Center	1,000,000	1,000,000		2015	n/a	Not Required	(2)	0	0	0	1,000,000	0
Woods Road Cell 1B	7,150,000	3,935,000	*	2015	n/a	Not Required	(2)	0	0	0	920,000	3,015,000
Belfort Road Improvements	9,000,000	8,000,000		2012	n/a	Not Required		0	8,000,000	0	0	0
Animal Shelter	9,375,000	2,660,000	*	2015	9,375,000	Nov. 14		0	0	0	905,000	1,755,000
Leesburg South F/R Station (#27)	8,145,000	2,625,000	*	2015	8,145,000	Nov. 14		0	0	0	790,000	1,835,000
Dulles Multi-Purpose Center - Phase II	45,700,000	34,345,000	*	2015	36,365,000	Nov. 14		0	0	0	10,100,000	24,245,000
Consolidated Shops & Warehouse	31,835,000	2,045,000	*	2016	n/a	Not Required	(2)	0	0	0	0	2,045,000
Woods Rd Landfill Sequence V Closure	5,700,000	550,000	*	2016	n/a	Not Required	(2)	0	0	0	0	550,000
Eastern Vehicle Support	4,505,000	435,000	*	2016	n/a	Not Required	(2)	0	0	0	0	435,000
Juvenile Probation Residence	4,865,000	210,000	*	2016	n/a	Not Required	(2)	0	0	0	0	210,000
Lovettsville District Park	13,265,000	1,035,000	*	2016	13,265,000	Nov. 15		0	0	0	0	1,035,000
Fields Farm District Park	12,100,000	1,120,000	*	2016	12,100,000	Nov. 15		0	0	0	0	1,120,000
Public Safety and Government Admin Center	35,000,000	5,000,000		2011	n/a	Not Required	(2)	0	5,000,000	0	0	0
Dulles Rail	315,000,000	315,000,000		2010	n/a	Not Required	(2)	40,000,000	52,000,000	40,000,000	60,000,000	123,000,000

TABLE 7-5: Schedule of Major Financings

FY 2012 - FY 2016 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 12-FY 16	Start Year	Amount of Referendum	Potential Referendum Date or Status		FY 12	FY 13	FY 14	FY 15	FY 16
General Obligation Bonds or Appropriation Based:											
Dulles Area HS II (HS-7): Open Fall 2012	83,254,000	48,235,000	2009	82,235,000	Nov. 08	(1)	48,235,000	0	0	0	0
School Vehicle and Equipment Leases	43,144,000	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
Leesburg Area ES (ES-15): Open Fall 2012	27,820,000	19,820,000	2011	27,820,000	Nov. 10	(1)	18,820,000	1,000,000	0	0	0
Ashburn Area (HS-8): Open Fall 2015	90,010,000	81,010,000	2012	81,010,000	Nov. 11		4,500,000	0	50,705,000	23,805,000	2,000,000
Ashburn Area ES (ES-22): Open Fall 2013	25,705,000	22,830,000	2011	22,830,000	Nov. 11		8,750,000	13,080,000	1,000,000	0	0
Park View HS Science Lab Renovation	3,970,000	3,570,000	2011	3,570,000	Nov. 11		1,000,000	2,570,000	0	0	0
Moorefield Station ES (ES-16): Open Fall 2013	25,370,000	22,830,000	2011	22,830,000	Nov. 11		8,750,000	13,080,000	1,000,000	0	0
Ashburn Area MS (MS-6): Open Fall 2014	43,760,000	39,380,000	2011	39,380,000	Nov. 11		5,910,000	9,280,000	22,190,000	2,000,000	0
Dulles South Area ES (ES-21): Open Fall 2015	27,700,000	24,930,000	2013	24,930,000	Nov. 13		0	0	9,420,000	14,510,000	1,000,000
Dulles North Area ES (ES-23): Open Fall 2015	27,700,000	24,930,000	2013	24,930,000	Nov. 12		0	0	9,420,000	14,510,000	1,000,000
Dulles North Area MS (MS-9): Open Fall 2015	47,220,000	42,495,000	2012	42,495,000	Nov. 12		0	8,000,000	9,150,000	23,345,000	2,000,000
Mercer MS Addition: Open Fall 2014	3,650,000	3,285,000	2012	3,285,000	Nov. 13		0	0	1,396,000	1,889,000	0
Loudoun Valley Estates II (HS-6): Open Fall 2015	88,850,000	79,965,000	2012	79,965,000	Nov. 12		0	8,000,000	46,153,000	23,812,000	2,000,000
Dulles North (HS-11): Open Fall 2016	92,850,000	56,515,000 *	2013	83,565,000	Nov. 12		0	0	0	8,000,000	48,515,000
Freedom HS Addition: Open Fall 2015	4,380,000	3,940,000	2013	3,940,000	Nov. 13		0	0	2,940,000	1,000,000	0
Cash for Land Acquisition from Sale of Farmwell		(20,000,000)	n/a	n/a	Not Required		0	0	0	(20,000,000)	0
Monroe Advance Technology Academy	104,370,000	7,200,000 *	2016	93,933,000	Nov. 15		0	0	0	0	7,200,000
REVISED SUBTOTAL - Schools	739,753,000	495,935,000		636,718,000			102,965,000	62,010,000	160,374,000	99,871,000	70,715,000
REVISED GRAND TOTAL	1,562,685,000	1,039,115,000		797,808,000			183,210,000	164,325,000	237,299,000	201,091,000	253,190,000

Previously Authorized Projects

General Government

Lower Sycolin Sewer Pump Station. This project constructs the Lower Sycolin Road Sewer Pump Station through a partnership with the Town of Leesburg. The Town of Leesburg deferred this project due to current fiscal realities. The project is slated to re-start in FY 11-12. The construction phase is scheduled to begin July 2011. Once completed, the joint project will provide sewer service for the County's Government Support Center site off Sycolin Road in Leesburg.

Woods Road Landfill Leachate Transmission. The County's landfill currently pumps and hauls off-site the leachate collected from the landfill. This project constructs an industrial wastewater pump station and a force main which connects the landfill leachate collection areas directly to a Loudoun Water sanitary sewer manhole located near the landfill at the Sycolin Creek Elementary School site. The project is slated for completion in Spring 2011.

Woods Road Landfill Cell IA Construction and Sequence II Closure. This project constructs Cell 1A at the landfill to maintain available disposal capacity in the landfill. Simultaneously Woods Road Sequence II Closure caps and closes Cell II. Project completion is projected for Spring 2011.

Woods Road Landfill Maintenance Shop. This project constructs a 3,956 square foot mechanic shop to replace the existing mechanic shop. This project was completed in January 2010.

Transportation

Ashburn North Park-and-Ride Lot . The land for this project was purchased in calendar year 2008. The purchased site included a paved parking lot which required minimal improvements to put into service as a park-and-ride lot to serve Ashburn area commuters. The lot provides 265 parking spaces and opened for service in June 2009.

Leesburg Park-and-Ride Lot. This park-and-ride lot is located at the Government Support Center off Sycolin Road in Leesburg. The project constructs a 700 parking space lot to replace a leased commuter lot in Leesburg. A construction contract was awarded in calendar year 2008. The lot was completed and opened in February 2010.

HS-3 (Woodgrove HS) Off-Site Road Improvements. The Board of Supervisors authorized the design and construction phases of this project to begin in January 2009. The Loudoun County Public School Construction Division will be project manager for these improvements and coordinate construction with the construction schedule for Woodgrove High School. Project completion occurred in the Fall of 2010.

Eastern Route 7 Safety Projects. This project consists of several small projects that make up the Eastern Route 7 Safety Project. Currently these projects are in the final phase of design which is scheduled for completion in Spring 2010. Construction contract awards are planned for FY 11.

Road Projects – Design Route 7 and Route 659 (Belmont Ridge Rd) Interchange. This project is a phased design to determine the design, utility relocation and right-of-way/easement requirements for the interchange project. In FY 11, additional design funding is proposed to complete the utility relocation plan. The construction phase of the project is funded in the Virginia Department of Transportation Six-Year Plan.

Road Projects – Construction of Route 7 and Route 607 (Loudoun County Pkwy) Interchange. The County awarded a construction contract in December 2008 to construct this interchange and include an additional west bound lane from George Washington/Richfield intersection to the new interchange exit to George Washington University. The project is complete and opened in November 2010.

Road Projects – Waxpool Road. Waxpool Road Expansion (CPAP 2006-0051) to expand Waxpool Road to a four lane roadway with turn lanes between Faulkner Parkway and Unbridled Way is in the final design stages with an estimated approval date of April 2010. Construction is slated for Summer 2011.

Sycolin Road Improvements. The County awarded a construction contract in Fall 2008 to improve a section of Sycolin Road adjacent to the County's Government Support Center site in Leesburg. The improvements were completed in October 2009.

Public Safety

Brambleton Fire/Rescue Station. This project constructs a Fire, Rescue and Emergency Services Station of approximately 23,000 square feet on a proffered site in the Brambleton service area of the County. In FY 09, the Board of Supervisors amended the station plan to remove a previously planned Sheriff's Office component in the facility design. The Board approved the use of $4.7 million in cash proffers to reduce previously approved general obligation bond financing in order to reassign the design space to the Loudoun County Fire Marshal's Office. The construction phase will be bid in January 2011. Upon completion, the station will house the Arcola Volunteer Fire and Rescue Company and the Loudoun County Fire Marshal's Offices. The Fire Marshal's Office will be redeployed from leased office space to the Brambleton Station upon its completion.

Dulles/Route 28 Fire/Rescue/Sheriff Station. This project constructs a Fire/Sheriff Station of approximately 13,000 square feet in the Route 28/Dulles corridor to serve public safety needs along Route 28. The Board of Supervisors accepted a Private/Public Partnership and Education Act (PPEA) proposal for the development of the station and solicited detailed proposals from two applicants for further review. The Board selected the Nokes Partners proposal to develop the station in the Kincora development. A final detailed PPEA agreement is under development.

Eastern Loudoun Sheriff's Station. This project constructs a sheriff's station of approximately 18,000 square feet on a 4-acre parcel located beside Rolling Ridge Elementary School in Sterling. A construction contract was awarded in Fall 2008 and the station was opened in Spring 2010.

Lansdowne Fire/Rescue Station.. This project constructs an 11,000 square-foot Fire/Rescue/Sheriff Station in the Lansdowne area. Construction of this project is 100% complete. Occupancy occurred in August 2009.

Moorefield Station Fire/Rescue Station. This project constructs an 11,125 square-foot Fire/Rescue/Sheriff Station in the Moorefield Station development, on a proffered four-acre site. Design was completed in December 2006 but the construction phase was deferred pending the conveyance of the proffered parcel to County ownership. Conveyance of the land occurred in November 2009 with a construction award in December 2009. The project is scheduled for completion in Spring 2011.

Fire/Rescue Station # 16. This project constructs a 13,000 square-foot fire and rescue station in the Loudoun Heights area of the County to replace the Neersville Fire & Rescue Station #16. Land was purchased in calendar year 2008. The design phase was awarded in September 2009. The project is scheduled for completion in Fall 2011.

Purcellville Fire/Rescue Station. This project constructs a Fire/Rescue Station of approximately 23,000 square feet in the Purcellville area to replace Volunteer Stations #2 and #14. Construction began in January 2008 and was completed in May 2009. The new station became operational in June 2009.

Aldie Fire/Rescue Station. A Fire/Rescue Station of approximately 13,000 square feet will be constructed in the Aldie area off of Rt. 50 to replace the Aldie Volunteer Fire and Rescue Station. Design award is scheduled in January 2010 with a project completion estimated to occur in Spring 2012.

Adult Detention Center (ADC) Phase II. This project provides additional inmate housing, new intake/booking unit, renovations and additions of medical and video visitation areas, new magistrates offices, and expansion of administration and staff service areas to the Adult Detention Center. A total of 124,000 square feet in new space is added to the existing ADC to accommodate an inmate population of 460 at completion. Construction is 95% complete with completion anticipated in Summer 2011.

Western Loudoun Sheriff's Station. A substation of approximately 18,000 square feet is in design phase to provide a Sheriff's Office Substation in western Loudoun County near the Town of Round Hill. The new station will replace a small leased office in the Town of Round Hill. Design completion is anticipated in Spring 2011 with construction beginning in Fall 2010. Project completion is scheduled for Spring 2012.

Public Safety Firing Range. This project constructs firing range training facilities for the Loudoun County Sheriff's Office. The project had been deferred pending resolution of a potential partnership with the Metropolitan Washington Airport Authority (MWAA) to construct a range on the Dulles Airport Property. Negotiating a final resolution to the partnership failed in FY 09 due to costs MWAA added to the proposed project. The Department of Construction and Waste Management is working with the Loudoun County Sheriff's Office to locate the range on a proffered land site as an alternative to the Dulles Airport site. Design is slated to begin in 2011 with construction completion by the Summer 2012.

Church Street Parking. This project completed a temporary parking lot constructed on the former site of the old Adult Detention Center in Leesburg off of Church Street to serve Court operations. This lot is temporary and being used in the interim by court personnel pending the start of Courts Phase III capital project which will design and construct an 85,000 square feet General District Court and administrative office building on the Church Street site. That project is slated to begin in FY 11.

Health and Welfare

Youth Shelter. This project constructs the County's second youth shelter. The shelter will be approximately 8,000 square feet on a four-acre site. The licensed facility will accommodate up to twelve beds. This project will supplement the County's existing 12-bed youth shelter and will serve clients ages 11-17 who have been referred by the Departments of Family Services and Mental Health, Substance Abuse and Developmental Services. This project is in the design phase with construction award planned for Spring 2010. Completion is scheduled for Spring 2011.

Emergency Homeless Shelter Addition. An addition of 9,000 square feet to the County's Transitional Homeless Shelter was completed in October 2009 to provide an additional 22 Emergency Shelter beds. This addition replaced the County's Woods Road shelter facilities. The project is completed.

Parks, Recreation and Culture

Eastern Loudoun Respite Center. This project constructs a 4,000 gross-square-foot one-story building to be located on a seven-acre site at Bles Park. This facility will provide a licensed adult day care program for up to 30 clients with memory loss and/or chronic physical disabilities. The funding for this project was re-programmed to the Carver Center project in FY 05 and was restored from FY 05 Fund Balance in mid-FY 06. The design for this project is 100% complete. The construction phase was awarded in the Fall 2010 and is slated for completion in the Fall of 2011.

North Street Administration. This project renovates the 34,000 square-foot former LCPS Administration building in Leesburg, which is currently being leased by the County. The FY 06 budget funded the design of the renovation, which provides space for a senior center, offices for the Aging Services Division of Parks, Recreation and Community Services and Library Administration and Support Services. The Board of Supervisors appropriated funding for construction and furnishings in FY 07. The design is 100% complete and construction was awarded in November 2009. The project is estimated to be completed in Summer 2011.

Philip A. Bolen Memorial Park. This project constructs a regional park with both active and passive recreation amenities to serve central Loudoun. A construction contract was awarded in December 2008 with completion planned for Spring 2011.

Ashburn Library Collection. Prior CIP appropriations provided $500,000 in cash proffers toward the purchase of collection materials at the Ashburn Library. Library Administration anticipates funds being fully expended for collection materials by December 2010.

Elementary Schools

Buffalo Trail Elementary School (Seven Hills - ES-20). This new elementary school will be an estimated 91,100 square feet located on a proffered land site in the Seven Hills development in the Dulles South planning area of the County. The anticipated program capacity is 875 students in grades kindergarten through fifth grade. The school opened Fall 2010.

Middle Schools

J. Michael Lunsford Middle School (Dulles Area - MS-5). This new middle school will be an estimated 168,780 square feet located on a site of approximately 35 acres in the Dulles South area. The school will be designed for an anticipated 1,350 students in grades 6 through 8. Referendum date was November 2005. Due to site acquisition delays, the opening of MS-5 has been scheduled to open Fall 2011.

High Schools

Woodgrove High School (Western Loudoun) (HS-3). This new high school will be an estimated 263,000 square feet located on County-owned property (Fields Farm Tract) north of Purcellville. The school will be designed for an anticipated 1,600 students in grades 9 through 12. Referendum date was November 2005. This project began construction in Spring 2009 and opened Fall 2010.

Tuscarora High School (Leesburg) (HS-5). This new high school will be an estimated 279,000 square feet located on a purchased site of approximately 60 acres in Leesburg. The school will be designed for an anticipated 1,800 students in grades 9 through 12. Referendum date was November 2006, and the school opened Fall 2010.

LOUDOUN COUNTY VIRGINIA

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Capital Improvement Program

COUNTY CAPITAL PROJECTS SUMMARY

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Table 8 - 1 Capital Improvement Program by Fund
Schedule of Appropriations
Adopted FY 2011 - FY 2016 Capital Improvement Program

General Capital Projects Fund

Capital ($ in 1000s)	Prior To Date	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	CIP Total
Budgetary Cost										
Administration	244,567	30,750	10,000	100	2,500	2,500	0	45,850	0	290,417
General Government	27,066	6,780	12,630	7,045	7,720	9,900	19,785	63,860	203,495	294,421
Transportation	117,027	48,094	58,640	66,200	67,700	1,200	64,200	306,034	65,000	488,061
Public Safety	111,258	37,780	15,800	39,070	28,480	13,180	23,180	157,490	107,595	376,343
Health and Welfare	279	230	120	1,435	1,490	4,615	4,025	11,915	275	12,469
Parks, Recreation and Culture	35,295	16,143	14,005	0	0	36,365	12,260	78,773	84,720	198,788
Budgetary Cost	535,491	139,777	111,195	113,850	107,890	67,760	123,450	663,922	461,085	1,660,499
Funding Source										
Debt Financing	191,051	79,565	72,047	96,470	65,200	3,200	80,760	397,242	361,110	949,403
GO Bonds	101,200	5,385	4,990	3,000	20,500	48,390	30,575	112,840	96,700	310,740
Local Tax Funding	88,664	6,280	8,163	8,580	11,890	12,920	8,180	82,263	275	171,202
Fund Balance	39,919	31,835	2,663	0	0	3,000	3,000	40,498	3,000	83,417
Landfill Fees	0	0	2,157	0	0	0	0	2,157	0	2,157
Sale of Land	5,800	0	0	0	0	0	0	0	0	5,800
Gifts & Donations	838	0	0	0	0	0	0	0	0	838
Proffers (Cash)	7,424	14,950	11,400	3,375	7,800	250	935	38,710	0	46,134
Proffers (Land)	62,796	0	0	0	0	0	0	0	0	62,796
Proffers (In-kind)	25	0	0	2,425	0	0	0	2,425	0	2,450
State Grant Program	18,528	0	0	0	0	0	0	0	0	18,528
State Capital Assistance	17,836	568	7,960	0	2,500	0	0	11,028	0	28,864
Gas Tax/Transportation Fund	1,410	1,194	1,815	0	0	0	0	3,009	0	4,419
Total Funding Source	535,491	139,777	111,195	113,850	107,890	67,760	123,450	663,922	461,085	1,660,499

NOTES

COUNTY CAPITAL PROJECTS

ADMINISTRATION

Table 8-2 Capital Improvement Program by Functional Area
Schedule of Appropriations
Adopted FY 2011 - FY 2016 Capital Improvement Program

Capital ($ in 1000s)	Prior To Date	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	CIP Total
Administration										
Projects										
-- Land Acquisition Fund	217,067	26,250	0	0	0	0	0	26,250	0	243,317
-- Major Computer Systems	27,500	4,500	10,000	100	2,500	2,500	0	19,600	0	47,100
Budgetary Cost	244,567	30,750	10,000	100	2,500	2,500	0	45,850	0	290,417
Funding Source										
Debt Financing	7,830	0	9,000	0	0	0	0	9,000	0	16,830
GO Bonds	78,275	0	0	0	0	0	0	0	0	78,275
Local Tax Funding	53,555	0	1,000	100	2,500	2,500	0	6,100	0	59,655
Fund Balance	35,709	30,750	0	0	0	0	0	30,750	0	66,459
Proffers (Cash)	1,855	0	0	0	0	0	0	0	0	1,855
Proffers (Land)	62,745	0	0	0	0	0	0	0	0	62,745
State Grant Program	4,598	0	0	0	0	0	0	0	0	4,598
Total Funding Source	244,567	30,750	10,000	100	2,500	2,500	0	45,850	0	290,417

Land Acquisition Fund

Project Description

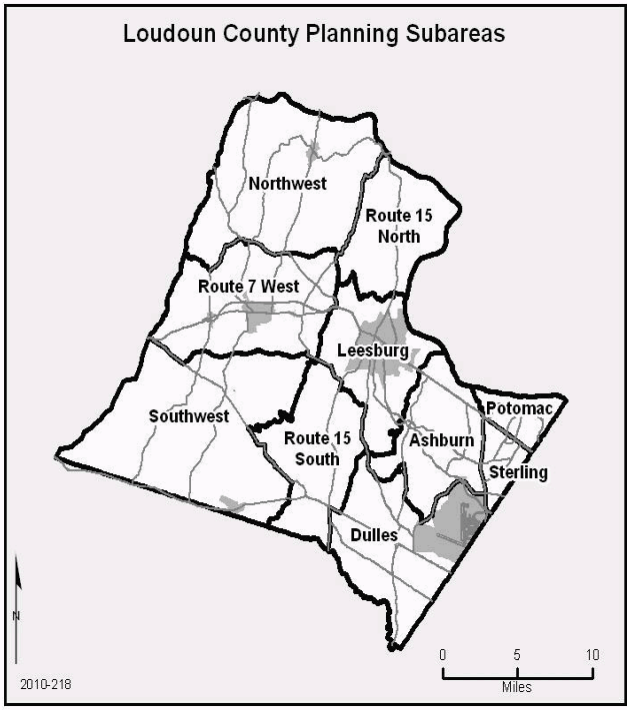
Historically, land acquisition for capital projects has been dependent upon proffered land sites. In recent years, the supply of proffered sites has decreased and land purchases have become a necessary capital project cost included in the County's Capital Improvement Program.

The Board of Supervisors consolidated land purchase funding for General Government and School sites into a single capital account in FY 02 to allow for flexibility in land acquisition negotiations. As the County continues to develop, this fund has enabled the County to take advantage of land acquisition opportunities as they arise.

No land acquisition funds were appropriated for FY 11 or FY 12, reflecting the deferral of general government and school capital projects requiring new land sites. However, in January 2011, the Board of Supervisors appropriated FY 10 fund balance for funding toward the acquisition of a secondary school site.

Adopted capital projects for FY 11 and FY 12 either do not require land acquisition, have proffered sites available, or are planned for location on County-owned property.

During the FY 11 - FY 16 capital planning period one site acquisition is planned for general government capital facilities. A site for the Ashburn Area Sheriff Station is planned utilizing a prior year appropriation. The general government capital project development plan also utilizes land sites owned by the County, Loudoun County School Board, or proffered land sites.



Funding

This project is funded with FY 10 fund balance (local tax funding).

Operating Impact

Operations & Maintenance

Staff salaries in support of land acquisition are shown as part of the Capital Project Management budget (see project page).

Debt Service

This project is funded with fund balance (local tax funding); therefore, no debt service expense will be incurred.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Land Acquisition -- Schools	128,882	26,250	0	0	0	0	0	26,250	0	155,132
Land Acquisition -- County	88,185	0	0	0	0	0	0	0	0	88,185
Total Cost	**217,067**	**26,250**	**0**	**0**	**0**	**0**	**0**	**26,250**	**0**	**243,317**
Debt Financing	5,830	0	0	0	0	0	0	0	0	5,830
GO Bonds	78,275	0	0	0	0	0	0	0	0	78,275
Local Tax Funding	53,555	0	0	0	0	0	0	0	0	53,555
Fund Balance	10,209	26,250	0	0	0	0	0	26,250	0	36,459
Proffers (Cash)	1,855	0	0	0	0	0	0	0	0	1,855
Proffers (Land)	62,745	0	0	0	0	0	0	0	0	62,745
State Grant Program	4,598	0	0	0	0	0	0	0	0	4,598
Total Financing	**217,067**	**26,250**	**0**	**0**	**0**	**0**	**0**	**26,250**	**0**	**243,317**

Major Computer Systems

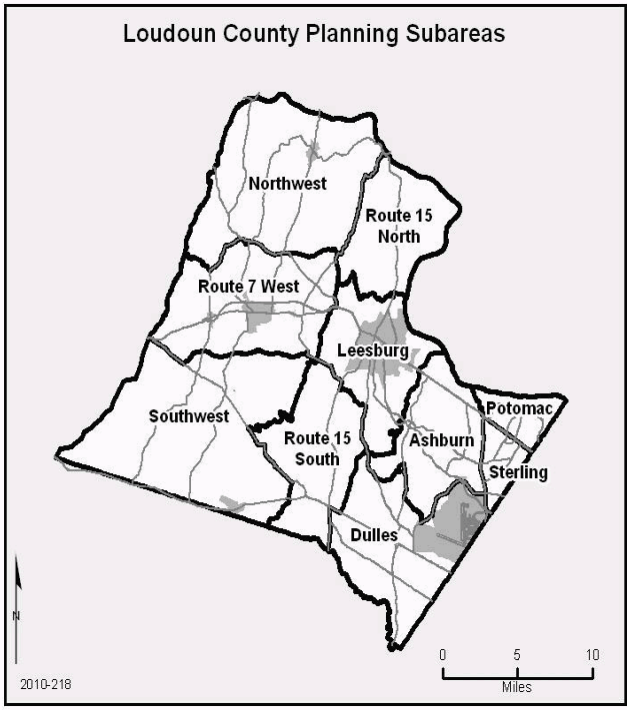
Project Description

This project plans for the acquisition of major computer systems that cost more than $500,000 per system. Prior to FY 12, 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, 2010, to accurately capitalize costs and eventually depreciate major systems as assets, the major systems currently being acquired were reclassified from the CAPP to the Capital Improvement Program (CIP) as a type of Capital Fund allocation. Historical information on computer replacements may be found in the Other Funds section of the Fiscal Plan.

Systems work anticipated for FY12 includes the Phase II functional upgrade or replacement of the Public Safety Computer Aided Dispatch (CAD) system for the Emergency Communications Center. This will implement the industry standard feature that will be formalized in FY 12 and was budgeted for in prior years.

Major computer systems intended for acquisition in FY 11 consist of the replacement of the core County Financial Systems, for which $25.5 million was appropriated in FY 10 and an additional $4.5 million in FY 11. The systems are categorized into three functional domains, including the Revenue domain which includes the core systems serving the County Treasurer, Commissioner of Revenue, and County Assessor; the County Administrative/Finance domain which includes payroll, human resources, position control, accounting, budgeting, purchasing, and other systems serving the Department of Management and Financial Services; and the Loudoun County Public Schools (LCPS) Administrative/Finance domain that serves the Schools Departments of Personnel Services and Business and Financial Services that have similar requirements as the County government.

Planned acquisition in FY 13 and FY 14 includes a Library System to serve both the County and the Schools, and an FY 15 acquisition includes an E-911 Telephone System to replace the current system that will reach end-of-life.



Funding

The CAD project is funded with a combination of 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 12, and is estimated at $7.06 million over the six-year period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
E911 Phone System Upgrade	0	0	0	0	0	2,500	0	2,500	0	2,500
Public Safety CAD for ECC	2,000	0	10,000	0	0	0	0	10,000	0	12,000
County/LCPS Financial System	25,500	4,500	0	0	0	0	0	4,500	0	30,000
Library Management System	0	0	0	100	2,500	0	0	2,600	0	2,600
Total Cost	**27,500**	**4,500**	**10,000**	**100**	**2,500**	**2,500**	**0**	**19,600**	**0**	**47,100**
Debt Financing	2,000	0	9,000	0	0	0	0	9,000	0	11,000
Local Tax Funding	0	0	1,000	100	2,500	2,500	0	6,100	0	6,100
Fund Balance	25,500	4,500	0	0	0	0	0	4,500	0	30,000
Total Financing	**27,500**	**4,500**	**10,000**	**100**	**2,500**	**2,500**	**0**	**19,600**	**0**	**47,100**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Debt Service	0	0	1,566	1,837	1,761	1,694	6,858
Total Impact	**0**	**0**	**1,566**	**1,837**	**1,761**	**1,694**	**6,858**

COUNTY CAPITAL PROJECTS

GENERAL GOVERNMENT

Table 8 - 3 Capital Improvement Program by Functional Area
Schedule of Appropriations
Adopted FY 2011 - FY 2016 Capital Improvement Program

General Government

Capital ($ in 1000s)	Prior To Date	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	CIP Total
Projects										
-- Capital Project Management	18,216	4,030	4,343	4,295	4,470	4,650	4,840	26,628	0	44,844
-- Storm Water Management	8,850	2,750	2,500	2,750	3,000	3,000	3,000	17,000	3,000	28,850
-- Government Administration Center	0	0	0	0	0	0	0	0	164,000	164,000
-- Consolidated Shops & Warehouse Facility	0	0	0	0	0	0	3,765	3,765	28,070	31,835
-- Eastern Vehicle Support Facility	0	0	0	0	0	0	580	580	3,925	4,505
-- Recycling Drop-Off Centers	0	0	0	0	250	250	250	750	0	750
-- Recycling Convenience Center	0	0	0	0	0	1,000	0	1,000	0	1,000
-- Woods Road Landfill Cell 1B	0	0	657	0	0	1,000	6,150	7,807	0	7,807
-- Woods Road Landfill Sequence IV Closure	0	0	5,130	0	0	0	0	5,130	0	5,130
-- Woods Road Landfill Sequence V Closure	0	0	0	0	0	0	1,200	1,200	4,500	5,700
Budgetary Cost	27,066	6,780	12,630	7,045	7,720	9,900	19,785	63,860	203,495	294,421
Funding Source										
Debt Financing	0	0	3,630	0	0	2,000	11,695	17,325	200,495	217,820
Local Tax Funding	26,866	6,280	6,843	7,045	7,720	4,650	4,840	37,378	0	64,244
Fund Balance	200	500	0	0	0	3,000	3,000	6,500	3,000	9,700
Landfill Fees	0	0	2,157	0	0	0	0	2,157	0	2,157
Proffers (Cash)	0	0	0	0	0	250	250	500	0	500
Total Funding Source	27,066	6,780	12,630	7,045	7,720	9,900	19,785	63,860	203,495	294,421

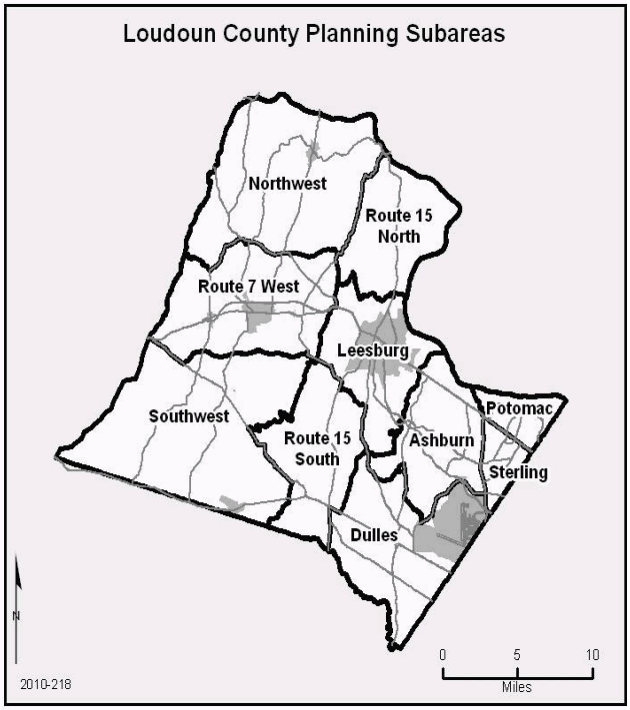
Capital Project Management

Project Description

Capital Project Management is provided by several County departments, with the Department of Construction and Waste Management functioning as the primary staff contact for matters relating to the County's capital projects, including land acquisition, planning, budgeting, design, engineering, construction management and project support.

Resources in the Office of the County Attorney and the Department of Management and Financial Services also provide support to insure that projects advance appropriately. These resources are included as part of the Capital Project Management budget.

Additional information on the Department of Construction and Waste Management, the Office of the County Attorney, and the Department of Management and Financial Services may be found in the operating budget section of this document.



Funding

Capital Project Management is planned to be funded with local tax funding during the six-year planning period.

Operating Impact

Operations & Maintenance

Capital Project Management expenditures are estimated at $26.63 million over the six-year planning period.

Debt Service

This project is funded with local tax funding; therefore, no debt service expense will be incurred.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Operating Support (Staffing)	13,303	3,400	3,688	3,615	3,760	3,910	4,070	22,443	0	35,746
Professional Services	1,728	345	360	375	390	405	420	2,295	0	4,023
Operations and Maintenance	3,185	285	295	305	320	335	350	1,890	0	5,075
Total Cost	**18,216**	**4,030**	**4,343**	**4,295**	**4,470**	**4,650**	**4,840**	**26,628**	**0**	**44,844**
Local Tax Funding	18,016	4,030	4,343	4,295	4,470	4,650	4,840	26,628	0	44,644
Fund Balance	200	0	0	0	0	0	0	0	0	200
Total Financing	**18,216**	**4,030**	**4,343**	**4,295**	**4,470**	**4,650**	**4,840**	**26,628**	**0**	**44,844**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	4,030	4,343	4,295	4,470	4,650	4,840	26,628
Total Impact	**4,030**	**4,343**	**4,295**	**4,470**	**4,650**	**4,840**	**26,628**

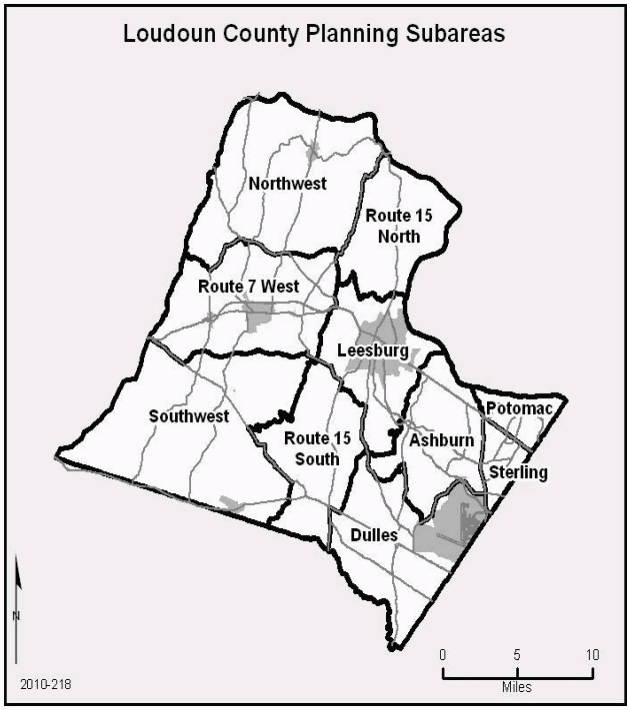
Storm Water Management

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 also 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.

The infrastructure survey and the strategic plan identified restoration and storm water management activities to be supported by these capital funds. This project will provide funding to meet storm water management programmatic needs, partially restore the older sections of the system, and repair and maintain the entire system Countywide.



Current Status

The Department of General Services is implementing action items identified in the storm water management strategic plan.

Funding

This project is to be funded with local tax funding over the six-year planning period.

Operating Impact

Operations & Maintenance

The Department of General Services manages this program. Personnel and operations expenses are estimated at $1.76 million over the six-year planning period.

Debt Service

This project is funded with local tax funding; therefore, no debt service expense will be incurred.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Facilities Construction	8,850	2,750	2,500	2,750	3,000	3,000	3,000	17,000	3,000	28,850
Total Cost	**8,850**	**2,750**	**2,500**	**2,750**	**3,000**	**3,000**	**3,000**	**17,000**	**3,000**	**28,850**
Local Tax Funding	8,850	2,250	2,500	2,750	3,000	0	0	10,500	0	19,350
Fund Balance	0	500	0	0	0	3,000	3,000	6,500	3,000	9,500
Total Financing	**8,850**	**2,750**	**2,500**	**2,750**	**3,000**	**3,000**	**3,000**	**17,000**	**3,000**	**28,850**

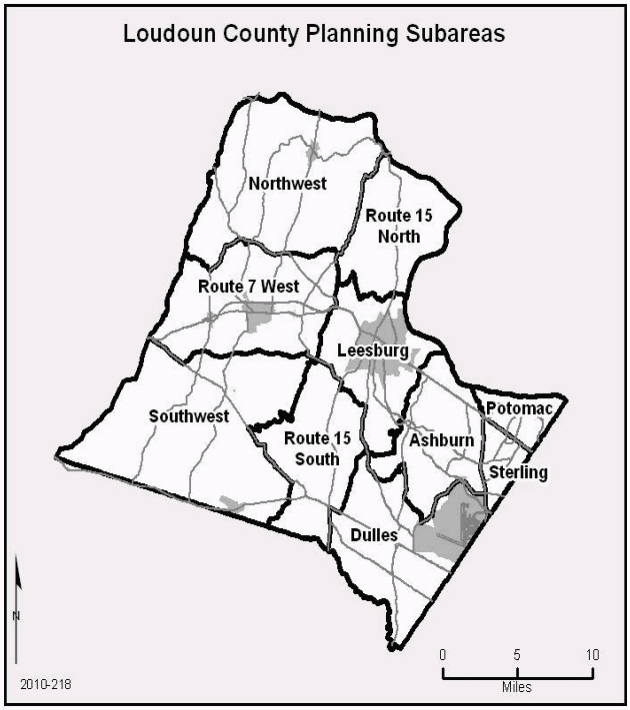
Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	265	276	287	298	310	322	1,758
Total Impact	**265**	**276**	**287**	**298**	**310**	**322**	**1,758**

Government Administration Center

Project Description

The Capital Improvement Program has included funding for future government administrative space since FY 2001, with the objective of reducing lease costs by consolidating County offices into owned space. This planned project includes approximately 520,000 square-feet of office buildings for the County's general government agencies.

The County envisions a government campus that is aesthetically designed, welcoming, and easily accessible with a high utilization rate by its occupants and citizens. This project will include the necessary infrastructure, landscaping, and sufficient parking facilities for County-owned and visitor vehicles. The campus will include office, customer service, program, public meeting, conference, information technology and building support space. Facilities for food service and employee fitness will be included either as part of the County buildings or within walking distance.



Current Status

On September 5, 2006, the Board of Supervisors authorized the County Administrator to develop a Request for Partnership Proposal (RFPP), as allowed under the Public-Private Education Facilities and Infrastructure Act of 2002 (PPEA), for a Government Administration Center. The Board of Supervisors reviewed proposals in FY 2008 and authorized three proposals to move to a detailed submission phase of the PPEA process in FY 2009. The Board of Supervisors suspended the PPEA process in the fall of 2008 due to the County's fiscal condition. Based on the Board of Supervisors fiscal guidance for the FY 2011 - FY 2016 planning period, the project has been deferred to a future fiscal year. On April 6, 2010, the Board of Supervisors terminated the PPEA process. The Board will need to initiate a new planning process when this project is considered for development.

Funding

This project is planned to be funded with debt financing.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

This project will be completed in future fiscal years; therefore, no debt service will be incurred during the six-year planning period.

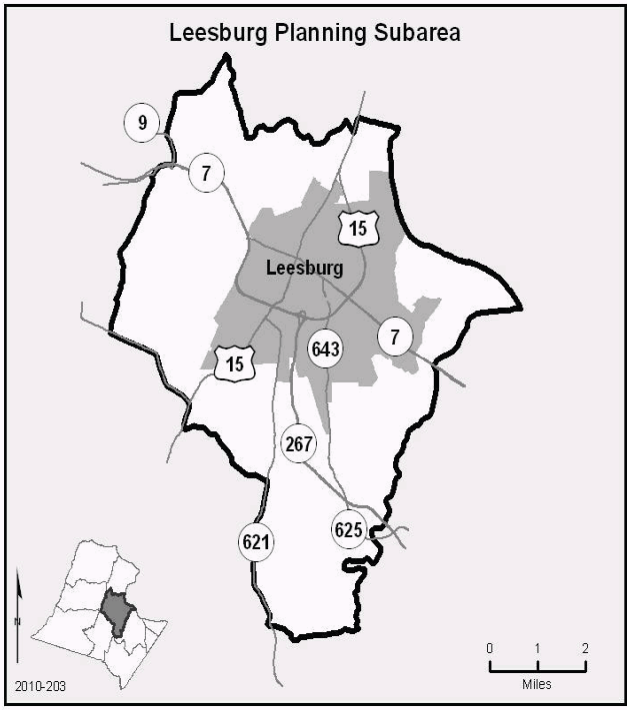
Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	16,000	16,000
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	14,000	14,000
Construction	0	0	0	0	0	0	0	0	134,000	134,000
Total Cost	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**164,000**	**164,000**
Debt Financing	0	0	0	0	0	0	0	0	164,000	164,000
Total Financing	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**164,000**	**164,000**

Consolidated Shops & Warehouse Facility

Project Description

The Consolidated Shops and Warehouse Facility will house the Department of General Services and General Government Warehouse Facility. The facilities will include shop and inside storage areas for technicians providing countywide mechanical, building and security systems. The facility will also provide public works infrastructure maintenance, and associated crew meeting, workstation and support spaces. Functional, secure warehousing areas will include surplus material awaiting disposition, the County's surplus store, secured storage for high-value items, voting machine storage, staging areas for project materials, climate-controlled space for the storage of archived records and needed public safety storage space. Outside material staging areas and protective equipment storage areas will also be included.

A 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. The building design will present an attractive facade along the frontage and shall be comparable to similarly-sized and located commercial properties in Loudoun County.



Current Status

Potential sites for this project will be considered during the facility planning stage of the Government Support Center Amended Master Plan, along with other prospective County locations, to ensure optimal placement of County services and administrative support offices.

Funding

This project is planned to be funded with debt financing.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 2016, and is estimated at $23,000 over the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	3,765	3,765	0	3,765
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	2,980	2,980
Construction	0	0	0	0	0	0	0	0	25,090	25,090
Total Cost	**0**	**0**	**0**	**0**	**0**	**0**	**3,765**	**3,765**	**28,070**	**31,835**
Debt Financing	0	0	0	0	0	0	3,765	3,765	28,070	31,835
Total Financing	**0**	**0**	**0**	**0**	**0**	**0**	**3,765**	**3,765**	**28,070**	**31,835**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Debt Service	0	0	0	0	0	23	23
Total Impact	**0**	**0**	**0**	**0**	**0**	**23**	**23**

Eastern Vehicle Support Facility

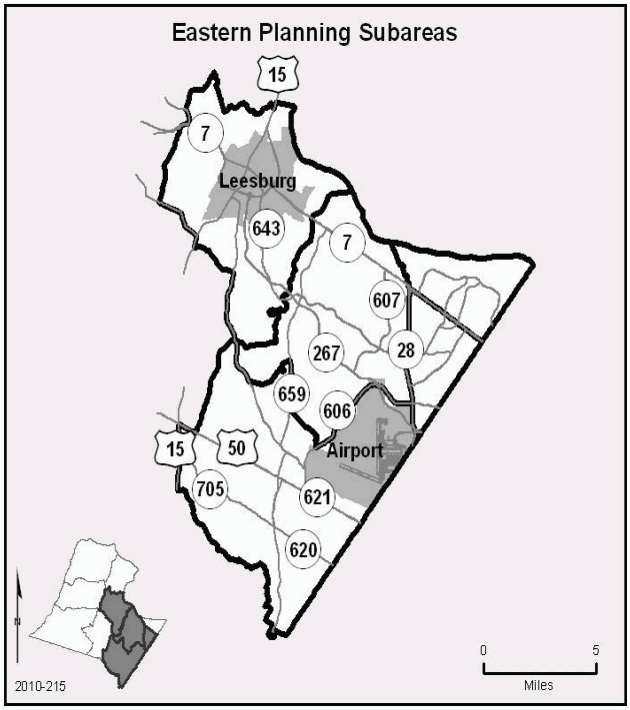
Project Description

The Eastern Vehicle Support Facility project will provide for a satellite fueling and light maintenance facility for County and Loudoun County Public Schools (LCPS) light and heavy vehicles, including fire and rescue apparatus, stationed in eastern Loudoun County. The fueling facility will be vendor-developed and operated under the LCPS fuel contract. The maintenance operation will provide only emergency minor repairs to vehicles, thus allowing them to continue in-service while remaining in their geographic service area.

A 10-acre buildable site is required to support this project. The site for the facility must be appropriately zoned for these uses. The site design will feature landscaped parking bays and incorporate the environmental management requirements for an industrial use facility, including storm water run-off mitigation. The facility will accommodate the needed access and maneuverability for school buses, fire apparatus, transit buses, specialized law enforcement vehicles and vehicles with trailers. Secure parking for 50 school buses and 100 School and County-owned vehicles will be required at this satellite facility.

A 3,000 square foot covered fueling facility and a 5,300 square foot maintenance building will be constructed of architecturally compatible materials and accommodate the vehicle functions. The building design will present an attractive facade along the frontage while maintaining its primary industrial use objective. The necessary information technology infrastructure, and the appropriate fueling, petroleum, oil and lubricant materials, compressed air and other fixed systems needed to support vehicle maintenance will be incorporated into the two building designs.

The Department of Construction and Waste Management will develop and operate a special waste recycling facility co-located with this project.



Funding

This project is planned to be funded with debt financing.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 2016, and is estimated at $5,000 over the six-year planning period.

Current Status

Potential sites for this project will be considered during the facility planning stage with prospective eastern County locations to ensure optimal placement of County/School support facilities.

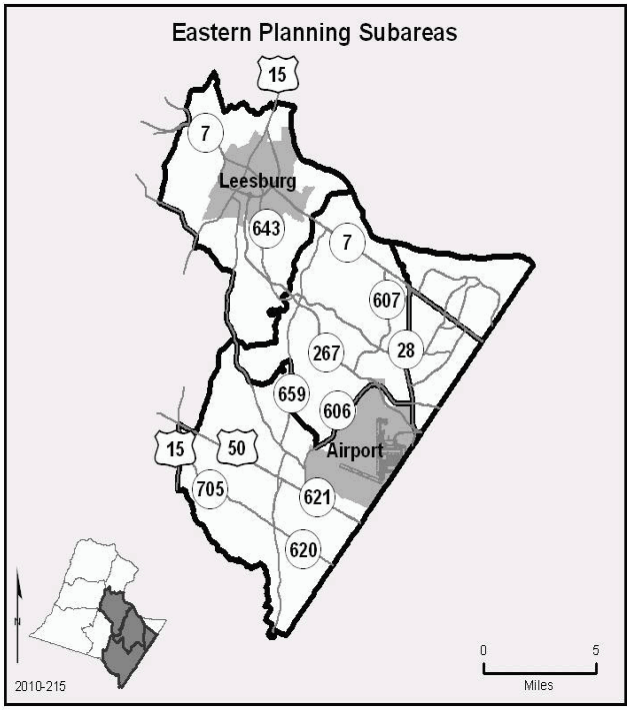
Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	580	580	0	580
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	925	925
Construction	0	0	0	0	0	0	0	0	3,000	3,000
Total Cost	**0**	**0**	**0**	**0**	**0**	**0**	**580**	**580**	**3,925**	**4,505**
Debt Financing	0	0	0	0	0	0	580	580	3,925	4,505
Total Financing	**0**	**0**	**0**	**0**	**0**	**0**	**580**	**580**	**3,925**	**4,505**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Debt Service	0	0	0	0	0	5	5
Total Impact	**0**	**0**	**0**	**0**	**0**	**5**	**5**

Recycling Drop-Off Centers

Project Description

This project provides for the construction of three new Recycling Drop-Off Centers at Moorefield Station, South Riding and the Potomac Planning Subarea of the County in FY 2014, FY 2015 and FY 2016, respectively. The minimum area necessary for a Drop-Off Center is approximately one-quarter acre, with buffering requirements, unusual site conditions, or access ways requiring additional acreage. This project would include excavation and placement of a gravel base, geotextile layer, and pavement. At Moorefield Station, the planned Recycling Drop-Off Center will be co-located at a proffered Public Use Site with an Elementary School and a Park. In South Riding and Potomac, the Recycling Drop-Off Centers will be co-located at existing publicly-owned sites.



Current Status

The Proffer Trust accounts planned to fund this project can be referenced in the Proffer Fund Section of this document. Use of the proffers to fund this project are contingent upon a determination from the Zoning Administrator that the proffers are appropriate for the requested use, and Board of Supervisors' approval.

Funding

This project is planned to be funded with local tax funding and cash proffers.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2014, and are estimated at $210,000 during the six-year planning period.

Debt Service

This project will be funded with local tax funding and cash proffers; therefore, no debt service will be incurred.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Construction	0	0	0	0	250	250	250	750	0	750
Total Cost	**0**	**0**	**0**	**0**	**250**	**250**	**250**	**750**	**0**	**750**
Local Tax Funding	0	0	0	0	250	0	0	250	0	250
Proffers (Cash)	0	0	0	0	0	250	250	500	0	500
Total Financing	**0**	**0**	**0**	**0**	**250**	**250**	**250**	**750**	**0**	**750**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	70	70	70	210
Total Impact	**0**	**0**	**0**	**70**	**70**	**70**	**210**

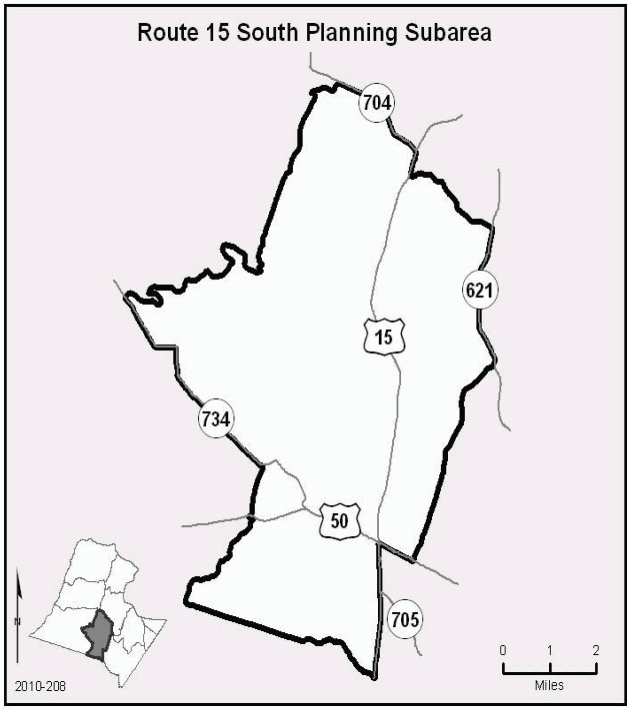
Recycling Convenience Center

Project Description

This project provides for the construction of a Recycling Convenience Center at the County Landfill in the Route 15 South Planning Subarea in FY 2015. The minimum area necessary for the Recycling Convenience Center is approximately three and one-half acres. The project would include a paved parking lot, a loading/tipping area, and a metal pole building with a concrete floor.

The Solid Waste Management Plan calls for the creation of a Recycling Convenience Center to improve opportunities for citizens to recycle.

The facility would receive recyclables collected by permitted collectors, bulk the materials to the extent possible, and ship them to an end user for processing. Operation would be managed by a private contractor, but the County would maintain an oversight role.



Funding

This project is planned to be funded with debt financing.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2016, and are estimated at $260,000 during the six-year planning period.

Debt Service

Debt service for this project is forecast to begin in FY 2015 and is estimated at $124,000 over the six-year planning period.

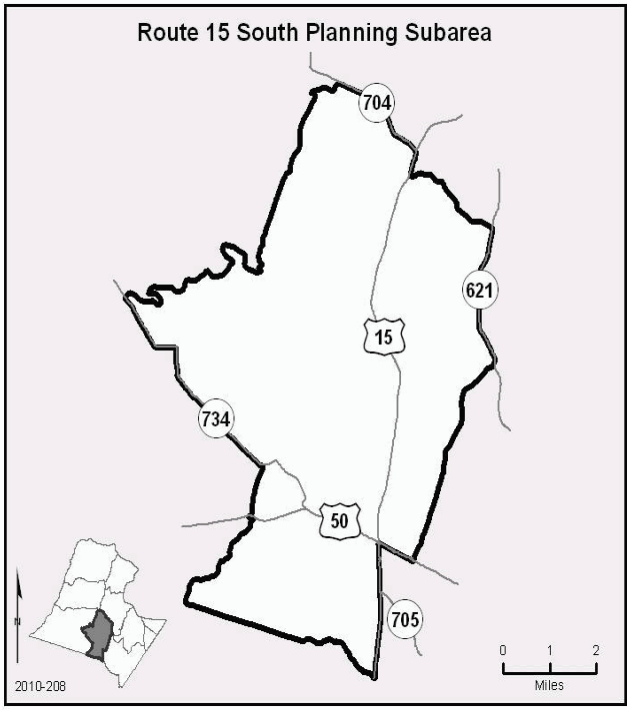
Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Construction	0	0	0	0	0	1,000	0	1,000	0	1,000
Total Cost	**0**	**0**	**0**	**0**	**0**	**1,000**	**0**	**1,000**	**0**	**1,000**
Debt Financing	0	0	0	0	0	1,000	0	1,000	0	1,000
Total Financing	**0**	**0**	**0**	**0**	**0**	**1,000**	**0**	**1,000**	**0**	**1,000**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	0	0	260	260
Debt Service	0	0	0	0	25	99	124
Total Impact	**0**	**0**	**0**	**0**	**25**	**359**	**384**

Woods Road Landfill Cell 1B

Project Description

This project provides funding for engineering, design and construction services to maintain available disposal capacity at the Loudoun County Solid Waste Management Facility (Landfill) by constructing Cell I B of the Woods Road Disposal Unit. Construction of the approximately 15.5 acre cell should provide 5-8 years of capacity, depending on demand, when placed in service. Design will begin in July 2014. Construction will begin in FY 2016 and will ensure uninterrupted operations at the Solid Waste Management Facility.



Funding

This project is planned to be funded with debt financing.

Operating Impact

Operations & Maintenance

The Department of Construction and Waste Management manages the Loudoun County Solid Waste Management Facility (Landfill). Operating costs for landfill disposal operations are offset by fees collected for service at the facility in keeping with the Loudoun County Board of Supervisors' policy of revenue neutrality for landfill operations.

Debt Service

Debt service is forecast to begin in FY 2015, and is estimated at $108,000 over the six year planning period.

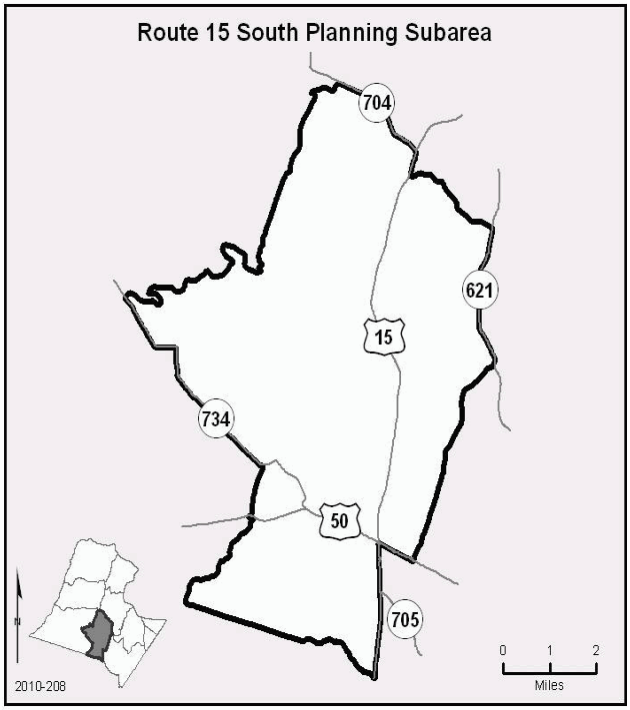
Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	1,000	0	1,000	0	1,000
Const of Site Infrastructure	0	0	0	0	0	0	6,150	6,150	0	6,150
Total Cost	**0**	**0**	**0**	**0**	**0**	**1,000**	**6,150**	**7,150**	**0**	**7,150**
Debt Financing	0	0	0	0	0	1,000	6,150	7,150	0	7,150
Total Financing	**0**	**0**	**0**	**0**	**0**	**1,000**	**6,150**	**7,150**	**0**	**7,150**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Debt Service	0	0	0	0	8	100	108
Total Impact	**0**	**0**	**0**	**0**	**8**	**100**	**108**

Woods Road Landfill Sequence IV Closure

Project Description

This project provides funds for engineering, design and construction services for cap and closure of side slopes for a 6.7 acre portion of 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 with a combination of landfill fees and debt financing. Bonds for the financed portion of the project are scheduled for issuance in FY 2012.

Operating Impact

Operations & Maintenance

The Department of Construction and Waste Management manages the Loudoun County Solid Waste Management Facility (Landfill). Closure operations 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 2013, and is estimated at $1.39 million over the six-year planning period.

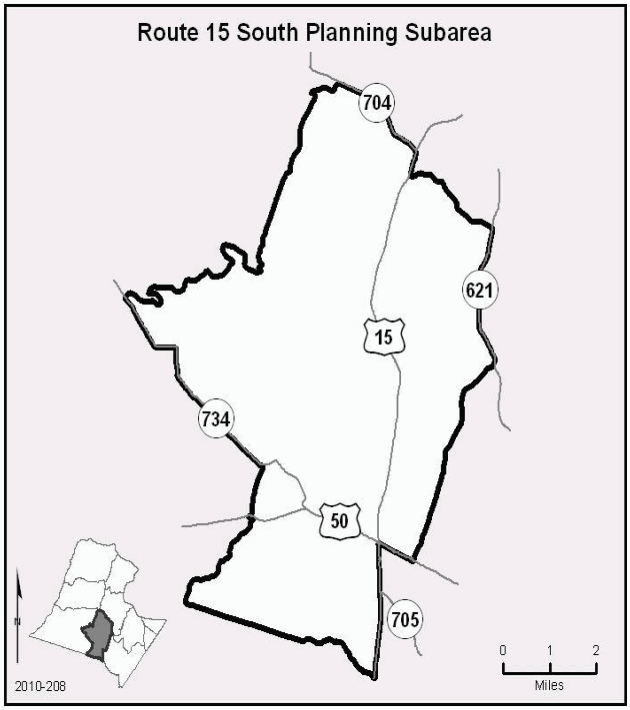
Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	150	0	0	0	0	150	0	150
Const of Site Infrastructure	0	0	4,980	0	0	0	0	4,980	0	4,980
Total Cost	**0**	**0**	**5,130**	**0**	**0**	**0**	**0**	**5,130**	**0**	**5,130**
Debt Financing	0	0	3,630	0	0	0	0	3,630	0	3,630
Landfill Fees	0	0	1,500	0	0	0	0	1,500	0	1,500
Total Financing	**0**	**0**	**5,130**	**0**	**0**	**0**	**0**	**5,130**	**0**	**5,130**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Debt Service	0	0	362	353	344	335	1,394
Total Impact	**0**	**0**	**362**	**353**	**344**	**335**	**1,394**

Woods Road Landfill Sequence V Closure

Project Description

This project provides funding for engineering, design and construction services for 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 with debt financing.

Operating Impact

Operations & Maintenance

The Department of Construction and Waste Management manages the Loudoun County Solid Waste Management Facility (Landfill). Closure operations and maintenance costs include maintenance of closed, lined and capped disposal space, erosion control structures and environmental monitoring in accordance with approved permit conditions, closure plan requirements and State regulations.

Debt Service

Debt service is forecast to begin in FY 2016, and is estimated at $6,000 over the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	1,200	1,200	0	1,200
Const of Site Infrastructure	0	0	0	0	0	0	0	0	4,500	4,500
Total Cost	**0**	**0**	**0**	**0**	**0**	**0**	**1,200**	**1,200**	**4,500**	**5,700**
Debt Financing	0	0	0	0	0	0	1,200	1,200	4,500	5,700
Total Financing	**0**	**0**	**0**	**0**	**0**	**0**	**1,200**	**1,200**	**4,500**	**5,700**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Debt Service	0	0	0	0	0	6	6
Total Impact	**0**	**0**	**0**	**0**	**0**	**6**	**6**

COUNTY CAPITAL PROJECTS

TRANSPORTATION

Table 8-4 Capital Improvement Program by Functional Area
Schedule of Appropriations
Adopted FY 2011 - FY 2016 Capital Improvement Program

Capital ($ in 1000s)	Prior To Date	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	CIP Total
Transportation										
Projects										
-- Commuter Transit Buses	21,524	1,218	1,800	1,200	1,200	1,200	1,200	7,818	0	29,342
-- Transit Bus Maintenance & Storage Facility	4,060	1,006	9,240	0	0	0	0	10,246	0	14,306
-- Regional Park-and-Ride Lots	3,900	240	0	5,000	2,500	0	0	7,740	0	11,640
-- Dulles Corridor Rapid Transit	80,000	40,000	40,000	52,000	40,000	0	63,000	235,000	0	315,000
-- Allder School Road	993	1,000	6,400	0	0	0	0	7,400	0	8,393
-- Kincaid / Crosstrail Boulevards	1,300	2,000	0	0	24,000	0	0	26,000	0	27,300
-- Woods Road (Route 771) Realignment	750	0	0	0	0	0	0	0	0	750
-- Route 7 / Route 659 (Belmont Ridge Road) Interchange	4,500	2,630	0	0	0	0	0	2,630	65,000	72,130
-- Belfort Area Road Improvements	0	0	1,000	8,000	0	0	0	9,000	0	9,000
-- Route 7/287 Corridor Study	0	0	200	0	0	0	0	200	0	200
Budgetary Cost	117,027	48,094	58,640	66,200	67,700	1,200	64,200	306,034	65,000	488,061
Funding Source										
Debt Financing	86,859	43,000	45,617	61,200	65,200	1,200	64,200	280,417	65,000	432,276
GO Bonds	4,500	0	0	0	0	0	0	0	0	4,500
Local Tax Funding	2,628	0	200	0	0	0	0	200	0	2,828
Fund Balance	4,010	0	2,663	0	0	0	0	2,663	0	6,673
Proffers (Cash)	784	3,526	600	2,575	0	0	0	6,701	0	7,485
Proffers (In-kind)	0	0	0	2,425	0	0	0	2,425	0	2,425
State Capital Assistance	17,836	568	7,960	0	2,500	0	0	11,028	0	28,864
Gas Tax/Transportation Fund	410	1,000	1,600	0	0	0	0	2,600	0	3,010
Total Funding Source	117,027	48,094	58,640	66,200	67,700	1,200	64,200	306,034	65,000	488,061

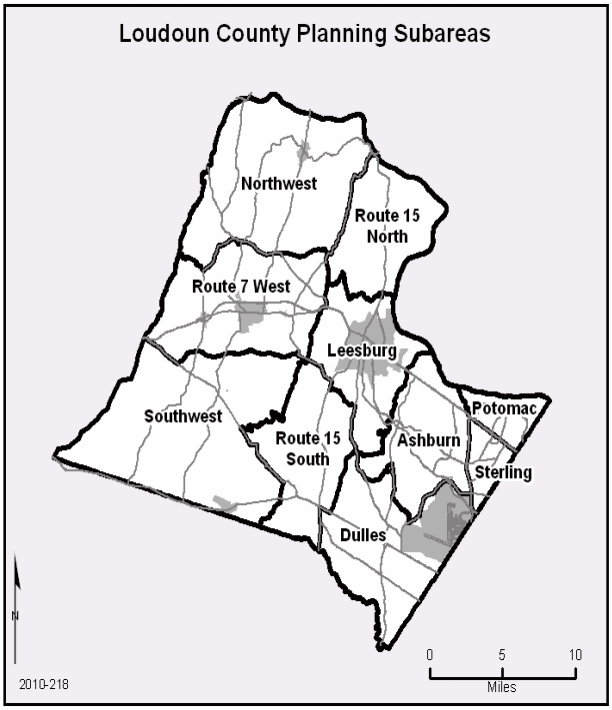
Commuter Transit Buses

Project Description

This project provides for the acquisition of transit buses in support of the County's commuter bus service. The transit bus acquisition schedule was approved by the Board of Supervisors in FY 2004, when the first 22 buses were purchased. The current operating plan procures two transit buses annually through the six-year capital planning period, subject to actual State Capital Grant awards. The FY 2012 plan proposes to acquire three buses to expand rider capacity and alleviate overcrowding conditions on the current buses.

State Capital Grant funds may be available each fiscal year toward the purchase of the transit buses. Actual State grant funds received for this program are shown as a prior allocation. There is no attempt to project possible future State funding levels over the six-year planning period. This project page forecasts the potential debt financing amounts the County should assume if the current acquisition plan remains in place.

In FY 2012, the County proposes to acquire three transit buses using cash proffers, State Capital Assistance, and excess prior year commuter bus revenues.



Current Status

The Proffer Trust accounts funding this project can be referenced in the Proffer Fund Section of this document.

Funding

The commuter bus acquisition program is funded through a combination of State capital assistance, cash proffers and debt financing.

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

Depending on the level of State Capital assistance, cash proffers and other funds, debt service is forecast to begin in FY 2012 and is estimated not to exceed $2.33 million over the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Bus Acquisition	21,524	1,218	1,800	1,200	1,200	1,200	1,200	7,818	0	29,342
Total Cost	**21,524**	**1,218**	**1,800**	**1,200**	**1,200**	**1,200**	**1,200**	**7,818**	**0**	**29,342**
Debt Financing	6,859	0	0	1,200	1,200	1,200	1,200	4,800	0	11,659
Local Tax Funding	335	0	0	0	0	0	0	0	0	335
Proffers (Cash)	494	650	600	0	0	0	0	1,250	0	1,744
State Capital Assistance	13,836	568	600	0	0	0	0	1,168	0	15,004
Gas Tax/Transportation Fund	0	0	600	0	0	0	0	600	0	600
Total Financing	**21,524**	**1,218**	**1,800**	**1,200**	**1,200**	**1,200**	**1,200**	**7,818**	**0**	**29,342**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Debt Service	0	30	256	473	682	887	2,328
Total Impact	**0**	**30**	**256**	**473**	**682**	**887**	**2,328**

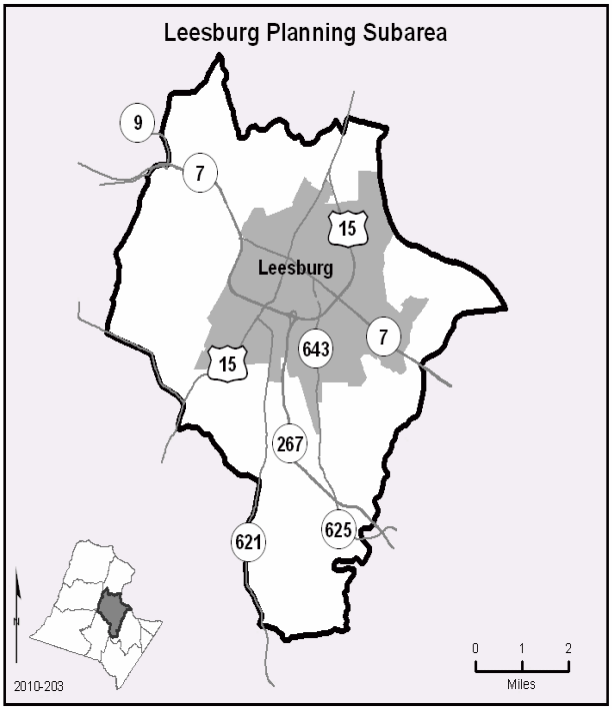
Transit Bus Maintenance & Storage Facility

Project Description

Loudoun County plans to design and construct a Transit Bus Maintenance and Operations Facility to meet the needs of the transit bus fleet. Transit Bus operations, storage and maintenance services are currently operated out of two contractor leased facilities in Purcellville, Virginia. These leased facilities have reached full capacity and are unable to accommodate any future growth in the County's bus fleet. Transit Buses are currently stored in both Leesburg and Purcellville, which results in additional operational mileage and costs due to travel time to and from the storage sites to the maintenance facility.

In 2011, the fleet will consist of 47 County-owned commuter coaches, along with five leased spare coaches, and three leased shuttle buses, which will provide in excess of one million annual passenger trips.

The Transit Bus Maintenance and Storage Facility will consist of areas for employee parking, bus maintenance bays, maintenance support spaces, service areas, secure parking for the commuter bus fleet, employee support space, and administrative office space. The facility will be designed to meet projected service levels through 2030. Preliminary engineering and a feasibility study have been completed on the site located at the Government Support Facility in Leesburg, and design is underway. The Virginia Department of Rail and Public Transportation is supportive of this project, and has agreed to partner in the funding.



Current Status

The Proffer Trust accounts funding this project can be referenced in the Proffer Fund Section of this document.

Funding

This project is funded by State capital funds, gasoline tax funds, cash proffers, and fund balance.

Operating Impact

Operations & Maintenance

All operational costs associated with the Transit Bus Maintenance and Storage Facility are accounted for in the Commuter Bus program.

Debt Service

No debt service expense will be incurred during the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	1,800	1,006	0	0	0	0	0	1,006	0	2,806
Furniture, Fixtures & Equip	0	0	1,000	0	0	0	0	1,000	0	1,000
Construction	2,260	0	8,240	0	0	0	0	8,240	0	10,500
Total Cost	**4,060**	**1,006**	**9,240**	**0**	**0**	**0**	**0**	**10,246**	**0**	**14,306**
Fund Balance	3,260	0	880	0	0	0	0	880	0	4,140
Proffers (Cash)	0	6	0	0	0	0	0	6	0	6
State Capital Assistance	640	0	7,360	0	0	0	0	7,360	0	8,000
Gas Tax/Transportation Fund	160	1,000	1,000	0	0	0	0	2,000	0	2,160
Total Financing	**4,060**	**1,006**	**9,240**	**0**	**0**	**0**	**0**	**10,246**	**0**	**14,306**

Regional Park-and-Ride Lots

Project Description

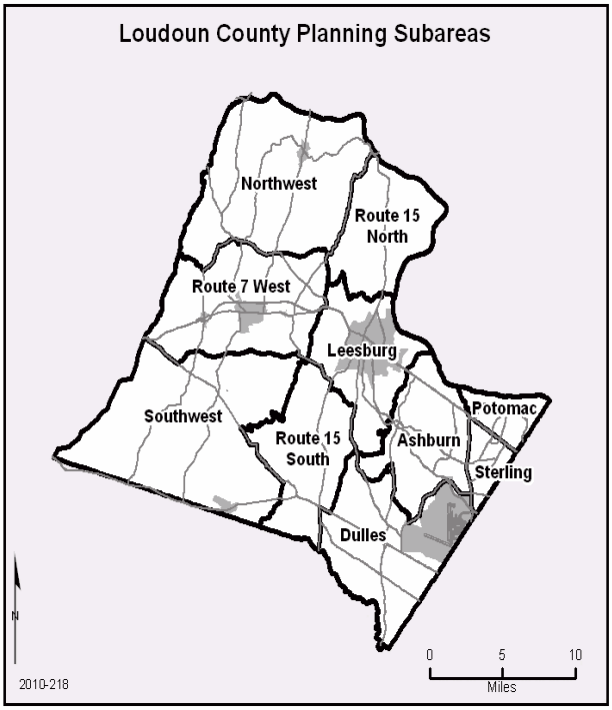
This project plans for the construction of four Park-and-Ride Lots during the FY 2011 - 2016 planning period.

East Gate Park-and-Ride Lot - FY 2013
Provides $240,000 in FY 2011 for design and $2 million in FY 2013 for the construction of a minimum 150-space Park-and-Ride Lot, co-located with a public park, in support of the Dulles South Commuter Bus Service.

Stone Ridge Park-and-Ride Lot Expansion - FY 2013
The Stone Ridge Commercial rezoning application, ZMAP-2006-0011, proffered to provide the County with a minimum 100-space expansion to the Stone Ridge Park-and-Ride Lot. The Park-and-Ride Lot may be constructed and provided to the County by the developer, or constructed by the County using cash proffers from the Stone Ridge development.

Leesburg Area Park-and-Ride Lot - FY 2014
Plans to construct a minimum 300-space surface parking lot on a site to be acquired, preferably north of the Town of Leesburg, as recommended in the County's Draft Transit Plan.

Dulles Town Center Park-and-Ride Lot - FY 2013
This project is part of an active land development application, ZMAP-2007-0001, Dulles Town Center. Its inclusion in the CIP is contingent upon Board approval of the rezoning application. The active land use application proffers to provide the County with a 300-space Park-and-Ride Lot and a transit center in the Sterling Planning Subarea. If approved, the Park-and-Ride Lot would be constructed and provided to the County by the developer of Dulles Town Center.



Funding

The East Gate, Stone Ridge and Dulles Town Center Park-and-Ride Lots are planned to be funded through cash and in-kind proffers. The Leesburg Area Park-and-Ride Lot plans to be partially funded with State Capital Funding.

Current Status

The Proffer Trust accounts funding this project can be referenced in the Proffer Fund Section of this document. Use of cash proffers in the CIP after FY 2013 are contingent upon a determination from the Zoning Administrator and Board of Supervisors' approval.

Operating Impact

Operations & Maintenance

Operations and maintenance expenditures are projected to begin in FY 2013 and total $350,000 over 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 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	630	0	0	0	0	0	0	0	0	630
Furniture, Fixtures & Equip	110	0	0	0	0	0	0	0	0	110
Const of Site Infrastructure	3,160	240	0	5,000	2,500	0	0	7,740	0	10,900
Total Cost	**3,900**	**240**	**0**	**5,000**	**2,500**	**0**	**0**	**7,740**	**0**	**11,640**
Proffers (Cash)	290	240	0	2,575	0	0	0	2,815	0	3,105
Proffers (In-kind)	0	0	0	2,425	0	0	0	2,425	0	2,425
State Capital Assistance	3,360	0	0	0	2,500	0	0	2,500	0	5,860
Gas Tax/Transportation Fund	250	0	0	0	0	0	0	0	0	250
Total Financing	**3,900**	**240**	**0**	**5,000**	**2,500**	**0**	**0**	**7,740**	**0**	**11,640**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	75	75	100	100	350
Total Impact	**0**	**0**	**75**	**75**	**100**	**100**	**350**

Dulles Corridor Rapid Transit

Project Description

State, regional and local authorities have jointly proposed an extension of rapid transit service along the Dulles Corridor from Fairfax County's West Falls Church Metro Station to Loudoun County. This project 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 Metro to travel another line in the system. Constructed in two phases, Phase I would implement Metrorail service past Tyson's Corner with an interim terminus at Wiehle Avenue in Fairfax County. Phase II would complete the project, bringing Metrorail to Route 772 by 2016. The entire project would include a rail yard on the Dulles Airport property and a total of 11 stations, including three stations in Loudoun County.

The Metropolitan Washington Airports Authority (MWAA) submitted a proposal on December 20, 2005, to transfer responsibility for the Dulles Toll Road (DTR) and the Metrorail extension from the State of Virginia to MWAA. The proposal, which was approved by the State on March 27, 2006, will allow MWAA to expedite the development of the rapid transit project and ensure its financial viability. Subsequently, in December 2006, the Dulles Toll Road Transfer Agreement was signed by DTR and MWAA. The actual transfer did not become effective until November 1, 2008.

Funding for the project is provided by the Federal Government, the State of Virginia, the Counties of Fairfax and Loudoun, and the Metropolitan Washington Airports Authority through a series of intergovernmental and local funding agreements. The implementation of Phase I is estimated to cost approximately $2.67 billion, with the Federal government providing its share of expenditures on an as-needed basis. Phase II, which is currently in preliminary engineering, is estimated at $3.83 billion, bringing the total projected cost to $6.58 billion.

Funding

The Federal Transit Administration, the State of Virginia, Fairfax County, the Metropolitan Washington Airport Authority (Dulles Toll Road) and Loudoun County would fund the costs of the project. Loudoun County's share of the total project cost is 4.8%. Loudoun County's contribution toward construction will begin in FY 2010. The project is contingent upon approval of the 100% preliminary engineering design of Phase II in FY 2011. 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 will total about $8 million during the first year of operation. The 2% gas tax collected in Loudoun County will cover most of this cost. The current planned development of the Dulles Rapid Transit project would not require the County to provide operating subsidies until operations have been extended to Route 772 in 2016. All costs are planning figures and are subject to change pending final decisions by the Dulles Task Force and the Federal Transit Administration.

Debt Service

In FY 2002, the Board of Supervisors established the Public Transportation Special Revenue Fund to provide the resources necessary to serve as the clearinghouse for debt service payments of County-funded transit and transportation projects, such as the Dulles Corridor Rapid Transit project. Debt service is forecast to begin in FY 2013, and is estimated at $37.29 million over the six-year planning period.

Dulles Corridor Rapid Transit

Current Status

The Virginia Department of Rail and Public Transportation (VDRPT) completed Preliminary Engineering for the Wiehle Avenue Extension (Phase 1) in June 2006. In December 2006, Phase 2 Preliminary Engineering was completed to the 65% level. On March 30, 2007, VRDPT announced the successful negotiation of a $1.6 billion design-build agreement with Dulles Transit Partners, LLC for final design and construction of Phase 1. On June 19, 2007, the Board of Supervisors authorized the County Administrator to sign a memorandum of understanding entering the County into a three-party funding agreement with Loudoun, Fairfax and the Metropolitan Washington Airports Authority (MWAA) for the purpose of constructing Metrorail to Loudoun County. On April 30, 2008, the FTA sent the required 10-day notification to Congress asserting its intention to move the Dulles Corridor Rapid Transit project into the Final Design stage of the FTA's New Starts Process. Simultaneously, the FTA committed $158.7 million to the project toward completion of a financial plan, construction plans, detailed engineering specifications and cost estimates, and other technical requirements.

During its FY 2009 budget deliberations, the Board reduced the FY 2009 appropriation for this project, as planned in FY 2008, to $40 million, and increased the planned FY 2014 appropriation to $40 million to better match the expected funding requirements. MWAA received final design approval for Phase I from the Federal Transit Administration (FTA) on May 12, 2008. Right-of-way acquisitions are proceeding and the utility relocation along the Route 7 Corridor in Tyson's Corner began in January 2008.

On January 8, 2009, the Federal Secretary of Transportation signed and submitted to Congress the Full Funding Grant Agreement (FFGA) for the authorization of $900 million dollars for the construction of Phase I. Final approval and release of the federal funds by the FTA occurred on March 10, 2009. Construction of the Phase I Rail Project is underway, with a tentative completion date for March 2013.

Loudoun County's share of the total project cost is projected to be $315 million.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Payment to Regional Org	80,000	40,000	40,000	52,000	40,000	0	63,000	235,000	0	315,000
Total Cost	**80,000**	**40,000**	**40,000**	**52,000**	**40,000**	**0**	**63,000**	**235,000**	**0**	**315,000**
Debt Financing	80,000	40,000	40,000	52,000	40,000	0	63,000	235,000	0	315,000
Total Financing	**80,000**	**40,000**	**40,000**	**52,000**	**40,000**	**0**	**63,000**	**235,000**	**0**	**315,000**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Debt Service	0	0	3,335	7,603	10,785	15,565	37,288
Total Impact	**0**	**0**	**3,335**	**7,603**	**10,785**	**15,565**	**37,288**

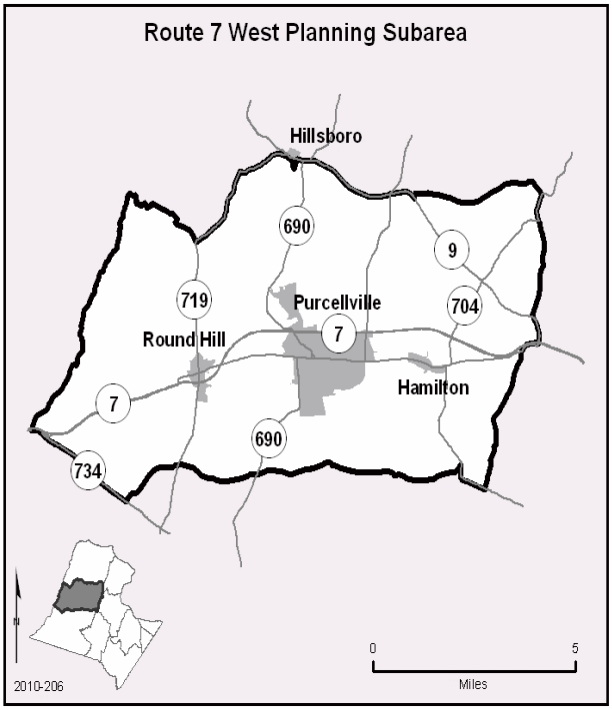
Allder School Road

Project Description

This project provides for the paving of Allder School Road (Route 711) from Woodgrove Road (Route 719) to Hillsboro Road (Route 690). Currently, Allder School Road is unpaved from its intersection with Woodgrove Road to approximately 0.3 miles west of its intersection with Hillsboro Road. The road averages 18 feet in width and has no shoulders. The 0.3 mile paved section of Allder School Road averages 20 feet in width and has 2-4 foot wide shoulders. The project includes a 21-foot wide, 16-foot long bridge which carries Allder School Road over the South Fork of Catoctin Creek. Virginia Department of Transportation (VDOT) maintenance records show this bridge was replaced in 1996 and is in good condition.

This project will provide paved access to Woodgrove High School, located south of Allder School Road and east of Hillsboro Road at the County-owned Fields Farm property. The high school draws students from the Round Hill area, and an improved Allder School Road will accommodate the expected traffic from school buses, students driving their own vehicles, and staff. A reconstructed and paved roadway with appropriate lane widths, shoulders, turn lanes, and roadside drainage will improve safety and operations along the roadway. VDOT has confirmed that relatively inexpensive modifications to the existing bridge can increase its width enough to provide 11-foot travel lanes and 1-2 foot wide shoulders.

By improving this stretch of road, traffic travelling to Woodgrove High School from Round Hill would be able to bypass downtown Purcellville, alleviating the effect of additional school-related traffic on the Town.



Funding

This project plans to be funded with local tax funding, fund balance and debt financing.

Current Status

The Board of Supervisors released funds to begin the concept design for this project in January 2009. The Board appropriated an additional $243,000 during FY 2010 towards the design of this project. The FY 2011 capital plan uses $1,000,000 in debt financing to complete the design and required right-of-way/easement acquisitions, and the FY 2012 capital plan provides an additional $6,400,000 to construct the road improvements.

Operating Impact

Operations & Maintenance

There will be no projected road maintenance expense for the County, as the road would be constructed to VDOT standards and subsequently become part of the VDOT system for maintenance.

Debt Service

Debt service is forecast to begin in FY 2011 and is estimated at $1.96 million over the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	993	0	0	0	0	0	0	0	0	993
Construction of Roads	0	1,000	6,400	0	0	0	0	7,400	0	7,400
Total Cost	**993**	**1,000**	**6,400**	**0**	**0**	**0**	**0**	**7,400**	**0**	**8,393**
Debt Financing	0	1,000	5,617	0	0	0	0	6,617	0	6,617
Local Tax Funding	993	0	0	0	0	0	0	0	0	993
Fund Balance	0	0	783	0	0	0	0	783	0	783
Total Financing	**993**	**1,000**	**6,400**	**0**	**0**	**0**	**0**	**7,400**	**0**	**8,393**

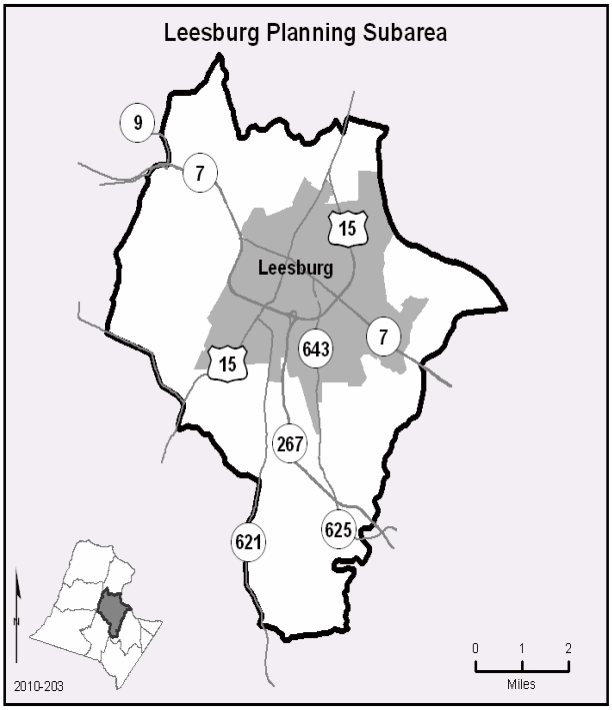
Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Debt Service	25	30	301	550	536	522	1,964
Total Impact	**25**	**30**	**301**	**550**	**536**	**522**	**1,964**

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 six lanes, and the construction of four lanes, of Crosstrail Boulevard from Sycolin Road to the eastern most boundary of the County-owned property, with a connection to the existing terminus of Kincaid Boulevard. In addition to the design and construction phases of this project, the consultant will provide conceptual design services to establish an alignment for Crosstrail Boulevard beyond the County's property limits into the Town of Leesburg.

This infrastructure project completes roads required to develop land bays for public facilities at the County-owned Government Support Center site in Leesburg. This project also implements the County-wide Transportation Plan for road infrastructure to serve this area of the County.



Funding

This project plans to be financed through debt financing and local tax funding.

Operating Impact

Operations & Maintenance

There will be no projected road maintenance expense for the County, as the road would be constructed to VDOT standards and subsequently become part of the VDOT system for maintenance.

Debt Service

Debt service is forecast to begin in FY 2014 and is estimated at $3.91 million over the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	1,300	0	0	0	0	0	0	0	0	1,300
Construction of Roads	0	2,000	0	0	24,000	0	0	26,000	0	26,000
Total Cost	**1,300**	**2,000**	**0**	**0**	**24,000**	**0**	**0**	**26,000**	**0**	**27,300**
Debt Financing	0	2,000	0	0	24,000	0	0	26,000	0	26,000
Local Tax Funding	1,300	0	0	0	0	0	0	0	0	1,300
Total Financing	**1,300**	**2,000**	**0**	**0**	**24,000**	**0**	**0**	**26,000**	**0**	**27,300**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Debt Service	0	0	0	133	1,427	2,352	3,912
Total Impact	**0**	**0**	**0**	**133**	**1,427**	**2,352**	**3,912**

Woods Road (Route 771) Realignment

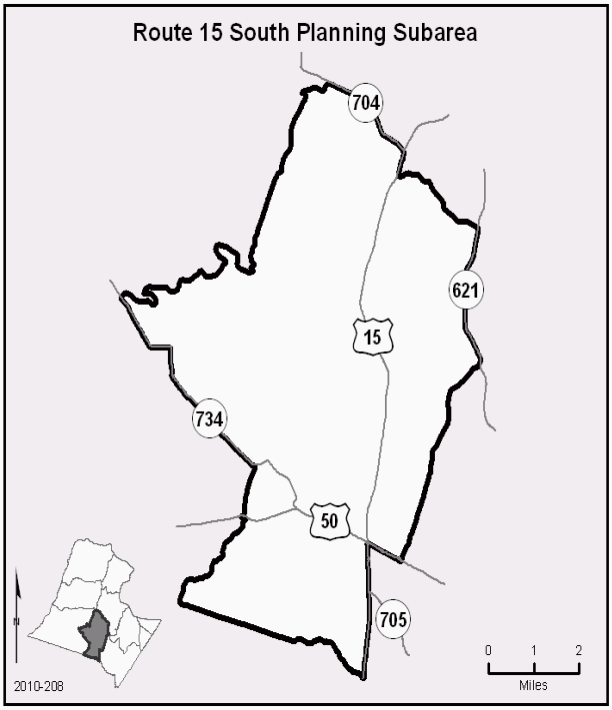
Project Description

This project provides for the design of the relocation of the Woods Road to satisfy permit requirements for future landfill operations at the Loudoun County Solid Waste Management Facility. The permit requires the existing Woods Road to be realigned to allow necessary setback and clearances for construction of Phase II of the landfill.

While the actual construction of the relocated road is not needed for the operation of the landfill for a number of years, there are significant land use, environmental and right-of-way issues that must be resolved in order to delineate the future road alignment. The community is also interested in a final determination of the alignment for the relocation of the road and resolution of several other easement issues on the Banshee Reeks Park property south of the landfill.

The Board of Supervisors authorized the transfer of $750,000 in local tax fund balance in the capital fund in FY 2010 to fund this project in FY 2011.

In FY 2011, the Virginia Department of Transportation assumed financial and project management responsibility for this project.



Funding

In FY 2011, the Virginia Department of Transportation assumed financial and project management responsibility for this project.

Operating Impact

Operations & Maintenance

There will be no projected road maintenance expense for the County, as the road would be constructed to VDOT standards and subsequently become part of the VDOT system for maintenance.

Debt Service

No debt service expense will be incurred during the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	750	0	0	0	0	0	0	0	0	750
Total Cost	**750**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**750**
Fund Balance	750	0	0	0	0	0	0	0	0	750
Total Financing	**750**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**750**

Route 7 / Route 659 (Belmont Ridge Road) Interchange

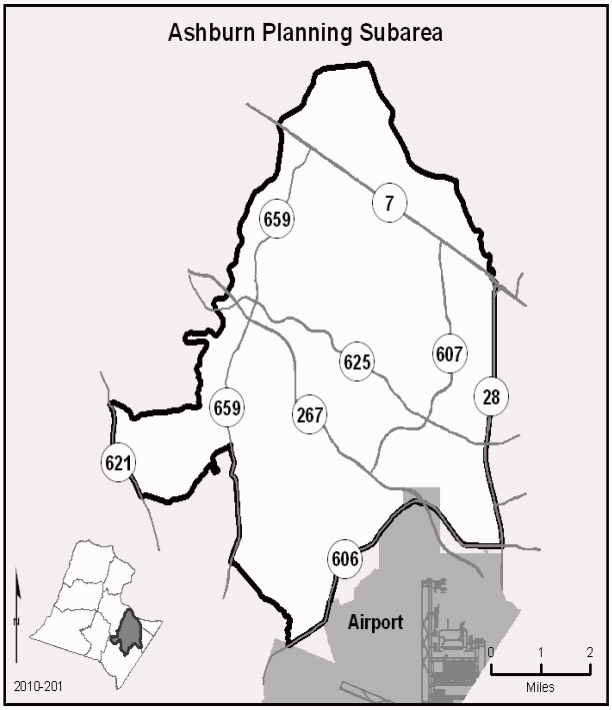
Project Description

This project provides funding for engineering services to complete the design of an interchange at the intersection of Route 7 and Route 659 near Leesburg.

To date, staff has obtained design approval and prepared 30% design plans for the planned interchange at Route 7 and Belmont Ridge Road (Rt.659).

This project would continue the effort to complete the design plans and finish the utility design and relocation phases of the project. Staff also intends to refine rights-of-ways to allow advanced acquisition if necessary.

Funding for future fiscal years reflects the cost estimate for the construction phase.



Current Status

The Proffer Trust accounts used to fund this project can be referenced in the Proffer Fund Section of this document.

Funding

Prior appropriations are from general obligation bond financing and cash proffers. Funding for this interchange project in future fiscal years is proposed to be from debt financing.

Operating Impact

Operations & Maintenance

There will be no projected road maintenance expense for the County, as the road would be constructed to VDOT standards and subsequently become part of the VDOT system for maintenance.

Debt Service

No debt service expense will be incurred during the six-year planning period.

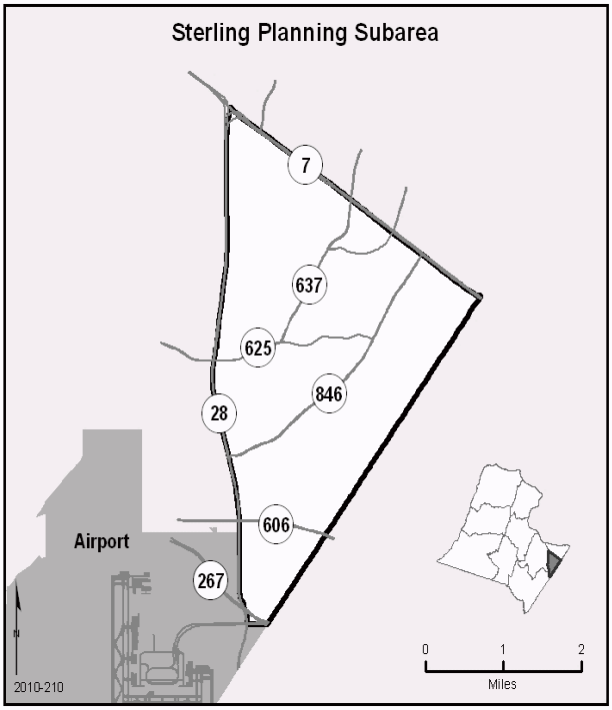
Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	4,500	2,630	0	0	0	0	0	2,630	0	7,130
Construction of Roads	0	0	0	0	0	0	0	0	65,000	65,000
Total Cost	**4,500**	**2,630**	**0**	**0**	**0**	**0**	**0**	**2,630**	**65,000**	**72,130**
Debt Financing	0	0	0	0	0	0	0	0	65,000	65,000
GO Bonds	4,500	0	0	0	0	0	0	0	0	4,500
Proffers (Cash)	0	2,630	0	0	0	0	0	2,630	0	2,630
Total Financing	**4,500**	**2,630**	**0**	**0**	**0**	**0**	**0**	**2,630**	**65,000**	**72,130**

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: A) reconstruction of the intersection of Cedar Green Road with Glenn Drive; B) a new two-lane section of Cedar Green extending it between Glenn Drive and Davis Drive; C) a four-lane extension of Glenn Drive to Cedar Green Road; D) a right turn lane from Cedar Green Road to Shaw Road; E) reconstruction of Cedar Green Road from Shaw Road to 180-feet west of Glenn Drive to a curb and gutter urban section; and F) a storm water management pond to accommodate the drainage.



Funding

This project plans to be financed using fund balance and debt financing.

Operating Impact

Operations & Maintenance

There will be no projected road maintenance expense for the County, as the road would be constructed to VDOT standards and subsequently become part of the VDOT system for maintenance.

Debt Service

Debt service is forecast to begin in FY 2013 and is estimated to total $2.51 million over the six-year planning period.

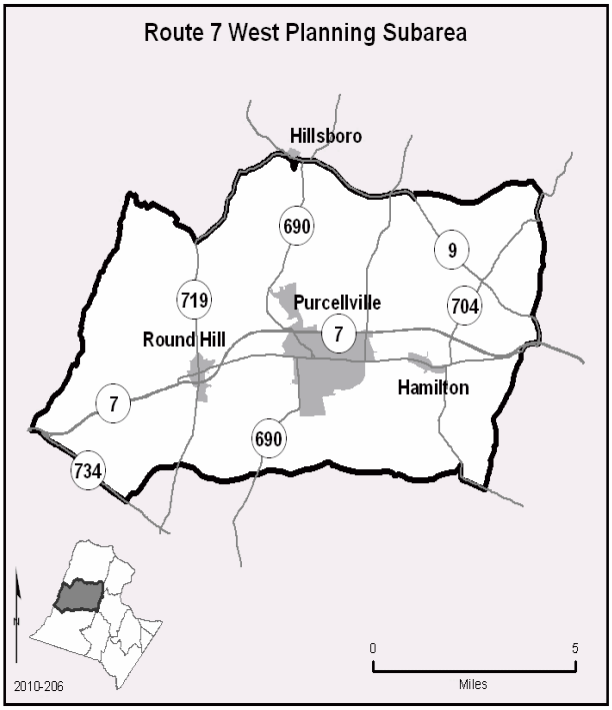
Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Construction of Roads	0	0	1,000	8,000	0	0	0	9,000	0	9,000
Total Cost	**0**	**0**	**1,000**	**8,000**	**0**	**0**	**0**	**9,000**	**0**	**9,000**
Debt Financing	0	0	0	8,000	0	0	0	8,000	0	8,000
Fund Balance	0	0	1,000	0	0	0	0	1,000	0	1,000
Total Financing	**0**	**0**	**1,000**	**8,000**	**0**	**0**	**0**	**9,000**	**0**	**9,000**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Debt Service	0	0	200	790	770	750	2,510
Total Impact	**0**	**0**	**200**	**790**	**770**	**750**	**2,510**

Route 7/287 Corridor Study

Project Description

During its budget worksessions for the FY 2012 budget process, the Board of Supervisors amended the CIP to conduct a corridor study at the intersection of Route 7 and Route 287 in the Route 7 West Planning Subarea. The purpose of the study is to identify solutions to mitigate existing traffic problems at the ramp at the intersection of Routes 7 and 287.



Funding

This project is funded using FY 2011 fund balance.

Operating Impact

Operations & Maintenance

There is no operating budget impact associated with conducting this corridor study.

Debt Service

This project is funded using FY 2011 fund balance; no debt service expense will be incurred.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	200	0	0	0	0	200	0	200
Total Cost	**0**	**0**	**200**	**0**	**0**	**0**	**0**	**200**	**0**	**200**
Local Tax Funding	0	0	200	0	0	0	0	200	0	200
Total Financing	**0**	**0**	**200**	**0**	**0**	**0**	**0**	**200**	**0**	**200**

NOTES

COUNTY CAPITAL PROJECTS

PUBLIC SAFETY

Table 8-5 Capital Improvement Program by Functional Area
Schedule of Appropriations
Adopted FY 2011 - FY 2016 Capital Improvement Program

Capital ($ in 1000s)	Prior To Date	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	CIP Total
Public Safety										
Projects										
-- Eastern Loudoun Animal Shelter & Western Shelter Renovation	0	0	0	0	0	1,205	8,170	9,375	0	9,375
-- Courts Complex (Phase III)	0	5,300	2,000	30,270	0	0	0	37,570	0	37,570
-- Public Inebriate Center	0	0	0	0	180	1,155	0	1,335	0	1,335
-- Kirkpatrick West (Station 26) Fire/Rescue Station	0	0	0	0	1,000	6,820	0	7,820	0	7,820
-- Leesburg South (Station 27) Fire/Rescue Station	0	0	0	0	0	1,000	7,145	8,145	0	8,145
-- Route 606 (Station 28) Fire/Rescue Station	0	0	0	0	0	0	0	0	8,790	8,790
-- Dulles Area (Station 29) Fire/Rescue Station	0	0	0	0	0	0	0	0	8,805	8,805
-- Fire Station Renovations --- Lucketts & Round Hill	0	0	0	0	16,500	0	0	16,500	0	16,500
-- Fire/Rescue Training Prop Lots	0	1,215	0	0	0	0	0	1,215	0	1,215
-- Fire/Rescue Capital Apparatus	14,593	1,265	3,000	3,000	3,000	3,000	3,000	16,265	0	30,858
-- Adult Detention Center (Phase III)	95,450	0	0	0	0	0	0	0	90,000	185,450
-- Ashburn Area Sheriff Station	0	0	0	800	7,800	0	0	8,600	0	8,600
-- Public Safety and General Government Office Center	0	30,000	0	5,000	0	0	0	35,000	0	35,000
-- Juvenile Probation Residence	0	0	0	0	0	0	4,865	4,865	0	4,865
-- Juvenile Detention Center	1,215	0	10,800	0	0	0	0	10,800	0	12,015
Budgetary Cost	111,258	37,780	15,800	39,070	28,480	13,180	23,180	157,490	107,595	376,343
Funding Source										
Debt Financing	96,363	36,565	12,800	35,270	0	0	4,865	89,500	90,000	275,863
GO Bonds	0	0	3,000	3,000	20,500	12,025	18,315	56,840	17,595	74,435
Local Tax Funding	965	0	0	0	180	1,155	0	1,335	0	2,300
Proffers (Cash)	0	1,215	0	800	7,800	0	0	9,815	0	9,815
State Grant Program	13,930	0	0	0	0	0	0	0	0	13,930
Total Funding Source	111,258	37,780	15,800	39,070	28,480	13,180	23,180	157,490	107,595	376,343

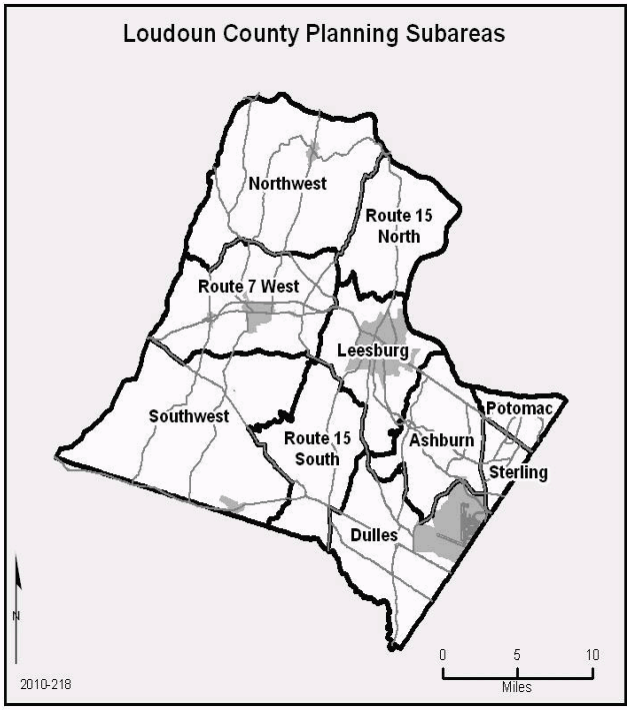
Eastern Loudoun Animal Shelter & Western Shelter Renovation

Project Description

This project provides 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 Shelter
An eastern facility will provide services for the densest concentration of human and pet populations. Animal Control Officers with responsibility for patrolling the eastern part of the County will operate more efficiently if they have a base office closer to the neighborhoods where they provide services, thus reducing response time due to significant travel. The animal shelter will provide the following services: pet adoptions, housing of strays, abandoned or relinquished animals, dog license sales, volunteer service opportunities, dispatch services, education programs, and owner euthanasia requests.

Western Shelter
The renovation of the western facility will enhance animal housing, the office areas used by volunteers and staff, and upgrade various facility systems.



Funding

This project is planned to be funded with general obligation bonds, which will be scheduled for placement on the November 2014 referendum.

Operating Impact

Operations & Maintenance
This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service
Debt service is forecast to begin in FY 15, and is estimated at $112,000 over the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	1,205	0	1,205	0	1,205
Furniture, Fixtures & Equip	0	0	0	0	0	0	815	815	0	815
Construction	0	0	0	0	0	0	7,355	7,355	0	7,355
Total Cost	**0**	**0**	**0**	**0**	**0**	**1,205**	**8,170**	**9,375**	**0**	**9,375**
GO Bonds	0	0	0	0	0	1,205	8,170	9,375	0	9,375
Total Financing	**0**	**0**	**0**	**0**	**0**	**1,205**	**8,170**	**9,375**	**0**	**9,375**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Debt Service	0	0	0	0	10	102	112
Total Impact	**0**	**0**	**0**	**0**	**10**	**102**	**112**

Courts Complex (Phase III)

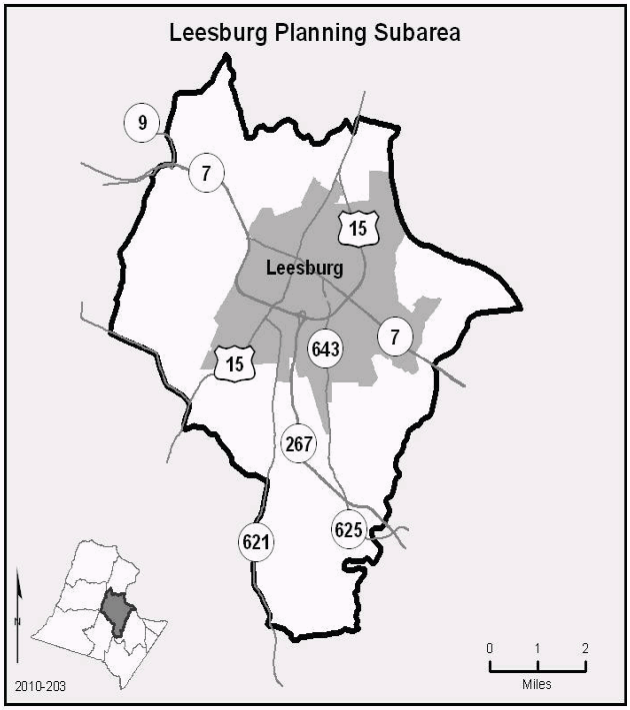
Project Description

This project provides for the construction of a new 85,000 square-foot facility for the General District Court and court administrative support functions. 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 renovation of the old courts and administration buildings, and construction of new court facilities from FY 98 through FY 04. Phase III of the Courts Complex will be built on the site of the former Adult Detention Center on Church Street in Leesburg.

Current Status

A Courts Facility Assessment and Expansion Plan has been developed to define the scope of the Phase III Courts Complex expansion. The design phase is scheduled over a two year period to coordinate plans with the Town of Leesburg. The construction phase will begin in FY 13.



Funding

This project is planned to be funded with debt financing.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 14, and are estimated at $3.75 million during the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 12, and is estimated at $9.13 million over the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	5,300	2,000	0	0	0	0	7,300	0	7,300
Furniture, Fixtures & Equip	0	0	0	2,000	0	0	0	2,000	0	2,000
Construction	0	0	0	28,270	0	0	0	28,270	0	28,270
Total Cost	**0**	**5,300**	**2,000**	**30,270**	**0**	**0**	**0**	**37,570**	**0**	**37,570**
Debt Financing	0	5,300	2,000	30,270	0	0	0	37,570	0	37,570
Total Financing	**0**	**5,300**	**2,000**	**30,270**	**0**	**0**	**0**	**37,570**	**0**	**37,570**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	1,200	1,250	1,295	3,745
Debt Service	0	77	630	2,013	3,248	3,164	9,132
Total Impact	**0**	**77**	**630**	**3,213**	**4,498**	**4,459**	**12,877**

Public Inebriate Center

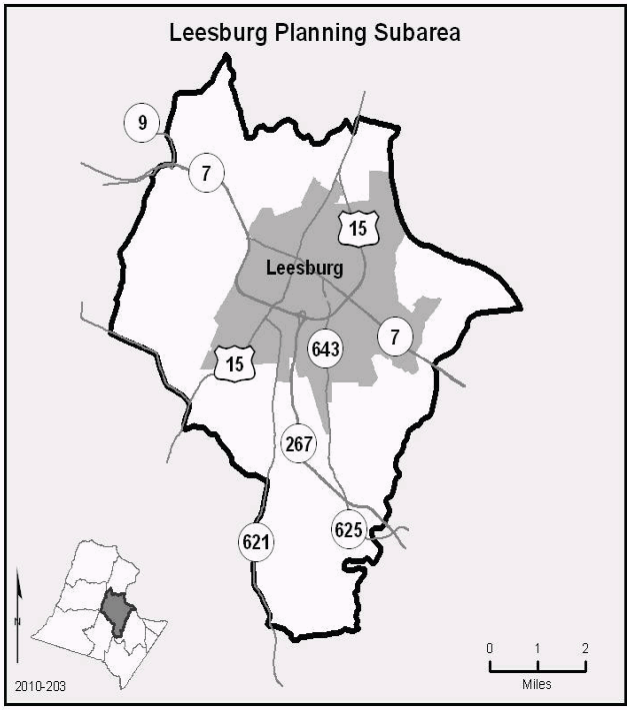
Project Description

The Commonwealth of Virginia enables localities to establish public inebriate diversion facilities for the placement of public inebriates in lieu of arrest and confinement in jail. The Board of Supervisors endorsed the Public Inebriate Center as one of the more than 20 projects proposed in the Public Safety Master Plan adopted by the Board of Supervisors on November 8, 2006.

This project provides for the construction of an approximately 3,000 square foot, minimum 10-bed facility located in close proximity to the new Adult Detention Center south of Leesburg. Operating costs for the facility are estimated to be lower than the operating costs for housing the same inebriates as inmates at the Adult Detention Center.

Current Status

A site has been identified at the Government Support Center site in Leesburg for the development of this facility.



Funding

This project is planned to be funded with local tax funding.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 16, and are estimated at $30,000 during the six-year planning period.

Debt Service

This project will be funded with local tax funding; therefore, no debt service will be incurred.

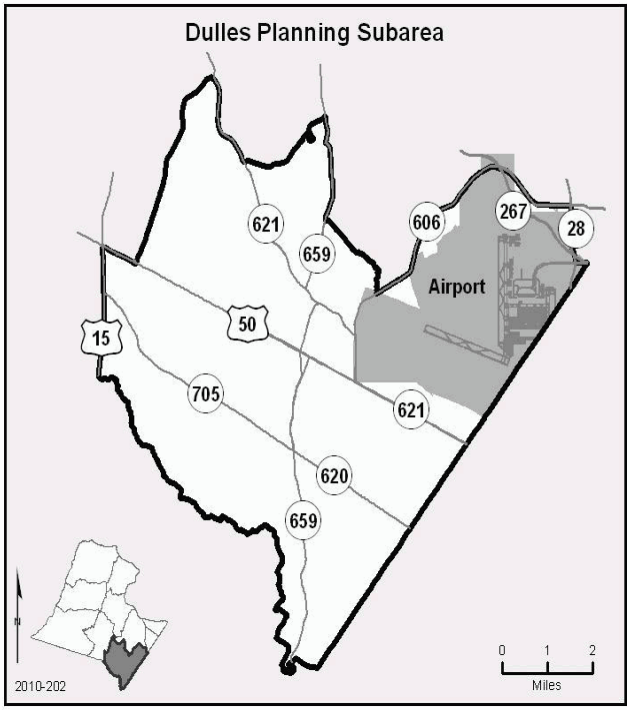
Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	180	0	0	180	0	180
Furniture, Fixtures & Equip	0	0	0	0	0	155	0	155	0	155
Construction	0	0	0	0	0	1,000	0	1,000	0	1,000
Total Cost	**0**	**0**	**0**	**0**	**180**	**1,155**	**0**	**1,335**	**0**	**1,335**
Local Tax Funding	0	0	0	0	180	1,155	0	1,335	0	1,335
Total Financing	**0**	**0**	**0**	**0**	**180**	**1,155**	**0**	**1,335**	**0**	**1,335**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	0	0	30	30
Total Impact	**0**	**0**	**0**	**0**	**0**	**30**	**30**

Kirkpatrick West (Station 26) Fire/Rescue Station

Project Description

This project provides for the construction of a fire and rescue station at an appropriately zoned five-acre site in the Dulles Subarea Planning District. The facility will be planned as a fire and rescue station of approximately 13,000 to 15,000 square feet. The facility will include apparatus bays, bunkroom facilities, a training/break room, restrooms, showers, food preparation/dining areas, laundry and decontamination areas, supply storage, a gear/hose drying area, a breathing apparatus air compressor room, fitness room, offices, and a repair shop. Staffing for the fire/rescue station is anticipated with 24-hour, 7-day-a-week pumper and ambulance coverage by career staff.



Current Status

The design process is planned to begin in Spring 2014. The facility is planned for completion in Spring 2016.

Funding

This project is planned to be funded with general obligation bonds, which will be scheduled for placement on the November 2013 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 16, and are estimated at $1.63 million during the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 14, and is estimated at $703,000 over the six-year planning period.

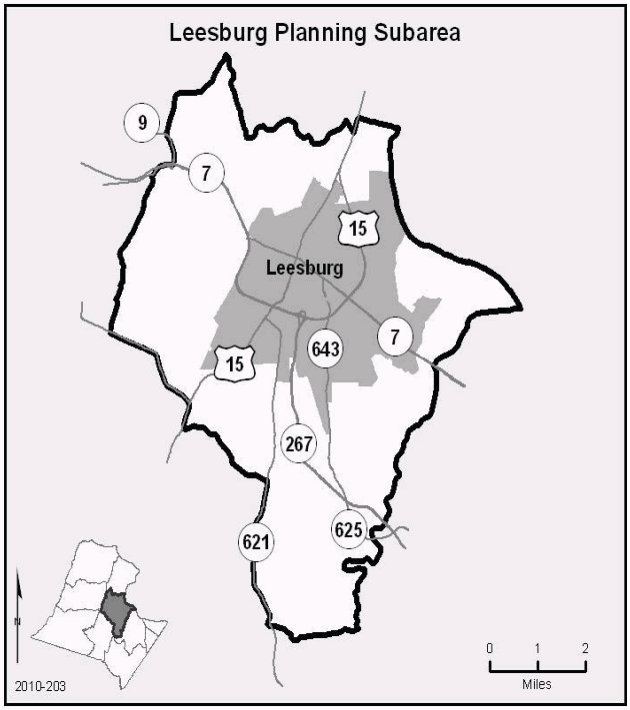
Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	1,000	0	0	1,000	0	1,000
Furniture, Fixtures & Equip	0	0	0	0	0	2,000	0	2,000	0	2,000
Construction	0	0	0	0	0	4,820	0	4,820	0	4,820
Total Cost	**0**	**0**	**0**	**0**	**1,000**	**6,820**	**0**	**7,820**	**0**	**7,820**
GO Bonds	0	0	0	0	1,000	6,820	0	7,820	0	7,820
Total Financing	**0**	**0**	**0**	**0**	**1,000**	**6,820**	**0**	**7,820**	**0**	**7,820**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	0	0	1,630	1,630
Debt Service	0	0	0	8	133	562	703
Total Impact	**0**	**0**	**0**	**8**	**133**	**2,192**	**2,333**

Leesburg South (Station 27) Fire/Rescue Station

Project Description

This project provides for the construction of a fire and rescue station at an appropriately zoned five-acre site in the Leesburg Planning Subarea. The facility will be planned as a fire and rescue station of approximately 13,000 to 15,000 square feet. The facility will include apparatus bays, bunkroom facilities, a training/break room, restrooms, showers, food preparation/dining areas, laundry and decontamination areas, supply storage, a gear/hose drying area, a breathing apparatus air compressor room, fitness room, offices, and a repair shop. A combination of career and volunteer staffing for the fire and rescue station is anticipated, with 24-hour, 7-day-a-week pumper, ambulance, and potential aerial truck coverage by career staff.



Current Status

The County is evaluating a proffered site for this project in the Leesburg Subarea Planning District.

Funding

This project is planned to be funded with general obligation bonds, which will be scheduled for placement on the November 2014 referendum.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 15, and is estimated at $99,000 over the six-year planning period.

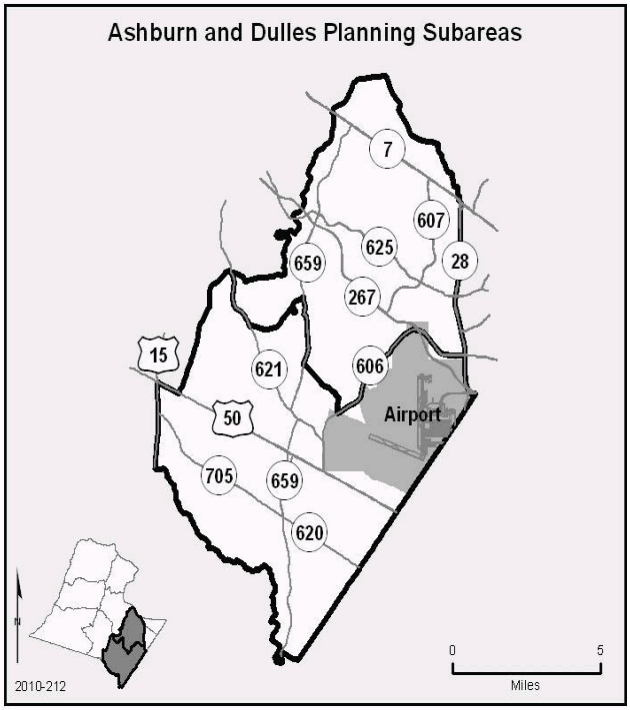
Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	1,000	0	1,000	0	1,000
Furniture, Fixtures & Equip	0	0	0	0	0	0	2,000	2,000	0	2,000
Construction	0	0	0	0	0	0	5,145	5,145	0	5,145
Total Cost	**0**	**0**	**0**	**0**	**0**	**1,000**	**7,145**	**8,145**	**0**	**8,145**
GO Bonds	0	0	0	0	0	1,000	7,145	8,145	0	8,145
Total Financing	**0**	**0**	**0**	**0**	**0**	**1,000**	**7,145**	**8,145**	**0**	**8,145**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Debt Service	0	0	0	0	9	90	99
Total Impact	**0**	**0**	**0**	**0**	**9**	**90**	**99**

Route 606 (Station 28) Fire/Rescue Station

Project Description

This project provides for the construction of a fire and rescue station at an appropriately zoned five-acre site in the Dulles or Ashburn Planning Subarea. The facility will be planned as a fire and rescue station of approximately 13,000 to 15,000 square feet. The facility will include apparatus bays, bunkroom facilities, a training/break room, restrooms, showers, food preparation/dining areas, laundry and decontamination areas, supply storage, a gear/hose drying area, a breathing apparatus air compressor room, fitness room, offices, and a repair shop. A combination of career and volunteer staffing for the fire 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 general obligation bonds, which will be scheduled for placement on a future referendum.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

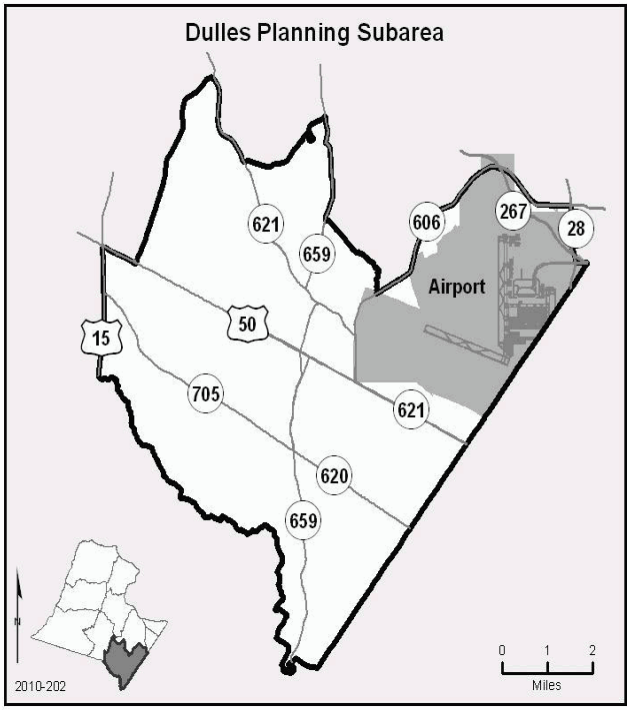
This project will be completed in future fiscal years; therefore, no debt service will be incurred during the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	800	800
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	1,200	1,200
Construction	0	0	0	0	0	0	0	0	6,790	6,790
Total Cost	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**8,790**	**8,790**
GO Bonds	0	0	0	0	0	0	0	0	8,790	8,790
Total Financing	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**8,790**	**8,790**

Dulles Area (Station 29) Fire/Rescue Station

Project Description

This project provides for the construction of a fire and rescue station at an appropriately zoned five-acre site in the Dulles Planning Subarea. The facility will be planned as a fire and rescue station of approximately 13,000 to 15,000 square feet. The facility will include apparatus bays, bunkroom facilities, a training/break room, restrooms, showers, food preparation/dining areas, laundry and decontamination areas, supply storage, a gear/hose drying area, a breathing apparatus air compressor room, fitness room, offices, and a repair shop. A combination of career and volunteer staffing for the fire 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 general obligation bonds, which will be scheduled for placement on a future referendum.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

This project will be completed in future fiscal years; therefore, no debt service will be incurred during the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	800	800
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	1,200	1,200
Construction	0	0	0	0	0	0	0	0	6,805	6,805
Total Cost	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**8,805**	**8,805**
GO Bonds	0	0	0	0	0	0	0	0	8,805	8,805
Total Financing	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**8,805**	**8,805**

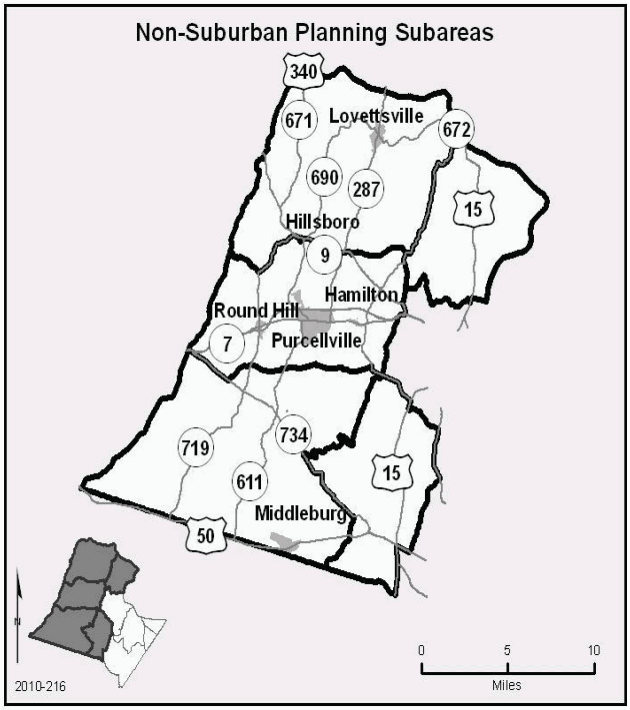
Fire Station Renovations---Lucketts & Round Hill

Project Description

This project provides for the renovation of two volunteer-owned fire and rescue stations, Lucketts Fire and Rescue, Company 10, and Round Hill Fire and Rescue, Company 4. This project will incorporate the recommendations of the 2001 EMSSTAR study, which included life/safety improvements and critical facility needs to increase the capabilities of stations to effectively house career and volunteer fire and EMS personnel who may be on stand-by 24 hours per day. An engineering study funded in FY 04 provided a structural assessment, determination of scope, and projected cost for such improvements.

Originally planned for development in FY 10 - FY 11, these renovations have been deferred pending further engineering assessments of the existing volunteer stations.

A cost benefit analysis will be completed in FY 11 to determine whether renovations or new construction is required for these stations.



Funding

This project is planned to be funded with general obligation bonds, which will be scheduled for placement on the November 2013 referendum.

Operating Impact

Operations & Maintenance

The annual cost for incremental operations and maintenance as a result of these renovations will be nominal, and will be incorporated into each facility's base operating budget.

Debt Service

Debt service is forecast to begin in FY 14, and is estimated at $1.36 million over the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	500	0	0	500	0	500
Furniture, Fixtures & Equip	0	0	0	0	500	0	0	500	0	500
Construction	0	0	0	0	15,500	0	0	15,500	0	15,500
Total Cost	**0**	**0**	**0**	**0**	**16,500**	**0**	**0**	**16,500**	**0**	**16,500**
GO Bonds	0	0	0	0	16,500	0	0	16,500	0	16,500
Total Financing	**0**	**0**	**0**	**0**	**16,500**	**0**	**0**	**16,500**	**0**	**16,500**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Debt Service	0	0	0	18	332	1,010	1,360
Total Impact	**0**	**0**	**0**	**18**	**332**	**1,010**	**1,360**

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 which 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 to the general public as well as fire-rescue personnel. 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.

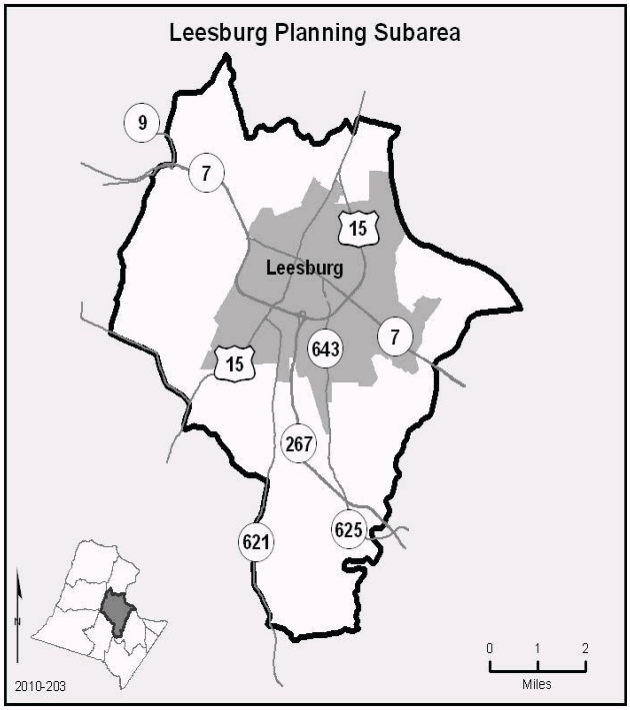
The following prop lots are planned for construction:

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 Metropolitan Washington Area Transit Authority (MWATA) to ensure the development of an effectively designed training program for response to 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 with cash proffers. See Proffer Fund, under the Other Funds section of this document, for detail.

Operating Impact

Operations & Maintenance
Operations and maintenance expenses are forecast to begin in FY 12, and are estimated at $90,000 during the six-year planning period.

Debt Service
This project is funded with cash proffers; therefore, no debt service will be incurred.

Current Status

A County-owned site at the Government Support Center in Leesburg is identified for these training facilities.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	100	0	0	0	0	0	100	0	100
Construction	0	1,115	0	0	0	0	0	1,115	0	1,115
Total Cost	**0**	**1,215**	**0**	**0**	**0**	**0**	**0**	**1,215**	**0**	**1,215**
Proffers (Cash)	0	1,215	0	0	0	0	0	1,215	0	1,215
Total Financing	**0**	**1,215**	**0**	**0**	**0**	**0**	**0**	**1,215**	**0**	**1,215**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	15	15	20	20	20	90
Total Impact	**0**	**15**	**15**	**20**	**20**	**20**	**90**

Fire/Rescue Capital Apparatus

Project Description

This project provides for the procurement of fire and rescue ambulances and heavy apparatus for the combined fire and rescue system. This project also provides for County contributions toward volunteer department purchases, where the volunteer department may or may not hold title, depending on the percentage of County contribution. Capital vehicle ownership involves providing apparatus repair and maintenance, and is determined by Loudoun County Fire and Rescue System guidelines.

The Department of Fire, Rescue & Emergency Management, guided by the Department's Service Plan adopted by the Board of Supervisors on December 6, 2005, and in consultation with the volunteer companies, identifies fire and rescue vehicles for purchase or replacement (of volunteer equipment) and submits an annual capital vehicle enhancement request for funding consideration.

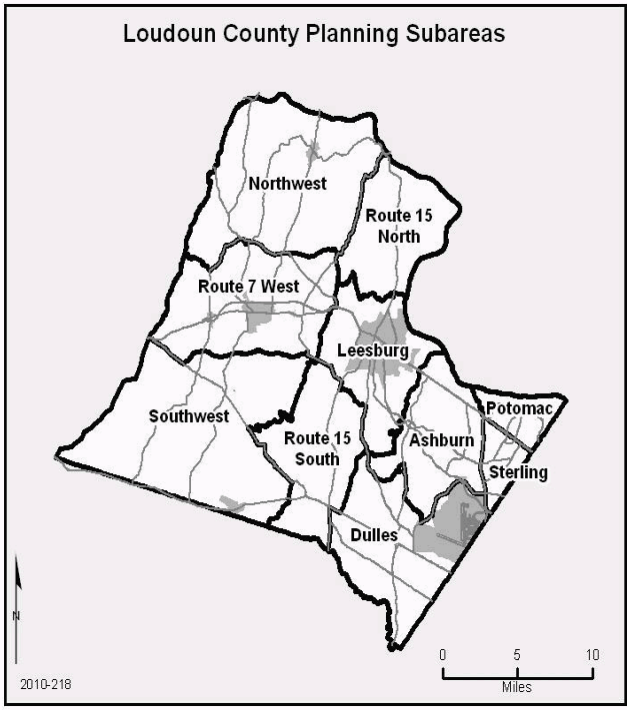
FY 13 - FY 16 capital vehicle purchase amounts are projected planning figures, reflecting the average amount of capital vehicle enhancements anticipated for the fire and rescue system.

Fire/Rescue Capital Apparatus Adopted FY 11 Procurement Schedule:

County System		
Ambulance	Reserve Fleet	$258,000
Tanker	Sterling/Cascades	468,000
Volunteer System		
Ambulance (2)	Ashburn	$212,400
Pumper	Ashburn	326,600
Total		$1,265,000

Fire/Rescue Capital Apparatus Proposed FY 12 Procurement Schedule:

County System		
Ambulance	Route 7/28	$345,000
Engine	Aldie	785,000
Tanker (2)	Lovettsville & Station 16	1,020,000
Volunteer System		
Ambulance (2)	Arcola & Ashburn	$230,000
Engine (2)	Lovettsville & Sterling	620,000
Total		$3,000,000



Funding

Through FY 11, this project is funded with debt financing. From FY 12 on, this project is planned to be funded with general obligation bonds, which will be scheduled for placement on the November 2011 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 planning period.

Debt Service

Debt service for FY 11 - FY 16 capital apparatus procurement is forecast to begin in FY 13 and is estimated at $4.31 million over the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Payment to Regional Org	3,369	539	850	0	0	0	0	539	0	3,908
Construction of Capital Vehicles	11,224	726	2,150	3,000	3,000	3,000	3,000	15,726	0	26,950
Total Cost	**14,593**	**1,265**	**3,000**	**3,000**	**3,000**	**3,000**	**3,000**	**16,265**	**0**	**30,858**
Debt Financing	14,593	1,265	0	0	0	0	0	1,265	0	15,858
GO Bonds	0	0	3,000	3,000	3,000	3,000	3,000	15,000	0	15,000
Total Financing	**14,593**	**1,265**	**3,000**	**3,000**	**3,000**	**3,000**	**3,000**	**16,265**	**0**	**30,858**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	820	970	1,120	1,270	1,420	1,570	7,170
Debt Service	0	0	243	814	1,364	1,892	4,313
Total Impact	**820**	**970**	**1,363**	**2,084**	**2,784**	**3,462**	**11,483**

Adult Detention Center (Phase III)

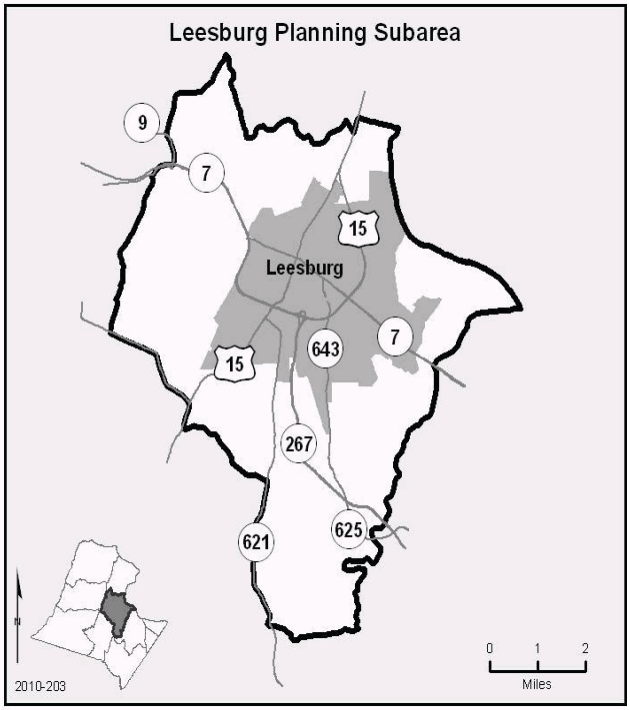
Project Description

This project provides for the construction of Phase III of the Adult Detention Center (ADC).

Phase I of the ADC, a 84,000 square-foot facility which accommodates an inmate population of 220, opened in July 2007. The new facility includes administrative space for magistrates and ADC personnel. ADC program space includes inmate housing, outside and inside exercise areas, intake, counseling, medical and kitchen facilities, interview and visiting rooms, and detention administration. The ADC Phase I was completed with 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 in FY 10 with an appropriated budget of $66,410,000.

Phase III of the ADC, an expansion of 160,000 square feet, accommodates an additional 416 inmates. This phase is planned in a future fiscal year.



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.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

This project will be completed in future fiscal years; therefore, no new debt service will be incurred during the six-year planning period.

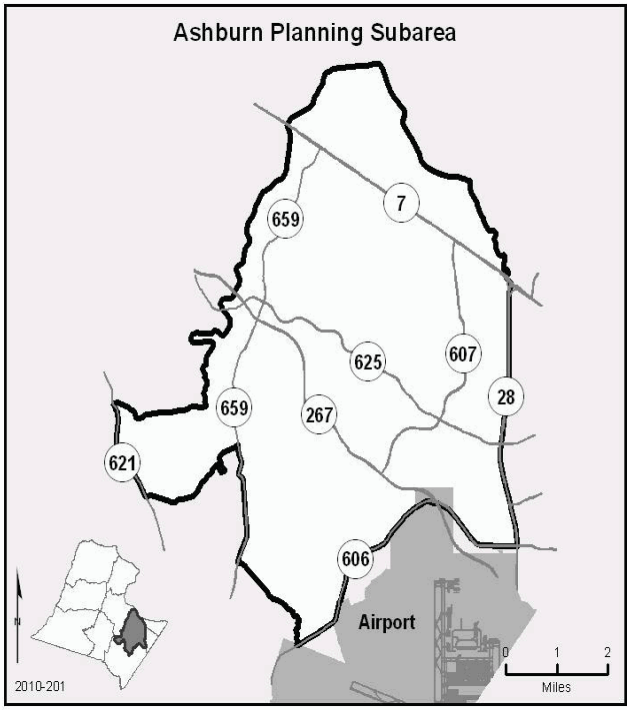
Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	5,825	0	0	0	0	0	0	0	9,000	14,825
Furniture, Fixtures & Equip	5,155	0	0	0	0	0	0	0	9,000	14,155
Construction	84,270	0	0	0	0	0	0	0	72,000	156,270
Transfer to General Fund	200	0	0	0	0	0	0	0	0	200
Total Cost	**95,450**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**90,000**	**185,450**
Debt Financing	80,555	0	0	0	0	0	0	0	90,000	170,555
Local Tax Funding	965	0	0	0	0	0	0	0	0	965
State Grant Program	13,930	0	0	0	0	0	0	0	0	13,930
Total Financing	**95,450**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**90,000**	**185,450**

Ashburn Area Sheriff Station

Project Description

This project provides for the construction of a Sheriff's Station on an appropriately zoned site in the Ashburn Planning Subarea. The project will be planned as an approximately 18,000 square-foot facility that will include offices, a workroom, interview room, processing areas, evidence storage, and equipment storage.

In FY 09, the Loudoun County Board of Supervisors amended the capital plan by eliminating a Sheriff's Office presence in the Brambleton Public Safety Center. Capital planning staff was directed to develop a Sheriff's Station project in the FY 11 - FY 16 planning period using 100% cash proffer funding.



Current Status

Currently no site has been identified for this facility in the Ashburn Planning Subarea.

The Proffer Trust accounts planned to fund this project can be referenced in the Proffer Fund section of this document. Use of the proffers to fund this project is contingent upon a determination from the Zoning Administrator that the proffers are appropriate for the requested use, and Board of Supervisors' approval.

A prior year allocation in the Land Acquisition Fund will be used to acquire a land site in FY 12.

Funding

The project is planned to be funded with cash proffers.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 15, and are estimated at $4.67 million during the six-year planning period.

Debt Service

This project will be funded with cash proffers; therefore, no debt service will be incurred.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	800	0	0	0	800	0	800
Furniture, Fixtures & Equip	0	0	0	0	800	0	0	800	0	800
Construction	0	0	0	0	7,000	0	0	7,000	0	7,000
Total Cost	**0**	**0**	**0**	**800**	**7,800**	**0**	**0**	**8,600**	**0**	**8,600**
Proffers (Cash)	0	0	0	800	7,800	0	0	8,600	0	8,600
Total Financing	**0**	**0**	**0**	**800**	**7,800**	**0**	**0**	**8,600**	**0**	**8,600**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	0	2,288	2,380	4,668
Total Impact	**0**	**0**	**0**	**0**	**2,288**	**2,380**	**4,668**

Public Safety and General Government Office Center

Project Description

This project provides for the purchase of a Public Safety and General Government Office Center of approximately 140,000 square feet, located in the Leesburg Planning Subarea. This combined facility will house multiple General Government office space components: the Emergency Communications Center (ECC/E-911), the Emergency Operations Center (EOC), the Fire and Rescue Administration facility, the Sheriff's Office Administration Center, and office space for General Government operations.

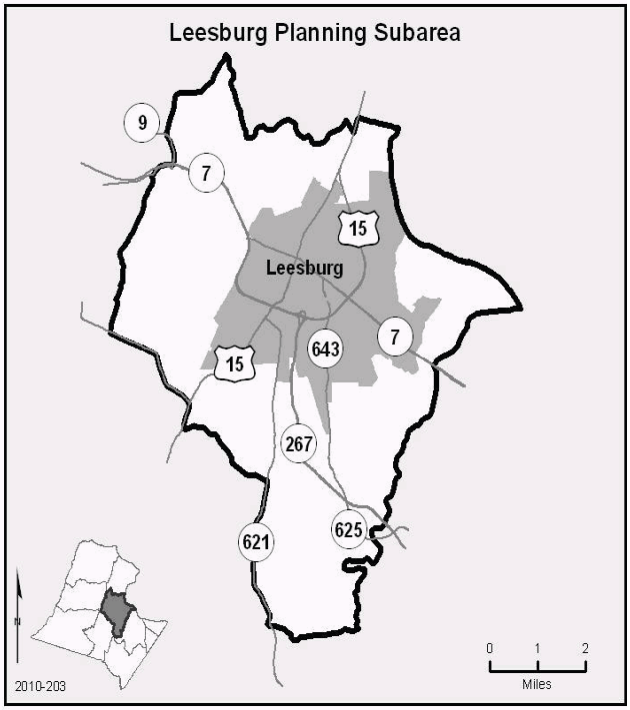
The Loudoun County Emergency Communications Center serves as the county's public safety answering point for fire, rescue and police incidents, using the county's Enhanced-911 (E-911) system, and operates 24 hours a day. Emergency and non-emergency fire and rescue calls are processed and police-related calls are transferred to the appropriate law enforcement agency. Due to a common need for hardened facilities, robust telecommunications/data infrastructure, redundancy of power supply, and ability to share support spaces, a combined ECC and EOC is planned.

The Fire and Rescue Administration portion of this facility is planned as an administrative and support space.

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 general government service agencies that are currently operating in leased space throughout the County.

This project will eliminate operating lease expenses for space for these operations.



Funding

This project is planned to be funded with debt financing.

Operating Impact

Operations & Maintenance

The County will take ownership of the buildings in FY 11; $4.91 million in operations and maintenance expenses will be incurred during the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 13, and is estimated at $6.17 million over the six-year planning period.

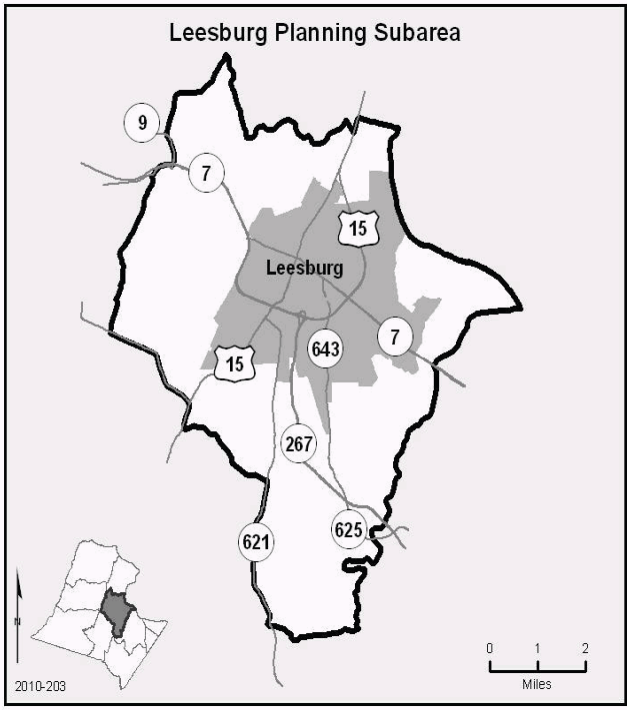
Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Purchase of Buildings	0	25,000	0	0	0	0	0	25,000	0	25,000
Furniture, Fixtures & Equip	0	1,000	0	1,000	0	0	0	2,000	0	2,000
Construction	0	4,000	0	4,000	0	0	0	8,000	0	8,000
Total Cost	**0**	**30,000**	**0**	**5,000**	**0**	**0**	**0**	**35,000**	**0**	**35,000**
Debt Financing	0	30,000	0	5,000	0	0	0	35,000	0	35,000
Total Financing	**0**	**30,000**	**0**	**5,000**	**0**	**0**	**0**	**35,000**	**0**	**35,000**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	400	832	865	900	936	973	4,906
Debt Service	0	0	1,281	1,643	1,631	1,618	6,173
Total Impact	**400**	**832**	**2,146**	**2,543**	**2,567**	**2,591**	**11,079**

Juvenile Probation Residence

Project Description

This project provides 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 of two acres of appropriately zoned land. The desired location would be in Leesburg, preferably near the Juvenile Detention Center and Youth Shelter. Construction should comply with State standards for residential facilities.



Current Status

Potential sites for this facility will be considered during the facility planning stage of the Government Support Center Amended Master Plan.

Funding

This project is planned to be funded with debt financing.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

Debt service is forecast to begin in FY16, and is estimated at $5,000 over the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	475	475	0	475
Furniture, Fixtures & Equip	0	0	0	0	0	0	430	430	0	430
Construction	0	0	0	0	0	0	3,960	3,960	0	3,960
Total Cost	**0**	**0**	**0**	**0**	**0**	**0**	**4,865**	**4,865**	**0**	**4,865**
Debt Financing	0	0	0	0	0	0	4,865	4,865	0	4,865
Total Financing	**0**	**0**	**0**	**0**	**0**	**0**	**4,865**	**4,865**	**0**	**4,865**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Debt Service	0	0	0	0	0	5	5
Total Impact	**0**	**0**	**0**	**0**	**0**	**5**	**5**

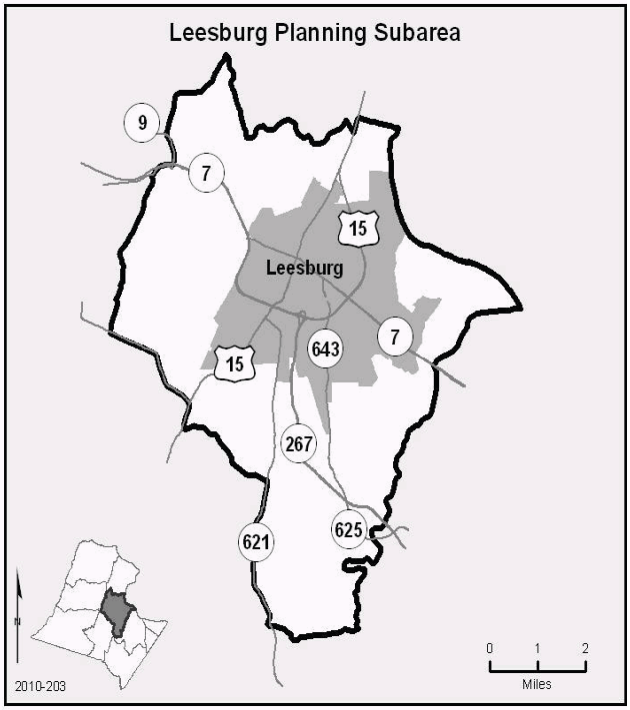
Juvenile Detention Center

Project Description

This project was originally proposed in the FY 07-12 CIP as an addition/renovation project to the 15,000 square-foot Juvenile Detention Center (JDC). In November 2006, the Board of Supervisors adopted a Public Safety Master Plan which modified the scope of this project. The Public Safety Master Plan identified future expansion phases of the Adult Detention Center (ADC) that would encroach on the existing JDC facility. An alternative site has been identified in the Government Support Center Master Plan which will construct a new Juvenile Detention Center to replace the existing facility.

The JDC is a secure residential program for court-ordered juveniles between the ages of 11 and 17 who are awaiting court disposition. The 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 Department of Family Services will manage this facility.



Current Status

This facility will be located on the Government Support Center property in Leesburg. Design originally began in the Spring of 2009, but was deferred until January 2011. Construction was deferred to FY 12 due to operating budget impacts.

Funding

This project is planned to be funded with debt financing.

Operating Impact

Operations & Maintenance

The Department of Family Services will manage this facility. Operating and maintenance expenses are forecast to begin in FY 13, and are estimated at $5.31 million during the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 12, and is estimated at $3.74 million over the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	1,215	0	0	0	0	0	0	0	0	1,215
Furniture, Fixtures & Equip	0	0	200	0	0	0	0	200	0	200
Construction	0	0	10,600	0	0	0	0	10,600	0	10,600
Total Cost	**1,215**	**0**	**10,800**	**0**	**0**	**0**	**0**	**10,800**	**0**	**12,015**
Debt Financing	1,215	0	10,800	0	0	0	0	10,800	0	12,015
Total Financing	**1,215**	**0**	**10,800**	**0**	**0**	**0**	**0**	**10,800**	**0**	**12,015**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	1,250	1,300	1,352	1,406	5,308
Debt Service	0	43	575	1,052	1,053	1,020	3,743
Total Impact	**0**	**43**	**1,825**	**2,352**	**2,405**	**2,426**	**9,051**

NOTES

COUNTY CAPITAL PROJECTS

HEALTH AND WELFARE

Table 8 - 6 Capital Improvement Program by Functional Area
Schedule of Appropriations
Adopted FY 2011 - FY 2016 Capital Improvement Program

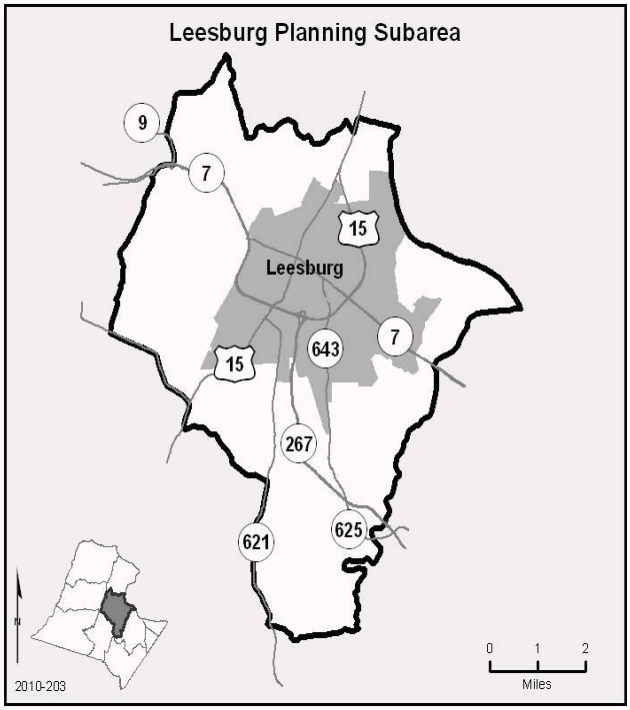
Health and Welfare

Capital ($ in 1000s)	Prior To Date	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	CIP Total
Projects										
-- Mental Health/Medically Fragile Supported Living Residence	0	0	120	820	225	0	0	1,165	0	1,165
-- Developmental Services Group Residence (Ashburn)	0	0	0	615	0	0	0	615	0	615
-- Developmental Services Group Residence (South Riding)	0	0	0	0	0	0	685	685	0	685
-- Developmental Services Group Residence (Stone Ridge)	0	0	0	0	635	0	0	635	0	635
-- Intermediate Care Facility (Round Hill)	279	0	0	0	130	860	240	1,230	0	1,509
-- Mirror Ridge Group Residence Improvements	0	230	0	0	0	0	0	230	0	230
-- Emergency Homeless Shelter	0	0	0	0	0	405	2,625	3,030	275	3,305
-- Adolescent Independent Living Residence	0	0	0	0	500	3,350	475	4,325	0	4,325
Budgetary Cost	279	230	120	1,435	1,490	4,615	4,025	11,915	275	12,469
Funding Source										
Local Tax Funding	228	0	120	1,435	1,490	4,615	3,340	11,000	275	11,503
Proffers (Cash)	0	230	0	0	0	0	685	915	0	915
Proffers (Land)	51	0	0	0	0	0	0	0	0	51
Total Funding Source	279	230	120	1,435	1,490	4,615	4,025	11,915	275	12,469

Mental Health/Medically Fragile Supported Living Residence

Project Description

This project provides for the construction of a 3,500 square-foot residence with a two-car garage and staff office to serve eight medically fragile clients. The needs of some clients cannot be met in a typical group home/residential setting, due to physical or mental needs and/or aging. This residence will provide services for individuals requiring a higher level of care and support than available in the County's existing residential settings. Services provided would include personal care, including assistance with dressing, bathing and personal hygiene; nursing and medical care, including medications administered by licensed professionals according to physician order, skilled nursing care, and physician services; physical, occupational and speech therapies as needed; and activities, including crafts, exercise, movies, games, community outings and religious services.



Current Status

Medically fragile clients are now occupying slots in existing Mental Health Group Homes, where it is challenging to provide the required higher level of care and support. The County is exploring, with its regional partners, a potentially more cost-effective option of providing these services via an agreement with Birmingham Green. Birmingham Green, located in Manassas, provides residential care to medically fragile clients through its Assisted Living Unit, which serves 60 residents, and a nursing healthcare center, which serves 180 residents. Birmingham Green recently has added a new residential care facility to its campus, which offers a potential opportunity for the County and its partners to utilize the residential beds now open. Birmingham Green is sponsored by the Counties of Fairfax, Fauquier, Loudoun and Prince William and the City of Alexandria in Northern Virginia, and already admits residents from those municipalities who qualify for financial assistance.

Originally planned to be developed in FY 10, this project has been deferred to FY 12.

This facility is planned for location at the County Government Support Center property.

Funding

This project is planned to be funded with local tax funding.

Operating Impact

Operations & Maintenance

The Department of Mental Health, Substance Abuse and Developmental Services will manage this facility. Operations and maintenance expenses are forecast to begin in FY 15 and are estimated at $3.04 million over the six-year planning period. However, should the Birmingham Green regional partnership become viable, operating expenses specific to an intergovernmental contract with an outside vendor would need to be determined and negotiated.

Debt Service

This project will be funded with local tax funding; therefore, no debt service will be incurred.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	120	0	0	0	0	120	0	120
Furniture, Fixtures & Equip	0	0	0	0	225	0	0	225	0	225
Construction	0	0	0	820	0	0	0	820	0	820
Total Cost	**0**	**0**	**120**	**820**	**225**	**0**	**0**	**1,165**	**0**	**1,165**
Local Tax Funding	0	0	120	820	225	0	0	1,165	0	1,165
Total Financing	**0**	**0**	**120**	**820**	**225**	**0**	**0**	**1,165**	**0**	**1,165**

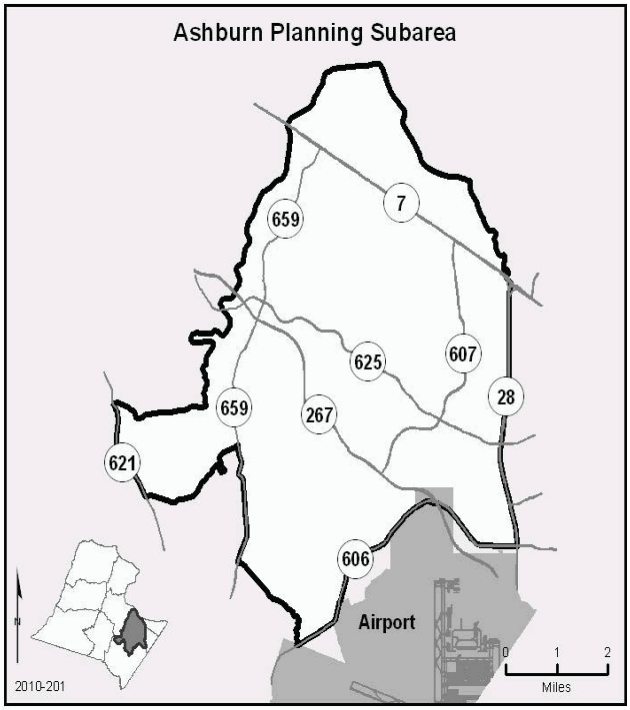
Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	0	1,490	1,550	3,040
Total Impact	**0**	**0**	**0**	**0**	**1,490**	**1,550**	**3,040**

Developmental Services Group Residence (Ashburn)

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. 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 a 3,400 square-foot four-bedroom townhouse or condominium in Ashburn to serve four clients and provide a staff office. This would be a County-owned and operated residence.



Funding

This project is planned to be funded with local tax funding.

Operating Impact

Operations & Maintenance

The Department of Mental Health, Substance Abuse and Developmental Services will operate this facility. Operations and maintenance expenses are forecast to begin in FY 14 and are estimated at $1.10 million over the six-year planning period.

Debt Service

This project will be funded with local tax funding; therefore, no debt service will be incurred.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	0	0	30	0	0	0	30	0	30
Facilities Purchase	0	0	0	585	0	0	0	585	0	585
Total Cost	**0**	**0**	**0**	**615**	**0**	**0**	**0**	**615**	**0**	**615**
Local Tax Funding	0	0	0	615	0	0	0	615	0	615
Total Financing	**0**	**0**	**0**	**615**	**0**	**0**	**0**	**615**	**0**	**615**

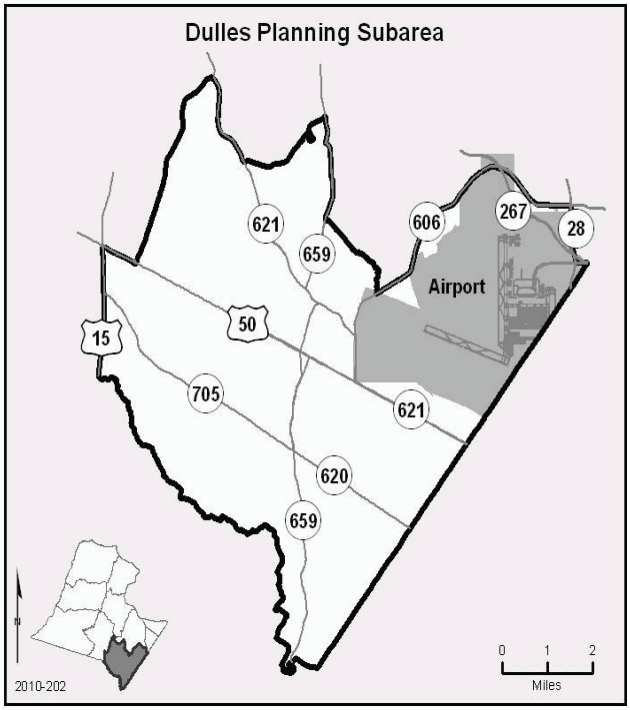
Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	351	365	380	1,096
Total Impact	**0**	**0**	**0**	**351**	**365**	**380**	**1,096**

Developmental Services Group Residence (South Riding)

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. 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 a 3,400 square-foot four-bedroom house or condominium in South Riding to serve four clients and provide a staff office. This would be a County-owned and operated residence.



Current Status

The Proffer Trust accounts planned to fund this project can be referenced in the Other Funds section of this document. Use of the proffers to fund this project is contingent upon a determination from the Zoning Administrator that the proffers are appropriate for the requested use, and Board of Supervisors' approval.

Funding

This project is planned to be funded with cash proffers.

Operating Impact

Operations & Maintenance

The Department of Mental Health, Substance Abuse and Developmental Services will operate this facility. Operations and maintenance expenses are forecast to begin in FY 16 and are estimated at $380,000 over the six-year planning period.

Debt Service

This project will be funded with cash proffers; therefore, no debt service will be incurred.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	0	0	0	0	0	30	30	0	30
Facilities Purchase	0	0	0	0	0	0	655	655	0	655
Total Cost	**0**	**0**	**0**	**0**	**0**	**0**	**685**	**685**	**0**	**685**
Proffers (Cash)	0	0	0	0	0	0	685	685	0	685
Total Financing	**0**	**0**	**0**	**0**	**0**	**0**	**685**	**685**	**0**	**685**

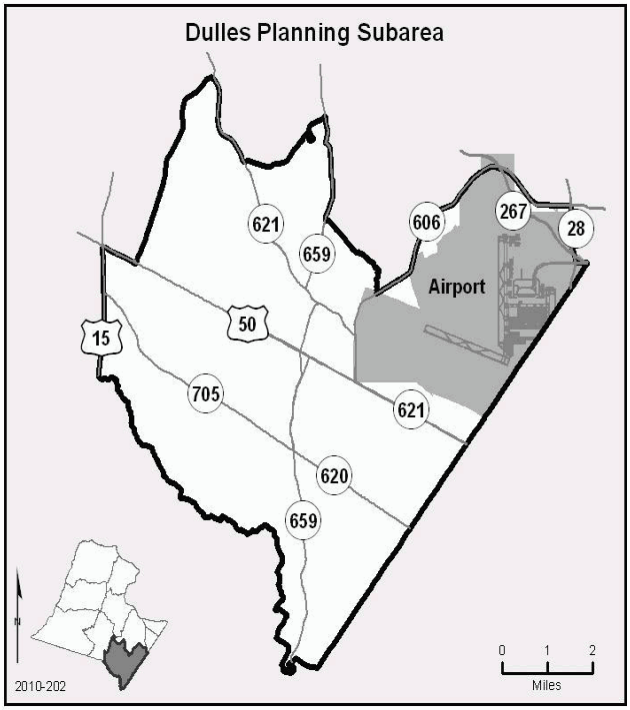
Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	0	0	380	380
Total Impact	**0**	**0**	**0**	**0**	**0**	**380**	**380**

Developmental Services Group Residence (Stone Ridge)

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. 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 a 3,400 square-foot four-bedroom house or condominium in Stone Ridge to serve four clients and provide a staff office. This would be a County-owned and operated residence.



Funding

This project is planned to be funded with local tax funding.

Operating Impact

Operations & Maintenance

The Department of Mental Health, Substance Abuse and Developmental Services will operate this facility. Operations and maintenance expenses are forecast to begin in FY 15 and are estimated at $745,000 over the six-year planning period.

Debt Service

This project will be funded with local tax funding; therefore, no debt service will be incurred.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	0	0	0	30	0	0	30	0	30
Facilities Purchase	0	0	0	0	605	0	0	605	0	605
Total Cost	**0**	**0**	**0**	**0**	**635**	**0**	**0**	**635**	**0**	**635**
Local Tax Funding	0	0	0	0	635	0	0	635	0	635
Total Financing	**0**	**0**	**0**	**0**	**635**	**0**	**0**	**635**	**0**	**635**

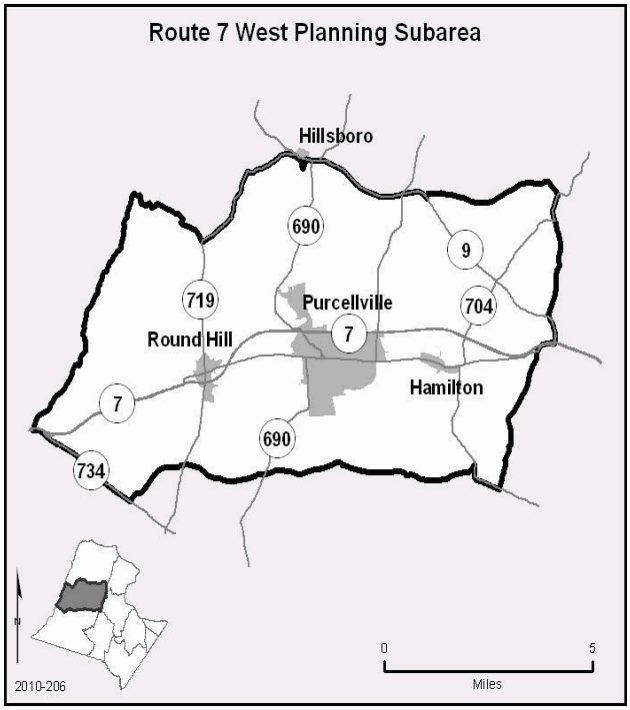
Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	0	365	380	745
Total Impact	**0**	**0**	**0**	**0**	**365**	**380**	**745**

Intermediate Care Facility (Round Hill)

Project Description

The Department of Mental Health, Substance Abuse and Developmental Services' Residential Services provides training, supervision and assistance with daily living, and opportunities for community access based on the needs of each resident. 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. Intermediate Care Facility services are funded by the optional Medicaid state plan services.

This project involves the construction of a 3,400 square-foot four-bedroom house on a proffered site in Round Hill to serve four clients and provide a staff office. This would be a private vendor-operated residence.



Current Status

The Department of Mental Health, Substance Abuse and Developmental Services has deferred development of this proffered site to FY 14 to mitigate operating impacts in the FY 11 - FY 13 planning period.

Funding

This project is planned to be funded with local tax funding. Land has been proffered (Round Hill Associates ZMAP 1989-0004).

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 16, and are estimated at $150,000 over the six-year planning period.

Debt Service

This project will be funded with local tax funding; therefore, no debt service will be incurred.

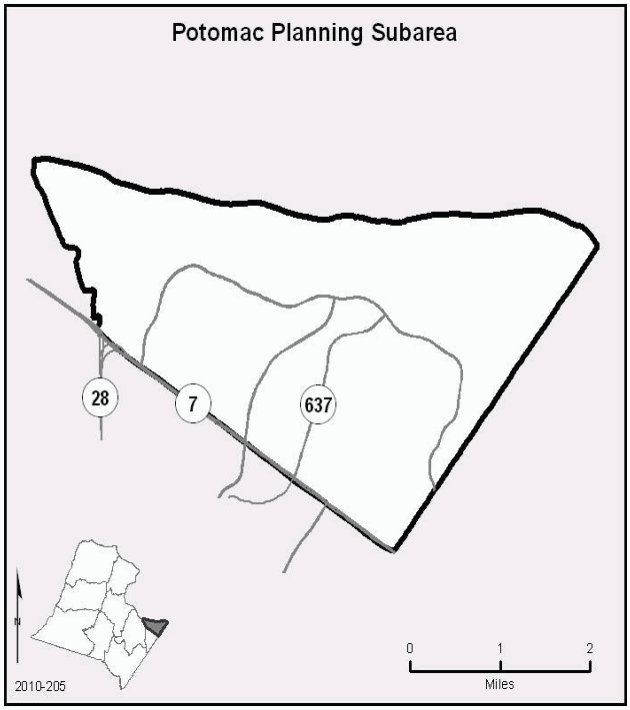
Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	228	0	0	0	130	0	0	130	0	358
Land Acquisition	51	0	0	0	0	0	0	0	0	51
Furniture, Fixtures & Equip	0	0	0	0	0	0	240	240	0	240
Construction	0	0	0	0	0	860	0	860	0	860
Total Cost	**279**	**0**	**0**	**0**	**130**	**860**	**240**	**1,230**	**0**	**1,509**
Local Tax Funding	228	0	0	0	130	860	240	1,230	0	1,458
Proffers (Land)	51	0	0	0	0	0	0	0	0	51
Total Financing	**279**	**0**	**0**	**0**	**130**	**860**	**240**	**1,230**	**0**	**1,509**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	0	0	150	150
Total Impact	**0**	**0**	**0**	**0**	**0**	**150**	**150**

Mirror Ridge Group Residence Improvements

Project Description

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. The build-out will furnish a recreation room and program space to serve residents of the home.



Funding

This project is funded with cash proffers. See Proffer Fund, in the Other Funds section of this document, for detail.

Operating Impact

Operations & Maintenance

The annual cost for incremental operations and maintenance as a result of these improvements will be nominal, and will be incorporated into the facility's base operating budget.

Debt Service

This project is funded with cash proffers; therefore, no debt service will be incurred.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	30	0	0	0	0	0	30	0	30
Const of Existing Bldgs	0	200	0	0	0	0	0	200	0	200
Total Cost	**0**	**230**	**0**	**0**	**0**	**0**	**0**	**230**	**0**	**230**
Proffers (Cash)	0	230	0	0	0	0	0	230	0	230
Total Financing	**0**	**230**	**0**	**0**	**0**	**0**	**0**	**230**	**0**	**230**

Emergency Homeless Shelter

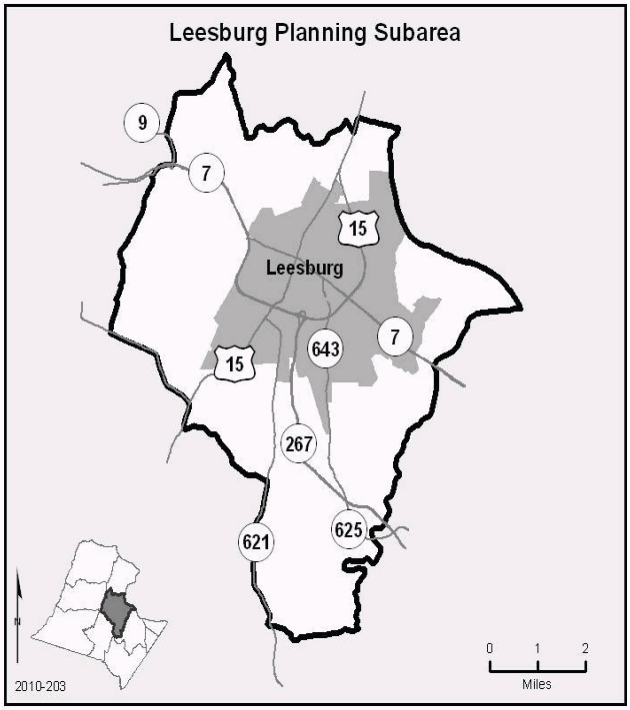
Project Description

This project provides for the construction of a 9,000 square foot Emergency Homeless Shelter on 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 and is planned for location at the County Government Support Center property.



Funding

This project is planned to be funded with local tax funding.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

This project will be funded with local tax funding; therefore, no debt service will be incurred.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	405	0	405	0	405
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	275	275
Construction	0	0	0	0	0	0	2,625	2,625	0	2,625
Total Cost	**0**	**0**	**0**	**0**	**0**	**405**	**2,625**	**3,030**	**275**	**3,305**
Local Tax Funding	0	0	0	0	0	405	2,625	3,030	275	3,305
Total Financing	**0**	**0**	**0**	**0**	**0**	**405**	**2,625**	**3,030**	**275**	**3,305**

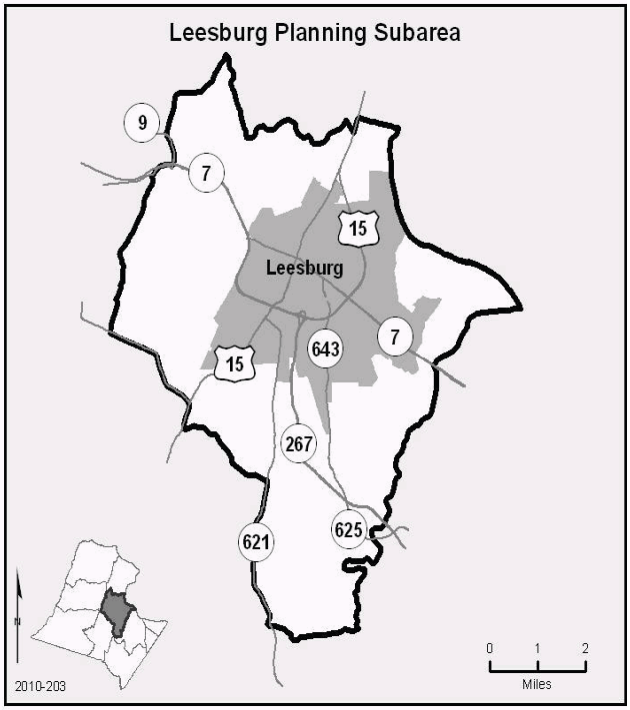
Adolescent Independent Living Residence

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 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 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, life skills preparation and/or community networking. It is anticipated that youth participating in this program will be referred primarily from Foster Care, Young Parents Services, Young Adults Project and Family Connections. Lengths of stay could be up to 24 months.

The facility will be operated by the Department of Family Services and is planned for location at the County Government Support Center property.



Funding

This project is planned to be funded with local tax funding.

Operating Impact

Operations & Maintenance

The Department of Family Services will develop an operating plan as the project develops.

Debt Service

This project will be funded with local tax funding; therefore, no debt service will be incurred.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	500	0	0	500	0	500
Furniture, Fixtures & Equip	0	0	0	0	0	0	475	475	0	475
Construction	0	0	0	0	0	3,350	0	3,350	0	3,350
Total Cost	**0**	**0**	**0**	**0**	**500**	**3,350**	**475**	**4,325**	**0**	**4,325**
Local Tax Funding	0	0	0	0	500	3,350	475	4,325	0	4,325
Total Financing	**0**	**0**	**0**	**0**	**500**	**3,350**	**475**	**4,325**	**0**	**4,325**

COUNTY CAPITAL PROJECTS

PARKS, RECREATION AND CULTURE

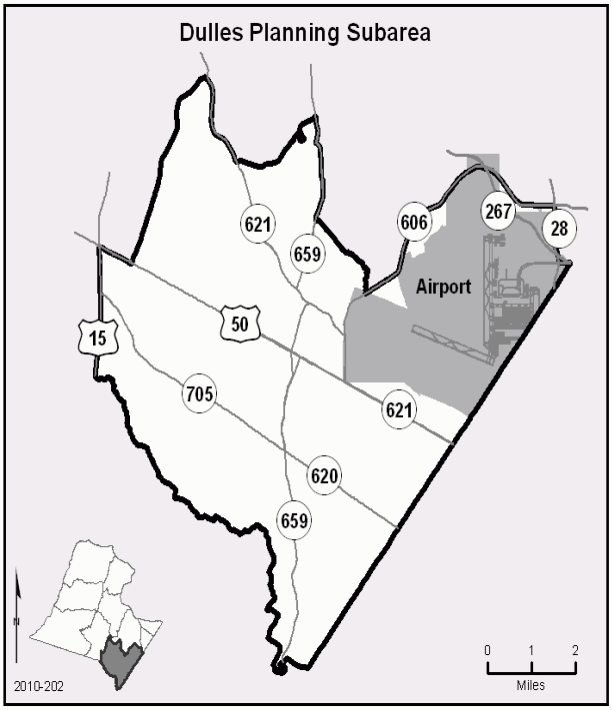
Table 8 - 7 Capital Improvement Program by Functional Area
Schedule of Appropriations
Adopted FY 2011 - FY 2016 Capital Improvement Program

Capital ($ in 1000s)	Prior To Date	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	CIP Total
Parks, Recreation and Culture										
Projects										
-- Brambleton Area Library	0	0	0	0	0	0	0	0	12,600	12,600
-- Gum Spring Library	1,840	0	9,190	0	0	0	0	9,190	0	11,030
-- Sterling Library Replacement	0	0	0	0	0	0	0	0	19,425	19,425
-- Ashburn Library Collection	500	250	0	0	0	0	0	250	0	750
-- Dulles South Multipurpose Center (Phase II)	9,335	0	0	0	0	36,365	0	36,365	0	45,700
-- Community Center Renovations	8,125	5,385	0	0	0	0	0	5,385	0	13,510
-- Eastern Loudoun Respite Center	1,520	520	0	0	0	0	0	520	0	2,040
-- Teen Center (Ashburn/Leesburg)	0	0	0	0	0	0	0	0	10,530	10,530
-- Hal and Berni Hanson Regional Park	5,250	0	3,600	0	0	0	0	3,600	26,250	35,100
-- Brambleton District Park	350	4,445	0	0	0	0	0	4,445	5,615	10,410
-- Edgar Tillett Memorial Park	2,255	1,195	0	0	0	0	0	1,195	0	3,450
-- Fields Farm Park	300	0	0	0	0	0	1,500	1,500	10,300	12,100
-- Lovettsville District Park	2,117	194	215	0	0	0	10,760	11,169	0	13,286
-- Scott Jenkins Memorial Park	3,703	585	1,000	0	0	0	0	1,585	0	5,288
-- Park Improvements	0	3,569	0	0	0	0	0	3,569	0	3,569
Budgetary Cost	35,295	16,143	14,005	0	0	36,365	12,260	78,773	84,720	198,788
Funding Source										
Debt Financing	0	0	1,000	0	0	0	0	1,000	5,615	6,615
GO Bonds	18,425	5,385	1,990	0	0	36,365	12,260	56,000	79,105	153,530
Local Tax Funding	4,422	0	0	0	0	0	0	0	0	4,422
Fund Balance	0	585	0	0	0	0	0	585	0	585
Sale of Land	5,800	0	0	0	0	0	0	0	0	5,800
Gifts & Donations	838	0	0	0	0	0	0	0	0	838
Proffers (Cash)	4,785	9,979	10,800	0	0	0	0	20,779	0	25,564
Proffers (In-kind)	25	0	0	0	0	0	0	0	0	25
Gas Tax/Transportation Fund	1,000	194	215	0	0	0	0	409	0	1,409
Total Funding Source	35,295	16,143	14,005	0	0	36,365	12,260	78,773	84,720	198,788

Brambleton Area Library

Project Description

This project provides for the construction of a 40,000 square-foot library in the Brambleton community. A proffered three-acre site was provided in the Brambleton Community for the library as part of the Active Adult portion of the development. The developer may propose a public-private partnership for development of the Library. That proposal will be evaluated in FY 2012.



Funding

This project is planned to be financed with general obligation bonds.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expenses will be incurred during the six-year planning period.

Debt Service

No debt service expense will be incurred during the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Construction	0	0	0	0	0	0	0	0	12,600	12,600
Total Cost	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**12,600**	**12,600**
GO Bonds	0	0	0	0	0	0	0	0	12,600	12,600
Total Financing	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**12,600**	**12,600**

Gum Spring Library

Project Description

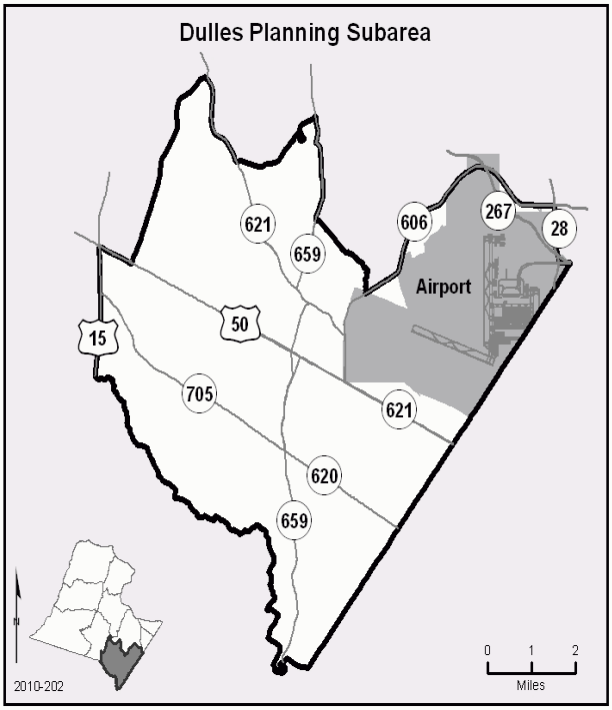
This project provides for a community library in the Dulles Planning Subarea. This library was originally planned for a proffered land site on 7.2 acres in the Stone Ridge development. The Board of Supervisors directed Library Services' staff to explore a public-private partnership with the developer of Stone Ridge to construct a 40,000 square-foot facility in an office complex within the development. The Gum Spring Library is planned to be located within an office condominium, which replaced the proffered land site as part of a zoning concept plan amendment approved by the Board of Supervisors.

The library will serve the South Riding and Stone Ridge residential developments and the Dulles Planning Subarea. The library will have 90,000 volumes in its collection. A groundbreaking ceremony to initiate construction of the office condominium building was held on November 7, 2009. The building shell will be constructed by the developer; the outfitting of the interior library space will be administered by the County.

Prior Year Proffers Appropriated to the CIP Project:

Blue Springs View	ZMAP-2000-0012	$	564,521
Dean Property	ZMAP-2000-0008		353,955
Katama Woods	ZMAP-1995-0009		178,956
Kirkpatrick Farms	ZMAP-1995-0014		434,927
Poland Road Property	ZMAP-1999-0022		307,641
Total:		$	1,840,000

The Proffer Trust accounts funding this project can be referenced in the Proffer Fund Section of this document.



Funding

This project is funded with general obligation bonds and cash and in-kind proffers. The library building shell will be acquired via proffer (Stone Ridge – ZCPA-2002-0004). Bonds for the financed portion of the project were approved in November 2007.

Current Status

The building space for this project is proffered to be delivered to the County by June 30, 2011. A groundbreaking ceremony for the building was held by the developer on November 7, 2009. The build-out design for the condominium building is 65% complete. The build-out of the interior of the Library space will be completed by the County in FY 2012.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2013 and are estimated at $11.25 million over the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 2012 and is estimated at $1.47 million over the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	840	0	0	0	0	0	0	0	0	840
Furniture, Fixtures & Equip	0	0	3,660	0	0	0	0	3,660	0	3,660
Construction	1,000	0	5,530	0	0	0	0	5,530	0	6,530
Total Cost	**1,840**	**0**	**9,190**	**0**	**0**	**0**	**0**	**9,190**	**0**	**11,030**
GO Bonds	0	0	1,990	0	0	0	0	1,990	0	1,990
Proffers (Cash)	1,840	0	7,200	0	0	0	0	7,200	0	9,040
Total Financing	**1,840**	**0**	**9,190**	**0**	**0**	**0**	**0**	**9,190**	**0**	**11,030**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	2,629	2,734	2,870	3,014	11,247
Debt Service	0	50	377	363	349	335	1,474
Total Impact	**0**	**50**	**3,006**	**3,097**	**3,219**	**3,349**	**12,721**

Sterling Library Replacement

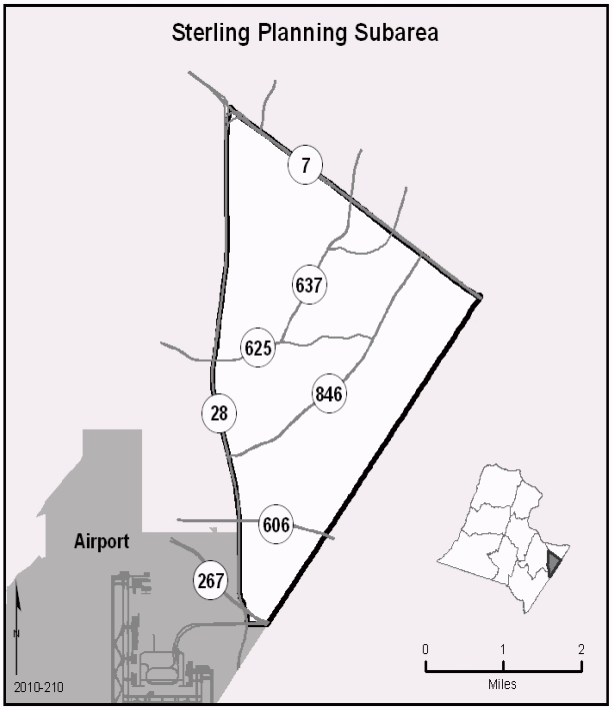
Project Description

This project plans to replace the current 8,000 square foot Sterling Library with a community library of up to 40,000 square feet in the Sterling Planning Subarea. The location of the new library is not known at this point in time. The County will be looking at all opportunities to provide a new library in the Sterling area - office space, storefront retail space, land acquisition, construction of a new facility, etc.

The library will serve the Sterling area, as well as other residential areas in eastern Loudoun County.

The replacement and relocation of the Sterling Library from its current location will allow the County to reprogram the space vacated by the library at the Sterling Community Center for other County uses.

This project was identified for inclusion in the CIP as part of the Potomac/Sterling Community Outreach Program.



Funding

This project is planned to be funded 100% by general obligation bonds.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

No debt service expense will be incurred during the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	1,935	1,935
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	3,650	3,650
Construction	0	0	0	0	0	0	0	0	13,840	13,840
Total Cost	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**19,425**	**19,425**
GO Bonds	0	0	0	0	0	0	0	0	19,425	19,425
Total Financing	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**19,425**	**19,425**

Ashburn Library Collection

Project Description

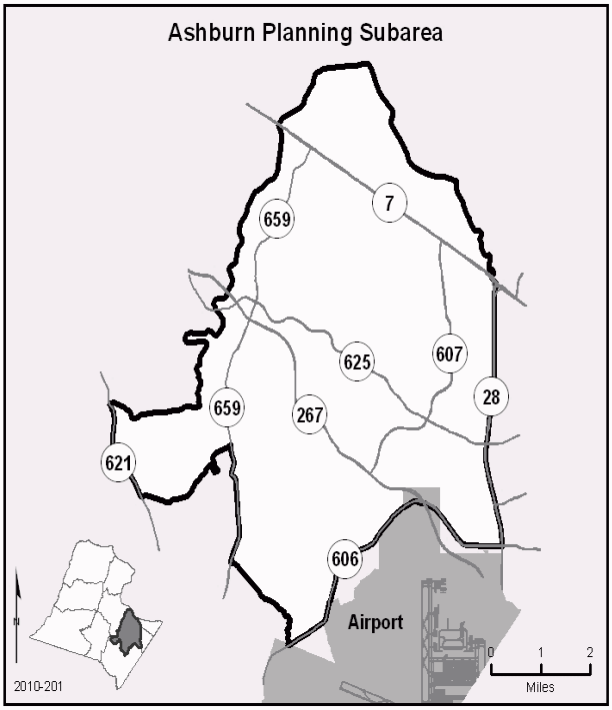
This project utilized cash proffers to acquire circulation materials for the Ashburn Library. This project replaced funding from the general fund in the Department of Library Services operating budget in FY 2009.

Proffers:

Moorefield Station	ZMAP-2001-0003	$750,000

Current Status

The Department of Library Services has established an expenditure plan to acquire the materials.



Funding

This project is funded with cash proffers from ZMAP-2001-0003 Moorefield Station.

Operating Impact

Operations & Maintenance

The Department of Library Services manages this acquisition program which requires no additional operations and maintenance expenses over the six-year planning period.

Debt Service

This project is funded with cash proffers; therefore, no debt service expense will be incurred.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Acquisition of Library Media	500	250	0	0	0	0	0	250	0	750
Total Cost	**500**	**250**	**0**	**0**	**0**	**0**	**0**	**250**	**0**	**750**
Proffers (Cash)	500	250	0	0	0	0	0	250	0	750
Total Financing	**500**	**250**	**0**	**0**	**0**	**0**	**0**	**250**	**0**	**750**

Dulles South Multipurpose Center (Phase II)

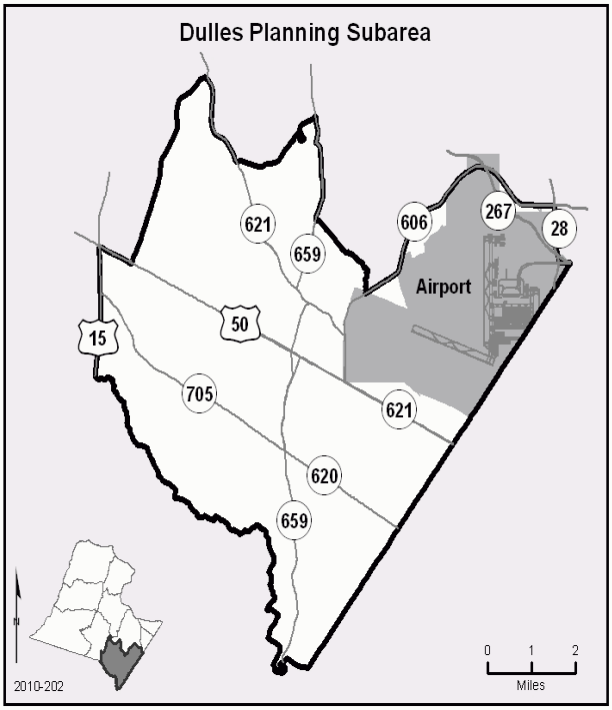
Project Description

This project provides for Phase II construction of an approximately 89,000 gross-square-foot recreation center on a County-owned parcel located on Riding Center Drive in the Dulles Planning Subarea. The implementation of this project is planned in two phases:

Phase I provided for the construction of a 23,900 gross square-foot community center to replace the aging Arcola Community Center. The facility space includes classrooms, a gym, preschool space, senior program space, and administrative support space. The Phase I appropriation included funds to design the Phase II addition.

The Phase II recreation center addition is scheduled to occur in FY 2015 and consists of approximately 65,000 gross square feet, which will include recreation and fitness areas, program facilities and an aquatics center.

A future Phase III addition, which includes a 15,000 square foot senior center, has not been designed yet and is planned for a future fiscal year.



Current Status

The Phase I Multipurpose Center was completed in Summer 2008. Phase II Design is 100% complete with construction proposed in FY 2015.

Funding

Bonds for the financed portion of Phase I of the project were approved in November 2004. Bonds for Phase II are scheduled for placement on the November 2014 referendum.

Operating Impact

Operations & Maintenance

The Department of Parks, Recreation and Community Services' adopted fee schedule for this facility will generate revenue to cover 100% of the facility's operating cost.

Debt Service

Debt service on Phase II is forecast to begin in FY 2016, and is estimated at $1.36 million over the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	1,200	0	0	0	0	0	0	0	0	1,200
Furniture, Fixtures & Equip	935	0	0	0	0	0	0	0	0	935
Const of Recreational Facility	7,200	0	0	0	0	36,365	0	36,365	0	43,565
Total Cost	**9,335**	**0**	**0**	**0**	**0**	**36,365**	**0**	**36,365**	**0**	**45,700**
GO Bonds	9,000	0	0	0	0	36,365	0	36,365	0	45,365
Local Tax Funding	335	0	0	0	0	0	0	0	0	335
Total Financing	**9,335**	**0**	**0**	**0**	**0**	**36,365**	**0**	**36,365**	**0**	**45,700**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	0	0	2,480	2,480
Debt Service	0	0	0	0	0	1,364	1,364
Total Impact	**0**	**0**	**0**	**0**	**0**	**3,844**	**3,844**

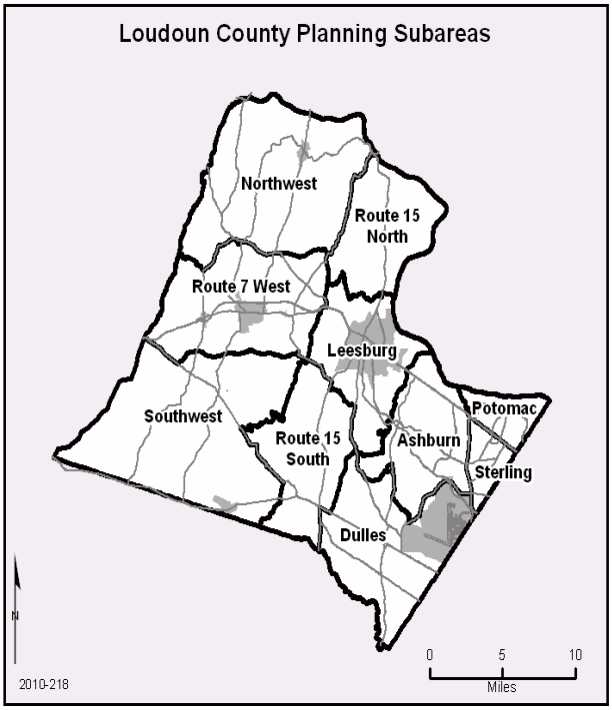
Community Center Renovations

Project Description

The Department of Parks, Recreation and Community Services and the Department of Construction and Waste Management are continuing to develop a community center renovation program based on programmatic service requirements.

The Bluemont Community Center and Lucketts Community Center projects commenced in FY 2009. The Sterling Community Center, Lovettsville Community Center, and Philomont Community Center are scheduled to commence in subsequent fiscal years. These renovation and expansion projects will bring the community centers into compliance with current building and occupancy codes, Federal mandates, and maintenance and programmatic requirements.

The projects include accessibility improvements related to the Americans with Disabilities Act (ADA), updating all systems for maintenance and code compliance (e.g., electrical, plumbing, fire suppression, security and information technology), repairing or replacing interior and exterior finishes, and other cosmetic improvements. Each project will begin with a complete facility and programmatic assessment to determine the final work scope. Increasing population and demand for services may require the expansion of some centers.



Current Status

In FY 2009, requests for proposals for the design of the Bluemont and Lucketts Community Centers were released. Requests for proposals for the Lovettsville, Philomont and Sterling Community Centers are planned in subsequent fiscal years.

Funding

This project is financed using general obligation bonds, which were approved in November 2007.

Operating Impact

Operations & Maintenance

The Department of Parks, Recreation and Community Services is forecasting a loss of operating revenues at the five centers during the renovation process. Operational impacts for each facility will be assessed prior to the renovation phase for that facility.

Debt Service

Debt service is forecast to begin in FY 2013, and is estimated at $1.93 million over the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	1,765	0	0	0	0	0	0	0	0	1,765
Furniture, Fixtures & Equip	200	150	0	0	0	0	0	150	0	350
Const of Existing Bldgs	6,160	5,235	0	0	0	0	0	5,235	0	11,395
Total Cost	**8,125**	**5,385**	**0**	**0**	**0**	**0**	**0**	**5,385**	**0**	**13,510**
GO Bonds	8,125	5,385	0	0	0	0	0	5,385	0	13,510
Total Financing	**8,125**	**5,385**	**0**	**0**	**0**	**0**	**0**	**5,385**	**0**	**13,510**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Debt Service	0	0	501	488	475	462	1,926
Total Impact	**0**	**0**	**501**	**488**	**475**	**462**	**1,926**

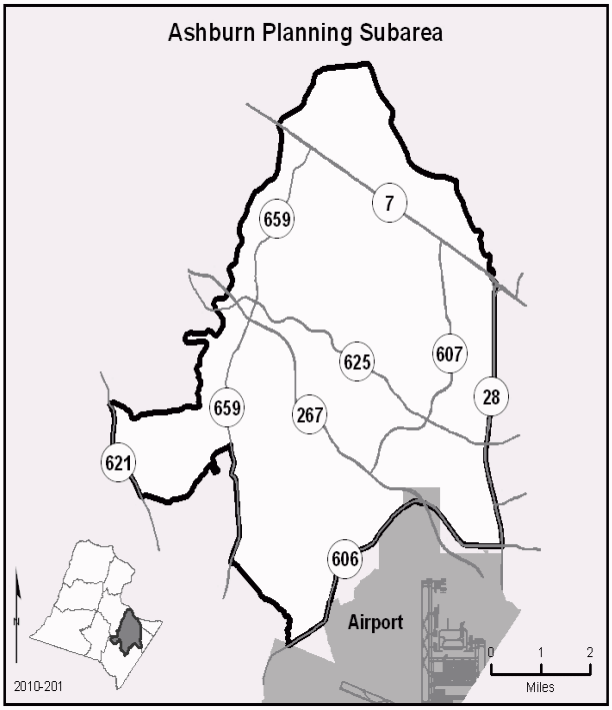
Eastern Loudoun Respite Center

Project Description

This project constructs a 4,000 square foot facility on a County-owned site in the University Center development in the Ashburn Planning Subarea.

This facility will provide a licensed adult day care program for up to 30 clients with memory loss and/or chronic physical disabilities. State licensure standards require a minimum of 40 square feet of usable program activity space per client, not including offices and support areas. The facility will also provide a clinic area, an outdoor program area, restrooms equipped with showers, office space, storage areas, and a food service area. The facility will be designed to provide a safe, hygienic and home-like environment.

The Department of Parks, Recreation and Community Services operates Respite Centers in Leesburg and Purcellville. The development of this Respite Center will alleviate transportation resource problems for families living in eastern Loudoun County by having the service provided in their area.



Current Status

In FY 2009, the Board of Supervisors deferred development of this project to mitigate operating impacts in FY 2010. During the FY 2011 Budget process, the Board of Supervisors authorized the commencement of the construction of the Respite Center beginning in FY 2011.

The Proffer Trust accounts funding this project can be referenced in the Proffer Fund Section of this document.

Funding

This project is funded using local tax funding and cash proffers.

Operating Impact

Operations & Maintenance

Operating impacts are anticipated to commence in FY 2012 and will total $2.89 million over the six-year planning period.

Debt Service

There is no impact to the County's debt service as this project is funded using local tax funding and cash proffers.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	180	0	0	0	0	0	0	0	0	180
Furniture, Fixtures & Equip	150	0	0	0	0	0	0	0	0	150
Construction	1,190	520	0	0	0	0	0	520	0	1,710
Total Cost	**1,520**	**520**	**0**	**0**	**0**	**0**	**0**	**520**	**0**	**2,040**
Local Tax Funding	1,520	0	0	0	0	0	0	0	0	1,520
Proffers (Cash)	0	520	0	0	0	0	0	520	0	520
Total Financing	**1,520**	**520**	**0**	**0**	**0**	**0**	**0**	**520**	**0**	**2,040**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	642	528	550	572	594	2,886
Total Impact	**0**	**642**	**528**	**550**	**572**	**594**	**2,886**

Teen Center (Ashburn/Leesburg)

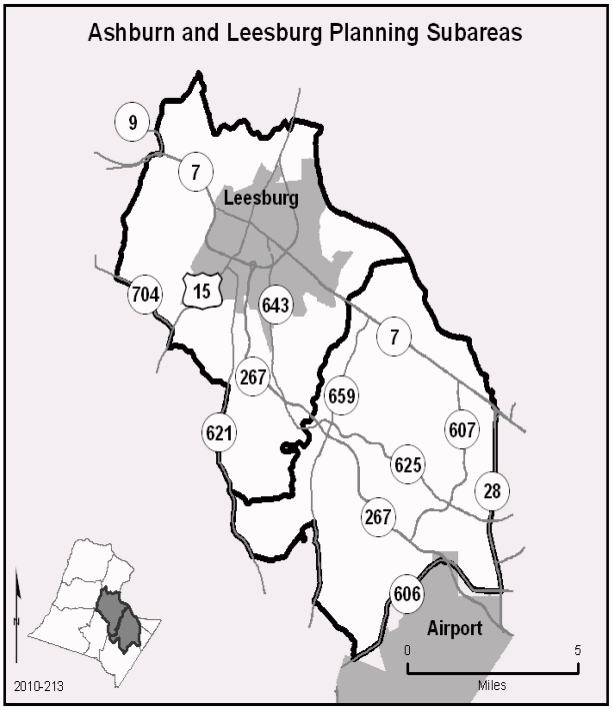
Project Description

This project would construct a 20,000 square-foot Teen Center in the Ashburn or Leesburg Planning Subareas in a future fiscal year.

The facility would include a large multipurpose room, exercise room, two meeting rooms, multimedia room, computer lab, digital arts studio, kitchen, snack bar, game area, restrooms, indoor and outdoor congregating areas, and staff and support space.

A minimum five-acre site is required to accommodate a stand-alone building, outdoor space, and parking. Co-locating the facility with a community or recreation center would offer program benefits and potential cost savings through shared program space.

The facility will be operated by the Department of Parks, Recreation and Community Services.



Funding

This project is planned to be 100% financed with general obligation bonds in a future fiscal year.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

No debt service expense will be incurred during the six-year planning period.

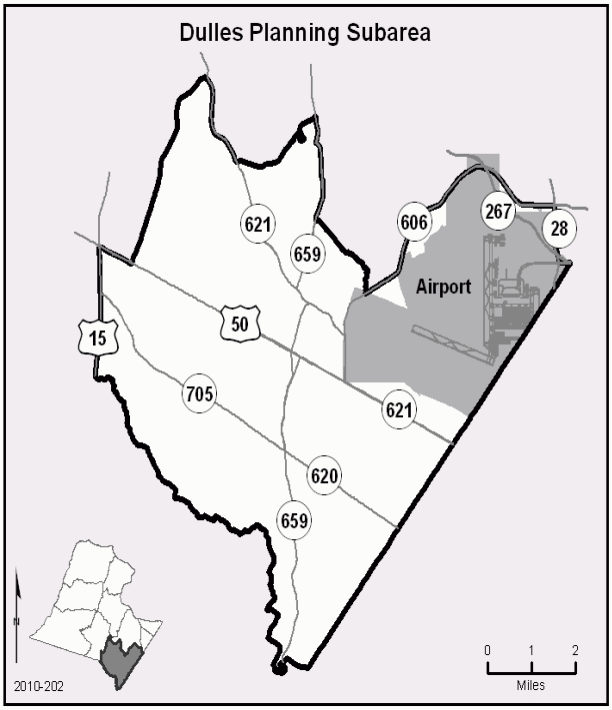
Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	1,000	1,000
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	1,000	1,000
Construction	0	0	0	0	0	0	0	0	8,530	8,530
Total Cost	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**10,530**	**10,530**
GO Bonds	0	0	0	0	0	0	0	0	10,530	10,530
Total Financing	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**10,530**	**10,530**

Hal and Berni Hanson Regional Park

Project Description

The Loudoun County Board of Supervisors approved the acquisition of a 257.35-acre parcel from the Hanson Family Partnership for a Regional Park to serve the Dulles Planning Subarea in the Fall of 2008. The acquisition is the culmination of negotiations with the Hanson family, Dominion Power and the National Park Service as a part of a United States Department of Interior program. The federal program permitted the County to sell a 5.03-acre park parcel to Dominion Power in exchange for a new park parcel of greater or equal value. The County used the funds from this sale of land to Dominion Power to purchase the Hanson Family parcel.

Final settlement on the property is contingent upon approval of the land exchange from the National Park Service and the United States Department of Interior. The County submitted the required documentation to the National Park Service in January 2009. The FY 2010 CIP included $250,000 in cash proffers to develop a master plan for a regional park with active and passive recreation uses on the site. $3.6 million in cash proffers is programmed in FY 2012 to begin the construction and development of park amenities.



Current Status

Prior Year Proffers Appropriated to the CIP Project:

ZMAP-1994-0017	Stone Ridge	$250,000

The Proffer Trust accounts funding this project can be referenced in the Proffer Fund Section of this document.

Funding

The Phase I portion of this project will be funded using cash proffers in FY 2012.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2013 and are estimated at $3.93 million over the six-year planning period.

Debt Service

Phase I of this project is funded using cash proffers; therefore, no debt service will be incurred.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	250	0	0	0	0	0	0	0	2,250	2,500
Land Acquisition	5,000	0	0	0	0	0	0	0	0	5,000
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	2,000	2,000
Construction	0	0	3,600	0	0	0	0	3,600	22,000	25,600
Total Cost	**5,250**	**0**	**3,600**	**0**	**0**	**0**	**0**	**3,600**	**26,250**	**35,100**
GO Bonds	0	0	0	0	0	0	0	0	26,250	26,250
Sale of Land	5,000	0	0	0	0	0	0	0	0	5,000
Proffers (Cash)	250	0	3,600	0	0	0	0	3,600	0	3,850
Total Financing	**5,250**	**0**	**3,600**	**0**	**0**	**0**	**0**	**3,600**	**26,250**	**35,100**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	1,040	925	962	1,000	3,927
Total Impact	**0**	**0**	**1,040**	**925**	**962**	**1,000**	**3,927**

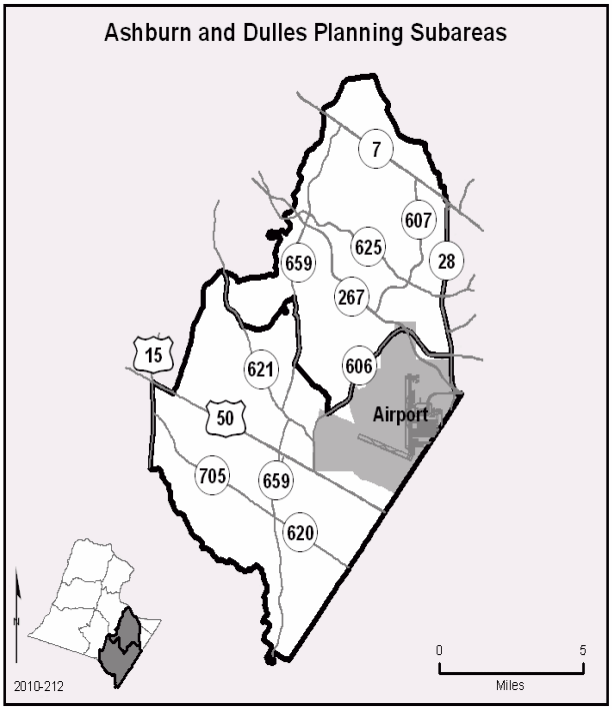
Brambleton District Park

Project Description

This project provides for the development of a proffered park site in the Brambleton area, which will consist of a total of nine athletic fields on approximately 26-acres to the east, and 33 acres to the west, of Belmont Ridge Road (Route 659). The portion of land west of Route 659 was dedicated by the developer of Brambleton to the Northern Virginia Regional Park Authority (NVRPA) at the request of the County. The County leases the use of these athletic fields from the Northern Virginia Regional Park Authority. The portion of land east of Route 659 is proffered to be dedicated to the County.

Proffers related to the development of the Park require the athletic fields on both tracts of land to be graded and seeded, and for the installation of goal posts, backstops, and home plates on the fields. The proffers do not provide for the construction of parking lots, access to the site from public roads, athletic field lighting, irrigation, utilities, or any other park amenities.

This project would provide Phase I enhancements to the park by adding fencing, utilities, parking, site access from public roads, trails, required landscaping, public restrooms, athletic field lighting, groundwater wells and irrigation to the park site. A future phase of development would include a concession building, staff offices, meeting rooms, storage, scorekeeper/umpire areas, maintenance facilities, picnic pavilions, and bleachers.



Current Status

The Proffer Trust accounts funding this project can be referenced in the Proffer Fund Section of this document.

Funding

This project is funded using local tax funding, cash proffers and debt financing. Land on the western side of the park is operated by the County via a lease with the Northern Virginia Park Authority. Land on the eastern side of the park will be acquired via proffer (Brambleton (1) – ZMAP-1993-0005).

Operating Impact

Operations & Maintenance

Additional operations and maintenance expenses will be assimilated into the Department of Parks, Recreation and Community Service's operating budget.

Debt Service

No debt service expense will be incurred during the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	350	0	0	0	0	0	0	0	50	400
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	1,000	1,000
Const of Recreational Facility	0	4,445	0	0	0	0	0	4,445	4,565	9,010
Total Cost	**350**	**4,445**	**0**	**0**	**0**	**0**	**0**	**4,445**	**5,615**	**10,410**
Debt Financing	0	0	0	0	0	0	0	0	5,615	5,615
Local Tax Funding	350	0	0	0	0	0	0	0	0	350
Proffers (Cash)	0	4,445	0	0	0	0	0	4,445	0	4,445
Total Financing	**350**	**4,445**	**0**	**0**	**0**	**0**	**0**	**4,445**	**5,615**	**10,410**

Edgar Tillett Memorial Park

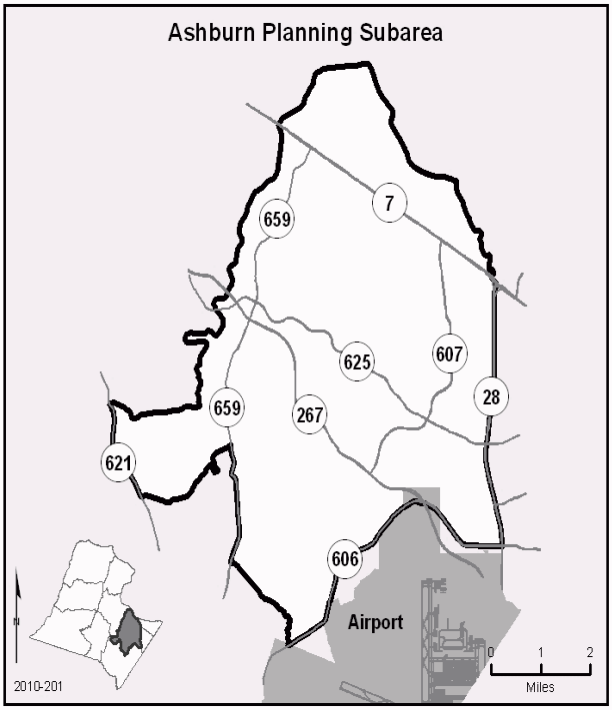
Project Description

This project provides for improvements to the 51.5-acre park site off of Belmont Ridge Road in the Broadlands development. The park currently contains two baseball fields and two softball fields, along with associated parking.

Cash proffers will be used in FY 2011 to provide facilities for restrooms and concessions, additional parking, trails, and a playground.

Current Status

The Proffer Trust accounts funding this project can be referenced in the Proffer Fund Section of this document.



Funding

This project is funded using cash and in-kind proffers, as well as gifts and donations.

Operating Impact

Operations & Maintenance

This project will be partially completed in FY 2011 and open for use in FY 2012. The improvements completed in FY 2011 will not incur operations and maintenance expenses during the six-year planning period.

Debt Service

No debt service expense will be incurred during the six-year planning period.

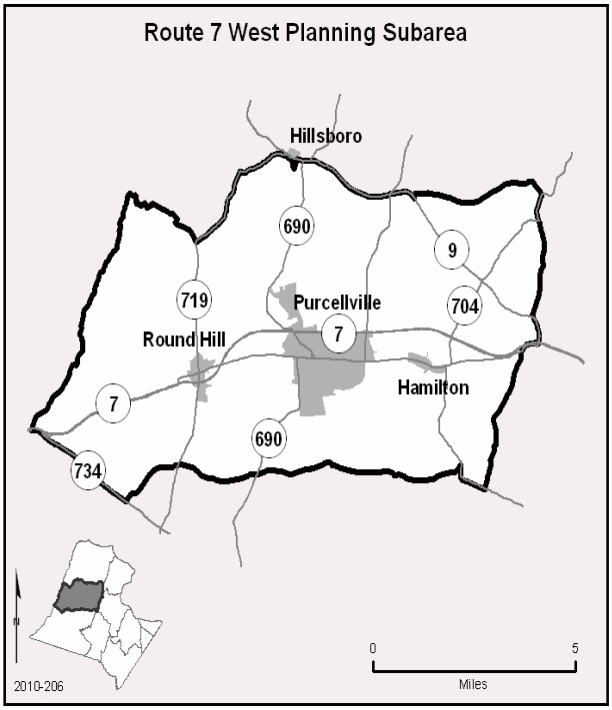
Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	125	90	0	0	0	0	0	90	0	215
Land Acquisition	25	0	0	0	0	0	0	0	0	25
Furniture, Fixtures & Equip	0	105	0	0	0	0	0	105	0	105
Const of Recreational Facility	2,105	1,000	0	0	0	0	0	1,000	0	3,105
Total Cost	**2,255**	**1,195**	**0**	**0**	**0**	**0**	**0**	**1,195**	**0**	**3,450**
Gifts & Donations	35	0	0	0	0	0	0	0	0	35
Proffers (Cash)	2,195	1,195	0	0	0	0	0	1,195	0	3,390
Proffers (In-kind)	25	0	0	0	0	0	0	0	0	25
Total Financing	**2,255**	**1,195**	**0**	**0**	**0**	**0**	**0**	**1,195**	**0**	**3,450**

Fields Farm Park

Project Description

This project will develop a park facility within a County-owned tract of land, known as Fields Farm, in the Route 7 West Planning Subarea in FY 2016. The Park would include athletic fields and supporting amenities such as athletic field lighting, fencing, utilities, parking, access from a public road, landscaping, public restrooms, 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.



Funding

This project is planned to be 100% financed by general obligation bonds, which are scheduled for placement on the November 2015 referendum.

Operating Impact

Operations & Maintenance

This project will open for use in a future fiscal year; no operations and maintenance expenses will be incurred during the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 2016 and is estimated at $12,000 over the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	30	0	0	0	0	0	1,500	1,500	0	1,530
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	550	550
Const of Recreational Facility	270	0	0	0	0	0	0	0	9,750	10,020
Total Cost	**300**	**0**	**0**	**0**	**0**	**0**	**1,500**	**1,500**	**10,300**	**12,100**
GO Bonds	0	0	0	0	0	0	1,500	1,500	10,300	11,800
Local Tax Funding	300	0	0	0	0	0	0	0	0	300
Total Financing	**300**	**0**	**0**	**0**	**0**	**0**	**1,500**	**1,500**	**10,300**	**12,100**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Debt Service	0	0	0	0	0	12	12
Total Impact	**0**	**0**	**0**	**0**	**0**	**12**	**12**

Lovettsville District Park

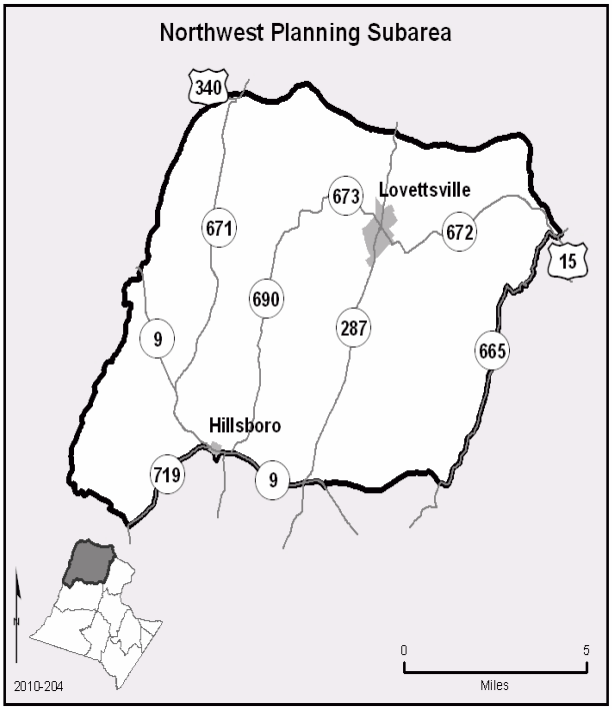
Project Description

This project would develop a 91-acre tract of land adjoining the Town of Lovettsville in the Northwest Planning Subarea as a District Park in FY 2016. The County acquired the land for the park but athletic fields and other park amenities still need to be constructed. Local gasoline tax funds were included in the project budget in FY 2011 and FY 2012 to develop access from a public road to the District Park.

The District Park would include nine athletic fields and supporting amenities such as athletic field lighting, fencing, utilities, parking, landscaping, public restrooms, groundwater wells, irrigation, staff offices, meeting rooms, storage, scorekeeper/umpire areas, maintenance facilities, picnic pavilions, and bleachers.

Funding

This project is planned to be funded through local tax funding, general obligation bonds and local gasoline tax funding. Bonds for the financed portion of the project were approved in November 2004. The remaining bonds are scheduled for placement on the November 2015 referendum.



Operating Impact

Operations & Maintenance

This park project will open for use in a future fiscal year; no operations and maintenance expenses will be incurred during the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 2016 and is estimated at $12,000 over the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	2,117	194	215	0	0	0	300	709	0	2,826
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	9,460	9,460	0	9,460
Total Cost	**2,117**	**194**	**215**	**0**	**0**	**0**	**10,760**	**11,169**	**0**	**13,286**
GO Bonds	1,300	0	0	0	0	0	10,760	10,760	0	12,060
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	0	194	215	0	0	0	0	409	0	409
Total Financing	**2,117**	**194**	**215**	**0**	**0**	**0**	**10,760**	**11,169**	**0**	**13,286**

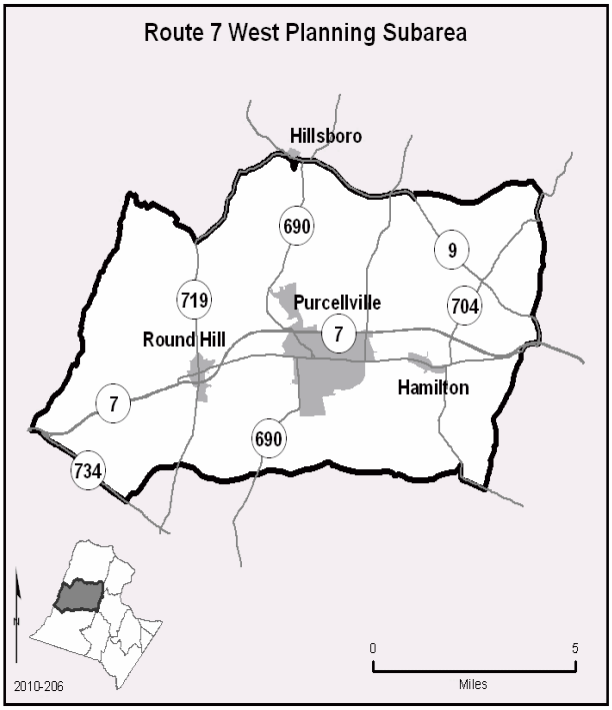
Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Debt Service	0	0	0	0	0	12	12
Total Impact	**0**	**0**	**0**	**0**	**0**	**12**	**12**

Scott Jenkins Memorial Park

Project Description

The Board of Supervisors acquired 34.1 acres in the Route 7 West Planning Subarea from the Virts Family to develop a public park in honor of their nephew, Scott Jenkins. The Virts Family provided 22.67-acres to the County via deed of gift. The County purchased an adjacent 11.43-acre parcel from the Family for the Park site. The value of the 22-acre Deed of Gift was $603,000.

The combination of the parcels will enable the County to design and construct an active recreation facility, Scott Jenkins Memorial Park, and the Harmony Park-and-Ride Lot on the property. Funding was appropriated in FY 2009 to construct the Park-and-Ride Lot and a 90' baseball field. These amenities are scheduled for completion in the Summer of 2011. Supplemental funding in the amount of $585,000 was provided in FY 2011 by the Board of Supervisors to complete the grading for the entire site, to include the remaining athletic fields scheduled for completion in FY 2012. Due to the grading of the entire site in FY 2011, the amount of debt required to be issued in FY 2012 to complete the athletic fields was reduced by $1,000,000. This project utilizes $1 million in gasoline tax funds to construct the 250-space Harmony Park-and-Ride Lot.



Funding

This project is planned to be funded using local tax funding, debt financing, gasoline tax funding, gifts and donations, and fund balance.

Operating Impact

Operations & Maintenance

Operations and Maintenance expenses are forecast to begin in FY 2012 and are estimated to total $226,000 over the six-year planning period.

Debt Service

Debt Service is forecast to begin in FY 2013 and is estimated to total $380,000 over the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	450	0	0	0	0	0	0	0	0	450
Land Acquisition	905	0	0	0	0	0	0	0	0	905
Const of Site Infrastructure	2,348	585	1,000	0	0	0	0	1,585	0	3,933
Total Cost	**3,703**	**585**	**1,000**	**0**	**0**	**0**	**0**	**1,585**	**0**	**5,288**
Debt Financing	0	0	1,000	0	0	0	0	1,000	0	1,000
Local Tax Funding	1,300	0	0	0	0	0	0	0	0	1,300
Fund Balance	0	585	0	0	0	0	0	585	0	585
Sale of Land	800	0	0	0	0	0	0	0	0	800
Gifts & Donations	603	0	0	0	0	0	0	0	0	603
Gas Tax/Transportation Fund	1,000	0	0	0	0	0	0	0	0	1,000
Total Financing	**3,703**	**585**	**1,000**	**0**	**0**	**0**	**0**	**1,585**	**0**	**5,288**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	42	43	45	47	49	226
Debt Service	0	0	99	96	94	91	380
Total Impact	**0**	**42**	**142**	**141**	**141**	**140**	**606**

Park Improvements

Project Description

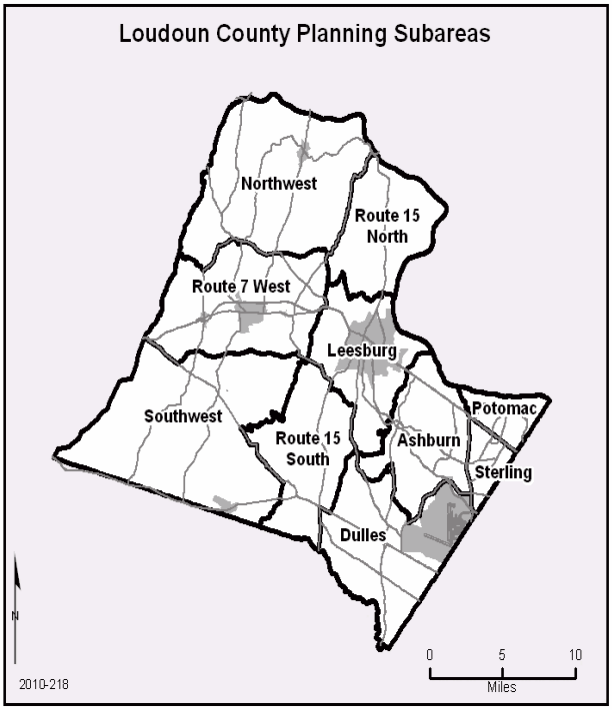
This project uses $3.569 million in cash proffers for improvements to eleven parks to enhance and extend the utilization of current parks operated by the County. The project enables the County to install public restrooms at County parks where temporary facilities have been in use, thus conforming to 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 Parks impacted by this improvements plan include:

Ashburn Planning Subarea:		
Bles Park	$	275,000
Lansdowne 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		895,000
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:	$	3,569,000

Current Status

The Proffer Trust accounts funding this project can be referenced in the Proffer Fund Section of this document.



Funding

This project is 100% funded through 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 planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Const of Recreational Facility	0	3,569	0	0	0	0	0	3,569	0	3,569
Total Cost	**0**	**3,569**	**0**	**0**	**0**	**0**	**0**	**3,569**	**0**	**3,569**
Proffers (Cash)	0	3,569	0	0	0	0	0	3,569	0	3,569
Total Financing	**0**	**3,569**	**0**	**0**	**0**	**0**	**0**	**3,569**	**0**	**3,569**

NOTES

Capital Improvement Program

SCHOOL CAPITAL PROJECTS SUMMARY

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SCHOOL CAPITAL PROJECTS

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Table 9 -1 Capital Improvement Program by Fund
Schedule of Appropriations
Adopted FY 2011 - FY 2016 Capital Improvement Program

Capital ($ in 1000s)	Prior To Date	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	CIP Total
School Capital Projects Fund										
Budgetary Cost										
Elementary Schools	960	27,820	51,075	0	55,400	0	0	134,295	0	135,255
Middle Schools	0	0	43,760	50,870	0	0	0	94,630	0	94,630
High Schools	0	0	8,470	178,740	92,850	0	8,000	288,060	96,370	384,430
Budgetary Cost	960	27,820	103,305	229,610	148,250	0	8,000	516,985	96,370	614,315
Funding Source										
GO Bonds	0	27,820	92,660	206,645	133,425	0	7,200	467,750	86,730	554,480
VPSA	960	0	0	0	0	0	0	0	0	960
Local Tax Funding	0	0	10,035	22,965	14,825	0	800	48,625	9,640	58,265
Fund Balance	0	0	610	0	0	0	0	610	0	610
Total Funding Source	960	27,820	103,305	229,610	148,250	0	8,000	516,985	96,370	614,315

SCHOOL CAPITAL PROJECTS

ELEMENTARY SCHOOLS

Table 9 - 2 Capital Improvement Program by Functional Area
Schedule of Appropriations
Adopted FY 2011 - FY 2016 Capital Improvement Program

Elementary Schools

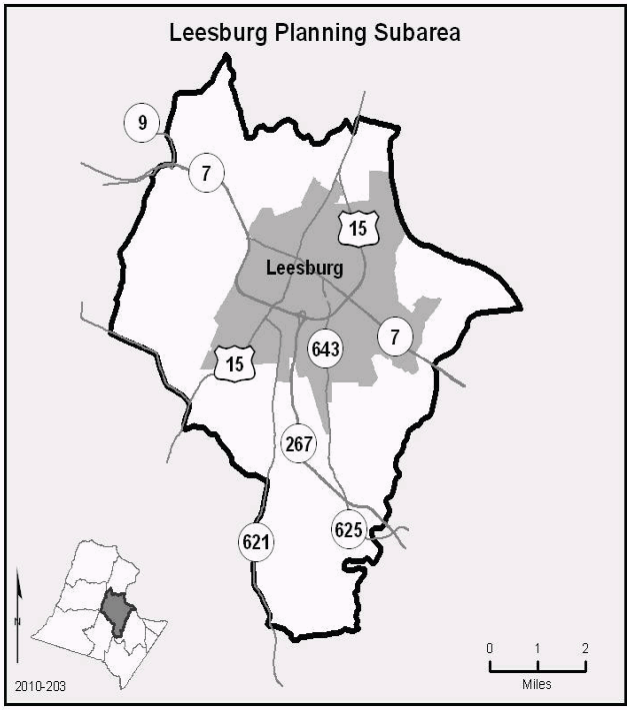
Capital ($ in 1000s)	Prior To Date	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	CIP Total
Projects										
-- (ES-15) Frederick Douglass Elementary School	0	27,820	0	0	0	0	0	27,820	0	27,820
-- (ES-16) Moorefield Station Elementary School	960	0	25,370	0	0	0	0	25,370	0	26,330
-- (ES-21) Dulles South Area Elementary School	0	0	0	0	27,700	0	0	27,700	0	27,700
-- (ES-22) Ashburn Area Elementary School	0	0	25,705	0	0	0	0	25,705	0	25,705
-- (ES-23) Arcola Center Elementary School	0	0	0	0	27,700	0	0	27,700	0	27,700
Budgetary Cost	960	27,820	51,075	0	55,400	0	0	134,295	0	135,255
Funding Source										
GO Bonds	0	27,820	45,660	0	49,860	0	0	123,340	0	123,340
VPSA	960	0	0	0	0	0	0	0	0	960
Local Tax Funding	0	0	4,805	0	5,540	0	0	10,345	0	10,345
Fund Balance	0	0	610	0	0	0	0	610	0	610
Total Funding Source	960	27,820	51,075	0	55,400	0	0	134,295	0	135,255

(ES-15) Frederick Douglass Elementary School

Project Description

This project will be an estimated 91,100 square feet and will be located on a site of approximately 20 usable acres. The elementary school will be designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade. The facility will contain a media center, cafeteria, multipurpose room, classrooms, and two unlighted outdoor playing fields (soccer and softball). The Loudoun County Public School System employs a prototypical two-story elementary school design which will be used for school sites that have development constraints.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.



Funding

This project is funded with general obligation bonds, which were voter approved at the November 2010 referendum. Local tax funding for land acquisition was appropriated in FY 04.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 13, and are estimated at $42.04 million during the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 13, and is estimated at $7.50 million over the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	5,565	0	0	0	0	0	5,565	0	5,565
Furniture, Fixtures & Equip	0	2,780	0	0	0	0	0	2,780	0	2,780
Construction	0	19,475	0	0	0	0	0	19,475	0	19,475
Total Cost	**0**	**27,820**	**0**	**0**	**0**	**0**	**0**	**27,820**	**0**	**27,820**
GO Bonds	0	27,820	0	0	0	0	0	27,820	0	27,820
Total Financing	**0**	**27,820**	**0**	**0**	**0**	**0**	**0**	**27,820**	**0**	**27,820**

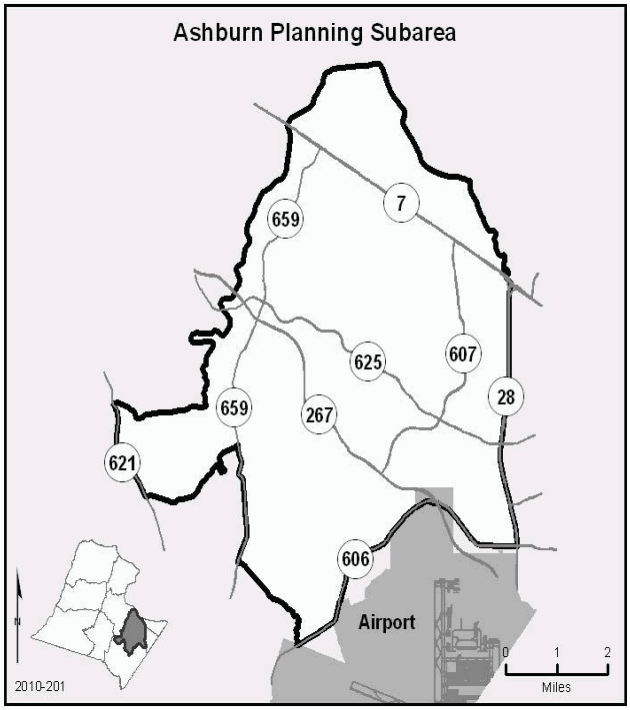
Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	9,975	10,324	10,685	11,059	42,043
Debt Service	0	0	1,821	1,945	1,895	1,840	7,501
Total Impact	**0**	**0**	**11,796**	**12,269**	**12,580**	**12,899**	**49,544**

(ES-16) Moorefield Station Elementary School

Project Description

This project will be an estimated 91,100 square feet and will be located on a proffered site of approximately 20 usable acres. The elementary school will be designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade. The facility will contain a media center, cafeteria, multipurpose room, classrooms, and two unlighted outdoor playing fields (soccer and softball). The Loudoun County Public Schools System employs a prototypical two-story elementary school design which will be used for school sites that have development constraints.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.



Current Status

This facility will be developed on a proffered public use site in the Moorefield Station development. Additional Virginia Public School Authority bond funding was appropriated during the FY 08 budget process for a new two-story design, which obviated the need to relocate a gas line.

Funding

This project is planned to be funded with a combination of Virginia Public School Authority (VPSA) bonds, local tax funding and general obligation bonds. The general obligation bonds will be scheduled for the November 2011 referendum.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 14, and are estimated at $32.07 million during the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 12, and is estimated at $8.25 million over the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	960	0	3,220	0	0	0	0	3,220	0	4,180
Furniture, Fixtures & Equip	0	0	2,610	0	0	0	0	2,610	0	2,610
Construction	0	0	19,540	0	0	0	0	19,540	0	19,540
Total Cost	**960**	**0**	**25,370**	**0**	**0**	**0**	**0**	**25,370**	**0**	**26,330**
GO Bonds	0	0	22,830	0	0	0	0	22,830	0	22,830
VPSA	960	0	0	0	0	0	0	0	0	960
Local Tax Funding	0	0	2,540	0	0	0	0	2,540	0	2,540
Total Financing	**960**	**0**	**25,370**	**0**	**0**	**0**	**0**	**25,370**	**0**	**26,330**

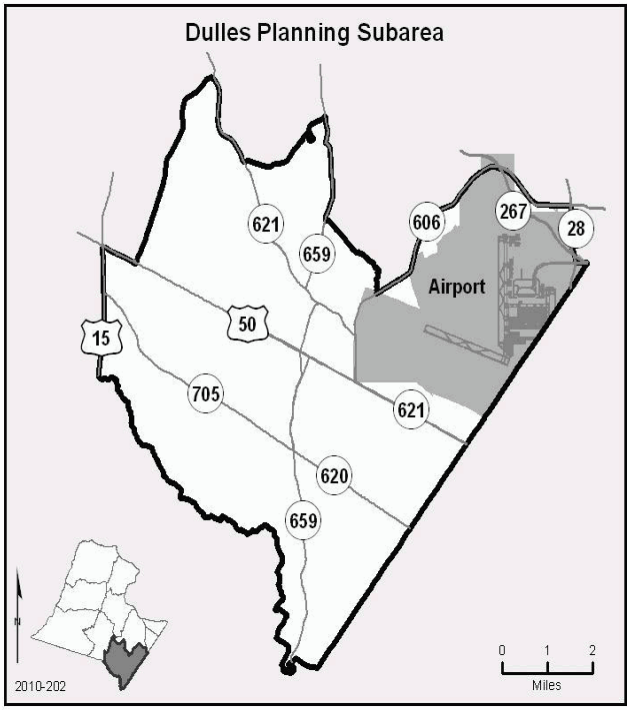
Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	10,324	10,685	11,059	32,068
Debt Service	0	94	1,025	2,332	2,441	2,361	8,253
Total Impact	**0**	**94**	**1,025**	**12,656**	**13,126**	**13,420**	**40,321**

(ES-21) Dulles South Area Elementary School

Project Description

This project will be an estimated 91,100 square feet and will be located on a site of approximately 20 usable acres. The elementary school will be designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade. The facility will contain a media center, cafeteria, multipurpose room, classrooms, and two unlighted outdoor playing fields (soccer and softball). The Loudoun County Public Schools System employs a prototypical two-story elementary school design which will be used for school sites that have development constraints.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.



Funding

This project is planned to be funded with local tax funding and general obligation bonds, which will be scheduled for placement on the November 2013 referendum. General obligation bonds for land acquisition were voter approved November 2007.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 16, and are estimated at $11.06 million during the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 14, and is estimated at $3.61 million over the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	3,510	0	0	3,510	0	3,510
Furniture, Fixtures & Equip	0	0	0	0	2,850	0	0	2,850	0	2,850
Construction	0	0	0	0	21,340	0	0	21,340	0	21,340
Total Cost	**0**	**0**	**0**	**0**	**27,700**	**0**	**0**	**27,700**	**0**	**27,700**
GO Bonds	0	0	0	0	24,930	0	0	24,930	0	24,930
Local Tax Funding	0	0	0	0	2,770	0	0	2,770	0	2,770
Total Financing	**0**	**0**	**0**	**0**	**27,700**	**0**	**0**	**27,700**	**0**	**27,700**

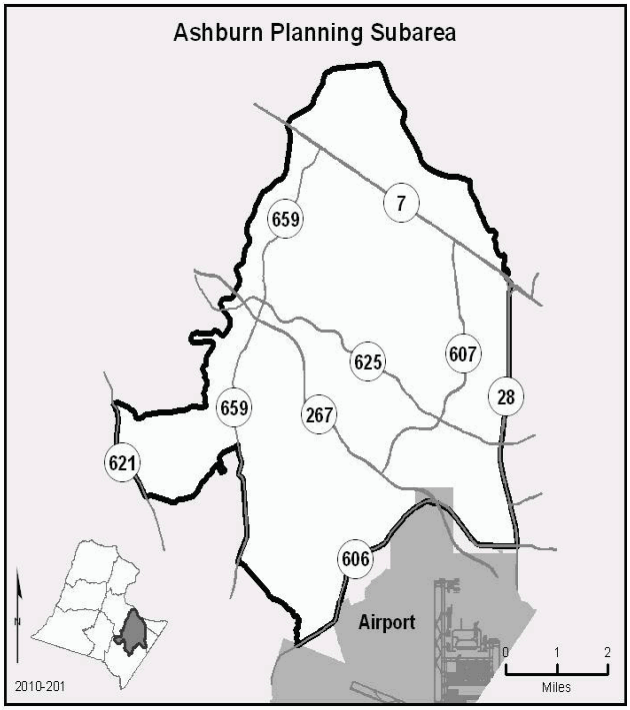
Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	0	0	11,059	11,059
Debt Service	0	0	0	63	1,003	2,547	3,613
Total Impact	**0**	**0**	**0**	**63**	**1,003**	**13,606**	**14,672**

(ES-22) Ashburn Area Elementary School

Project Description

This project will be an estimated 91,100 square feet and will be located on a site of approximately 20 usable acres. The elementary school will be designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade. The facility will contain a media center, cafeteria, multipurpose room, classrooms, and two unlighted outdoor playing fields (soccer and softball). The Loudoun County Public Schools System employs a prototypical two-story elementary school design which will be used for school sites that have development constraints.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.



Current Status

This facility will be developed on the County-owned Farmwell site.

Funding

This project is planned to be funded with fund balance (local tax funding) and general obligation bonds, which will be scheduled for placement on the November 2011 referendum.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 14, and are estimated at $32.07 million during the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 12, and is estimated at $8.26 million over the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	3,220	0	0	0	0	3,220	0	3,220
Furniture, Fixtures & Equip	0	0	2,610	0	0	0	0	2,610	0	2,610
Construction	0	0	19,875	0	0	0	0	19,875	0	19,875
Total Cost	**0**	**0**	**25,705**	**0**	**0**	**0**	**0**	**25,705**	**0**	**25,705**
GO Bonds	0	0	22,830	0	0	0	0	22,830	0	22,830
Local Tax Funding	0	0	2,265	0	0	0	0	2,265	0	2,265
Fund Balance	0	0	610	0	0	0	0	610	0	610
Total Financing	**0**	**0**	**25,705**	**0**	**0**	**0**	**0**	**25,705**	**0**	**25,705**

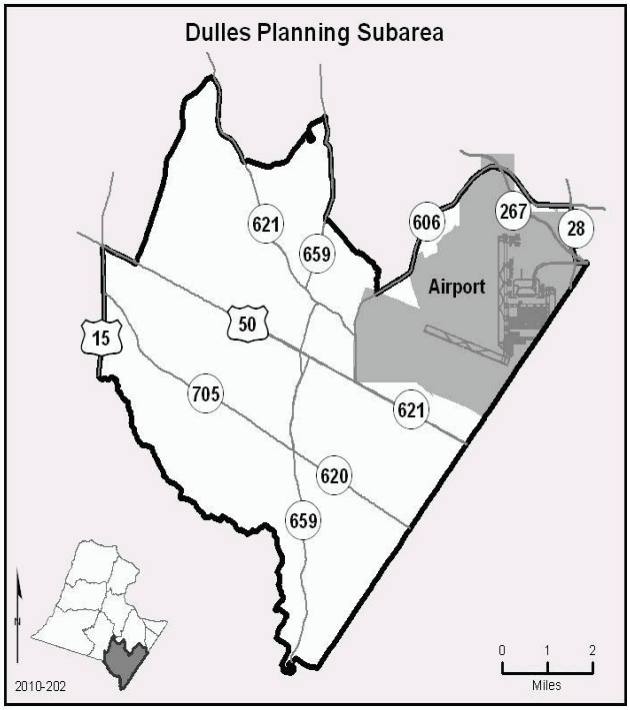
Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	10,324	10,685	11,059	32,068
Debt Service	0	94	1,032	2,332	2,441	2,361	8,260
Total Impact	**0**	**94**	**1,032**	**12,656**	**13,126**	**13,420**	**40,328**

(ES-23) Arcola Center Elementary School

Project Description

This project will be an estimated 91,100 square feet and will be located on a proffered site of approximately 20 usable acres. The elementary school will be designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade. The facility will contain a media center, cafeteria, multipurpose room, classrooms, and two unlighted outdoor playing fields (soccer and softball). The Loudoun County Public Schools System employs a prototypical two-story elementary school design which will be used for school sites that have development constraints.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.



Current Status

This facility will be developed on a proffered public use site in the Arcola Center development.

Funding

This project is planned to be funded with local tax funding and general obligation bonds, which will be scheduled for placement on the November 2013 referendum.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 16, and are estimated at $11.06 million during the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 14, and is estimated at $3.61 million over the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	3,510	0	0	3,510	0	3,510
Furniture, Fixtures & Equip	0	0	0	0	2,850	0	0	2,850	0	2,850
Construction	0	0	0	0	21,340	0	0	21,340	0	21,340
Total Cost	**0**	**0**	**0**	**0**	**27,700**	**0**	**0**	**27,700**	**0**	**27,700**
GO Bonds	0	0	0	0	24,930	0	0	24,930	0	24,930
Local Tax Funding	0	0	0	0	2,770	0	0	2,770	0	2,770
Total Financing	**0**	**0**	**0**	**0**	**27,700**	**0**	**0**	**27,700**	**0**	**27,700**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	0	0	11,059	11,059
Debt Service	0	0	0	63	1,003	2,547	3,613
Total Impact	**0**	**0**	**0**	**63**	**1,003**	**13,606**	**14,672**

NOTES

SCHOOL CAPITAL PROJECTS

MIDDLE SCHOOLS

Table 9 - 3 Capital Improvement Program by Functional Area
Schedule of Appropriations
Adopted FY 2011 - FY 2016 Capital Improvement Program

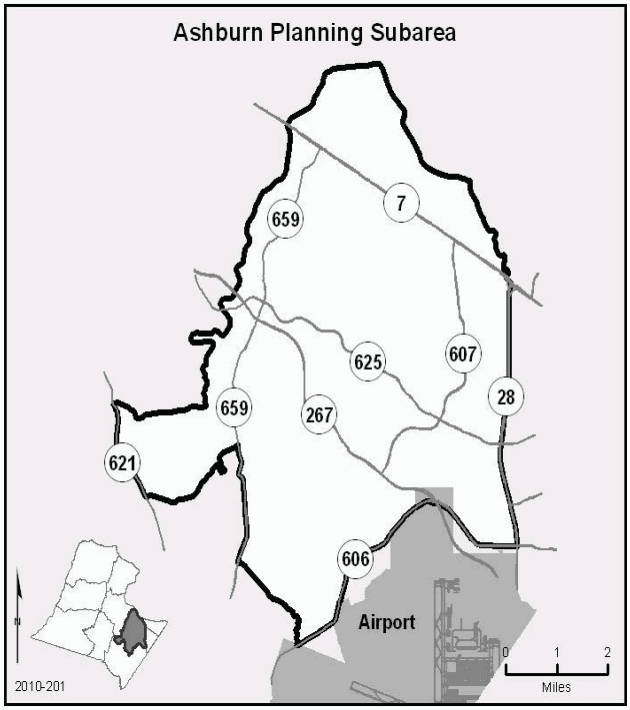
Capital ($ in 1000s)	Prior To Date	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	CIP Total
Middle Schools										
Projects										
-- (MS-6) Ashburn Area Middle School	0	0	43,760	0	0	0	0	43,760	0	43,760
-- (MS-9) Dulles North Area Middle School	0	0	0	47,220	0	0	0	47,220	0	47,220
-- Mercer Middle School Addition	0	0	0	3,650	0	0	0	3,650	0	3,650
Budgetary Cost	0	0	43,760	50,870	0	0	0	94,630	0	94,630
Funding Source										
GO Bonds	0	0	39,380	45,780	0	0	0	85,160	0	85,160
Local Tax Funding	0	0	4,380	5,090	0	0	0	9,470	0	9,470
Total Funding Source	0	0	43,760	50,870	0	0	0	94,630	0	94,630

(MS-6) Ashburn Area Middle School

Project Description

This project will be an estimated 168,780 square feet and will be located on a site of approximately 35 usable acres. The middle school will be designed for an anticipated program capacity of 1,350 students enrolled in grades Six through Eight. The facility will utilize the school "house" concept for individual grades and contain classrooms, a media center, cafeteria, auditorium, gymnasium, auxiliary gymnasium, and three unlighted outdoor playing fields (two soccer and one softball).

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.



Funding

This project is planned to be funded with local tax funding and general obligation bonds, which will be scheduled for placement on the November 2011 referendum. General obligation bonds for land acquisition were voter approved November 2006.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 15, and are estimated at $33.55 million during the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 12 and is estimated at $10.82 million over the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	6,775	0	0	0	0	6,775	0	6,775
Furniture, Fixtures & Equip	0	0	4,175	0	0	0	0	4,175	0	4,175
Construction	0	0	32,810	0	0	0	0	32,810	0	32,810
Total Cost	**0**	**0**	**43,760**	**0**	**0**	**0**	**0**	**43,760**	**0**	**43,760**
GO Bonds	0	0	39,380	0	0	0	0	39,380	0	39,380
Local Tax Funding	0	0	4,380	0	0	0	0	4,380	0	4,380
Total Financing	**0**	**0**	**43,760**	**0**	**0**	**0**	**0**	**43,760**	**0**	**43,760**

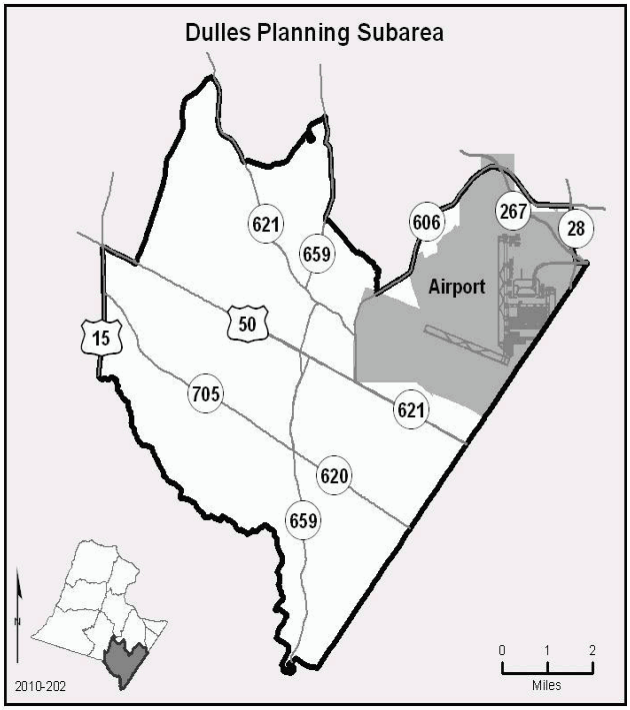
Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	0	16,485	17,062	33,547
Debt Service	0	148	815	1,661	3,989	4,209	10,822
Total Impact	**0**	**148**	**815**	**1,661**	**20,474**	**21,271**	**44,369**

(MS-9) Dulles North Area Middle School

Project Description

This project will be an estimated 168,780 square feet and will be located on a site of approximately 35 usable acres. The middle school will be designed for an anticipated program capacity of 1,350 students enrolled in grades Six through Eight. The facility will utilize the school "house" concept for individual grades and contain classrooms, a media center, cafeteria, auditorium, gymnasium, auxiliary gymnasium, and three unlighted outdoor playing fields (two soccer and one softball).

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.



Funding

This project is planned to be funded with local tax funding and general obligation bonds, which will be scheduled for placement on the November 2012 referendum.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 15, and are estimated at $17.06 million during the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 14, and is estimated at $7.24 million over the six-year planning period.

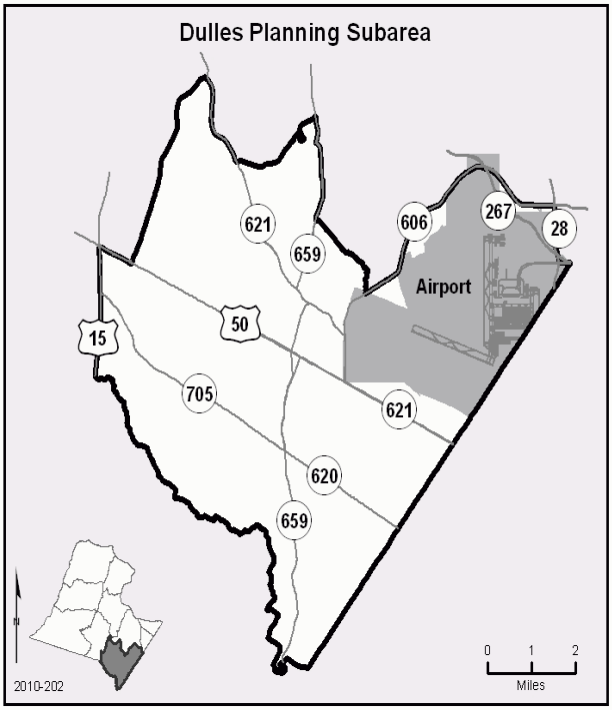
Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	7,265	0	0	0	7,265	0	7,265
Furniture, Fixtures & Equip	0	0	0	4,360	0	0	0	4,360	0	4,360
Construction	0	0	0	35,595	0	0	0	35,595	0	35,595
Total Cost	**0**	**0**	**0**	**47,220**	**0**	**0**	**0**	**47,220**	**0**	**47,220**
GO Bonds	0	0	0	42,495	0	0	0	42,495	0	42,495
Local Tax Funding	0	0	0	4,725	0	0	0	4,725	0	4,725
Total Financing	**0**	**0**	**0**	**47,220**	**0**	**0**	**0**	**47,220**	**0**	**47,220**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	0	0	17,062	17,062
Debt Service	0	0	0	979	1,968	4,294	7,241
Total Impact	**0**	**0**	**0**	**979**	**1,968**	**21,356**	**24,303**

Mercer Middle School Addition

Project Description

This project will provide for the construction of a classroom addition to Mercer Middle School, which will increase the school's program capacity to 1,350 students. While providing additional student space in the Dulles South area, the addition will also create a better and more equal size feed to Mercer Middle School's paired high school, John Champe High School (HS-7).



Funding

This project is planned to be funded with local tax funding and general obligation bonds, which will be scheduled for placement on the November 2012 referendum.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 15, and are estimated at $4.75 million during the six-year planning period.

Debt Service

Debt Service is forecast to begin in FY 15, and is estimated at $579,000 over the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	1,045	0	0	0	1,045	0	1,045
Furniture, Fixtures & Equip	0	0	0	50	0	0	0	50	0	50
Construction of Additions to Bldgs	0	0	0	2,555	0	0	0	2,555	0	2,555
Total Cost	**0**	**0**	**0**	**3,650**	**0**	**0**	**0**	**3,650**	**0**	**3,650**
GO Bonds	0	0	0	3,285	0	0	0	3,285	0	3,285
Local Tax Funding	0	0	0	365	0	0	0	365	0	365
Total Financing	**0**	**0**	**0**	**3,650**	**0**	**0**	**0**	**3,650**	**0**	**3,650**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	0	2,332	2,414	4,746
Debt Service	0	0	0	0	222	357	579
Total Impact	**0**	**0**	**0**	**0**	**2,554**	**2,771**	**5,325**

NOTES

SCHOOL CAPITAL PROJECTS

HIGH SCHOOLS

Table 9 - 4 Capital Improvement Program by Functional Area
Schedule of Appropriations
Adopted FY 2011 - FY 2016 Capital Improvement Program

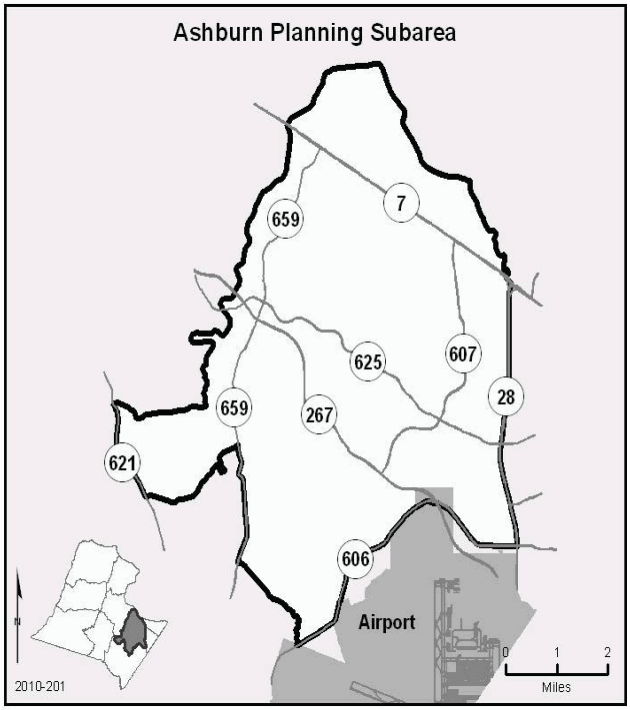
Capital ($ in 1000s)	Prior To Date	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	CIP Total
High Schools										
Projects										
-- (HS-6) Loudoun Valley Estates II High School	0	0	0	88,850	0	0	0	88,850	0	88,850
-- (HS-8) Ashburn Area High School	0	0	4,500	85,510	0	0	0	90,010	0	90,010
-- (HS-11) Dulles North Area High School	0	0	0	0	92,850	0	0	92,850	0	92,850
-- Freedom High School Addition	0	0	0	4,380	0	0	0	4,380	0	4,380
-- Advanced Technology Academy	0	0	0	0	0	0	8,000	8,000	96,370	104,370
-- Park View High School Science Lab/Art Studio Renovation	0	0	3,970	0	0	0	0	3,970	0	3,970
Budgetary Cost	0	0	8,470	178,740	92,850	0	8,000	288,060	96,370	384,430
Funding Source										
GO Bonds	0	0	7,620	160,865	83,565	0	7,200	259,250	86,730	345,980
Local Tax Funding	0	0	850	17,875	9,285	0	800	28,810	9,640	38,450
Total Funding Source	0	0	8,470	178,740	92,850	0	8,000	288,060	96,370	384,430

(HS-6) Loudoun Valley Estates II High School

Project Description

This project will be an estimated 279,000 square feet and will be located on a proffered site of approximately 75 usable acres. The high school will be designed for an anticipated program capacity of 1,800 students enrolled in grades Nine through Twelve. The facility will contain classrooms, a media center, cafeteria, gymnasium, auxiliary gymnasium, outdoor playing fields, and other associated spaces to support the high school program.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.



Funding

This project is planned to be funded with local tax funding and general obligation bonds, which will be scheduled for placement on the November 2012 referendum. Land has been proffered (Loudoun Valley Estates II – ZMAP 2002-0011).

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 16, and are estimated at $22.75 million during the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 14, and is estimated at $15.24 million over the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	15,280	0	0	0	15,280	0	15,280
Furniture, Fixtures & Equip	0	0	0	8,685	0	0	0	8,685	0	8,685
Construction	0	0	0	64,885	0	0	0	64,885	0	64,885
Total Cost	**0**	**0**	**0**	**88,850**	**0**	**0**	**0**	**88,850**	**0**	**88,850**
GO Bonds	0	0	0	79,965	0	0	0	79,965	0	79,965
Local Tax Funding	0	0	0	8,885	0	0	0	8,885	0	8,885
Total Financing	**0**	**0**	**0**	**88,850**	**0**	**0**	**0**	**88,850**	**0**	**88,850**

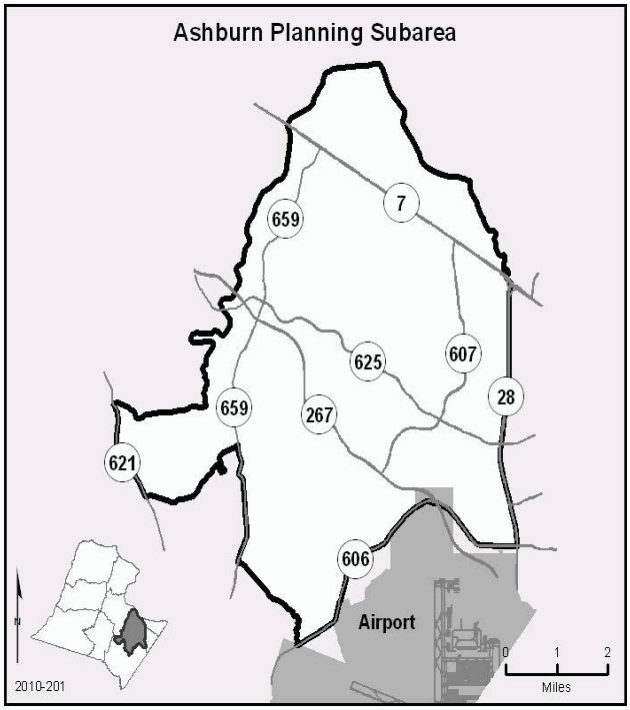
Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	0	0	22,750	22,750
Debt Service	0	0	0	1,279	5,653	8,305	15,237
Total Impact	**0**	**0**	**0**	**1,279**	**5,653**	**31,055**	**37,987**

(HS-8) Ashburn Area High School

Project Description

This project will be an estimated 279,000 square feet and will be located on a site of approximately 75 usable acres. The high school will be designed for an anticipated program capacity of 1,800 students enrolled in grades Nine through Twelve. The facility will contain classrooms, a media center, cafeteria, gymnasium, auxiliary gymnasium, outdoor playing fields, and other associated spaces to support the high school program.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.



Funding

This project is planned to be funded with local tax funding and general obligation bonds, which will be scheduled for placement on the November 2011 referendum.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 16, and are estimated at $22.75 million during the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 12 and is estimated at $15.72 million over the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	4,500	10,715	0	0	0	15,215	0	15,215
Furniture, Fixtures & Equip	0	0	0	9,555	0	0	0	9,555	0	9,555
Construction	0	0	0	65,240	0	0	0	65,240	0	65,240
Total Cost	**0**	**0**	**4,500**	**85,510**	**0**	**0**	**0**	**90,010**	**0**	**90,010**
GO Bonds	0	0	4,050	76,960	0	0	0	81,010	0	81,010
Local Tax Funding	0	0	450	8,550	0	0	0	9,000	0	9,000
Total Financing	**0**	**0**	**4,500**	**85,510**	**0**	**0**	**0**	**90,010**	**0**	**90,010**

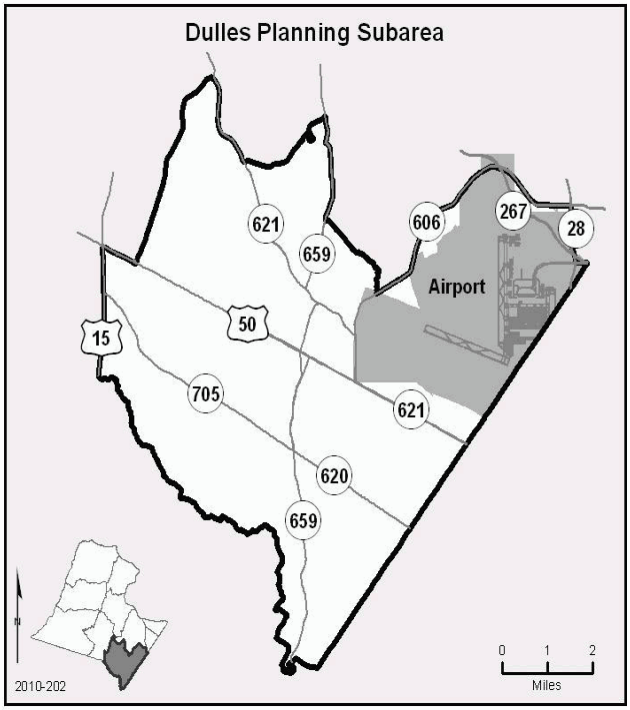
Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	0	0	22,750	22,750
Debt Service	0	113	444	1,026	5,742	8,391	15,716
Total Impact	**0**	**113**	**444**	**1,026**	**5,742**	**31,141**	**38,466**

(HS-11) Dulles North Area High School

Project Description

This project will be an estimated 279,000 square feet and will be located on a site of approximately 75 usable acres. The high school will be designed for an anticipated program capacity of 1,800 students enrolled in grades Nine through Twelve. The facility will contain classrooms, a media center, cafeteria, gymnasium, auxiliary gymnasium, outdoor playing fields, and other associated spaces to support the high school program.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.



Funding

This project is planned to be funded with local tax funding and general obligation bonds, which will be scheduled for placement on the November 2013 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

Debt service is forecast to begin in FY 16, and is estimated at $1.34 million over the six-year planning period.

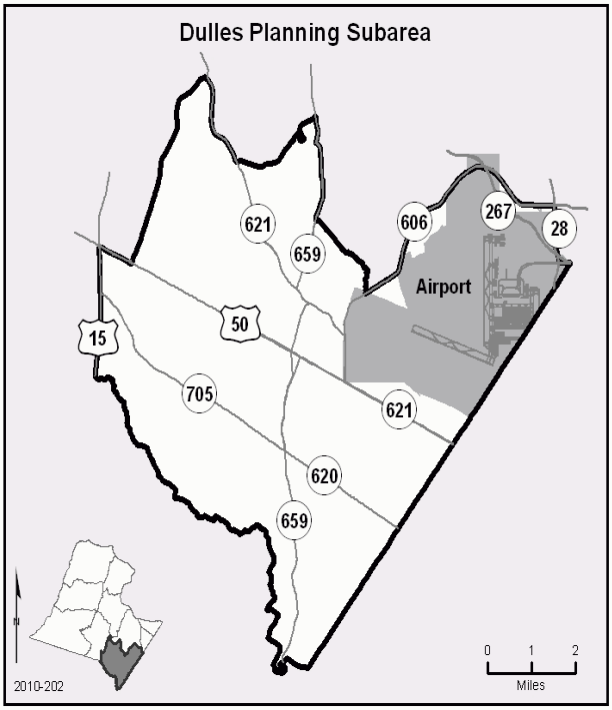
Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	15,970	0	0	15,970	0	15,970
Furniture, Fixtures & Equip	0	0	0	0	9,075	0	0	9,075	0	9,075
Construction	0	0	0	0	67,805	0	0	67,805	0	67,805
Total Cost	**0**	**0**	**0**	**0**	**92,850**	**0**	**0**	**92,850**	**0**	**92,850**
GO Bonds	0	0	0	0	83,565	0	0	83,565	0	83,565
Local Tax Funding	0	0	0	0	9,285	0	0	9,285	0	9,285
Total Financing	**0**	**0**	**0**	**0**	**92,850**	**0**	**0**	**92,850**	**0**	**92,850**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Debt Service	0	0	0	0	0	1,338	1,338
Total Impact	**0**	**0**	**0**	**0**	**0**	**1,338**	**1,338**

Freedom High School Addition

Project Description

This project will provide for the construction of a classroom addition to Freedom High School, which will increase the school's program capacity to 1,800 students. While providing additional student space in the Dulles South area, the addition will also create a better and more equal size feed 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, which will be scheduled for placement on the November 2012 referendum.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 15, and are estimated at $4.23 million during the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 15, and is estimated at $779,000 over the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	1,210	0	0	0	1,210	0	1,210
Furniture, Fixtures & Equip	0	0	0	50	0	0	0	50	0	50
Construction	0	0	0	3,120	0	0	0	3,120	0	3,120
Total Cost	**0**	**0**	**0**	**4,380**	**0**	**0**	**0**	**4,380**	**0**	**4,380**
GO Bonds	0	0	0	3,940	0	0	0	3,940	0	3,940
Local Tax Funding	0	0	0	440	0	0	0	440	0	440
Total Financing	**0**	**0**	**0**	**4,380**	**0**	**0**	**0**	**4,380**	**0**	**4,380**

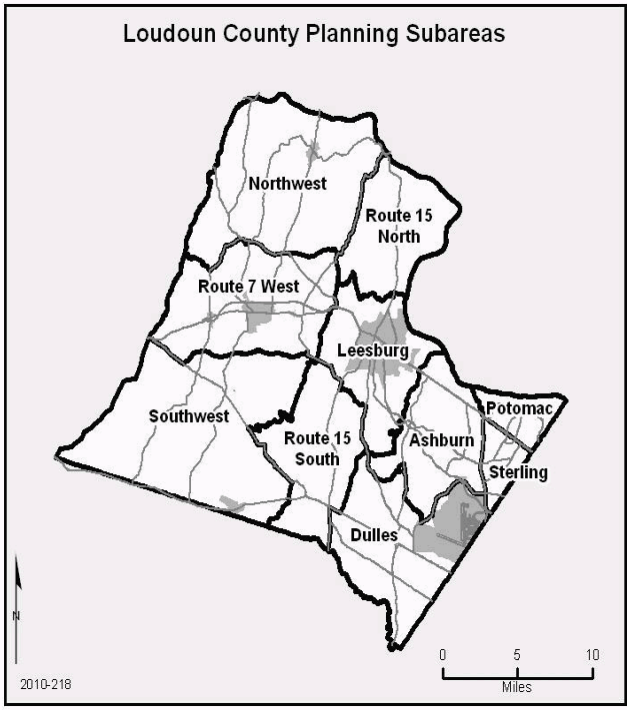
Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	0	2,076	2,149	4,225
Debt Service	0	0	0	0	357	422	779
Total Impact	**0**	**0**	**0**	**0**	**2,433**	**2,571**	**5,004**

Advanced Technology Academy

Project Description

This project will provide a replacement for the Charles S. Monroe Technology Center. The building exterior and interior will be consistent with a professional business environment which will provide space for an anticipated program capacity of 1,000 students, typically in grades 11 and 12. This facility will include instructional and lab spaces that support the instructional program, a media center, and an open pavilion area for serving lunch and/or hosting meetings with advisory groups and business partners.

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, which will be scheduled for placement on the November 2015 referendum. A site needs to be acquired for this facility.

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

Debt service is forecast to begin in FY 16, and is estimated at $180,000 over the six-year planning period.

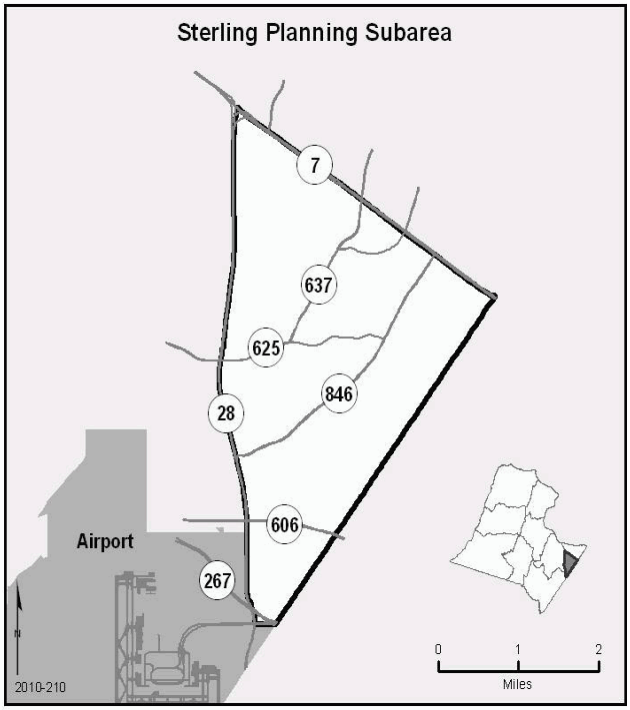
Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	8,000	8,000	9,565	17,565
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	11,720	11,720
Construction	0	0	0	0	0	0	0	0	75,085	75,085
Total Cost	**0**	**0**	**0**	**0**	**0**	**0**	**8,000**	**8,000**	**96,370**	**104,370**
GO Bonds	0	0	0	0	0	0	7,200	7,200	86,730	93,930
Local Tax Funding	0	0	0	0	0	0	800	800	9,640	10,440
Total Financing	**0**	**0**	**0**	**0**	**0**	**0**	**8,000**	**8,000**	**96,370**	**104,370**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Debt Service	0	0	0	0	0	180	180
Total Impact	**0**	**0**	**0**	**0**	**0**	**180**	**180**

Park View High School Science Lab/Art Studio Renovation

Project Description

The Park View High School renovation will refurbish the existing science and art instructional spaces. The casework, ventilation, plumbing fixtures and other built-in ancillary components will be replaced in addition to lighting fixtures, flooring and finishes.



Funding

This project is planned to be funded with local tax funding and general obligation bonds, which will be scheduled for placement on the November 2011 referendum.

Operating Impact

Operations & Maintenance

The annual cost for incremental operations and maintenance as a result of these renovations is nominal, and will be incorporated into the facility's base operating budget as required.

Debt Service

Debt service is forecast to begin in FY 13, and is estimated at $1.40 million over the six-year planning period.

Capital ($ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012 Adopted	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	780	0	0	0	0	780	0	780
Furniture, Fixtures & Equip	0	0	50	0	0	0	0	50	0	50
Const of Existing Bldgs	0	0	3,140	0	0	0	0	3,140	0	3,140
Total Cost	**0**	**0**	**3,970**	**0**	**0**	**0**	**0**	**3,970**	**0**	**3,970**
GO Bonds	0	0	3,570	0	0	0	0	3,570	0	3,570
Local Tax Funding	0	0	400	0	0	0	0	400	0	400
Total Financing	**0**	**0**	**3,970**	**0**	**0**	**0**	**0**	**3,970**	**0**	**3,970**

Operating Impact ($ in 1000s)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Debt Service	0	0	164	426	413	400	1,403
Total Impact	**0**	**0**	**164**	**426**	**413**	**400**	**1,403**

Debt Service Fund

DEBT SERVICE FUND SUMMARY

Debt Service Fund..... Page 10 – 2

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 2012 Adopted Debt Service expenditures are shown *Table 1, Debt Service Expenditures & Funding Sources* below. Expenditures are comprised of the actual amount of principal and interest payments due on debt issued in prior years, and the projected amount of principal and interest payments due in FY 2012 on debt scheduled to be issued in FY 2012 (if any), 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) 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

	FY 2009 Actual	FY 2010 Adopted	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Debt Service Fund Revenues					
Use of Fund Balance	$4,194,828	*$16,706,045*	*$19,116,001*	*$7,763,763*	*$10,602,638*
Interest Earnings	$6,186,973	$3,000,000	$1,840,933	$1,000,000	$500,000
Interest Rebate – Build America Bonds	n/a	n/a	n/a	n/a	$754,217
Transfers from Other Funds[1]	$14,241,277	$863,085	$7,801,562	$0	$656,883
Bond Issuance Premium and Refunding Proceeds	$18,800,416	$0	$2,959,133	$0	$0
Total Fund Revenue	***$43,423,494***	***$20,569,130***	***$31,717,629***	***$8,763,763***	***$12,513,738***
Debt Service Fund Expenditures					
Debt Service - County Projects	$29,475,386	$38,418,509	$29,441,647	$39,275,889	$40,333,846
Debt Service - Schools Projects	$110,579,185	$111,485,143	$109,185,316	$120,648,084	$118,334,264
Transfers to Other Funds[1]	$23,157,955	$0	$6,665,801	$90,000	$90,000
Costs of Issuance (Trustee Fees, etc)	$1,765,936	$0	$289,695	$0	$0
Total Fund Expenditures	**$164,978,462**	**$149,903,652**	**$145,582,459**	**$160,013,973**	**$158,758,110**
Total Local Tax Funding	**$121,554,968**	***$129,334,522***	***$113,864,830***	***$151,250,210***	***$146,244,372***

[1]Transfers into the Debt Service Fund are primarily from the Public Facilities (Proffer) 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 2010 Transfers to Other Funds included $336,177 for transferred to the General Fund for Costs of Issuance.)

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 2012 – FY 2016. *Figure 2* presents this same information, but throughout 2046, when the last payment will be made on debt issued through FY 2016.

Figure 1: Total Debt Service Expenditures FY 12 - FY 16

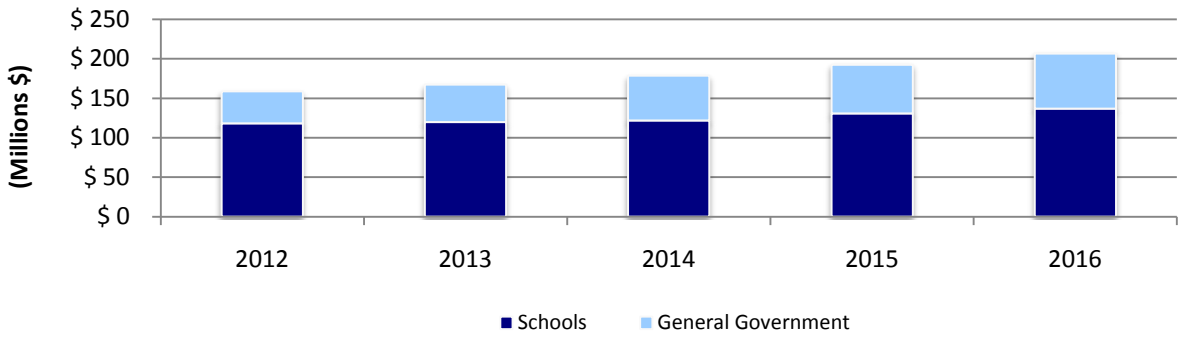
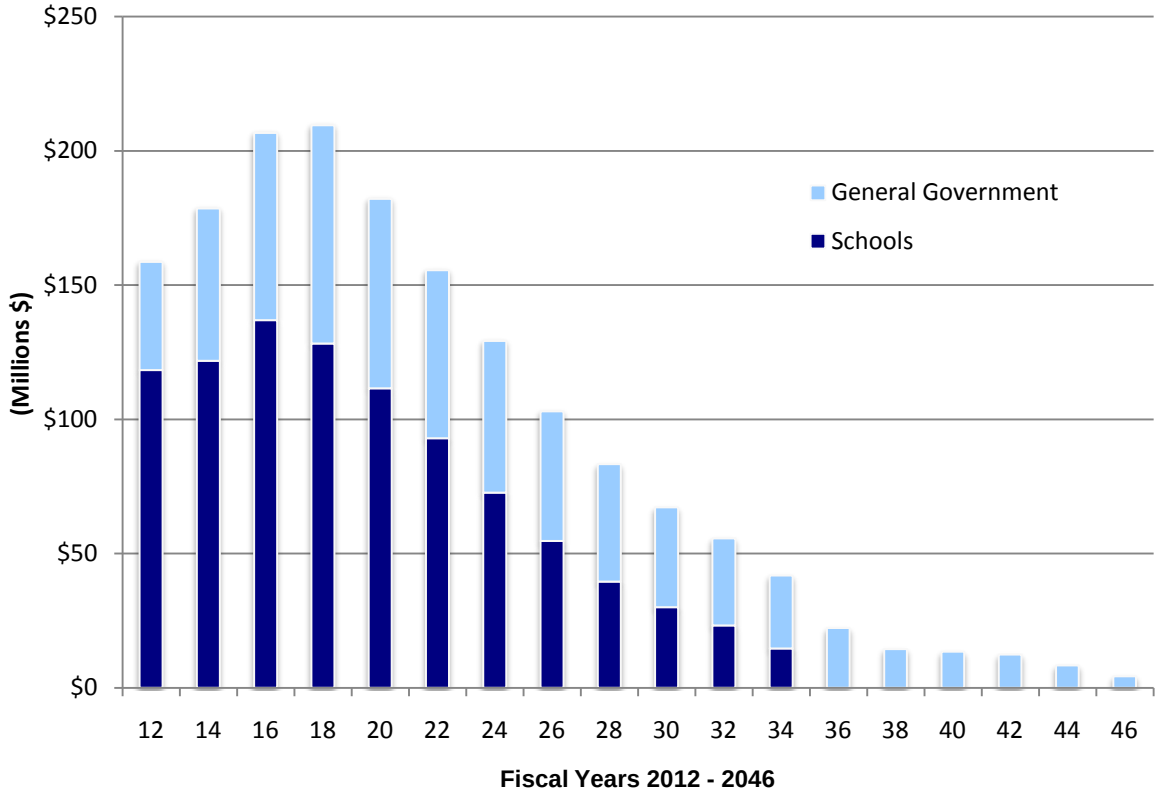


Figure 2: Total Debt Service Forecast



Debt Service Fund

While the Commonwealth of Virginia imposes no statutory limitation on the amount of debt a County may incur, Loudoun County establishes an overall limit of no more than 3.0% of its assessed value of taxable real and personal property as well as several other debt ratio guidelines through its Fiscal Policy. (The *Fiscal Policy* is provided in the Executive Summary of Volume I of this document).

These debt ratios are displayed on the following pages, and are among the information analyzed by the bond rating agencies each time the County seeks to sell bonds. The County is one of less than 30 states and localities to hold the highest rating (AAA) from all three bond rating agencies – ensuring access to the market at the most favorable rates.

Loudoun County Debt Ratios
(Adopted May 6, 2008)

- Net debt as a percentage of estimated market value of taxable property should not exceed 3.0%.
- Net debt per capita as a percentage of income per capita should not exceed 8.0%.
- Debt service expenditures as a percentage of governmental fund expenditures should not exceed 10%.
- Ten year debt payout ratio should be above 60%

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 2012 – FY 2016 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. 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.

In recognition of the importance of underlying and overlapping debt, the County also regularly analyzes the total indebtedness including underlying and overlapping debt. The Board's Fiscal Policy sets forth that total overlapping debt should not exceed 1% of the total assessed value of taxable property in the County.

The impact of the Adopted FY 2012 – FY 2016 CIP on each of these Debt Ratios and guidelines are shown on the following pages.

Debt Service Fund

IMPACT ON FUTURE DEBT RATIOS
FY 2012 - FY 2016 Adopted Fiscal Plan

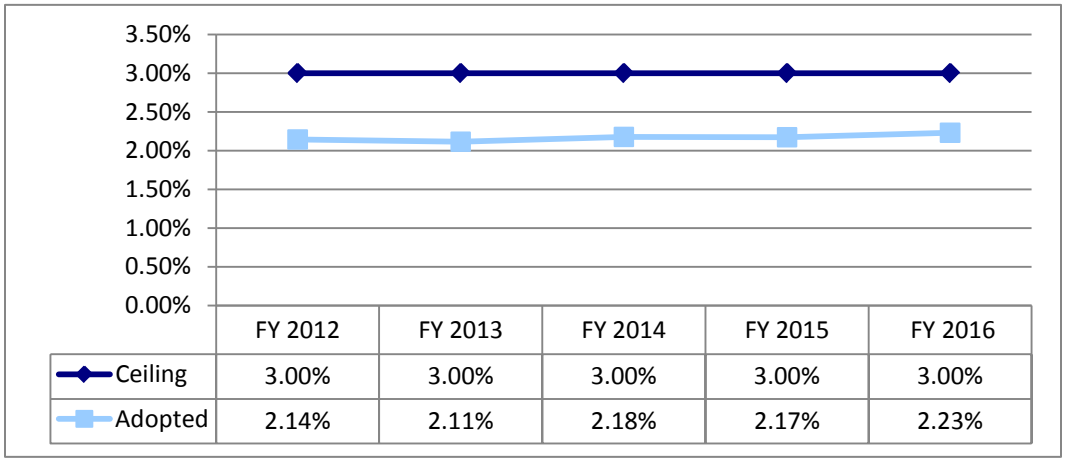
	FY 12	FY 13	FY 14	FY 15	FY 16
Beginning Net Tax Supported Debt	$ 1,164,624,500	$1,244,509,282	$1,300,632,657	$1,422,239,122	$1,499,374,674
New Debt Issued	183,210,000	164,325,000	237,299,000	201,091,000	253,190,000
Retired Debt (Old)	103,325,218	94,815,194	92,503,087	87,111,000	84,385,000
Retired Debt (New)	0	13,386,431	23,189,448	36,844,448	49,784,448
Ending Net Tax Supported Debt	$1,244,509,282	$1,300,632,657	$1,422,239,122	$1,499,374,674	$1,618,395,226
Population	318,596	324,500	331,229	338,387	345,751
Public School Enrollment	66,266	69,323	72,395	75,011	77,437
Estimated Property Value (in Millions)	$58,103	$61,513	$65,373	$68,986	$72,592
Per Capita Income	$55,056	$58,039	$61,184	$63,304	$65,191
Expenditures (in Thousands)	$1,597,204	$1,677,064	$1,802,844	$1,938,057	$2,083,412
Debt Service	$158,668,109	$167,347,029	$178,560,060	$192,444,045	$206,688,679
Ratios:					
Debt to Estimated Property Value (3.0%)	2.14%	2.11%	2.18%	2.17%	2.23%
Debt to Per Capita Income (8.0%)	7.10%	6.91%	7.02%	7.00%	7.18%
Debt Service to Expenditures (10.0%)	9.93%	9.98%	9.90%	9.93%	9.92%
Ten-Year Debt Payout Ratio (> 60%)	71.92%	71.61%	70.34%	70.08%	67.76%
(Note: Numbers in parentheses represent Fiscal Policy target ratios.)					
Annual Debt Issuance Guideline:					
Debt Issuance Guideline	$200,000,000	$200,000,000	$200,000,000	$200,000,000	$200,000,000
Debt Issuance Projected	$139,580,000	$112,325,000	$197,299,000	$140,171,000	$126,625,000
Affordability Index: (2)					
Outstanding Debt Guideline	$1,434,823,120	$1,520,018,198	$1,615,591,244	$1,700,297,943	$1,783,985,591
Outstanding Debt Projected	$1,244,509,282	$1,300,632,657	$1,422,239,122	$1,499,374,674	$1,618,395,226
Overlapping Debt: (3)					
Overlapping Debt Guideline	$581,027,730	$615,130,227	$653,727,559	$689,858,590	$725,921,331
Overlapping Debt Projected	$195,775,000	$187,390,000	$178,152,000	$168,240,000	$157,294,000

Debt Service Fund

The following charts display the debt ratios for the Adopted FY 2012 - FY 2016 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 2012 – FY 2016 period.

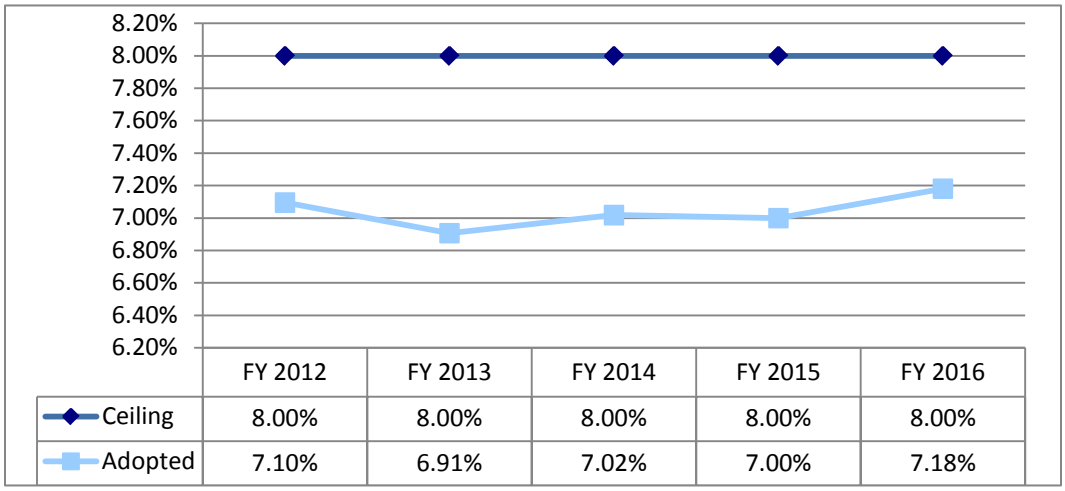
Figure 3: Debt to Estimated Property Value



	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Ceiling	3.00%	3.00%	3.00%	3.00%	3.00%
Adopted	2.14%	2.11%	2.18%	2.17%	2.23%

Debt to per capita income. During the FY 2012 – FY 2016 period, the County's debt to per capita income ratio is projected to remain close to a full percentage point beneath the Board's 8.0% guideline, reaching the highest point of 7.18% in FY 2016 as the final tranche of Dulles Rail Phase 2 debt is scheduled to be issued.

Figure 4: Debt to Per Capita Income

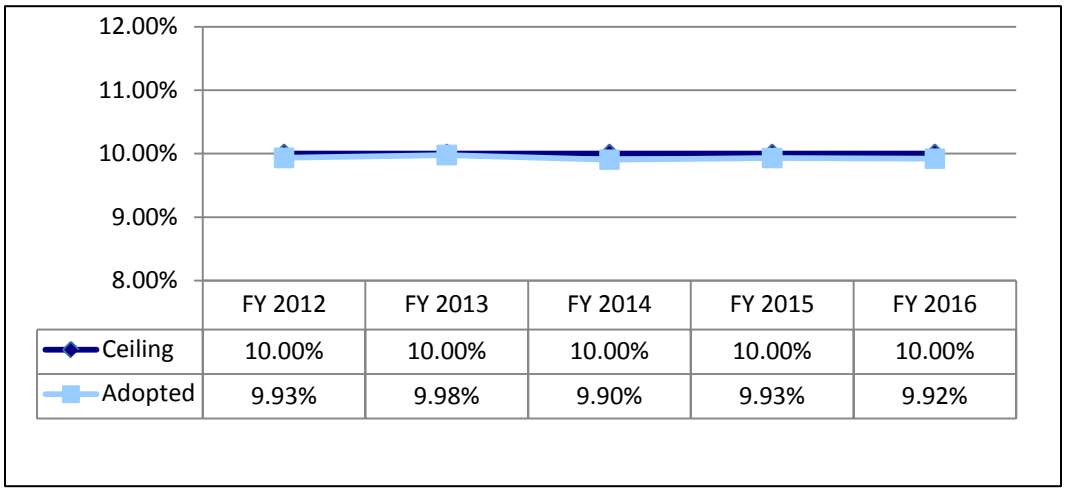


	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Ceiling	8.00%	8.00%	8.00%	8.00%	8.00%
Adopted	7.10%	6.91%	7.02%	7.00%	7.18%

Debt Service Fund

Debt service as a percentage of expenditures. The Board's debt service to expenditure ratio guideline is met throughout the FY 2012 – FY 2016 planning period.

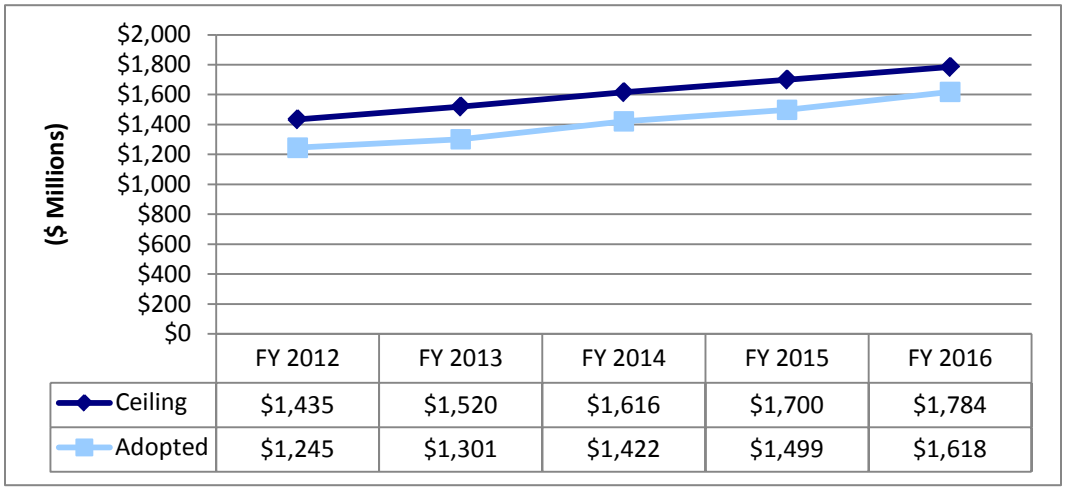
Figure 5: Debt Service to Expenditures



	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Ceiling	10.00%	10.00%	10.00%	10.00%	10.00%
Adopted	9.93%	9.98%	9.90%	9.93%	9.92%

Affordability Index. The Board's affordability index guideline is met throughout the FY 2012 – FY 2016 planning period.

Figure 6: Affordability Index



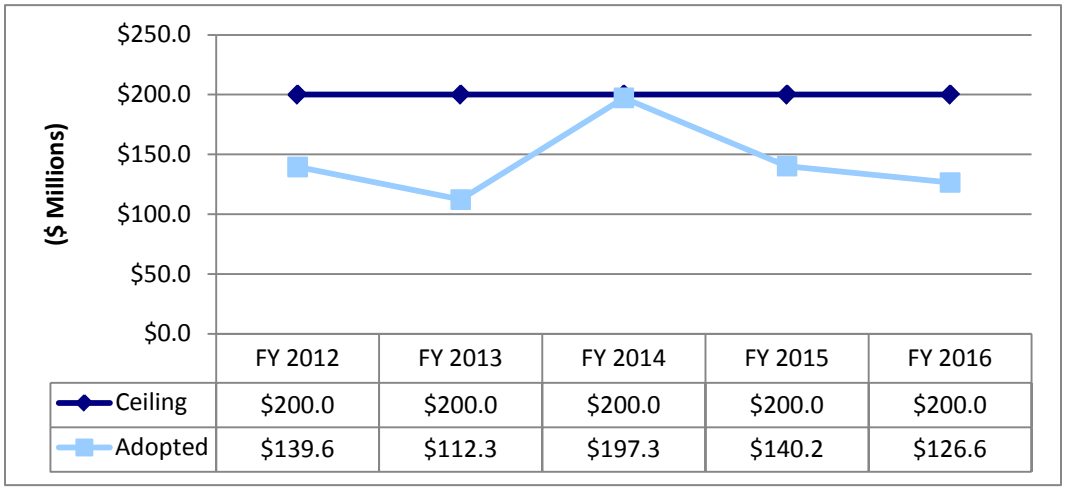
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Ceiling	$1,435	$1,520	$1,616	$1,700	$1,784
Adopted	$1,245	$1,301	$1,422	$1,499	$1,618

Debt Service Fund

Debt Capacity. The Board's annual debt issuance guideline of $200,000,000 is met for the entire period of the debt issuance schedule, with debt issuance falling to a low of $112.3 million in FY 2013 and rising to a high of $197.3 in FY 2016.

Figure 7: Debt Issuance Capacity

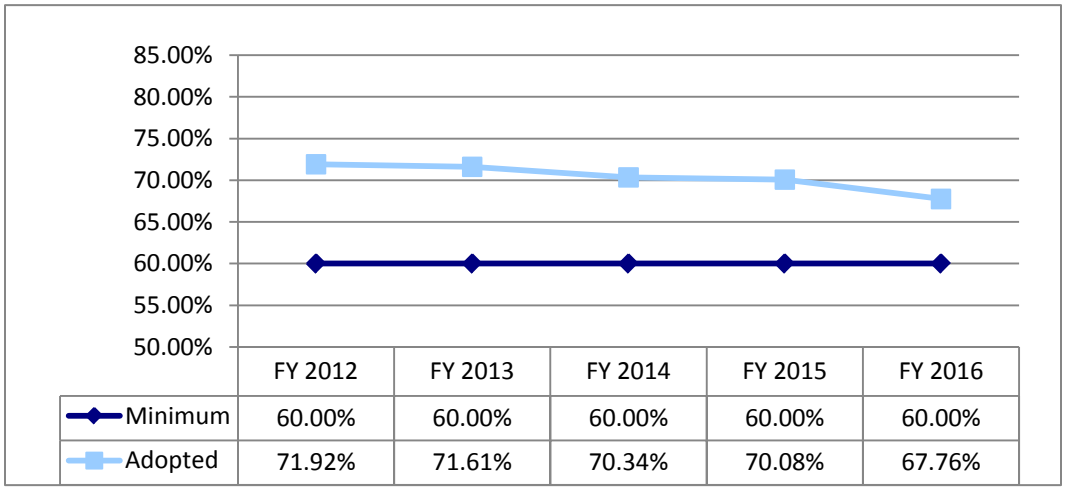
(rounded to the neared $000,000)



	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Ceiling	$200.0	$200.0	$200.0	$200.0	$200.0
Adopted	$139.6	$112.3	$197.3	$140.2	$126.6

Ten Year Debt Payout Ratio. The Board continues to exceed its ten-year debt payout ratio target for the entire period of the debt issuance schedule.

Figure 9: Ten Year Debt Payout Ratio



	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Minimum	60.00%	60.00%	60.00%	60.00%	60.00%
Adopted	71.92%	71.61%	70.34%	70.08%	67.76%

Debt Service Fund

Figure 10: Debt Issuance Limits

Adopted Debt Financing					
FY 2012 - FY 2016 Capital Improvement Program					
				Total County	
Fiscal Year	General Government	Transportation	Schools	Adopted FY 2012 - FY 2016	Board Ceiling
2012	$ 33,000,000	$ 3,615,000	$ 102,965,000	$ 139,580,000	$ 200,000,000
2013	$ 45,915,000	$ 4,400,000	$ 62,010,000	$ 112,325,000	$ 200,000,000
2014	$ 23,725,000	$ 13,200,000	$ 160,374,000	$ 197,299,000	$ 200,000,000
2015	$ 27,100,000	$ 13,200,000	$ 99,871,000	$ 140,171,000	$ 200,000,000
2016	$ 54,710,000	$ 1,200,000	$ 70,715,000	$ 126,625,000	$ 200,000,000
Total	**$ 184,450,000**	**$ 35,615,000**	**$ 495,935,000**	**$ 716,000,000**	**$1,000,000,000**

Schedule of Major Financings

FY 2012 - FY 2016 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 12-FY 16	Start Year	Amount of Referendum	Potential Referendum Date or Status		FY 12	FY 13	FY 14	FY 15	FY 16
General Obligation Bonds or Appropriation Based:											
Community Center Renovations	13,510,000	4,810,000	2008	13,510,000	Nov. 07	(1)	4,810,000	0	0	0	0
Computer System Replacement Fund	34,979,000	10,000,000	2008	n/a	Not Required	(2)	8,000,000	2,000,000	0	0	0
Western Loudoun Sheriff Substation	8,330,000	2,615,000	2008	8,330,000	Nov. 07	(1)	2,615,000	0	0	0	0
Gum Spring Library	11,030,000	1,990,000	2008	7,130,000	Nov. 07	(1)	1,990,000	0	0	0	0
Fire/Rescue Capital Apparatus	15,065,000	13,265,000	2009	13,265,000	Nov. 11		1,265,000	3,000,000	3,000,000	3,000,000	3,000,000
Route 9/671 (Neersville) F/R Station (#16)	5,800,000	1,685,000	2009	5,285,000	Nov. 08	(1)	1,685,000	0	0	0	0
Allder School Road	8,393,000	5,615,000	2010	n/a	Not Required	(2)	2,415,000	3,200,000	0	0	0
Juvenile Detention Center	12,015,000	10,800,000	2010	n/a	Not Required	(2)	4,560,000	5,915,000	325,000	0	0
Courts Complex Phase III	37,570,000	33,345,000	2011	n/a	Not Required	(2)	3,075,000	13,000,000	17,270,000	0	0
Kincaid/Crosstrail Blvd	27,300,000	24,000,000	2011	n/a	Not Required	(2)	0	0	12,000,000	12,000,000	0
Scott Jenkins Park	2,000,000	1,000,000	2012	n/a	Not Required	(2)	1,000,000	0	0	0	0
Transit Buses	7,200,000	6,000,000	2012	n/a	Not Required	(2)	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Public Safety Firing Range	9,000,000	9,000,000	2013	n/a	Not Required	(2)	0	9,000,000	0	0	0
Fire Station Renovations - II (Lucketts/Round Hill)	16,500,000	16,500,000	2014	16,500,000	Nov. 13		0	0	2,120,000	6,670,000	7,710,000
Fire Station Renovations - I	10,000,000	4,000,000	2007	10,000,000	Nov. 07	(1)	4,000,000	0	0	0	0
Kirkpatrick West F/R Station (#26)	7,820,000	7,820,000	2014	7,820,000	Nov. 13		0	0	1,010,000	4,635,000	2,175,000
Landfill Sequence IV Closure	5,130,000	3,630,000	2012	n/a	Not Required	(2)	3,630,000	0	0	0	0
Land Acquisition	88,650,000	9,145,000	2014	n/a	Not Required	(2)	0	0	0	0	9,145,000
Recycling Convenience Center	1,000,000	1,000,000	2015	n/a	Not Required	(2)	0	0	0	1,000,000	0
Woods Road Cell 1B	7,150,000	3,935,000 *	2015	n/a	Not Required	(2)	0	0	0	920,000	3,015,000
Belfort Road Improvements	9,000,000	8,000,000	2012	n/a	Not Required		0	8,000,000	0	0	0
Animal Shelter	9,375,000	2,660,000 *	2015	9,375,000	Nov. 14		0	0	0	905,000	1,755,000
Leesburg South F/R Station (#27)	8,145,000	2,625,000 *	2015	8,145,000	Nov. 14		0	0	0	790,000	1,835,000
Dulles Multi-Purpose Center - Phase II	45,700,000	34,345,000 *	2015	36,365,000	Nov. 14		0	0	0	10,100,000	24,245,000
Consolidated Shops & Warehouse	31,835,000	2,045,000 *	2016	n/a	Not Required	(2)	0	0	0	0	2,045,000
Woods Rd Landfill Sequence V Closure	5,700,000	550,000 *	2016	n/a	Not Required	(2)	0	0	0	0	550,000
Eastern Vehicle Support	4,505,000	435,000 *	2016	n/a	Not Required	(2)	0	0	0	0	435,000
Juvenile Probation Residence	4,865,000	210,000 *	2016	n/a	Not Required	(2)	0	0	0	0	210,000
Lovettsville District Park	13,265,000	1,035,000 *	2016	13,265,000	Nov. 15		0	0	0	0	1,035,000
Fields Farm District Park	12,100,000	1,120,000 *	2016	12,100,000	Nov. 15		0	0	0	0	1,120,000
Public Safety and Government Admin Center	35,000,000	5,000,000	2011	n/a	Not Required	(2)	0	5,000,000	0	0	0
Dulles Rail	315,000,000	315,000,000	2010	n/a	Not Required	(2)	40,000,000	52,000,000	40,000,000	60,000,000	123,000,000
SUBTOTAL - General Government	**822,932,000**	**543,180,000**		**161,090,000**			**80,245,000**	**102,315,000**	**76,925,000**	**101,220,000**	**182,475,000**

***Remaining amount to be financed in Future Fiscal Years**
(1) General obligation bond financing previously approved at referendum
(2) May be issued through capital leases or lease revenue bonds or other financing sources

Schedule of Major Financings

FY 2012 - FY 2016 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 12-FY 16	Start Year	Amount of Referendum	Potential Referendum Date or Status		FY 12	FY 13	FY 14	FY 15	FY 16
General Obligation Bonds or Appropriation Based:											
Dulles Area HS II (HS-7): Open Fall 2012	83,254,000	48,235,000	2009	82,235,000	Nov. 08	(1)	48,235,000	0	0	0	0
School Vehicle and Equipment Leases	43,144,000	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
Leesburg Area ES (ES-15): Open Fall 2012	27,820,000	19,820,000	2011	27,820,000	Nov. 10	(1)	18,820,000	1,000,000	0	0	0
Ashburn Area (HS-8): Open Fall 2015	90,010,000	81,010,000	2012	81,010,000	Nov. 11		4,500,000	0	50,705,000	23,805,000	2,000,000
Ashburn Area ES (ES-22): Open Fall 2013	25,705,000	22,830,000	2011	22,830,000	Nov. 11		8,750,000	13,080,000	1,000,000	0	0
Park View HS Science Lab Renovation	3,970,000	3,570,000	2011	3,570,000	Nov. 11		1,000,000	2,570,000	0	0	0
Moorefield Station ES (ES-16): Open Fall 2013	25,370,000	22,830,000	2011	22,830,000	Nov. 11		8,750,000	13,080,000	1,000,000	0	0
Ashburn Area MS (MS-6): Open Fall 2014	43,760,000	39,380,000	2011	39,380,000	Nov. 11		5,910,000	9,280,000	22,190,000	2,000,000	0
Dulles South Area ES (ES-21): Open Fall 2015	27,700,000	24,930,000	2013	24,930,000	Nov. 13		0	0	9,420,000	14,510,000	1,000,000
Dulles North Area ES (ES-23): Open Fall 2015	27,700,000	24,930,000	2013	24,930,000	Nov. 12		0	0	9,420,000	14,510,000	1,000,000
Dulles North Area MS (MS-9): Open Fall 2015	47,220,000	42,495,000	2012	42,495,000	Nov. 12		0	8,000,000	9,150,000	23,345,000	2,000,000
Mercer MS Addition: Open Fall 2014	3,650,000	3,285,000	2012	3,285,000	Nov. 13		0	0	1,396,000	1,889,000	0
Loudoun Valley Estates II (HS-6): Open Fall 2015	88,850,000	79,965,000	2012	79,965,000	Nov. 12		0	8,000,000	46,153,000	23,812,000	2,000,000
Dulles North (HS-11): Open Fall 2016	92,850,000	56,515,000 *	2013	83,565,000	Nov. 12		0	0	0	8,000,000	48,515,000
Freedom HS Addition: Open Fall 2015	4,380,000	3,940,000	2013	3,940,000	Nov. 13		0	0	2,940,000	1,000,000	0
Cash for Land Acquisition from Sale of Farmwell		(20,000,000)	n/a	n/a	Not Required		0	0	0	(20,000,000)	0
Monroe Advance Technology Academy	104,370,000	7,200,000 *	2016	93,933,000	Nov. 15		0	0	0	0	7,200,000
REVISED SUBTOTAL - Schools	739,753,000	495,935,000		636,718,000			102,965,000	62,010,000	160,374,000	99,871,000	70,715,000
REVISED GRAND TOTAL	1,562,685,000	1,039,115,000		797,808,000			183,210,000	164,325,000	237,299,000	201,091,000	253,190,000

*Remaining amount to be financed in Future Fiscal Years
(1) General obligation bond financing previously approved at referendum
(2) May be issued through capital leases or lease revenue bonds or other financing sources

Debt Service Projections – Adopted FY 2012 - FY2016 Capital Improvement Program

	General Govt.	School	Community Center Renovations	Computer System Replacement Fund	Western Loudoun Sheriff Substation	Gum Spring Library	Fire/Rescue Capital Apparatus	Allder School Road
	(Payments Due on Previously Issued Debt)							
	$ 324,337,803	$ 840,286,697	$ 4,810,000	$ 10,000,000	$ 2,615,000	$ 1,990,000	$ 13,265,000	$ 5,615,000
2012	39,790,345	116,937,514	0	200,000	47,000	49,750	0	30,000
2013	36,471,565	106,970,337	500,500	1,566,375	328,375	377,375	243,250	301,472
2014	36,615,094	100,238,927	487,500	1,837,000	318,375	363,125	814,250	550,125
2015	34,724,711	92,485,276	474,500	1,760,625	308,375	348,875	1,363,750	536,125
2016	33,846,356	86,512,224	461,500	1,694,250	298,375	334,625	1,891,750	522,125
2017	32,223,605	83,666,382	448,500	1,617,875	288,375	320,375	2,398,250	508,125
2018	30,495,760	76,323,710	435,500	1,551,500	278,375	306,125	2,303,250	494,125
2019	28,216,346	72,026,916	422,500	1,480,000	268,375	287,000	2,203,250	480,125
2020	24,501,131	67,669,450	379,500	292,125	153,375	0	1,923,500	466,125
2021	21,103,171	60,821,659	368,000	0	148,625	0	1,408,000	452,125
2022	20,352,849	55,111,488	356,500	0	143,875	0	919,000	438,125
2023	20,119,520	46,420,351	345,000	0	139,125	0	446,250	424,125
2024	17,972,133	41,394,255	333,500	0	134,375	0	0	410,125
2025	14,694,073	35,424,190	322,000	0	129,625	0	0	396,125
2026	11,711,569	25,461,814	310,500	0	120,000	0	0	382,125
2027	11,035,847	20,872,979	299,000	0	120,375	0	0	373,125
2028	9,322,817	12,268,282	287,500	0	110,750	0	0	353,875
2029	8,987,523	11,482,570	276,000	0	111,125	0	0	344,875
2030	4,655,282	4,816,637	264,500	0	101,500	0	0	325,750
2031	3,782,730	2,031,750	253,000	0	101,875	0	0	316,625
2032	2,016,500	0	241,500	0	92,250	0	0	297,500
2033	2,017,500	0	0	0	0	0	0	164,903
2034	2,014,500	0	0	0	0	0	0	0
2035	2,017,500	0	0	0	0	0	0	0
2036	2,016,000	0	0	0	0	0	0	0
2037	0	0	0	0	0	0	0	0
2038	0	0	0	0	0	0	0	0
2039	0	0	0	0	0	0	0	0
2040	0	0	0	0	0	0	0	0
2041	0	0	0	0	0	0	0	0
2042	0	0	0	0	0	0	0	0
2043	0	0	0	0	0	0	0	0
2044	0	0	0	0	0	0	0	0
2045	0	0	0	0	0	0	0	0
2046	0	0	0	0	0	0	0	0
	$ 450,704,425	$ 1,118,936,712	$ 7,267,000	$ 11,999,750	$ 3,742,500	$ 2,387,250	$ 15,914,500	$ 8,567,750

Debt Service Projections – Adopted FY 2012 - FY2016 Capital Improvement Program

	Juvenile Detention Center	Courts Complex Phase III	Route 9/671 (#16) F/R Station	Kincaid/Crosstrail Blvd	Scott Jenkins Park	Transit Buses	Public Safety Firing Range	Fire Station Renovations - II	Fire Station Renovations - I
	$ 10,800,000	$ 33,345,000	$ 1,685,000	$ 24,000,000	$ 1,000,000	$ 6,000,000	$ 9,000,000	$ 16,500,000	$ 4,000,000
2012	42,750	76,875	42,125	0	25,000	30,000	0	0	0
2013	575,100	629,875	318,250	0	98,750	255,750	225,000	0	400,000
2014	1,051,750	2,012,625	306,250	133,333	96,250	473,000	888,750	17,679	390,000
2015	1,052,500	3,247,500	294,250	1,426,707	93,750	681,750	866,250	332,375	380,000
2016	1,019,500	3,164,000	282,250	2,351,748	91,250	886,875	843,750	1,009,750	370,000
2017	991,875	3,080,500	270,250	2,291,748	88,750	1,048,375	821,250	1,751,000	360,000
2018	964,000	2,997,000	263,125	2,231,748	86,250	1,010,500	798,750	1,702,500	350,000
2019	936,375	2,913,500	246,000	2,171,748	83,750	967,500	776,250	1,654,000	340,000
2020	879,250	2,830,000	0	2,111,748	81,250	758,750	753,750	1,610,375	330,000
2021	858,000	2,746,500	0	2,051,748	78,750	553,625	731,250	1,567,642	320,000
2022	826,500	2,663,000	0	1,991,623	76,250	362,125	708,750	1,335,196	310,000
2023	805,250	2,579,500	0	1,931,623	73,750	174,250	686,250	1,246,696	300,000
2024	778,750	2,486,250	0	1,871,623	71,250	0	663,750	1,209,446	290,000
2025	757,125	2,413,000	0	1,811,623	68,750	0	641,250	1,172,196	280,000
2026	725,500	2,319,750	0	1,751,623	66,250	0	618,750	1,134,946	270,000
2027	703,875	2,246,500	0	1,691,623	63,750	0	596,250	1,097,696	260,000
2028	672,250	2,153,250	0	1,631,623	61,250	0	573,750	1,060,446	250,000
2029	655,500	2,080,000	0	1,571,623	58,750	0	551,250	1,018,196	240,000
2030	613,875	1,986,750	0	1,511,623	56,250	0	528,750	991,196	230,000
2031	602,250	1,913,500	0	1,451,623	53,750	0	506,250	943,696	220,000
2032	560,625	1,820,250	0	1,391,623	51,250	0	483,750	916,696	210,000
2033	326,025	1,595,875	0	1,331,623	0	0	461,250	874,196	0
2034	15,375	881,500	0	1,271,665	0	0	0	840,875	0
2035	0	0	0	618,291	0	0	0	759,500	0
2036	0	0	0	0	0	0	0	404,250	0
2037	0	0	0	0	0	0	0	0	0
2038	0	0	0	0	0	0	0	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
	$ 16,414,000	$ 50,837,500	$ 2,022,500	$ 36,599,960	$ 1,525,000	$ 7,202,500	$ 13,725,000	$ 24,650,548	$ 6,100,000

Debt Service Projections – Adopted FY 2012 - FY2016 Capital Improvement Program

	Kirkpatrick West F/R Station	Landfill Seq.IV Closure	Land Acquisition	Recycling Convenience Center	Woods Road Cell 1B	Belfort Road Improvements	Animal Shelter	Leesburg South (#27) F/R Station
	$ 7,820,000	$ 3,630,000	$ 9,145,000	$ 1,000,000	$ 3,935,000	$ 8,000,000	$ 2,660,000	$ 2,625,000
2012	0	0	0	0	0	0	0	0
2013	0	361,500	0	0	0	200,000	0	0
2014	8,379	352,500	0	0	0	790,000	0	0
2015	132,942	343,500	0	25,000	7,661	770,000	10,125	8,750
2016	562,126	334,500	0	98,750	100,202	750,000	102,375	89,975
2017	947,251	325,500	912,250	96,250	388,626	730,000	264,625	253,375
2018	918,501	316,500	889,500	93,750	378,876	710,000	252,875	252,000
2019	889,751	307,500	871,750	91,250	369,126	690,000	251,375	240,625
2020	861,001	298,500	843,750	88,750	359,376	670,000	239,625	244,250
2021	837,126	294,500	826,000	86,250	349,626	650,000	238,125	227,625
2022	808,251	280,250	798,000	83,750	339,876	630,000	226,375	236,125
2023	779,126	276,250	780,250	81,250	330,126	610,000	224,875	214,375
2024	460,251	262,000	752,250	78,750	320,376	590,000	213,125	222,875
2025	445,626	258,000	734,500	76,250	315,626	570,000	211,625	201,125
2026	431,251	243,750	706,500	73,750	300,626	550,000	199,875	209,625
2027	416,626	239,750	688,750	71,250	295,876	530,000	198,375	187,875
2028	402,376	225,500	660,750	68,750	280,876	510,000	186,625	196,375
2029	387,626	221,500	643,000	66,250	276,126	490,000	185,125	174,625
2030	373,376	207,250	615,000	63,750	261,126	470,000	173,375	183,125
2031	363,501	203,250	597,250	61,250	256,501	450,000	171,875	161,375
2032	344,126	189,000	569,250	58,750	241,376	430,000	160,125	169,875
2033	334,251	0	551,500	56,250	236,751	410,000	158,625	148,125
2034	314,872	0	523,500	53,750	226,501	0	151,750	156,625
2035	255,559	0	505,750	51,250	216,715	0	150,000	134,875
2036	5,125	0	477,750	0	157,049	0	88,625	93,900
2037	0	0	0	0	0	0	0	0
2038	0	0	0	0	0	0	0	0
2039	0	0	0	0	0	0	0	0
2040	0	0	0	0	0	0	0	0
2041	0	0	0	0	0	0	0	0
2042	0	0	0	0	0	0	0	0
2043	0	0	0	0	0	0	0	0
2044	0	0	0	0	0	0	0	0
2045	0	0	0	0	0	0	0	0
2046	0	0	0	0	0	0	0	0
	$ 11,279,020	$ 5,541,000	$ 13,947,250	$ 1,525,000	$ 6,009,020	$ 12,200,000	$ 4,059,500	$ 4,007,500

Debt Service Projections – Adopted FY 2012 - FY2016 Capital Improvement Program

	Fields Farm District Park	Dulles Multi-Purpose Cntr. - Phase II	Consolidated Shops & Warehouse	Woods Rd Landfill Sequence V Closure	Eastern Vehicle Support	Juvenile Probation Residence	Lovettsville District Park	Public Safety & Gov Admin Center
	$ 1,120,000	$ 34,345,000	$ 2,045,000	$ 550,000	$ 435,000	$ 210,000	$ 1,035,000	$ 5,000,000
2012	0	0	0	0	0	0	0	0
2013	0	0	0	0	0	0	0	1,281,431
2014	0	0	0	0	0	0	0	1,643,198
2015	0	0	0	0	0	0	0	1,630,698
2016	12,425	1,363,600	22,725	6,125	4,825	5,250	11,525	1,618,198
2017	110,375	3,389,375	201,125	52,250	41,500	34,875	106,125	1,605,698
2018	107,625	3,303,625	196,125	51,000	40,500	33,625	103,375	2,408,198
2019	104,875	3,217,875	191,125	54,625	39,500	32,375	100,625	2,391,248
2020	102,125	3,137,000	186,125	48,250	38,500	31,125	97,875	2,378,698
2021	99,375	3,046,125	181,125	51,875	42,500	34,750	95,125	2,366,798
2022	96,625	2,965,250	176,125	45,500	36,250	23,500	87,500	2,358,498
2023	93,875	2,874,375	176,125	49,125	40,250	31,641	89,875	2,343,598
2024	91,125	2,793,500	165,875	42,750	34,000	1,532	82,250	2,332,598
2025	88,375	2,702,625	165,875	46,375	38,000	6,407	84,625	2,319,098
2026	85,625	2,621,750	155,625	40,000	31,750	1,282	77,000	2,308,098
2027	82,875	2,530,875	155,625	43,625	35,750	6,157	74,375	2,294,348
2028	85,125	2,450,000	145,375	37,250	29,500	1,032	72,000	2,282,848
2029	77,125	2,359,125	145,375	40,875	33,500	5,907	69,375	2,268,348
2030	79,375	2,278,250	135,125	34,500	27,250	782	67,000	2,255,848
2031	71,375	2,187,375	135,125	38,125	31,250	5,657	64,375	2,245,098
2032	73,625	2,106,500	124,875	31,750	25,000	532	62,000	2,230,848
2033	65,625	2,015,625	124,875	35,375	29,000	5,407	59,375	2,218,098
2034	67,875	1,934,750	119,500	29,000	22,750	282	57,000	1,962,848
2035	59,875	1,843,875	114,375	37,625	21,875	5,157	54,375	1,959,848
2036	57,200	1,258,025	109,025	26,000	20,800	641	51,975	1,962,848
2037	0	0	0	0	0	0	0	(231,716)
2038	0	0	0	0	0	0	0	0
2039	0	0	0	0	0	0	0	0
2040	0	0	0	0	0	0	0	0
2041	0	0	0	0	0	0	0	0
2042	0	0	0	0	0	0	0	0
2043	0	0	0	0	0	0	0	0
2044	0	0	0	0	0	0	0	0
2045	0	0	0	0	0	0	0	0
2046	0	0	0	0	0	0	0	0
	$ 1,712,500	$ 52,379,500	$ 3,127,250	$ 842,000	$ 664,250	$ 267,916	$ 1,567,750	$ 50,435,319

Debt Service Projections – Adopted FY 2012 - FY2016 Capital Improvement Program

	Dulles Rail	School Vehicle & Equipment Leases	Leesburg Area (ES-15)	Ashburn Area (HS-8)	Ashburn Area (ES-22)	Park View HS Renovation	Moorefield Station (ES-16)
	$ 315,000,000	$ 35,000,000	$ 19,820,000	$ 81,010,000	$ 22,830,000	$ 3,570,000	$ 22,830,000
2012	0	0	0	112,500	93,750	0	93,750
2013	3,335,000	2,100,000	1,821,000	444,375	1,032,250	164,250	1,024,750
2014	7,603,250	4,112,500	1,944,625	1,025,750	2,331,875	425,875	2,332,250
2015	10,784,750	6,037,500	1,894,625	5,742,125	2,440,625	413,125	2,441,000
2016	15,564,500	7,875,000	1,839,750	8,390,750	2,360,750	400,375	2,361,125
2017	25,494,250	7,875,000	1,799,875	8,488,625	2,296,250	387,625	2,296,625
2018	24,969,000	5,775,000	1,739,750	8,244,375	2,221,500	374,875	2,221,875
2019	24,443,750	3,762,500	1,694,875	8,000,125	2,157,000	362,125	2,157,375
2020	23,918,500	1,837,500	1,385,000	7,755,875	2,082,250	349,375	2,082,625
2021	23,393,250	0	1,216,500	7,511,625	1,772,750	219,625	1,773,125
2022	22,868,000	0	1,181,250	7,272,250	1,573,875	217,750	1,574,250
2023	22,342,750	0	1,156,250	6,022,875	1,528,500	205,875	1,528,875
2024	21,812,500	0	1,121,000	5,550,750	1,473,125	204,000	1,473,500
2025	21,287,500	0	1,096,000	5,370,750	1,427,750	192,125	1,428,125
2026	20,757,500	0	1,060,750	5,190,750	1,372,375	190,250	1,372,750
2027	20,237,750	0	1,035,750	5,010,750	1,322,125	178,375	1,322,500
2028	19,707,750	0	1,000,500	4,835,750	1,271,875	176,500	1,272,250
2029	19,188,000	0	975,500	4,650,500	1,221,625	164,625	1,222,000
2030	18,658,000	0	940,250	4,475,500	1,171,375	162,750	1,171,750
2031	18,138,250	0	915,250	4,285,375	1,121,125	150,875	1,121,500
2032	17,608,250	0	880,000	4,115,500	1,070,875	149,000	1,071,250
2033	17,088,500	0	0	3,710,875	585,375	87,125	585,750
2034	16,558,500	0	0	3,547,125	0	0	0
2035	16,038,750	0	0	862,875	0	0	0
2036	15,508,750	0	0	0	0	0	0
2037	14,989,000	0	0	0	0	0	0
2038	14,459,000	0	0	0	0	0	0
2039	13,939,250	0	0	0	0	0	0
2040	13,409,250	0	0	0	0	0	0
2041	12,889,500	0	0	0	0	0	0
2042	12,359,500	0	0	0	0	0	0
2043	10,504,750	0	0	0	0	0	0
2044	8,311,500	0	0	0	0	0	0
2045	6,610,000	0	0	0	0	0	0
2046	4,305,000	0	0	0	0	0	0
	$ 559,083,750	$ 39,375,000	$ 26,698,500	$ 120,617,750	$ 33,929,000	$ 5,176,500	$ 33,929,000

Debt Service Projections – Adopted FY 2012 - FY2016 Capital Improvement Program

	Dulles South Area (ES-21)	Dulles North Area (ES-23)	Dulles North Area (MS-9)	Mercer MS Addition	Loudoun Valley Estates II (HS-6)	Dulles North Area (HS-11)	Dulles Area II (HS-7)	Freedom HS Addition	Land Acquisition Cash from Farmwell
	$ 24,930,000	$ 24,930,000	$ 42,495,000	$ 3,285,000	$ 79,965,000	$ 56,515,000	$ 48,235,000	$ 3,940,000	$ (20,000,000)
2012	0	0	0	0	0	0	949,000	0	0
2013	0	0	0	0	0	0	5,505,375	0	0
2014	62,500	62,500	978,750	0	1,278,825	0	5,352,500	0	0
2015	1,002,875	1,002,875	1,968,125	222,025	5,653,275	0	5,189,625	357,000	0
2016	2,546,625	2,546,625	4,293,875	356,625	8,304,750	1,337,875	5,036,750	421,500	(2,000,000)
2017	2,645,250	2,645,250	4,511,375	346,625	8,400,250	5,603,875	4,873,875	409,750	(1,950,000)
2018	2,565,250	2,565,250	4,376,750	336,625	8,163,625	5,462,625	4,721,125	398,000	(1,900,000)
2019	2,490,625	2,490,625	4,252,125	326,625	7,917,000	5,321,375	4,558,125	386,250	(1,850,000)
2020	2,415,750	2,415,750	4,112,500	316,625	7,680,375	5,180,125	3,276,875	369,500	(1,800,000)
2021	2,341,125	2,341,125	3,988,125	301,625	7,433,750	5,038,875	3,181,250	358,000	(1,750,000)
2022	2,266,250	2,266,250	3,858,625	241,875	7,202,000	4,897,625	3,075,625	291,500	(1,700,000)
2023	1,946,625	1,946,625	3,299,125	234,625	5,950,250	4,756,375	2,980,000	287,750	(1,650,000)
2024	1,747,625	1,747,625	2,913,375	227,375	5,485,750	4,615,125	2,869,375	273,750	(1,600,000)
2025	1,692,125	1,692,125	2,819,500	220,125	5,303,375	4,473,875	2,779,000	270,000	(1,550,000)
2026	1,636,625	1,636,625	2,725,875	212,875	5,136,000	4,332,625	2,668,375	256,000	(1,500,000)
2027	1,586,125	1,586,125	2,632,000	205,625	4,948,375	4,191,375	2,578,000	252,250	(1,450,000)
2028	1,525,375	1,525,375	2,538,375	198,375	4,781,000	4,050,125	2,467,375	238,250	(1,400,000)
2029	1,474,875	1,474,875	2,444,500	196,125	4,593,375	3,908,875	2,377,000	234,500	(1,350,000)
2030	1,414,125	1,414,125	2,350,875	183,625	4,426,000	3,767,625	2,266,375	220,500	(1,300,000)
2031	1,363,625	1,363,625	2,252,125	181,375	4,233,500	3,631,250	2,176,000	216,750	(1,250,000)
2032	1,307,875	1,307,875	2,163,625	164,000	4,071,250	3,484,875	2,065,375	202,750	(1,200,000)
2033	1,252,125	1,252,125	2,064,875	166,875	3,878,750	3,348,500	0	199,000	(1,150,000)
2034	1,196,375	1,196,375	1,576,375	150,500	3,314,550	3,202,125	0	185,000	(1,100,000)
2035	668,750	668,750	1,046,625	96,350	864,975	3,065,750	0	51,250	(1,050,000)
2036	0	0	0	0	0	2,519,375	0	0	0
2037	0	0	0	0	0	0	0	0	0
2038	0	0	0	0	0	0	0	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
	$ 37,148,500	$ 37,148,500	$ 63,167,500	$ 4,886,500	$ 119,021,000	$ 86,190,250	$ 70,947,000	$ 5,879,250	$ (30,500,000)

Debt Service Projections- Adopted FY 2012 – FY 2016 Capital Improvement Program

	Advanced Tech Academy		Total General	Total Transportation	Total Schools	Total County
	$ 7,200,000		$ 508,902,803	$ 358,615,000	$ 1,336,221,697	$ 2,203,739,500
2012	0	2012	$ 40,273,845	$ 60,000	$ 118,334,264	$ 158,668,109
2013	0	2013	43,383,385	4,092,222	119,881,488	167,357,094
2014	0	2014	47,208,767	9,549,708	121,811,655	178,570,130
2015	0	2015	47,412,182	14,199,332	130,842,606	192,454,120
2016	180,000	2016	49,646,005	20,075,248	136,977,506	206,698,759
2017	711,000	2017	53,395,856	30,072,498	139,098,791	222,567,145
2018	693,000	2018	51,884,264	29,415,373	128,252,746	209,552,383
2019	675,000	2019	48,987,028	28,753,123	120,571,329	198,311,480
2020	657,000	2020	42,695,266	27,925,123	111,512,740	182,133,129
2021	639,000	2021	38,112,926	27,100,748	100,792,451	166,006,125
2022	621,000	2022	36,259,861	26,289,873	93,004,282	155,554,016
2023	603,000	2023	35,132,526	25,482,748	79,891,647	140,506,921
2024	585,000	2024	31,798,783	24,684,248	72,670,178	129,153,209
2025	567,000	2025	28,178,226	24,065,248	65,708,615	117,952,089
2026	549,000	2026	24,769,850	23,441,248	54,719,241	102,930,338
2027	531,000	2027	23,751,506	22,832,498	49,129,033	95,713,037
2028	513,000	2028	21,622,479	22,203,248	39,507,213	83,332,940
2029	495,000	2029	20,938,313	21,594,498	37,724,753	80,257,565
2030	477,000	2030	16,189,325	20,965,373	30,031,322	67,186,020
2031	459,000	2031	14,976,526	20,356,498	26,239,937	61,572,961
2032	441,000	2032	12,786,549	19,727,373	23,191,064	55,704,986
2033	423,000	2033	11,319,827	18,995,026	17,926,941	48,241,794
2034	405,000	2034	9,379,355	17,830,165	14,671,493	41,881,013
2035	387,000	2035	8,194,259	16,657,041	6,666,395	31,517,695
2036	369,000	2036	6,735,321	15,508,750	2,892,447	25,136,518
2037	0	2037	(225,605)	14,989,000	4,074	14,767,469
2038	0	2038	6,114	14,459,000	4,076	14,469,190
2039	0	2039	6,117	13,939,250	4,078	13,949,445
2040	0	2040	6,120	13,409,250	4,080	13,419,450
2041	0	2041	6,123	12,889,500	4,082	12,899,705
2042	0	2042	6,126	12,359,500	4,084	12,369,710
2043	0	2043	6,129	10,504,750	4,086	10,514,965
2044	0	2044	6,132	8,311,500	4,088	8,321,720
2045	0	2045	6,135	6,610,000	4,090	6,620,225
2046	0	2046	6,138	4,305,000	4,092	4,315,230
			-	-	-	-
	$ 10,980,000		$ 764,861,757	$ 623,653,960	$ 1,842,090,968	$ 3,230,606,686

Other Funds

OTHER FUNDS SUMMARY

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Computer System Replacement Fund . Page 11 – 7

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Aldie Sewer Service District

Background: Loudoun County formed the Aldie Sewer Service District on June 15, 1994, as a service district pursuant to Virginia Code Section 15.1 - 18.3. The provision of a sewage collection system and the availability of public sewage treatment for the community will protect the health and safety of the residents and conserve property values within the district. The district as established includes properties in the Village of Aldie both north and south of Route 50.

The Board lowered the special district tax rate from $0.27 to $0.13 per $100 of assessed valuation during the FY 2007 budget process. All taxes levied and collected are pledged to repay a $527,000 loan from the State of Virginia Water Control Board. This loan, along with a $700,000 grant from the County, financed the costs of the installation of sewer collector lines and a package treatment plant with the district. The sewer collector lines and the package treatment plant were constructed by and placed under the management of Loudoun Water. Construction of the plant was completed in FY 1997.

For FY 2012, the Aldie Sewer Service District is projected to receive $23,000 in current and delinquent revenue accrued from its taxable base. Total projected expenditures are estimated at $27,000.

There is no local tax funding in this District/Fund.

ALDIE SEWER SERVICE DISTRICT
PROJECTED BUDGET SCHEDULE

	FY 2012 Adopted
Projected beginning fund balance available	$99,641
Revenue	$23,000
Expenditures	$27,000
Surplus (+)/Deficit (-)	($4,000)
Projected ending fund balance available	$95,641

ALDIE SEWER SERVICE DISTRICT
FY 2012 Forecasted Real Property Taxable Base

2011 Estimated fair market value of real taxable property	$19,666,000
PLUS: Reassessment due to equalization	(279,000)
PLUS: Actual full value of new construction	0
2012 Forecasted fair market value of real taxable property	$19,387,000
FY 2012 Real property tax base subtotal	$19,527,000
LESS: Potential administrative and/or Board of Equalization adjustments[1]	(59,000)[2]
LESS: Land use deferrals	(1,499,000)
FY 2012 Forecasted real property taxable base total	$17,969,000

ALDIE SEWER SERVICE DISTRICT
FY 2012 Forecasted Real Property Tax Revenue

	Forecasted Taxable Base	Net Revenue Per Penny[3]	Revenue ($0.13/$100 Tax Base)
Real property	$17,969,000	$1,770	$23,000

Notes:

1 Resulting from hearings and appeals.
2 Estimated at 0.3% of fair market value.
3 Excludes estimate of 0.05% of uncollectible revenue and 1.3% of deferred revenue and 0.30% for refunds pursuant to Virginia Code 58.1-3980 through 3984 projected to be unavailable for funding expenditures in FY 2012.

Source: Office of the County Assessor and Department of Management and Financial Services

Capital Asset Preservation Program

The Board of Supervisors established the Capital Asset Preservation Program (CAPP) in 1990 as a consistent means of planning and financing for major Loudoun County Public Schools and County General Government maintenance efforts. The CAPP affords the County the ability to extend the useful life of mature and aging facilities by repairing major facility components and systems, including repair by replacement.

The County uses nationally promulgated standards as guidelines for the maintenance of, and financial investment in, aging facilities. For example, the Association of Higher Education Facilities Officers recommends annual capital asset preservation funding ranges that are 1.5% to 3.0% of the total replacement value of an institution's physical plant. Similarly, the Federal Internal Revenue Service has established a depreciation standard of 2.5% per year on fixed assets. The number of new facilities for the Schools and County also influences the Capital Asset Preservation Program budget, as new facilities are added to the County's fixed asset inventory at a faster pace than the County's ability to increase funding to maintain the CAPP at optimal levels.

The Capital Asset Preservation Program is financed through local tax funding. The CAPP also receives additional revenue from surcharges collected by the Clerk of the Circuit Court on recordation. This recordation surcharge is legally earmarked for the ongoing maintenance of Court-related facilities. Starting in FY 2009 – FY 2010, the Board of Supervisors reduced funding for the County General Government and Schools CAPP due to the economic pressure of reduced local tax revenues and other competing needs for those funds. The Schools CAPP funding was reduced by 66.0% and the County CAPP by 66.1% from previous funding levels. The funding for FY 2011 – FY 2012 has been held to the FY 2010 level. Budget projections for FY 2013 – 2016 reflect the funding required to eliminate the back-log of capital asset improvements delayed during the FY 2009 – FY 2012 periods due to funding constraints.

Table 1. Adopted FY 2011-2016 Capital Asset Preservation Program

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
Revenues							
Local Tax Funding							
General Government	$1,000,000	$ 2,300,000	$ 4,120,000	$ 5,970,000	$ 7,910,000	$ 9,945,000	$ 31,245,000
Schools	0	2,285,000	6,491,000	6,300,000	6,047,000	5,820,000	26,943,000
Subtotal	*$1,000,000*	*$4,585,000*	*$ 10,611,000*	*$ 12,270,000*	*$13,957,000*	*$15,765,000*	*$ 58,188,000*
Other Revenue Sources							
Proffers (Cash)	170,000	0	0	0	0	0	170,000
Court Recordation Fees	80,000	80,000	80,000	80,000	80,000	80,000	480,000
Subtotal All Revenues	***$ 250,000***	***$ 80,000***	***$ 80,000***	***$ 80,000***	***$ 80,000***	***$80, 000***	***$ 650,000***
Use of CAPP Fund Balance							
Schools	$1,400,000	$ 0	$ 0	$ 0	$ 0	$ 0	$ 1,400,000
Total Sources of Funds	***$2,650,000***	***$ 4,665,000***	***$ 10,691,000***	***$ 12,350,000***	***$ 14,037,000***	***$ 15,845,000***	***$ 60,238,000***
Expenditures							
General Government							
CAPP	$1,170,000	$ 2,300,000	$ 4,120,000	$ 5,970,000	$ 7,910,000	$ 9,945,000	$ 31,415,000
Courts Maintenance	80,000	80,000	80,000	80,000	80,000	80,000	480,000
Subtotal	*$1,250,000*	*$ 2,380,000*	*$ 4,200,000*	*$ 6,050,000*	*$ 7,990,000*	*$ 10,025,000*	*$ 31,895,000*
Schools	*1,400,000*	*2,285,000*	*6,491,000*	*6,300,000*	*6,047,000*	*5,820,000*	*28,343,000*
Total Expenditures	***$2,650,000***	***$ 4,665,000***	***$ 10,691,000***	***$ 12,350,000***	***$ 14,037,000***	***$ 15,845,000***	***$ 60,238,000***

Table 2. Adopted FY 2011-2016 Capital Asset Preservation Program Compared to Fixed Asset Value

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Fixed Asset Value (FAV)						
General Government	$ 789,601,622	$ 908,041,865	$1,044,248,145	$ 1,200,885,367	$ 1,381,018,172	$ 1,588,170,898
Schools	1,143,291,185	1,314,784,863	1,512,002,592	1,738,802,980	1,999,623,428	2,299,566,942
Total Fixed Asset Value	***$1,932,892,807***	***$ 2,222,826,728***	***$ 2,556,250,737***	***$ 2,939,688,347***	***$ 3,380,641,600***	***$ 3,887,737,840***
CAPP Projects as a % of FAV						
General Government	0.15%	0.25%	0.45%	0.51%	0.55%	0.59%
Schools	0.12%	0.60%	0.35%	0.28%	0.12%	0.08%
Total Projects as a % of FAV	0.13%	0.46%	0.39%	0.38%	0.30%	0.29%

Table 3. Adopted Capital Asset Preservation Program by Functional Area and Repair Category							
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
Maintenance and Repair Category							
General Government							
Building	$ 139,000	$ 770,000	$ 2,100,000	$ 2,930,000	$ 4,100,000	$ 5,300,000	$ 15,339,000
Mechanical/Electrical/Plumbing	630,000	850,000	900,000	1,065,000	1,230,000	1,200,000	5,875,000
Parks/Recreation Facilities	351,000	460,000	820,000	1,190,000	1,580,000	1,990,000	6,391,000
Pavement/Site	25,000	170,000	200,000	620,000	700,000	900,000	2,615,000
Roofing	25,000	50,000	100,000	165,000	300,000	555,000	1,195,000
Subtotal General Government	*$ 1,170,000*	*$2,300,000*	*$ 4,120,000*	*$ 5,970,000*	*$ 7,910,000*	*$ 9,945,000*	*$ 31,415,000*
Courts							
Court Facilities Maintenance	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 480,000
Subtotal Courts	*$ 80,000*	*$ 80,000*	*$ 80,000*	*$ 80,000*	*$ 80,000*	*$ 80,000*	*$ 480,000*
Schools							
Resurfacing	$ 110,000	$ 185,000	$ 981,000	$ 965,000	$ 317,000	$ 280,000	$ 2,838,000
Electrical	425,000	935,000	400,000	225,000	265,000	225,000	2,475,000
Structure Repair	300,000	250,000	185,000	780,000	500,000	315,000	2,330,000
HVAC	165,000	90,000	635,000	335,000	115,000	75,000	1,415,000
Windows	0	400,000	0	0	650,000	1,150,000	2,200,000
Plumbing	30,000	35,000	1,440,000	445,000	150,000	125,000	2,225,000
Roofing	370,000	390,000	2,850,000	3,550,000	4,050,000	3,650,000	14,860,000
Subtotal Schools	*$ 1,400,000*	*$ 2,285,000*	*$ 6,491,000*	*$ 6,300,000*	*$ 6,047,000*	*$ 5,820,000*	*$ 28,343,000*
Total Capital Asset Preservation Program	***$ 2,650,000***	***$ 4,665,000***	***$ 10,6911,000***	***$ 12,350,000***	***$ 14,037,000***	***$ 15,845,000***	***$ 60,238,000***

Capital Asset Preservation Program Funding Summary and Impacts:

General Government – The Department of General Services manages the Capital Asset Preservation Program for general government facilities. In FY 2010, a fund balance of $2.5 million was available in the CAPP for general government facilities preservation. The Department of General Services projects these funds will be expended in 12 months. The FY 2011 – FY 2012 funding level represents a minimal funding level to meet basic rehabilitation/replacement needs for general government facilities.

The reduced funding levels for the fiscal periods FY 2009 – FY 2012 may substantially increase the probability of major systems failures in general government facilities. The reduced funding levels have impacted the Department of General Services ability to schedule a rehabilitation program for the aging elevators in the Government Center, Government Center Parking Garage, Shenandoah Building, and Valley Bank Building. In addition, rehabilitation and replacement of HVAC systems in the Government Center and Shenandoah Buildings has been delayed.

Loudoun County Public Schools – The Division of Facilities Services manages the Capital Asset Preservation Program for school facilities. In FY 2010, a fund balance of $6.4 million was available in the CAPP for school facilities preservation. The Division of Facilities Services projects $4.4 million of these funds will be expended in 24 months. The Division of Facilities Services had identified savings of $1.4 million from prior year funded projects which was utilized to fund the FY 2011 School CAPP. The FY 2012 adopted funding level represents a minimal funding level to meet basic rehabilitation/replacement needs for school facilities.

Central Services Fund

The Governmental Accounting Standard Board, which serves as the final arbiter of governmental accounting matters, authorizes the use of internal services fund "to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit…on a cost reimbursement basis (GASB 1300.104)." The Central Services Fund provides a mechanism to centralize operations that are more efficiently managed by a single agency, such as motor pools, courier services and telecommunications, while allowing for a complete reporting of each department's share of system costs. In the case of the County government, this objective is accomplished by charging agencies for:

- their share of maintaining and operating the County telephone system, based on the number of extensions;
- photocopies made at centrally-located machines and agencies' share of Countywide imaging project;
- their share of the County interdepartmental mail system, based on the number of pickup locations, and;
- costs borne by the shared County/Schools vehicle maintenance facility, based on the number and type of vehicles assigned to each department and employees' use of the motor pool.

Agencies are also charged for scheduled depreciation on vehicles to ensure that sufficient funding is available for replacement when the vehicles are no longer usable. Beginning in FY 2002, the County also funded a heavy equipment component in the Central Services Fund that allows for scheduled depreciation and maintenance on vehicles whose replacement values exceed $100,000.

The Central Services Fund is managed on a cost-reimbursement basis. Since resources are provided by means of transfers from the County's operating funds, the Central Services Fund's spending plan is developed as part of the annual budget process. Payments are included in each agency's adopted budget and vary depending on the department's size, number of locations and estimated usage. For example, the Sheriff's Office, which is the County government's largest department, is scheduled to pay $5,596,386 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 2008 - 2012.

FY 2008-2012 CENTRAL SERVICES FUND TRANSFERS

Central Function	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Duplicating	$1,347,928	$1,341,577	$1,174,500	$1,472,000	$1,339,068
Telephone	1,186,047	1,612,047	1,189,888	1,522,000	1,461,166
Mail	671,131	624,021	532,114	731,000	705,509
Vehicle Maintenance & Fuel	4,533,647	4,352,705	4,098,885	5,073,000	5,022,570
Heavy Equip. Maintenance & Fuel	1,382,563	1,625,229	1,375,641	1,824,000	2,416,550
Vehicle Depreciation	3,781,103	4,075,107	3,924,552	3,988,000	4,032,143
Heavy Equip. Depreciation[1]	2,813,862	2,892,665	3,373,772	3,262,000	3,421,974
Central Support	984,059	1,012,060	1,104,568	890,000	851,537
Total Funding:	**$16,700,340**	**$17,535,411**	**$16,773,920**	**$18,762,000**	**$19,250,517**
FTE Summary:	**12.27**	**12.27**	**11.27**	**11.27**	**11.27**

[1] In FY 2012, $880,000 in excess Commuter Bus depreciation funding will be transferred from the Commuter Bus Central Services Depreciation account to the Transit Bus Maintenance and Storage facility Capital Improvement Plan project account. In the FY 2011 – 2016 CIP, $880,000 of this excess deprecation was budgeted for the Transit Bus Maintenance and Storage facility to fully fund the project without having to issue any debt.

Comprehensive Services for At-Risk Youth and Families

The Comprehensive Services Act for At-Risk Youth and Families (CSA) Program utilizes a state-local match formula to purchase mandated services such as 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 County's 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 and Developmental Services, the Juvenile Court Services Unit, the Department of Health Services, County Administration, Loudoun County Public Schools, and parent and private provider representatives. The CPMT develops inter-agency policies and procedures to govern the provision of services, develops fiscal policies governing access to State pool funds, establishes quality assurance and accountability procedures, and coordinates long-range community planning for services. The CPMT appoints the Family Assessment and Planning Team (FAPT), composed of representatives from the agencies listed above, to assess the strengths and needs of troubled youths and families and to identify services required to meet those needs. FAPT considers referrals from any of the agencies represented on the CPMT.

The CSA Program is funded through a State pool of monies allocated to each locality, which 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.

The FY 2012 Adopted Fiscal Plan includes a reduction in State revenue of $286,639 and a corresponding reduction in expenditures as a result of the General Assembly's Aid to Localities budget reduction.

Total CSA Funding	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures					
Expenditures	$ 10,146,876	$ 8,554,402	$ 7,349,129	$ 10,409,338	$ 10,122,699
Transfer to General Fund	183,000	183,000	183,000	183,000	183,000
Total Expenditures	***$ 10,329,876***	***$ 8,737,402***	***$ 7,532,129***	***$ 10,592,338***	***$ 10,305,699***
Revenues					
State Revenue	$ 4,690,806	$ 4,346,512	$ 3,759,921	$ 4,680,796	$ 4,394,157
Other Revenue	1,181,124	732,866	582,915	1,140,000	1,140,000
Total Revenues	***$ 5,871,930***	***$ 5,079,378***	***$ 4,342,836***	***$ 5,820,796***	***$ 5,534,157***
Local Tax Funding	***$ 4,761,715***	***$ 4,771,542***	***$ 4,771,542***	***$ 4,771,542***	***$ 4,771,542***

Computer System Replacement Fund

The Computer System Replacement Fund, a component part of the Capital Asset Preservation Program (CAPP) and a subfund 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). The FY 2012 Adopted Fiscal Plan recommends $1.77 million for minor system replacements. Major Computer Systems were designated as a component of the Capital Improvement Program in FY 2011.

Minor Computer System Replacements (Up to $500,000)

The Computer System Replacement Fund provides for system replacements that cost up to $500,000. Table 1 provides a categorical list of the FY 2012 fund contribution requirements and the FY 2012 Adopted Fiscal Plan fund contribution of $1,770,000.

Table 1. Computer Replacement Fund Contribution Requirements for Minor System Replacements

System Replacement Category	FY 2012 Required Fund Contributions
Network Equipment	$ 437,000
Windows Servers	210,000
Enterprise Printers	60,000
Enterprise Servers	325,000
Enterprise Storage	326,000
Video Conferencing	125,000
Network Security	287,000
FY 2012 Required Contribution	***$ 1,770,000***
FY 2012 Adopted Contribution	***$ 1,770,000***

Due to limited resources, the replacement budget request for Minor Computer System Replacements was not fully funded in FY 2011. A total of $1,000,000 in Local Tax Funding was appropriated for this fund in FY 2011. In January 2011, the Board of Supervisors appropriated $770,000 in FY 2010 General Fund fund balance to supplement the FY 2012 local tax transfer to this fund.

Table 2. Minor Computer System Replacement Fund

	Fund	Prior FY	FY11	FY12	FY13	FY14	FY15	FY16	CSRF Tot	FFY	Proj. Total
Minor Computer System Replacement	$,FB	$ 8,325	$ 1,000	$ 1,770	$ 1,770	$ 1,770	$ 1,770	$ 1,770	$ 9,850	$ -	$ 18,175
Minor System Replacement Total		**$ 8,325**	**$ 1,000**	**$ 1,770**	**$ 1,770**	**$ 1,770**	**$ 1,770**	**$ 1,770**	**$ 9,850**	**$ -**	**$ 18,175**
Revenue Source	**Fund**	**Prior FY**	**FY11**	**FY12**	**FY13**	**FY14**	**FY15**	**FY16**	**CSRF Tot**	**FFY**	**Rev Total**
Local Tax Funding	$	$ 7,425	$ 1,000	$ 1,000	$ 1,770	$ 1,770	$ 1,770	$ 1,770	$ 9,080	$ -	$ 16,505
Fund Balance	FB	500	-	770	-	-	-	-	$ 770	-	$ 1,270
Fund Balance from CAPP Fund	CAPPFB	400	-	-	-	-	-	-	$ -	-	$ 400
Totals		**$ 8,325**	**$ 1,000**	**$ 1,770**	**$ 1,770**	**$ 1,770**	**$ 1,770**	**$ 1,770**	**$ 9,850**	**$ -**	**$ 18,175**

Dulles Industrial Park Water & Sewer District

The Board of Supervisors established the Dulles Industrial Park Water & Sewer District in 2006 as a service district pursuant to the Code of Virginia, Section 15.2, Chapter 24, in response to a landowner petition for the construction of water and sewer lines. The district consists of 24 properties located north of U.S. Route 50, near the Loudoun County-Fairfax County boundary. Utility improvements will be constructed and operated by the Loudoun County Sanitation Authority.

The special assessment was negotiated on a per property basis, and is intended to generate $1,650,000 in revenue over 10 years. Payments in FY 2012 are anticipated to total $217,000.

DULLES INDUSTRIAL PARK WATER & SEWER DISTRICT
PROJECTED BUDGET SCHEDULE

	FY 2012 Adopted
Revenue	$217,000
Expenditures	$217,000
Surplus (+)/Deficit (-)	$0

Greenlea Tax District

Background: In its 2008 Special Session, the Virginia General Assembly passed legislation amending §15.2-2404 of the Virginia State Code authorizing the creation of a special district and an assessment to fund the improvement of a damaged bridge on Crooked Bridge Road in the Blue Ridge District. The enacted legislation required a petition to create the district of not less than 50% of the property owners of Greenlea abutting Crooked Bridge Lane, who also own not less than 50% of the property within the subdivision. The Greenlea subdivision residents easily met this standard with a signed petition to the County requesting that the Board of Supervisors authorize and direct the establishment of an assessment under Title 15.2, Chapter 24, Article 2 of the Code of Virginia. The assessment is levied against the properties in the Greenlea subdivision to pay for the construction of the new bridge.

On June 16, 2009, the Board of Supervisors adopted an ordinance imposing the special assessment for local improvements to fund the replacement of the damaged bridge. The bridge was completed by a construction company selected by the property owners through their homeowners association, the Greenlea Homeowners Association II in November 2009. The cost for the bridge replacement required no local tax funds. The bridge was completely financed by the Greenlea Homeowners Association II in conjunction with a private lender. The County pays the proceeds for the special assessment directly to the lender(s) as directed by the Greenlea Homeowners Association II and payments are to be made solely from the collection of the special assessment imposed. The Board of Supervisors and the County are only responsible for imposing the special assessment, collecting the semi-annual installments, and forwarding collected monies to the lender(s) solely from the special assessment revenues. The total amount of the assessments on the properties identified by the ordinance may not exceed $660,575.18, which is the estimated project cost financed over fifteen (15) years at six percent (6%) interest per year. The nineteen (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
ADOPTED BUDGET SCHEDULE

	FY 2012 Adopted
Revenue	$44,038
Expenditures	$44,038
Surplus (+)/Deficit (-)	$0

Notes:
1. The first collection for this tax district occurred in December 2009.

Hamilton Sewer Service District

Loudoun County formed the Hamilton Sewer Service District on July 15, 1998 as a service district pursuant to Virginia Code Section 15.2-2400. The provision of a sewage collection system and the availability of public sewage treatment protect the health and safety of residents and conserve property values within the district. The district as established includes properties located within the Hamilton Joint Land Management Area.

All taxes levied and collected are pledged to repay a $2.8 million loan from the Virginia Department of Environmental Quality. This loan is financed by a combination of special tax assessments on the residents of the sewer district and an annual contribution of $88,000 from the County General Fund. On July 15, 1998, the Board of Supervisors also approved a $218,000 grant to finance possible easement condemnation costs, availability fee loan programs, easement research and recordation costs, as well as reimbursements to the Loudoun County Sanitation Authority for engineering and other services. The Board of Supervisors approved the Hamilton Area Sewer Project service agreement on December 16, 1998.

Property owners pay an additional $0.30 per $100 of assessed valuation, to finance the amortized debt for installation of collector sewer lines and related treatment plant improvements. For FY 2012, the Hamilton Area Sewer Service District is projected to generate $104,000 in revenue from its taxable base and receive an annual County General Fund contribution of $88,000, for a total of $192,000. Projected expenditures also total $192,000.

There is no local tax funding in this District/Fund.

HAMILTON SEWER SERVICE DISTRICT
PROJECTED BUDGET SCHEDULE

	FY 2012 Adopted
Revenue	
Taxable base	$104,000
County Contribution	88,000
Total Revenue	$192,000
Expenditures	$192,000
Surplus/Deficit	$0

HAMILTON SEWER SERVICE DISTRICT
FY 2012 Forecasted Real Property Taxable Base

2011 Estimated fair market value of real taxable property	$36,386,000
PLUS: Reassessment due to equalization	(1,252,000)
PLUS: Actual full value of new construction	0
2012 Forecasted fair market value of real taxable property	$35,134,000
FY 2012 Real property tax base subtotal	$35,760,000
LESS: Potential administrative and/or Board of Equalization adjustments[1]:	(107,000)[2]
LESS: Land use deferrals	(447,000)
FY 2012 Forecasted real property tax base total	$35,206,000

HAMILTON SEWER SERVICE DISTRICT
FY 2012 Forecasted Real Property Tax Revenue

	Forecasted Taxable Base	Net Revenue per Penny[3]	Revenue ($0.30/$100 Tax Base)
Real Property	$35,206,000	$3,460	$104,000

Notes:
1. Resulting from hearings and appeals.
2. Estimated at 0.3% of fair market value.
3. Excludes estimate of 0.05% uncollectible revenue and 1.5% deferred revenue and 0.30% for refunds pursuant to Virginia Code 58.1-3980 through 3984 projected to be unavailable for funding expenditures in FY 2012.

Source: Office of the County Assessor and Department of Management and Financial Services

Housing Choice Voucher Fund

The former Section 8 Housing Choice Voucher Program is now recognized in this document using its official U.S Department of Housing and Urban Development (HUD) name, Housing Choice Voucher Program.

In 1977, Loudoun County Housing Services, now a part of the Department of Family Services, executed its first agreement with the Virginia Housing and Development Authority (VHDA) to serve as the local administering agency to administer the Housing Choice (Section 8) Voucher Rental Assistance Program. This Federal Rental Assistance Program is funded by HUD and prior to FY 2002 funding was passed through VHDA to Loudoun. Loudoun County executed agreements with VHDA and HUD to transfer the administration of the Housing Choice Voucher Program from passing through VHDA to direct County administration with HUD, effective July 1, 2001 (FY 2002). The program's purpose is to provide low income families with decent, safe, and sanitary housing at prices which they can afford. The program provides Housing Choice Voucher subsidies for eligible low-income families and handicapped or elderly persons. All types of housing are eligible (i.e., single-family homes, duplexes, condominiums and apartments) providing they meet Housing and HUD Quality Standards.

The Program Description and Program Financial Summary for the Housing Choice Voucher Program are included in the Department of Family Services section of the FY 2012 Adopted Fiscal Plan.

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures	**$8,296,527**	**$8,592,324**	**$$8,643,469**	**$$8,619,236**	**$9,187,000**
Departmental Revenue	**$8,296,527**	**$8,592,324**	**$8,631,995**	**$8,540,330**	**$9,108,094**
Local Tax Funding:	**$0**	**$0**	**$11,474**	**$78,906**	**$78,906**
FTE Summary:	**10.25**	**10.25**	**10.25**	**11.25**	**11.25**

Legal Resource Center (Law Library)

The mission of The Law Library is to provide resources and reference services that promote access to justice by addressing the legal information needs of Loudoun County government, court personnel, attorneys, the local prison population and the general public. The Law Library provides a collection of legal materials that is needed, much used and not generally available elsewhere in Loudoun County. The full-time law librarian selects, purchases, shelves and updates materials, manages subscriptions, coordinates gifts, processes payments and develops library policies and procedures.

The Loudoun County Law Library, managed by the Clerk of the Circuit Court, offers a collection of United States and Virginia statutes and law books. It is open to the public from 8:00 a.m. to 4:00 p.m., 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.

Departmental Financial Summary	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Expenditures	**$65,000**	**$89,000**	**$85,316**	**$85,836**	**$78,516**
Departmental Revenue	**$65,000**	**$89,000**	**$85,316**	**$85,836**	**$78,516**
Local Tax Funding:	**$0**	**$0**	**$0**	**$0**	**$0**
FTE Summary:	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**

Local Gasoline Tax Fund

Loudoun County began the collection of a two percent local gasoline tax in January 1989. Initially, gasoline tax funds were administered through the Loudoun County Transportation District Commission (LCTDC). In January 1990, the Loudoun County Board of Supervisors (the Board) dissolved the LCTDC and elected to join the Northern Virginia Transportation Commission (NVTC). Local gasoline tax collections are now directed to a special Loudoun account at NVTC and transferred to the County as revenue.

In 1989, the Board adopted an initial policy governing the distribution of Gasoline Tax revenue. This policy included the requirement that $500,000 be set aside annually to provide local matching funds required for participation in the State's Revenue Sharing transportation program. This appropriation was subsequently enhanced to $1,000,000 in FY 2007. The Board also subsequently increased the matching contribution by $100,000 to allow for participation in the State's Supplemental Revenue Sharing program.

In 1993, the Board modified the original policy by establishing a funding formula for the Local Gasoline Tax Fund's annual budget. This policy recommends that Fund revenue be allocated according to the following formula: 80% for capital projects, 15% for transportation-related projects, and 5% for administration of the County's transportation system. As part of this funding formula, the Board designates a percentage of the County's gasoline tax revenues to both the Towns of Leesburg and Purcellville, as they are proportional to the Towns' shares of the County's population. The Board agreed to provide these two towns with a proportional share of local gasoline tax funds because these towns have responsibility for maintenance of their streets. (The other five incorporated towns have not met the State Code population threshold to maintain their streets.) The Board also implemented an application process for community organizations requesting use of County Gasoline Tax revenue.

The Board's consideration of the Local Gasoline Tax Fund budget typically occurs in two phases. Prior to the development of the County Administrator's Adopted Fiscal Plan, County staff presents proposals received during the annual application process to the Board's Transportation/Land Use Committee (TLUC), along with updated revenue estimates for the current and upcoming year. Following its review, the Committee provides direction to staff on those applications it supports recommending to the full Board of Supervisors for funding. Consideration and adoption by the Board occurs in concert with the development of the adopted budget in the Spring. Recognition of future gasoline tax revenues being utilized for the Dulles Rail Project will be an important factor in future budget deliberations.

On December 14, 2010, the TLUC completed the review of staff recommendations for the FY 2012 Adopted Local Gasoline Tax Fund budget. The TLUC recommended inclusion of a $25,575 contribution as a local match to Virginia Regional Transit (VRT) to continue providing service from the Dulles Town Center to the Udvar Hazy Smithsonian Air & Space Museum in Fairfax County. Additionally, the TLUC recommended that VRT provide ridership data and performance measures throughout the fiscal year, which will be analyzed to determine future contributions towards this service.

Secondly, the TLUC recommended re-directing $214,789 from the Town of Purcellville to the Lovettsville Park capital improvement project. With a potential total appropriation of $408,517 (a combination of FY 2011 and FY 2012 allotments), the TLUC recommended that the use of any remaining funds be directed to pedestrian mobility and safety projects identified by the Town of Lovettsville in its December 10, 2010 memorandum to the Board. With these amendments, the TLUC recommends including the FY 2012 Local Gasoline Tax Fund budget in the FY 2012 Adopted Fiscal Plan for full Board consideration. On April 4, 2011, the Board of Supervisors adopted the FY 2012 Fiscal Plan which included the aforementioned amendments. The following pages reflect the Board of Supervisor's determined use of the Local Gasoline Tax Fund in FY 2012.

Table 1: FY 2012 Adopted Budget

Revenues	
Gas Tax Revenues	$ 8,709,000
Interest	175,000
Total, Revenue	**8,884,000**
Expenditures	
Transfers to General Fund	3,378,111
Transfers to Capital Projects Fund	1,000,000
Payments to Community Organizations	2,936,636
Payments for Operating & Maintenance Expenses	1,531,753
Total, Expenditures	**8,846,500**
Estimated Excess Revenue over Expenditures	**37,500**
Estimated Beginning Fund Balance, FY 2012	15,848,875
Estimated Ending Fund Balance, FY 2012	15,886,375
Available Fund Balance	**$ 15,886,375**

Local Gasoline Tax Fund

Table 2: Adopted Appropriations

Applicant/Sponsoring Organization	FY 2011 Adopted	FY 2012 Adopted
CAPITAL PROJECTS (BOS Policy 80%):		
Town of Leesburg	$1,087,522	$1,169,209
Lovettsville Park Transportation Improvements	193,728	214,789
Town of Purcellville	0	0
OTS - Revenue Sharing	1,000,000	1,000,000
OTS - Revenue Sharing Supplement	100,000	100,000
OTS - Bikeway & Pedestrian Facilities Contingency	0	168,153
OTS - Bus Maintenance Facility	1,000,000	1,000,000
OTS - Spot Road Improvement Projects	0	0
OTS - Traffic Signal Contingency	0	0
OTS - Traffic Studies	0	0
Waterford Citizen's Association	10,500	0
SUBTOTAL, CAPITAL PROJECTS:	**$3,391,750**	**$3,652,151**
Percent of Total Expenditures	42.28%	41.28%
TRANSPORTATION/TRANSIT (15%)		
DGS - Park and Ride Lot Maintenance	$162,925	$260,525
OTS - Commuter Bus	2,374,277	2,798,279
OTS - Rideshare Grant Match	67,669	68,658
PRCS - Adaptive Recreation Transportation	140,000	140,000
American Red Cross (LCARC)	38,916	38,916
Every Citizen Has an Opportunity (ECHO)	30,400	31,700
Leesburg Safety Shuttle (Safe-T-Ride)	20,000	20,000
Loudoun Volunteer Caregivers	155,208	155,208
Virginia Regional Transit (VRT)	1,145,638	1,261,982
Virginia Regional Transit (VRT) - Udvar Hazy Service Route	N/A	25,575
SUBTOTAL, TRANSPORTATION	**$4,135,033**	**$4,800,843**
Percent of Total Expenditures	51.54%	54.27%
ADMINISTRATIVE (5%)		
OTS - Commuter Bus Promotion & Advertising	$10,000	$10,000
OTS - Special Projects Manager	101,374	110,000
OTS - Transit and Commuter Services	360,000	254,249
Dulles Area Transportation Association (DATA)	6,000	6,000
Northern Virginia Transportation Commission (NVTC)	18,038	13,257
SUBTOTAL, ADMINISTRATIVE:	**$495,412**	**$393,506**
Percent of Total Expenditures	6.18%	4.45%
Total Expenditures	**$8,022,195**	**$8,846,500**

Local Gasoline Tax Fund

Capital Projects

Project/Program Name: **Town of Leesburg**
FY 2011 Adopted: $1,087,522
FY 2012 Adopted: $1,169,209

Project Description: The Board of Supervisors designates to the Town of Leesburg a percentage of the County's gasoline tax revenues proportional to the Town's share of the County's population (13%). As a result, the County will allocate 13% of projected gasoline tax revenues to the Town to use for transportation projects at its discretion. The Town has indicated that it intends to use the FY 2012 funding for Phase III of its Sycolin Road improvements project.

Project/Program Name: **Town of Purcellville**
FY 2011 Adopted: $0
FY 2012 Adopted: $0

Project Description: Since FY 2006, the Board of Supervisors designates to the Town of Purcellville a percentage of the County's gasoline tax revenues proportional to the Town's share of the County's population (2%). However, for FY 2011 and FY 2012, the Board of Supervisors amended its funding formula to allocate the funds to the County's Lovettsville District Park capital improvement project.

Project/Program Name: **Lovettsville Park Transportation Improvements**
FY 2011 Adopted: $193,728
FY 2012 Adopted: $214,789

Project Description: The Lovettsville District Park capital improvement project would develop a 91-acre tract of land abutting the Town of Lovettsville in the Northwest Subarea Planning District for a district park. The local gasoline tax revenue subsidy would provide for construction of various transportation aspects of the Park, such as two entrances, internal roads and a trail that connects Lovettsville Elementary School to Lovettsville Community Center.

Project/Program Name: **OTS - Revenue Sharing**
FY 2011 Adopted: $1,000,000
FY 2012 Adopted: $1,000,000

Project Description: The Office of Transportation Services (OTS) has requested funding for the local match of the County's participation in the State's revenue sharing program. Each year, the County has the opportunity to match up to $1,000,000 of State funds on a 50/50 basis for transportation improvement projects. The revenue sharing program continues to remain an important funding source for the construction of surface transportation projects in the County.

Local Gasoline Tax Fund

Capital Projects – Continued

Project/Program Name: **OTS - Revenue Sharing Supplement**
FY 2011 Adopted: $100,000
FY 2012 Adopted: $100,000

Project Description: At the end of each fiscal year, the State provides an additional round to apply for revenue sharing funds that were not claimed in the first round. These funds are available at the same 50/50 match as the regular Revenue Sharing Program up to a maximum of $100,000. The County has successfully used these funds over the past several years to assist in construction projects such as the Route 28 PPTA project, and more recently Pacific Blvd and Route 643 (Sycolin Road) projects.

Project/Program Name: **OTS - Bikeway and Pedestrian Facilities Contingency**
FY 2011 Adopted: $0
FY 2012 Adopted: $168,153

Project Description: OTS has requested funding for design and construction of bikeway and pedestrian facilities. Sometimes, the funds are combined with available proffer funds to fully fund a project. Over the past few months, with Board approval, staff has utilized funds available in this contingency for Board-initiated bicycle and pedestrian capital improvement projects. The Board is appropriating $168,153 to replenish expended dollars in anticipation of future capital improvement projects.

Project/Program Name: **OTS - Transit Maintenance and Operations Facility**
FY 2011 Adopted: $1,000,000
FY 2012 Adopted: $1,000,000

Project Description: OTS has requested (partial) funding for the construction of a transit and operations maintenance facility. The County currently owns 45 coaches used to operate the commuter bus service. An additional two coaches are on order and scheduled for delivery in spring, 2011. It is necessary to have a county-owned facility as well as a secure location to park these buses when they are not in use. In addition to the parking area and the bus maintenance bays, the facility will also include limited office space for the operating contractor staff, and a driver training room.

In December 2007, the County used excess commuter bus funds to purchase approximately 14 acres adjacent to the existing Central Garage to house this future facility. In May 2009, the Board of Supervisors allocated $640,000 in state capital funds and directed staff to move forward with a feasibility study related to development of a commuter bus maintenance and operations facility. This study has been completed, and a contract has been awarded for design of the facility. The projected cost for design and construction of the approximately 23,000 square feet facility with secure bus parking is $14 million.

The Virginia Department of Rail and Public Transportation has indicated that they will partner financially on this project at a minimum level of 50% state capital grant funding. The funding for the 50% local match has been identified from prior years local gas tax funding not used as the Revenue Sharing match, unused CIP park and ride lot land purchase funds, and commuter bus funds. When completed, the maintenance and storage facility will be operated by the commuter bus contractor, and will incur minimal operating costs. The Board approved the project in the Amended FY 2011-2016 Capital Improvements Program.

Local Gasoline Tax Fund

Capital Projects – Continued

Project/Program Name: **OTS - Spot Road Improvement Projects**
FY 2011 Adopted: $0
FY 2012 Adopted: $0

Project Description: OTS has requested funding for road improvement requests and other construction work where additional funding has to be identified in order to complete a project. The Board established this account in the FY 2007/2008 Gasoline Tax Fund budget to fund minor capital projects that arise during the course of the year. Examples include traffic calming projects, safety improvements, and right-of-way acquisition. Due to conservative revenue projections and the availability of remaining funds from prior year appropriations, the Board has temporarily suspended this appropriation.

Project/Program Name: **OTS - Traffic Signal Contingency**
FY 2011 Adopted: $0
FY 2012 Adopted: $0

Project Description: OTS has requested funding for traffic signals, signage, and safety studies that arise during the course of the year. Due to conservative revenue projections and the availability of remaining funds from prior year appropriations, the Board has temporarily suspended this appropriation.

Project/Program Name: **OTS - Traffic Studies**
FY 2011 Adopted: $0
FY 2012 Adopted: $0

Project Description: OTS has requested funding for traffic study requests that identify road safety issues and solutions to those issues. Due to conservative revenue projections and the availability of remaining funds from prior year appropriations, the Board has temporarily suspended this appropriation.

Project/Program Name: **Waterford Citizen's Association (WCA)**
FY 2011 Adopted: $10,500
FY 2012 Adopted: $0

Project Description: As part of the FY 2011 Safe, Accountable, Flexible, Efficient Transportation Equity Act – a Legacy for Users (SAFETEA-LU), the WCA applied for $31,000 of county funds to serve as a match for construction of pedestrian crosswalks. The project would install seven (7) crosswalks throughout the Village of Waterford as part of the community's effort to calm traffic and improve pedestrian facilities. In June 2009, the Board of Supervisors directed staff to set aside local gasoline tax revenues as the source of the grant match. Since that time, WCA has narrowed its project submission and the grant match has been reduced to $10,500. The distribution of these funds was contingent upon Virginia Department of Transportation (VDOT) awarding the SAFETEA-LU Grant. Since time of adoption of the County's FY 2011 Fiscal Plan, VDOT has denied the grant funding to WCA. This was a one year request. Since VDOT did not fund the project, the $10,500 appropriation was re-allocated to local gas tax fund balance.

Local Gasoline Tax Fund

Transportation/Transit Projects

Project/Program Name: **DGS - Park and Ride Lot Maintenance**
FY 2011 Adopted: $162,925
FY 2012 Adopted: $260,525

Project Description: The Department of General Services (DGS) and OTS has requested funding for maintenance of county-owned and leased park and ride lots. Maintenance responsibilities include minor repairs, snow removal and lighting. Due to delays in construction of a parking lot in the Purcellville area, OTS continues to offer parking at temporary lots in the Purcellville area. The Board approved construction of a permanent park and ride lot at Franklin Park in Purcellville in the FY 2011-2016 Capital Improvements Program. The Board has increased the appropriation due to the increased number of facilities to maintain.

Project/Program Name: **OTS - Loudoun County Commuter Bus Operations**
FY 2011 Adopted: $2,374,277
FY 2012 Adopted: $2,798,279

Project Description: OTS has requested funding for Loudoun County Commuter Bus operations. This service provides daily transportation for commuters to and from Arlington County and Washington, D.C. The FY 2005 budget represented the first budget under which the commuter bus program operated according to its new business model, where a County-owned fleet is operated and maintained by a private contractor. The commuter bus program is funded by a combination of fare box revenue, annual appropriations from the Gasoline Tax Fund and State Operating Aid.

OTS intends to increase public transportation opportunities for citizens of Loudoun and neighboring jurisdictions to include adding two buses in FY 2011 and three buses in FY 2012 to the current fleet of 45 buses. This continued growth and expansion is to meet the demand for increased capacity and service. The requested increase in appropriation covers the cost of fuel and the cost of the contract for operating and maintenance expenses.

Project/Program Name: **OTS - Rideshare Program Match**
FY 2011 Adopted: $67,669
FY 2012 Adopted: $68,658

Project Description: OTS has requested funding for the Rideshare Program, which has been an element of the budget since FY 1990. This matching program leverages State funds at an 80/20 ratio, with the State providing 80% of the program costs. The Rideshare program provides personal assistance to commuters interested in car/van pooling and commuter transit services, and advocates the benefits of ridesharing services through advertisements and promotional events. In addition, this funding provides the 20% match to support a full time employer outreach position.

Project/Program Name: **PRCS - Adaptive Recreation Transportation**
FY 2011 Adopted: $140,000
FY 2012 Adopted: $140,000

Project Description: The Department of Parks, Recreation and Community Services (PRCS) has requested funding for the Adaptive Recreation Section which operates a summer camp program for individuals who qualify for special education ages 2-22, for an eight week period annually. The purpose of the program is to give families of participants some respite over the summer and to give the camper a true summer camp experience full of opportunities for socialization and adventure. School bus transportation is provided for an estimated 125 campers from their home or summer school to the camp location and back home again. The Adaptive Recreation Section follows the mission of PRCS to promote healthy lifestyles for all Loudoun citizens.

Local Gasoline Tax Fund

Transportation/Transit Projects – Continued

Project/Program Name: **American Red Cross, Loudoun County Chapter**
FY 2011 Adopted: $38,916
FY 2012 Adopted: $38,916

Project Description: The Loudoun County Chapter (LCARC) has requested funding for the maintenance of disaster vehicle fleet, which is used to carry out its stated mission of providing relief to victims of disasters 24 hours a day, 7 days a week. Currently, the Chapter maintains three separate vehicles that are dedicated to disaster response: Emergency Response Vehicle, Shelter Response Truck, and a Mobile Communications and Service Delivery Unit. In FY 2009, LCARC teams of highly trained volunteers responded to ten dispatches from Loudoun Fire & Rescue and the Office of Emergency Management (OEM), assisting 70 individuals in their times of need. LCARC provided immediate food, shelter, clothing, medicine, health and mental health services as needed, to reduce suffering, prevent hunger and homelessness, and give relief within 1-2 hours of a disaster strike.

Project/Program Name: **Every Citizen Has an Opportunity (ECHO)**
FY 2011 Adopted: $30,400
FY 2012 Adopted: $31,700

Project Description: ECHO has requested funding to support part of the organization's transportation operational costs for transporting clients to their workplaces. ECHO assists disabled persons with securing and maintaining integrated community-based employment. As in previous years, the organization will continue to seek Federal Transit Administration grant funding. ECHO estimates that it will provide daily transportation to work sites for more than 100 County residents with various levels of disability.

Project/Program Name: **Leesburg Safety Shuttle**
FY 2011 Adopted: $20,000
FY 2012 Adopted: $20,000

Project Description: The Town of Leesburg has requested funding to support the operations of Safe-T-Ride. Since FY 2001, the Town has contracted with the Virginia Regional Transit (VRT) for the operation of a shuttle service on the Route 15 Bypass. The County agreed to participate in the service on a 50/50 cost-sharing basis, equivalent to $20,000 in FY 2009 and in FY 2010. Initially, the service was provided on weekdays only. In past years, the Town has expanded the service to seven days a week and improved headways during holiday shopping seasons. The Town of Leesburg requested an increase of funding for the FY 2011/2012 biennium to cover this service expansion. Due to conservative revenue projections, the Board held funding to the FY 2011 Adopted Fiscal Plan budget level.

Project/Program Name: **Loudoun Volunteer Caregivers**
FY 2011 Adopted: $155,208
FY 2012 Adopted: $155,208

Project Description: Loudoun Volunteer Caregivers has requested funding to provide annual transportation services to its clients. Loudoun Volunteer Caregivers is a volunteer organization that provides elderly residents and people with disabilities within Loudoun County with assisted transportation. Services include transportation to non-emergency medical appointments, prescription pick-ups, physical therapy, and cancer or dialysis treatments. In FY 2009, Loudoun Volunteer Caregivers estimated that it would provide over 6,816 trips for 203 County seniors and residents with disabilities. Early in FY 2009, Loudoun Volunteer Caregivers agreed to expand its services in order to accommodate clients previously served by the Loudoun Red Cross. The organization's FY 2009/2010 appropriation was increased to $155,208 for each fiscal year. There was no change in funding from the FY 2011 Adopted Fiscal Plan.

Local Gasoline Tax Fund

Transportation/Transit Projects – Continued

Project/Program Name: **Virginia Regional Transit (VRT)**
FY 2011 Adopted: $1,145,638
FY 2012 Adopted: $1,261,982

Project Description: Virginia Regional Transit (VRT) requested funding to provide public transportation services to Loudoun County residents as planned and coordinated in collaboration with the Office of Transportation Services. VRT's operations in Loudoun County include daily transportation services in Leesburg, Ashburn, Sterling/Countryside, the "7 to 7 on 7" Service, as well as "On Demand" services throughout the County. VRT introduced its first fixed route bus service in Leesburg in January 2001, and began service along Route 7 in 2002. During FY 2009, VRT provided 580,000 passenger trips.

Project/Program Name: **Virginia Regional Transportation (VRT) - Udvar Hazy Service Route**
FY 2011 Adopted: $25,575
FY 2012 Adopted: $25,575

Project Description: Virginia Regional Transit (VRT) requested funding to provide public transportation services to riders from the Dulles Town Center to the Udvar Hazy Smithsonian Air & Space Museum in Fairfax County. The local gasoline tax revenue appropriation would fund the local match for federal and state funds and provide transit service 6 days a week/30 hours per week from Dulles Town Center and Dulles Airport to the Udvar Hazy Museum. The Board includes this appropriation for this service route, with the caveat that VRT will continue to provide statistical information regarding ridership throughout the fiscal year.

Local Gasoline Tax Fund

Administrative Projects

Project/Program Name: **OTS - Commuter Bus Promotion and Advertising**
FY 2011 Adopted: $10,000
FY 2012 Adopted: $10,000

Project Description: OTS requested funding for the promotion and advertisement of commuter bus services to the public. The policy guidelines for the distribution of these funds are established by the Loudoun Commuter Bus Advisory Board (CBAB). The County has made use of this allocation in recent years to leverage Federal grant funding promoting public awareness of transit alternatives.

Project/Program Name: **OTS - Senior Project Manager**
FY 2011 Adopted: $101,374
FY 2012 Adopted: $110,000

Project Description: In July 2010, the Board approved the creation of a regular, part-time position in the Office of Transportation Services to focus on transportation funding alternatives, including the use of transportation cash proffers, state and federal funding opportunities and local gasoline tax funds. Potential projects include highway improvements, transit infrastructure and bicycle and pedestrian accommodations. This position also provides support to the Route 28 Tax District Commission and the Northern Virginia Transportation Authority. The staff person represents the County before State agencies such as the Commonwealth Transportation Board to monitor funding opportunities and regulatory policies of that Board as they impact localities. The position follows State and Federal legislation relating to transportation issues. This FY 2012 funding for this item increased to cover personnel and operating expenses.

Project/Program Name: **OTS - Transit and Commuter Services**
FY 2011 Adopted: $360,000
FY 2012 Adopted: $254,249

Project Description: OTS has requested funding to offset staffing and operating costs within the department's Division of Transit and Commuter Services. The amount appropriated for FY 2012 decreased from the FY 2011 Adopted Fiscal Plan.

Project/Program Name: **Dulles Area Transportation Association (DATA)**
FY 2011 Adopted: $6,000
FY 2012 Adopted: $6,000

Project Description: Loudoun County is a member of the Dulles Area Transportation Association, which is a transportation management association operating in the Dulles Airport/Route 28 employment center. DATA assesses transportation needs and issues, formulates strategies to meet those needs, and provides a forum within which all members can work cooperatively to formulate policies, plans, and programs for the effective administration of transportation operations within the area. Membership consists of government and business organizations. Annual dues have been funded from the Local Gasoline Tax Fund since FY 1992. There was no change in funding from the FY 2011 Adopted Fiscal Plan.

Project/Program Name: **Northern Virginia Transportation Commission (NVTC) Administrative Costs**
FY 2011 Adopted: $18,038
FY 2012 Adopted: $13,257

Project Description: The Northern Virginia Transportation Commission receives, invests, and disburses Loudoun County's share of local gasoline tax funds. Funding is associated with the administrative cost of this service.

Post-Retirement Employee Benefits Fund

The Governmental Accounting Standards Board issued Statement #45, *Accounting and Financial Reporting by Employers for Post-employment Benefits Other Than Pensions,* to address how governmental entities should account for and report their costs and obligations related to "other post-employment benefits" or "OPEB." OPEB refers to fringe benefits provided to retired and former employees other than pension benefits. In past accounting standards, entities recognize the cost of these benefits as they are paid. The new standard requires recognition of the cost of the benefits over the service period of the employee. This concept is similar to accounting requirements for pension obligations under existing standards.

Currently Loudoun County and Loudoun County Public Schools (LCPS) offer post-retirement health plan benefits which include a Medicare Advantage Plan with prescription drugs, dental and vision coverage. The bond rating agencies have stated that they have begun to consider OPEB funding status in their evaluations of government financial condition. It is possible that bond ratings may suffer for those governments with large and/or mounting liabilities that do not have a mechanism in place to manage these obligations. Following these new guidelines, the County's actuarial firm has been conducting biannual analyses in accordance with GASB 45.

In response to the new reporting requirements, a new fiduciary fund was created in FY 2009 with a budget of $10,000,000, $7,000,000 for the LCPS and $3,000,000 for Loudoun County. This fiduciary fund allows the County to budget for the annual cost of public employee non-pension benefits related to OPEB in the same manner as reporting financial information for pensions. In FY 2010 and FY 2011 an annual contribution of $15,000,000, $10,500,000 for the LCPS and $4,500,000 for Loudoun County was made. LCPS and Loudoun County joined the VML/VACo Pooled OPEB Trust for the investment of County assets related to OPEB. This transfer occurred on September 8, 2009, with the County OPEB Committee continuing its role of monitoring the performance of the VML/VACo Pooled OPEB Trust. In order to continue the County's commitment to this important program, the FY 2012 budget includes a $20,000,000 contribution to the OPEB Trust, an increase of $5,000,000; $3,500,000 for LCPS and $1,500,000 for Loudoun County. In order to further mitigate future liabilities, the LCPS and Loudoun County have implemented several cost savings measures which include the transition of the County's Retire Health Plan to a fully insured Medicare Advantage Plan resulting in a projected savings of $2,000,000 to the annual required contribution. This change occurred in September 2009. The County will continue to explore innovative solutions that will assist in future program cost management.

Post-Retirement Employee Benefits

	FY 2012 Adopted
OPEB Contributions	
School	14,000,000
County	6,000,000
Total OPEB Contributions:	**$20,000,000**

Proffer Fund

Developer contributions, known as proffers, provide one source of funding for capital facilities. Proffers are typically cash amounts, dedicated land, and/or in-kind services that are voluntarily granted to the County to partially offset future capital facility costs associated with specific land developments. Proffer contributions are typically obtained through rezonings (changes in the planned use of land) which result in land use patterns that may generate significant capital facility costs. For example, if a developer is awarded a rezoning that changes the use of land parcels from commercial to residential use, housing units will more than likely be constructed on the parcels in the future. Those housing units would generate a need for County services and capital facilities such as schools, parks, libraries and other facilities. Therefore, the development community offers contributions to help offset these future capital costs. The County maintains an inventory of all types of proffers, which include cash, land and in-kind proffers. Cash proffers accrue to the Public Facilities Trust Fund. As allowed in §15.2-2299 of the *Code of Virginia,* the Loudoun County Zoning Administrator is vested with all necessary authority to administer and enforce proffers and, per statute, holds the final authority to adjudicate eligibility for public facility uses.

In 2001, the General Accounting Standards Board (GASB) issued GASB 34, the account reporting standard for local governments. Prior to GASB 34, proffers had been reported as transfers from the Public Facilities Trust Fund to a particular capital project. Since FY 2002, the County has been required to budget proffer funds and report them in its annual financial report. The County began budgeting appropriated proffers in the Proffer Fund in FY 2003.

Until recently, land proffers were budgeted at a pre-zoned assessed value with the final value of the land proffer established at the time of conveyance. At its January, 2005 business meeting, the Board of Supervisors initiated a Comprehensive Plan Amendment (CPAM) which included a revision to proffered land policy. CPAM 2006-0001, "Proffered Land Sites Credit Methodology," was approved by the Board of Supervisors on June 14, 2006. Per this policy, land proffers are valued at the planned land use market rate for proffered Capital Facilities contributions. In-kind proffers are budgeted at an estimated value based on current construction market trends. The value of the in-kind asset is verified at the time the work is completed. The cash proffers are budgeted in the Proffer Fund and shown as transfers into the Capital Projects, General or Debt Service funds as applicable.

FY 2011 – FY 2016 Proffer Fund

The Board of Supervisors provided fiscal guidance in FY 2009 to utilize cash proffers for capital facilities to the fullest extent during the FY 2011 – FY 2016 Capital Improvement Program. The Adopted FY 2011 – FY 2016 Proffer Fund utilizes $38,880,000 in cash proffers and $2,425,000 in in-kind proffer contributions to fund capital improvement and capital asset preservation projects in the County's capital fund. The expenditures focus on capital investments in County-owned facilities with the goal to develop County-owned land assets or expand the use of existing facilities for public use. A total of $41.3 million in proffers are utilized to fund capital infrastructure for the County in the six-year planning period.

FY 2012 Adopted Expenditures

In FY 2012, cash proffers of $11.4 million are utilized to fund the build-out of Gum Spring Library, Phase I development of the Hal and Berni Hanson Regional Park, and the acquisition of one transit bus for the County's commuter bus service.

The Proposed FY 2011 – FY 2016 Proffer Expenditures are:

Table 1. Proposed FY 2011-2016 Proffer Fund

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
Revenues							
Proffer Trust Fund							
Cash Proffers	$15,120,000	$11,400,000	$ 3,375.000	$ 7,800,000	$ 250,000	$ 935,000	$ 38,880,000
In-Kind Proffers	0	0	2,425,000	0	0	0	2,425,000
Total Expenditures	***$15,120,000***	***$11,400,000***	***$ 5,800,000***	***$ 7,800,000***	***$ 250,000***	***$ 935,000***	***$ 41,305,000***

The FY 2012 expenditures received determinations from the Loudoun County Zoning Administrator verifying that the uses are appropriate to the planned use and intent of the original proffer statements provided by the proffer contributors. Actual transfer amounts will include Proffer Trust Fund principle and interest balances available at the time of appropriation.

FY 2011 - Proffer Fund

Project	ZMAP	Proffer	Seq#	Index	FY 11
Commuter Transit Buses	ZMAP 1997-0009	Belmont Executive Center	99067149	911304	$77,948
	ZMAP 1999-0002	Poland Road Property	99063938	911080	$771
	ZMAP 2002-0020	Braddock Corner	99065512	911272	$3,608
	ZMAP 2003-0006	Lansdowne Village Greens	99066407	911283	$33,825
	ZMAP 2004-0004	Estates at Elk Run	99067195	911445	$517,634
	ZMAP 2004-0019	Treburg	99067639	911432	$16,214
				Subtotal	**$650,000**
Transit Bus Maint. Facility	ZMAP 2001-0002	Cookes Crossing	99065496	911418	$6,000
				Subtotal	**$6,000**
East Gate Park & Ride Lot	ZMAP 1999-0006	East Riding Estates	99062476	910864	$676
	ZMAP 2001-0010	South Riding Station	99066363	911200	$239,324
				Subtotal	**$240,000**
Rt. 7/Rt.659 Interchange	ZMAP 2003-0006	Lansdowne Village Greens	99066403	911282	$2,630,000
				Subtotal	**$2,630,000**
Fire & Rescue Prop Lots	ZMAP 1997-0001	Woodland	99065256	911165	$38,285
	ZMAP 2001-0002	Cookes Crossing	99065492	911416	$63,470
	ZMAP 2002-0002	Evergreen Rural Village	99066330	911239	$1,113,245
				Subtotal	**$1,215,000**
Mirror Ridge Group Residence	ZMAP 1987-0015	Rolling Ridge	96104557	910035	$1,519
	ZMAP 1988-0046	Providence Mirror Ridge	97071131	910951	$54,543
	ZCPA 1992-0011	Town Center at Westlake	95070024	910355	$171,828
	ZCPA 1996-0004	Town Center at Westlake	97091557	910688	$2,110
				Subtotal	**$230,000**
Ashburn Library Collection	ZMAP 2001-0003	Moorefield Station	99064485	910973	$250,000
				Subtotal	**$250,000**
Eastern Loudoun Respite Center	ZMAP 1992-0004	University Center	95060291	910320	$22,935
	ZCPA 1994-0005	Broadlands South	96063102	910827	$458,040
	ZMAP 1999-0012	Sisler	99063589	910906	$39,025
				Subtotal	**$520,000**
Brambleton District Park	ZMAP 2002-0016	One Loudoun Center	99065895	911185	$892,855
	ZMAP 2003-0006	Lansdowne Village Greens	99066408	911307	$3,141,990
	ZMAP 2003-0018	Pulte Homes Croson Lane	99066029	911335	$410,155
				Subtotal	**$4,445,000**
Edgar Tillett Park	ZMAP 1987-0032	Swarthout	97060832	910388	$2,063
	ZMAP 1989-0035	Ryans Corner	96012806	910028	$6,564
	ZCPA 1994-0005	Broadlands South	96060952	910929	$378
	ZMAP 1995-0010	Ryan Park Center	97081314	910476	$166
	ZMAP 1995-0010	Ryan Park Center	97081315	910562	$2,048
	ZMAP 1996-0003	Belmont Revised	99062112	910712	$968
	ZMAP 1996-0003	Belomont Revised	99062142	910841	$1,610
	ZMAP 1996-0013	Waxpool Village	99061889	911002	$7,629
	ZMAP 2003-0009	Goose Creek Village South	99066235	911353	$520,209
	ZMAP 2003-0018	Pulte Homes Croson Lane	99066029	911335	$653,365
				Subtotal	**$1,195,000**
FY 11 CIP Cash Proffer Subtotal					**$11,381,000**

FY 2011 - Proffer Fund Continued

Project	ZMAP	Proffer	Seq#	Index	FY 11
Park Improvements					
Ashburn Planning Subarea					
Ashburn Park	ZMAP 1991-0001	Ashburn Center	95060097	910031	$9,766
	ZMAP 2000-0005	Bodmer Property	99063413	911070	$2,698
	ZMAP 2001-0003	Moorefield Station	99065311	911422	$22,410
	ZMAP 2003-0018	Pulte Homes Croson Lane	99066029	911335	$215,126
				Subtotal	**$250,000**
Bles Park	ZCPA 2000-0009	University Center	99064623	911197	$30,501
	ZMAP 2003-0006	Lansdowne Village Greens	99066408	911307	$244,499
				Subtotal	**$275,000**
Lansdowne Park	ZMAP 2003-0006	Lansdowne Village Greens	99066408	911307	$275,000
				Subtotal	**$275,000**
Lyndora Park	ZMAP 2002-0016	One Loudoun Center	99065895	911185	$250,000
				Subtotal	**$250,000**
Trailside Park	ZMAP 1986-0047	Belmont Forest	96111207	910349	$38,520
	ZMAP 2003-0018	Pulte Homes Croson Lane	99066029	911335	$236,480
				Subtotal	**$275,000**
Dulles Planning Subarea					
Byrnes Ridge	ZMAP 2001-0010	South Riding Station	99066349	911199	$895,000
				Subtotal	**$895,000**
Conklin Park	ZMAP 1999-0016	South Village	99063831	911017	$40,055
	ZMAP 1999-0022	Poland Road Property	99063944	911081	$21,615
	ZMAP 2000-0008	Dean Property	99065410	911193	$5,850
	ZMAP 2001-0004	Pinebrook Village	99064554	911188	$57,480
	ZMAP 2001-0010	South Riding Station	99066349	911199	$150,000
				Subtotal	**$275,000**
Leesburg Planning Subarea					
Phil Bolen Park	ZMAP 0000-0288	Hoffman	96060053	910045	$9,000
				Subtotal	**$9,000**
Potomac Planning Subarea					
Potomac Lakes Sportsplex	ZMAP 1990-0022	Loudoun Village	97010917	910419	$224,212
	ZMAP 1990-0022	Loudoun Village	97011816	910418	$537
	ZMAP 1995-0007	South Bank	97020056	910506	$515
	ZMAP 1998-0008	Eden II	99062206	910777	$104,736
				Subtotal	**$330,000**
Sterling Planning Subarea					
Briar Patch Park	ZMAP 1998-0008	Eden II	99062206	910777	$275,000
				Subtotal	**$275,000**
Claude Moore Park	ZMAP 1987-0015	Rolling Ridge	96104630	910037	$2,833
	ZMAP 1988-0044	Five Oaks	97040401	910434	$1,768
	ZMAP 1989-0013	Church Road Mews	97040419	910949	$190
	ZMAP 1989-0019	Chatham Glen	97012537	910339	$524
	ZMAP 1990-0014	Dulles Town Center	96043022	910543	$6,088
				Subtotal	**$11,403**
FY 11 CIP Cash Proffer Subtotal					**$3,120,403**

FY 2011 Proffer Fund Continued

Project	ZMAP	Proffer	Seq#	Index		FY 11
Claude Moore Park	ZMAP 1991-0007	Beard Property	96110602	910731		$27,718
	ZMAP 1991-0007	Beard Property	96111328	910732		$17,413
	ZMAP 1991-0007	Beard Property	96112842	910069		$39
	ZMAP 1991-0010	Grovewood	95060189	910017		$1,332
	ZMAP 1991-0010	Grovewood	95060199	910016		$375
	ZCPA 1992-0010	Old Sterling Gables	95070081	910063		$33
	ZMAP 1993-0003	Peace Plantation I	95070034	910438		$788
	ZMAP 1993-0003	Peace Plantation I	99061872	910548		$1,056
	ZCPA 1993-0005	Dominion Station	95070044	910336		$110
	ZCPA 1993-0005	Dominion Station	9570045	910292		$300
	ZMAP 1993-0007	Lewis Property	95060041	910389		$82
	ZMAP 1993-0007	Lewis Property	95060042	910392		$2,059
	ZMAP 1995-0007	South Bank	97020024	910504		$748
	ZMAP 1995-0013	Rt. 7 Partners	97050793	910493		$48,239
	ZMAP 1995-0013	Rt. 7 Partners	97050795	910486		$22,112
	ZMAP 1996-0002	Thompson	99061924	910751		$965
	ZMAP 1996-0007	Sugarland Oaks	97081299	910811		$7,943
	ZMAP 1996-0007	Sugarland Oaks	97081300	910812		$568
	ZMAP 1997-0008	River Crest	99061994	910564		$54,249
	ZMAP 1998-0001	Sterling Associates	99061904	910863		$96,551
	ZMAP 1998-0001	Sterling Associates	99061909	910903		$24,014
	ZMAP 1998-0006	Odell Property	99062465	910885		$22,694
	ZMAP 1998-0006	Odell Property	99062466	910886		$4,330
	ZMAP 1998-0008	Eden II	99062206	910777		$47,015
	ZMAP 1998-0008	Eden II	99062214	910778		$27,771
	ZMAP 1998-0012	Brockman	99062261	910830		$14,278
	ZMAP 1998-0012	Brockman	99062268	910832		$597
	ZMAP 1998-0013	Steinberg Lorey Taylor	99063129	910878		$1,870
	ZMAP 1999-0017	Guilford Crossing II	99063618	911008		$843
	ZMAP 2001-0003	Moorefield Station	99065311	911422		$22,505
				Suntotal		**$448,597**
FY 11 CIP Cash Proffer Total						**$14,950,000**

FY 11 TRANSFERS TO THE CAPITAL ASSET PRESERVATION PROGRAM

Project	ZMAP	Proffer	Seq#	Index#		FY 11
Cascades Senior Center	ZMAP 1986-0051	Cascades Modifications	96013008	910077		$155,000
				Subtotal		**$155,000**
Potomac Terrace Residence	ZCPA 1995-0001	Potomac Terrace	96012132	910019		$2,847
	ZCPA 1995-0001	Potomac Terrace	96013225	910020		$12,153
				Subtotal		**$15,000**
FY 11 CAPP Cash Proffer Total						**$170,000**

TOTAL FY 11 PROFFER FUND TRANSFERS	**$15,120,000**

FY 2012 Proffer Fund

Project	ZMAP	Proffer	Seq #	Index	FY 12
Commuter Transit Buses	ZMAP 2001-0010	South Riding Station	99066363	911200	$26,181
	ZMAP 2002-0004	Reserve at Belle Terra	99064797	911211	$24,882
	ZMAP 2002-0005	Loudoun Station	99064848	911126	$217,616
	ZMAP 2003-0004	Masira	99066110	911363	$77,790
	ZMAP 2003-0006	Lansdowne Village Greens	99066407	911283	$27,877
	ZMAP 2003-0014	Belmont Trace	99066148	911486	$29,260
	ZMAP 2004-0004	Estates at Elk Run	99067195	911445	$133,848
	ZMAP 2004-0008	Frontier Springs	99066648	911327	$44,857
	ZCPA 2005-0003	Sam's Club Fueling Station	99068189	911373	$15,389
	ZMAP 2008-0014	Villages at Waxpool	99069836	911458	$2,300
				Subtotal	**$600,000**
Gum Spring Library	ZMAP 1995-0009	Katama Woods	97081471	910536	$3,376
	ZMAP 1995-0014	Kirkpatrick Farms	99064415	910933	$207,739
	ZMAP 1999-0016	South Village	99063831	911017	$1,568,561
	ZMAP 1999-0022	Poland Road Prop.	99063944	911081	$171,753
	ZMAP 2000-0008	Dean Property	99065410	911193	$234,950
	ZMAP 2000-0012	Blue Springs View	99063657	911075	$1,174,800
	ZMAP 2001-0004	Pinebrook Village	99064554	911188	$1,240,644
	ZMAP 2001-0010	South Riding Station	99066349	911199	$1,594,504
	ZMAP 2002-0020	Braddock Corner	99065503	911269	$1,003,673
				Subtotal	**$7,200,000**
Hal & Berni Hanson Park	ZMAP 1994-0017	Stone Ridge	96075440	910922	$66,780
	ZMAP 1995-0014	Kirkpatrick Farms	99064418	910936	$466,607
	ZMAP 2001-0010	South Riding Station	99066349	911199	$2,855,069
	ZMAP 2003-0012	Braddock Crossing	99066770	911440	$92,663
	ZMAP 2004-0008	Frontier Spring	99066638	911331	$118,881
				Subtotal	**$3,600,000**
FY 12 CIP Cash Proffer Total					**$11,400,000**

TOTAL FY 12 PROFFER FUND TRANSFERS	**$11,400,000**

FY 2013 Proffer Fund

Project	ZMAP	Proffer	Seq#	Index		FY 13
Ashburn Sheriff Substation	ZMAP 1986-0032	Ashleigh	96031115	910025		$111,000
	ZMAP 1986-0047	Belmont Forest	96111451	910348		$2,266
	ZMAP 1988-0039	Collier Property	97040537	910816		$120
	ZMAP 1990-0008	Toll Road Plaza	95120227	910715		$1,988
	ZMAP 1990-0015	Loudoun Parkway Ctr.	97040470	910704		$3,514
	ZCPA 1991-0007	Belmont Farms	96014720	910066		$497
	ZCPA 1992-0001	Primrose Village	97020051	910345		$59
	ZCPA 1993-0003	Belmont Ridge	96012737	910022		$5,359
	ZCPA 1993-0006	Belmont Forest	95070019	910307		$6,250
	ZMAP 1994-0012	Ashbrook	97020070	910927		$44,199
	ZMAP 1994-0013	Ashburn Run	99062711	910789		$1,467
	ZMAP 1994-0016	Ryans Ridge	96061154	910332		$80,734
	ZMAP 1995-0002	Sun Valley Mews	96061817	910968		$46,104
	ZMAP 1999-0005	Cedar Ridge	99063646	910916		$111,757
	ZMAP 1999-0015	Ashburn Square	99062887	910995		$818
	ZMAP 1999-0024	Trask	99063237	910992		$11,758
	ZMAP 2000-0003	Potter Property	99063216	911136		$372,110
				Subtotal		**$800,000**
East Gate Park & Ride Lot	ZCPA 2008-0010	East Gate One	TBA	TBA		$1,010,888
	ZCPA 2008-0011	East Gate Three	TBA	TBA		$989,112
				Subtotal		**$2,000,000**
Stone Ridge Park & Ride Lot	ZMAP 1994-0017	Stone Ridge	96073609	910920		$569,470
	ZMAP 1994-0017	Stone Ridge	96073301	911429		$5,530
				Subtotal		**$575,000**
FY 13 Cash Proffer Total						**$3,375,000**

FY 13 In-Kind Proffers

Project	ZMAP	Proffer	Seq#	Index		FY 13
Dulles Park & Ride Lot	ZMAP 2007-0001	Dulles Town Center	TBA	TBA		$2,000,000
				Subtotal		**$2,000,000**
Stone Ridge Park & Ride Lot	ZMAP 2006-0011	Stone Ridge Commercial	TBA	TBA		$425,000
				Subtotal		**$425,000**
FY 13 In-Kind Proffer Total						**$2,425,000**

TOTAL FY 13 PROFFER FUND TRANSFERS	**$5,800,000**

FY 2014 Proffer Fund

Project	ZMAP	Proffer	Seq#	Index		FY 14
Ashburn Sheriff Substation	ZMAP 2000-0005	Bodmer Property	99063397	911051		$247,629
	ZMAP 2002-0004	Reserve at Belle Terra	99064798	911212		$707,438
	ZMAP 2002-0012	Corro Property	99064926	911226		$517,972
	ZMAP 2002-0019	Amberleigh	99065148	911232		$1,315,518
	ZMAP 2005-0026	Erickson Ret. Communities	99067825	911343		$2,766,811
	ZMAP 2003-0009	Goose Creek Village South	99066235	911353		$373,672
	ZMAP 1999-0023	Hunt at Belmont	99064224	911065		$1,870,960
					Subtotal	**$7,800,000**
FY 14 Cash Proffer Total						**$7,800,000**

TOTAL FY 14 PROFFER FUND TRANSFERS	**$7,800,000**

FY 2015 Proffer Fund

Project	ZMAP	Proffer	Seq#	Index		FY 15
Ashburn Area Recycling Center	ZMAP 2001-0003	Moorefield Station	99065346	911378		$29,303
	ZMAP 2001-0003	Moorefield Station	99065348	911379		$29,303
	ZMAP 2005-0026	Erickson Ret. Communities	99067825	911343		$191,394
					Subtotal	**$250,000**
FY 15 CIP Cash Proffer Total						**$250,000**

TOTAL FY 15 PROFFER FUND TRANSFERS	**$250,000**

FY 2016 Proffer Fund

Project	ZMAP	Proffer	Seq#	Index		FY 16
South Riding MR Residence	ZMAP 2001-0010	South Riding Station	99066363	911200		$685,000
South Riding Area Recycling Center	ZMAP 2001-0010	South Riding Station	99066363	911200		$250,000
					Subtotal	**$935,000**
FY 16 Cash Proffer Total						**$935,000**

TOTAL FY 16 PROFFER FUND TRANSFERS	**$935,000**

Public Transportation Fund

In FY 2002, the Board established the Public Transportation Fund to account for certain resources and expenditures for transit and transportation projects. Since FY 2002, Loudoun County has increased the amount of local tax funding spent on transit and transportation projects as the County's involvement in transportation projects evolved from consulting with the Virginia Department of Transportation on its Six-Year Plan and reviewing land development applications for transportation and transit effects to actual design and construction of road and transit improvements. Prior to this, most road improvements were designed and constructed by the State or developers and little emphasis was placed on transit - aside from commuting assistance for residents working in Washington and the inner suburbs, and on-demand paratransit services for residents unable to drive.

The most significant transportation project in the FY 2011 – FY 2016 Amended Capital Improvement Program is the Dulles Corridor Rapid Transit Project. (Existing County transit services and the regional park-and-ride lot system continue to be funded with State funds and Local Gasoline Tax funds.) This project brings Metrorail to Dulles International Airport and to two additional stations in Loudoun County. A complete description of the Dulles Corridor Rapid Transit Project may be found in the CIP section of this document. The financing source for this project is proposed to be pledge bonds or other appropriation-based financing.

The FY 2012 balance in the Public Transportation Fund is projected to be $257,735, representing revenues and expenditures from FY 2002 through September 2009. The Fund began with appropriations of $500,000 BPOL revenue and $750,000 from the Local Gasoline Tax Fund. In later years, an additional $1,355,044 in Local Gasoline Tax Funds were added, and $632,453 from the sale of property. Transportation and transit expenditures from FY 2002 through September 2009 total $2,572,080, and $300,000 was transferred out to fund the design of the Route 7 Traffic Operations Improvements project in FY 2006. In FY 2011, $107,682 was used for analysis of Metrorail Service Expansion to Loudoun County. There are no anticipated expenditures for FY 2012.

Total debt service expenditures for the Dulles Corridor Rapid Transit Project are projected to be approximately $480,375,000, beginning in FY 2013 and continuing through FY 2036 (details can be found in the Debt Service Fund section of this document).

	Prior FYs	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Revenues							
General Fund Transfer	$ 0	$ 0	$ 0	$4,000,000	$9,100,000	$12,870,000	$18,540,000
BPOL Revenue	500,000	0	0	0	0	0	0
Local Gasoline Tax	2,105,044	0	0	0	0	0	0
Other	632,453	0	0	0	0	0	0
Total Revenues	***$3,237,497***	***$ 0***	***$ 0***	**$4,000,000**	**$9,100,000**	**$12,870,000**	**$18,540,000**
Expenditures							
Capital Expenditures	$2,572,080	$107,682	$ 0	$ 0	$ 0	$ 0	$ 0
Debt Service	0	0	0	4,000,000	9,100,000	12,870,000	18,540,000
Transfer Out	300,000	0	0	0	0	0	0
Total Expenditures	***$2,872,080***	***$107,682***	***$ 0***	***$4,000,000***	***$9,100,000***	***$12,870,000***	***$18,540,000***
Fund Balance	***$ 365,417***	***$ 257,735***	***$ 257,735***	***$ 257,735***	***$ 257,735***	***$ 257,735***	***$ 257,735***

Restricted Use Transient Occupancy Tax Fund

Loudoun County levies a Transient Occupancy Tax (TOT) on hotels, motels, boarding houses, travel campgrounds, and other facilities offering guest rooms rented out for continuous occupancy for fewer than thirty consecutive days. The customers of these establishments, such as traveling business persons and vacationers pay this tax, which is 5% of the lodging bill. The funds are collected by these establishments as customers pay their lodging bills and are remitted to the County on a quarterly basis. Of the revenue generated by the tax rate, 2% is unrestricted and is part of the General Fund, while 3% is restricted to be used only for promoting tourism, travel, or business that generates tourism or travel in the County.

The Board of Supervisors adopted a new TOT Funding Policy in July 2005, which was revised in January 2011. The Funding Policy guides the Board 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) for Strategic Tourism Growth Initiatives to expand Loudoun's tourism base by implementing projects to sustain Loudoun County's Tourism Destination Strategy. Core Tourism Services, based upon standards recommended by 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. LVCA will be allocated 75% of the forecasted Restricted TOT revenues to implement these core services.

The Loudoun County Tourism Destination Strategy guides the marketing, promotion and product development of Loudoun's tourism sector. The strategy is reviewed annually by the Board of Supervisors 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 2012 Restricted TOT revenue anticipate an increase of 0.99% over FY 2011 budgeted revenues. At this time, the Restricted TOT fiscal reserve has been funded at an amount of $308,300 which is approximately 10% of adopted FY 2012 Restricted TOT revenues.

Restricted Use Transient Occupancy Tax Fund

Description	FY 2012 Adopted
FY 2011 Restricted TOT Revenue Collections (3%):	
Projected Beginning Fund Balance	$618,341
Estimated Restricted Transient Occupancy Tax Revenue	$3,055,000
Total Projected Restricted TOT Resources	$3,673,341
FY 2011 Uses of Restricted TOT Revenue	
Visit Loudoun (formerly LCVA)[1]	$2,291,000
BOS Approved Expenditures:	
Economic Development	$232,768
Fire & Rescue	68,354
Parks & Recreation	317,000
Sports Tournament Grants	50,000
Washington Airports Task Force	50,000
Total Projected Restricted TOT Uses	$3,009,122
Less Reserve for Restricted TOT	($284,933)
FY 2011 Projected End Year Restricted TOT Balance	**$379,286**
FY 2012 Restricted TOT Revenue Collections (3%):	
Estimated Restricted Transient Occupancy Tax Revenue	$3,083,000
Total Projected Restricted TOT Resources	$3,462,286
FY 2012 Uses of Restricted TOT Revenue	
Visit Loudoun[2]	$2,127,000
Proposed Expenditures:	
Economic Development	534,268
Fire & Rescue	68,354
Parks & Recreation	100,250
Sports Tournament Grants	50,000
Washington Airports Task Force	50,000
Total Projected Restricted TOT Uses	$2,929,872
Adjustment to raise TOT Fiscal Reserve Balance	($23,367)
Unallocated Restricted TOT Revenue	$153,128
FY 2012 Projected End Year Restricted TOT Balance	**$509,047**
FY 2012 Projected End Year TOT Fiscal Reserve Balance[3]	**$308,300**

[1] In FY 2011, the LCVA budget included $296,000 for Rural Programs in the Department of Economic Development.
[2] This figure represents Visit Loudoun's 75% of Restricted TOT revenues ($2,312,250) less $185,000 according to the Memorandum of Understanding dated January 19, 2011, which states that in lieu of reimbursement to the County for Rural Programs. In FY 2012, $185,000 will be deducted from the overall transfer to Visit Loudoun. This amount is reprogrammed and reflected in the amount for Economic Development.
[3] Board policy set the Reserve Fund at 10% of actual Restricted TOT revenues, although the initial transfer into the Reserve Fund was $200,000. In FY 2011, the projected balance in the Reserve Fund is $284,933. For FY 2012, the projected Reserve Fund Balance will be increased to $308,300 to equal 10% of estimated actual TOT Revenue for FY 2012.

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.

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.

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

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.

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.

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

6. TOT funds for strategic tourism growth projects will be allocated by the Board of Supervisors prior to July 1st of such year. Any entity receiving funding through Strategic Tourism Growth Initiative funds will be required to enter into an MOU with the County guiding the use of those funds.

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 2011 estimated year-end balance for the Revolving Loan Fund is $2,911,598.

FY 2012 Revolving Loan Fund Requests

There were no requests submitted for the FY 2012 budget process. An estimated $3,123,491 will be available in FY 2012 for loans meeting the Board of Supervisors' criteria.

Revolving Loan Fund
(amounts in dollars)

BEGINNING BALANCE			**$2,911,598**
Interest Income			6,000
TOTAL			**$2,917,598**
FY 2012 REVENUE	**Principal**	**Interest**	**Total**
Ashburn Volunteer Fire Company	$31,500	$3,528	$35,028
Round Hill Volunteer Fire Company	25,000	2,538	$27,538
Arcola-Pleasant Volunteer Fire Company	21,460	3,195	$24,655
Loudoun Volunteer Rescue Squad	17,500	9,119	$26,619
Leesburg Volunteer Fire Company	67,908	24,145	$92,053
TOTAL FY 2012 REVENUE:	**$163,368**	**$42,525**	**$205,893**
FY 2012 AVAILABLE BALANCE:			**$3,123,491**

Route 28 Transportation Improvement District

Background: Loudoun County, in partnership with Fairfax County, formed the Route 28 Highway Transportation Improvement District on December 21, 1987. Under Virginia law, such a district may be formed only upon the joint petition of owners of at least 51 percent of the land area in each County located within the boundaries of the district, and which has been zoned or is used for commercial or industrial purposes. The District was formed to provide improvements to State Route 28, which connects State Route 7 in eastern Loudoun County to U.S. Route 50 and Interstate Highway 66 in western Fairfax County, running approximately parallel to the County's eastern border. State Route 28 provides access to Dulles International Airport, along with the Dulles Access Road, which connects the Capital Beltway to Dulles Airport, and the Dulles Greenway, which provides highway access into central Loudoun County. This District was formed upon landowner petition to accelerate planned highway improvements which relied primarily on slower pay-as-you-go financing from the Northern Virginia region's share of the State primary road fund allocation.

The District, administered by a Commission appointed by the Boards of Supervisors of both Counties, may subject the owners of industrial and commercial property within the District to a maximum additional tax assessment of 20 cents per $100 of assessed value. These funds, in addition to funds received through the State Primary Road Fund allocation formula, are to be used for the road improvements and debt service on bonds issued by the State. The initial debt issue for this project consisted of $138.5 million in revenue bonds issued by the State in September 1988. In 2002, the County entered into an agreement with the State and Fairfax County to refund the existing debt and issue new bonds to construct six additional interchanges. The total cost of this additional project is estimated at $190 million and will be completed under the auspices of the State Public Private Transportation Act.

Loudoun County and Fairfax County entered into a contract with the District on September 1, 1988, and agreed to levy additional tax assessments as requested by the District, collect the tax and pay all tax revenues to the Commonwealth Transportation Board. The contract specified that: (1) the County Administrator shall include in the budget all amounts to be paid by the County under the District Contract for the fiscal year; (2) the County shall provide by February of each year the total assessed fair market value of the District as of January 1 of that year; and (3) the District in turn shall notify the County of the required payment and request a rate sufficient to collect that amount, up to a maximum of 20 cents per $100 of assessed value. Initially, tax collections at the maximum amount were not sufficient to pay the debt obligation in full. Consequently, the difference was made up from the Northern Virginia State Highway allocation. The interjurisdictional agreement was subsequently amended to incorporate the revised financing plan for the new work program. Under the revised agreement, Fairfax and Loudoun counties agreed to transfer funds necessary to pay debt service on the existing debt. The remaining amount will be held in a revenue stabilization fund to protect the counties against any fluctuations in revenue. Expected expenditures can be met in FY 2012 with a rate of 18 cents per $100 of assessed value. For FY 2012, the Route 28 Transportation Improvement District is projected to generate $8,229,000 in current and delinquent tax revenue to offset its estimated $8,229,000 in expenditures.

There is no local tax funding in this District/Fund.

Route 28 Transportation Improvement District

ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT
PROJECTED BUDGET SCHEDULE

	FY 2012 Adopted
Revenue	$8,229,000
Expenditures	$8,229,000
Surplus (+)/Deficit (-)	$0

ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT
FY 2012 Forecasted Real Property Taxable Base

2011 Estimated fair market value of real taxable property[1]	$4,775,607,000
PLUS: Reassessment due to equalization	(238,780,000)
PLUS: Actual full value of new construction	78,345,000
2012 Forecasted fair market value of real taxable property	$4,615,172,000
FY 2012 Real property tax base subtotal	$4,695,390,000
LESS: Potential administrative and/or Board of Equalization adjustments[2]	(46,954,000)[3]
LESS: Land use deferrals	0
FY 2012 Forecasted real property taxable base total	$4,648,436,000

ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT
FY 2012 Forecasted Real Property Tax Revenue

	Forecasted Taxable Base	Net Revenue Per Penny[4]	Revenue ($0.18/$100 Tax Base)
Real property	$4,648,436,000	$457,170	$8,229,000

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 1.3% of deferred revenue and 0.30% for refunds pursuant to Virginia Code 58.1-3980 through 3984 projected to be unavailable for funding expenditures in FY 2012.

Source: Office of the County Assessor and Department of Management and Financial Services

Fiscal Trends

FISCAL TRENDS

Demographic & Geographic Trends .... Page 12 – 2

Assessed Value & Tax Rates..... Page 12 – 14

Revenue & Expenditures ..... Page 12 – 22

Debt & Debt Service ..... Page 12 – 37

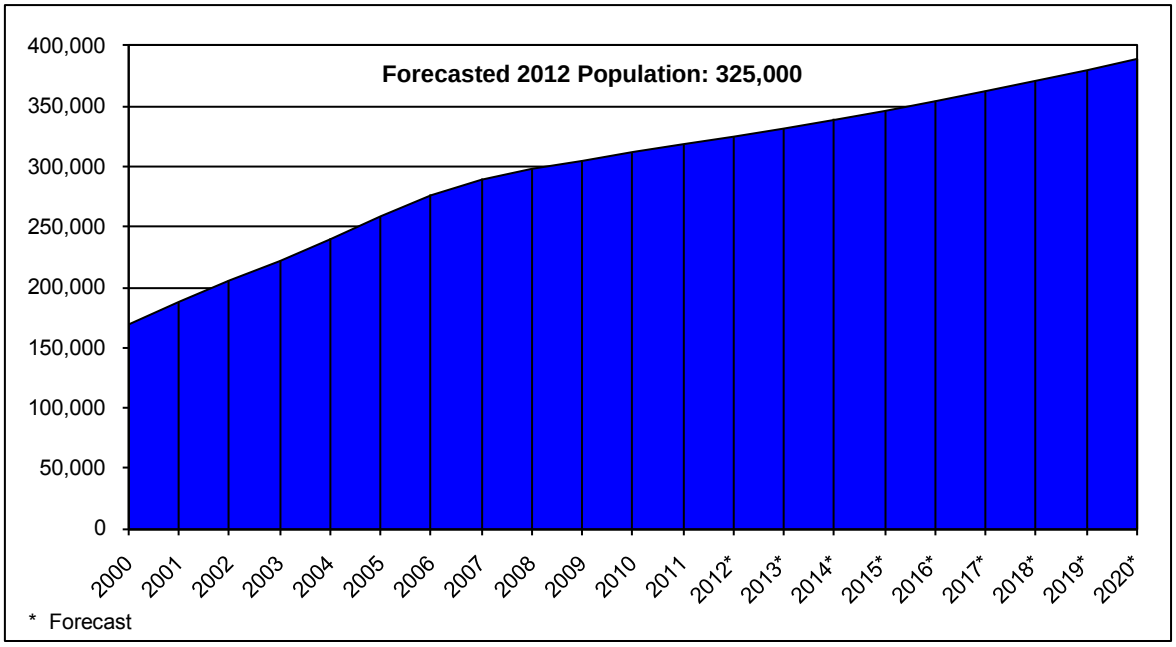
DEMOGRAPHIC & ECONOMIC TRENDS

Population

Loudoun County is one of the fastest growing counties in the United States. Loudoun's population increased by 84% between 2000 and 2010. According to the Census Bureau, during this first decade of the new century, Loudoun was the fifth fastest growing county in the nation and number three among counties with populations over 100,000. The County's forecasted 2012 population is 325,000. In 2020, the County's population is forecasted to be 389,350, which is an increase of 25% from 2010.

Population in Loudoun County

Year		Population	Average Annual Percentage Change in Population
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	318,780	2.1%
2012*	Forecast	325,000	2.0%
2013*	Forecast	331,739	2.1%
2014*	Forecast	338,909	2.2%
2015*	Forecast	346,284	2.2%
2020*	Forecast	389,350	2.4%



Sources: U.S. Census Bureau, Census 2000 and Census 2010; Loudoun County Department of Management and Financial Services, April 2010 estimates series.

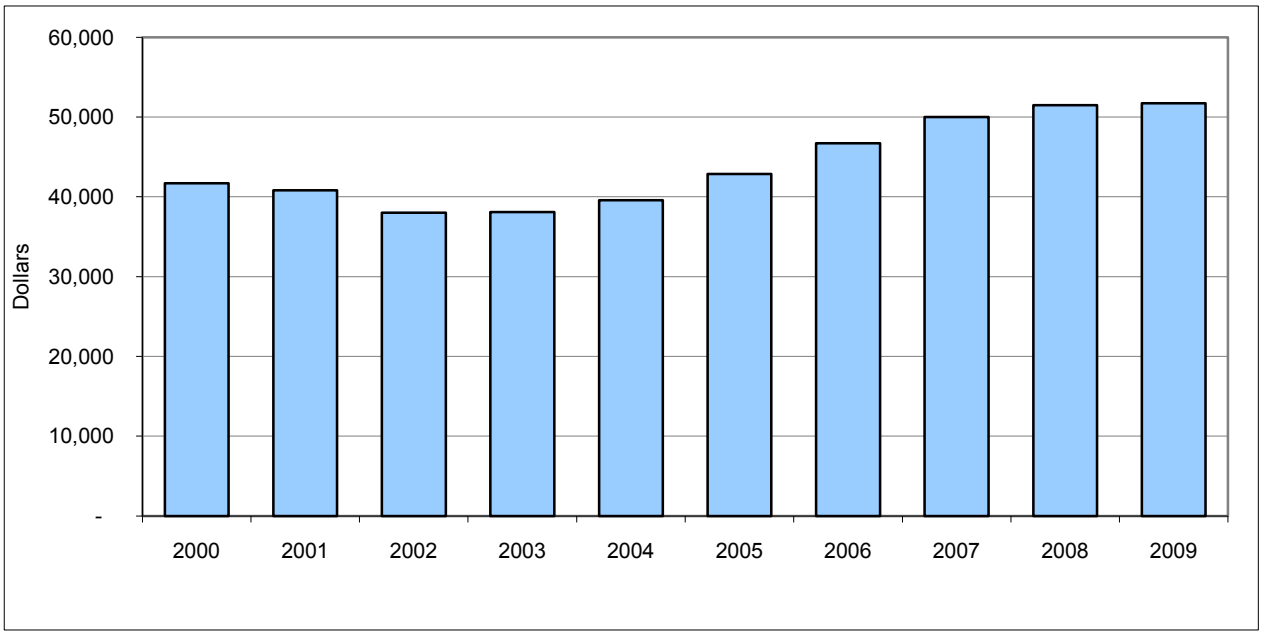
Income

Incomes in Loudoun County are among the highest in the nation. Loudoun County's median household income ranked second in the nation according to the U.S. Census Bureau's 2005-2009 American Community Survey five-year averages. Loudoun County's median household income has ranked highest in the nation since 2007 among jurisdictions with populations above 60,000 according to the U.S. Census Bureau's American Community Survey one-year estimates. In 2009 Loudoun's median household income was $114,204, more than double the national average.

On a per capita income basis, Loudoun County residents have seen their incomes increase since 2002 at an average annual rate of 4.5% per year. Loudoun County's 2009 per capita income ranked in the top 3% in the United States, placing 81st out of 3,113 U.S. counties according to the U.S. Bureau of Economic Analysis.

Year	Per Capita Income
2000	$41,716
2001	40,825
2002	38,024
2003	38,079
2004	39,569
2005	42,847
2006	46,729
2007	50,009
2008	51,507
2009	51,717

Per Capita Personal Income
2000 – 2009

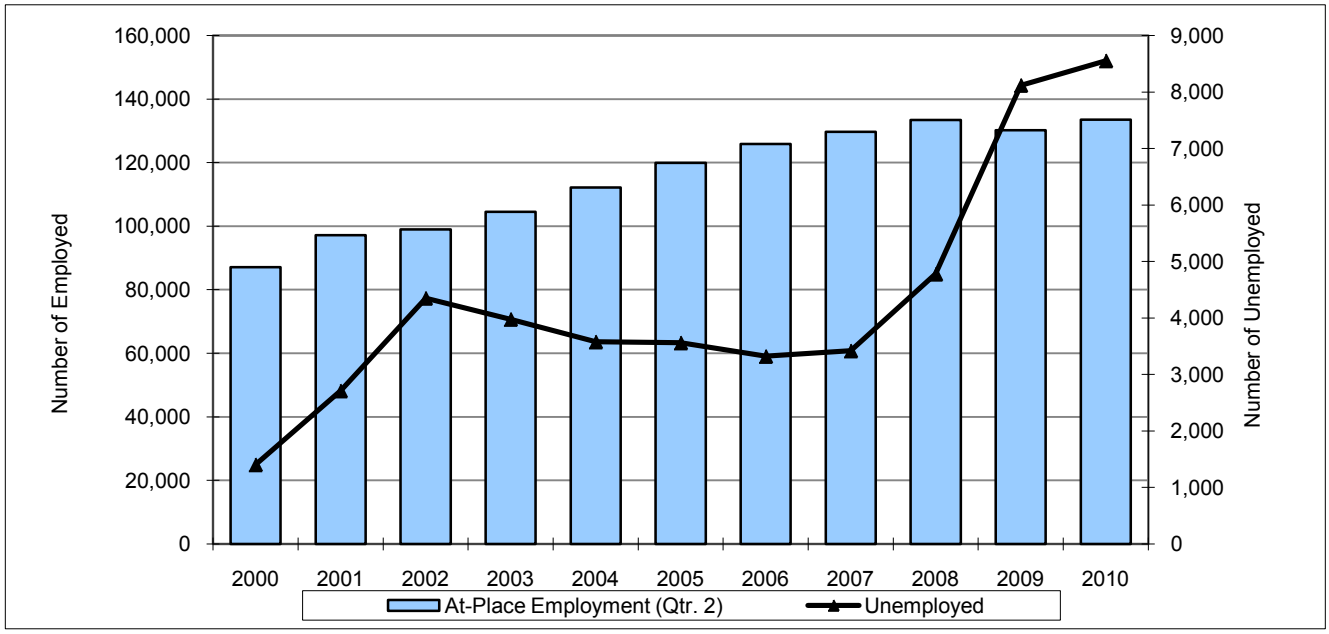


Source: U.S. Bureau of Economic Analysis

At-Place Employment & Unemployed

At-place employment is the number of persons working at businesses and other organizations within the County. Loudoun's at-place employment increased 53% between 2000 and 2010. The current recession, which began in 2007, has reversed employment growth and lead to sharp increases in unemployment in 2008 and 2009. The growth in unemployment has leveled off in 2010, and total employment has again started to grow by 2010.

At-Place Employment & Number Unemployed 2000 – 2010



Note: The at-place employment data are for the second quarter of each calendar year. Unemployment data are annual values, based on residence in Loudoun County, not place of employment.

Source: Virginia Employment Commission

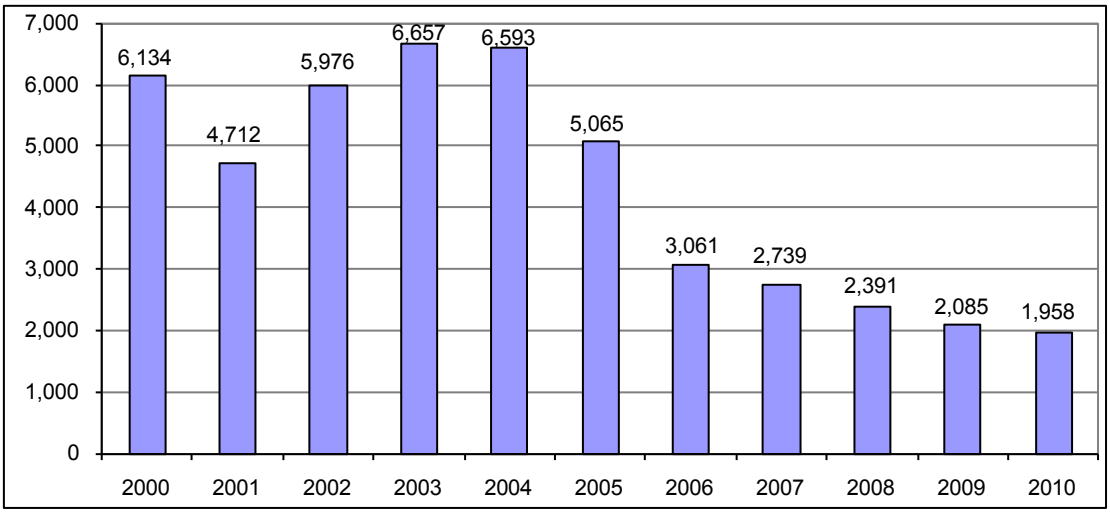
The number of employees in the County for each industry sector as of the 2nd quarter of 2010 is:

Industry Sector	Number of Employees	Percentage
Agriculture	419	0.31
Mining	152	0.11
Utilities	85	0.06
Construction	14,269	10.69
Manufacturing	4,432	3.32
Transportation	9,264	6.94
Wholesale Trade	2,902	2.17
Retail Trade	16,212	12.14
Information	6,992	5.24
Finance, Insurance and Real Estate	4,333	3.25
Services	53,027	39.71
Government	21,438	16.06
Total	**133,527**	**100.00**

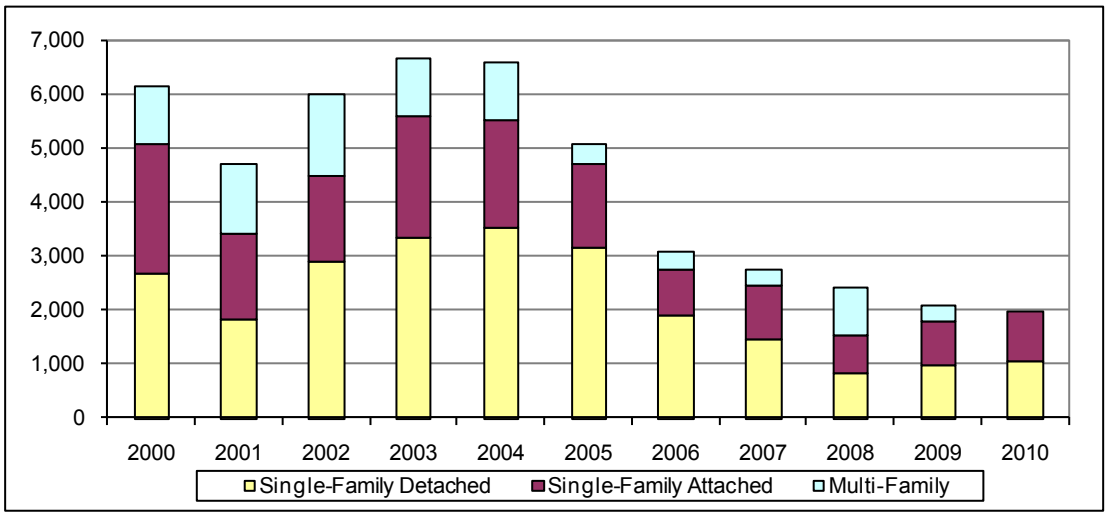
Residential Building Permits Issued

Residential construction was at a high level from 2000 through 2005. From 2005 to 2009 residential construction declined in Loudoun County, the Washington D.C. Metropolitan Area, and the nation due to the effects of the national recession. Loudoun County, the Washington, D.C. Metropolitan Area, and the nation's number of new residential permits in 2010 were quite similar to their number in 2009, a sign of stabilization. In 2010, 1,958 building permits for new residential units were issued in Loudoun County. Of those, 52% of Loudoun's permits were for single-family detached units and 48% were for single-family attached units. There were no multi-family units permitted in 2010, which can be partly attributed to stacked townhouse style condos now dominating the condo market, instead of apartment style condos. The County's relatively large amount of residential construction (more residents) has created increased service demands.

Residential Building Permits Issued for New Construction



Residential Building Permits Issued for New Construction by Type

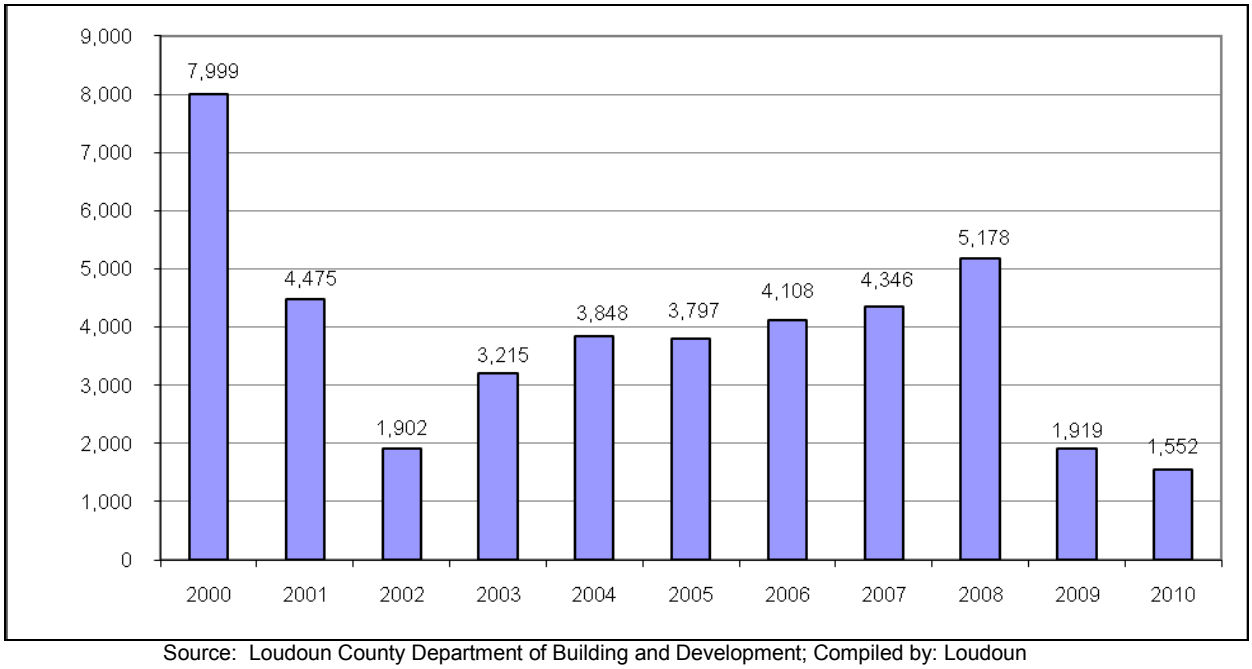


Source: Loudoun County Department of Building and Development; Compiled by: Loudoun County Department of Management and Financial Services

Non-Residential Construction and Vacancy Rate

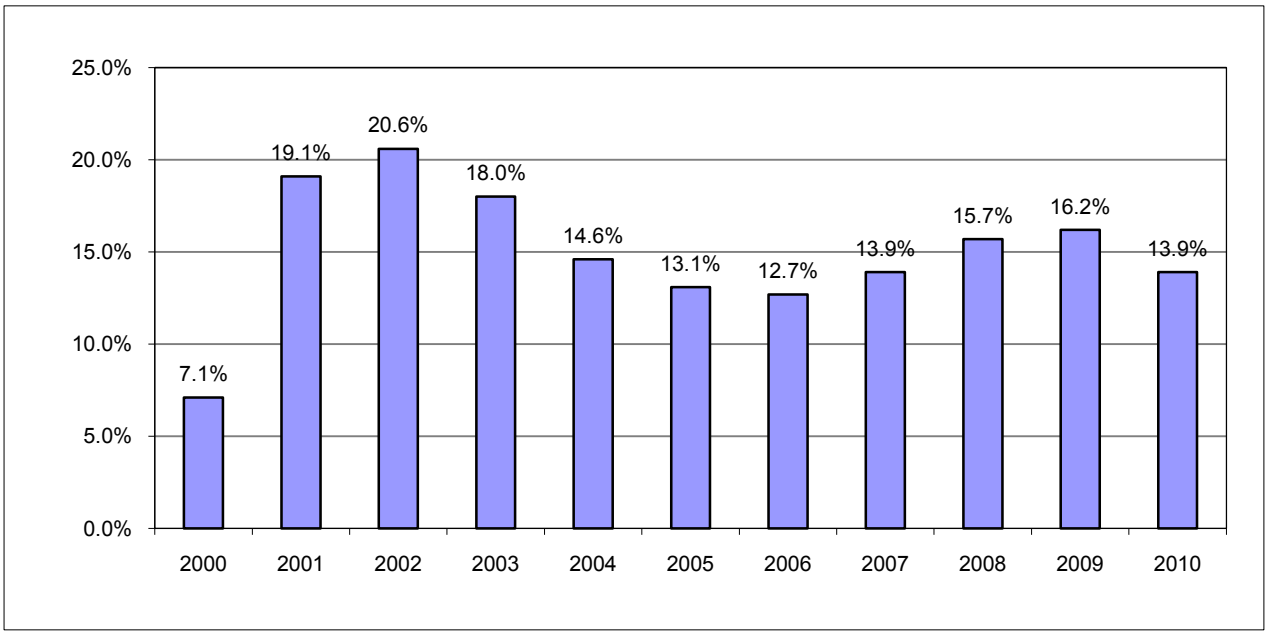
High levels of new non-residential construction occurred from 1998-2001 due to the construction of the Dulles Town Center Regional Mall, the Leesburg Outlet Center, America Online, the MCI office buildings complex (now Verizon Business), and other office projects by existing businesses. After a sharp downturn in 2002 due to the economic recession, the market has rebounded locally. The substantial increase in 2008 was largely due to the parking facilities associated with the Villages at Leesburg mixed commercial-residential development. The reduced levels in 2009 and 2010 are due to the recent recession.

Non-Residential Square Footage Permitted for New Construction
Calendar Years 2000 - 2010 (in thousands)



Source: Loudoun County Department of Building and Development; Compiled by: Loudoun County Department of Economic Development

Commercial and Industrial Property Vacancy Rate as of December 31st



Source: CoStar Realty Information, Inc.; Compiled by: Loudoun County Department of Economic Development

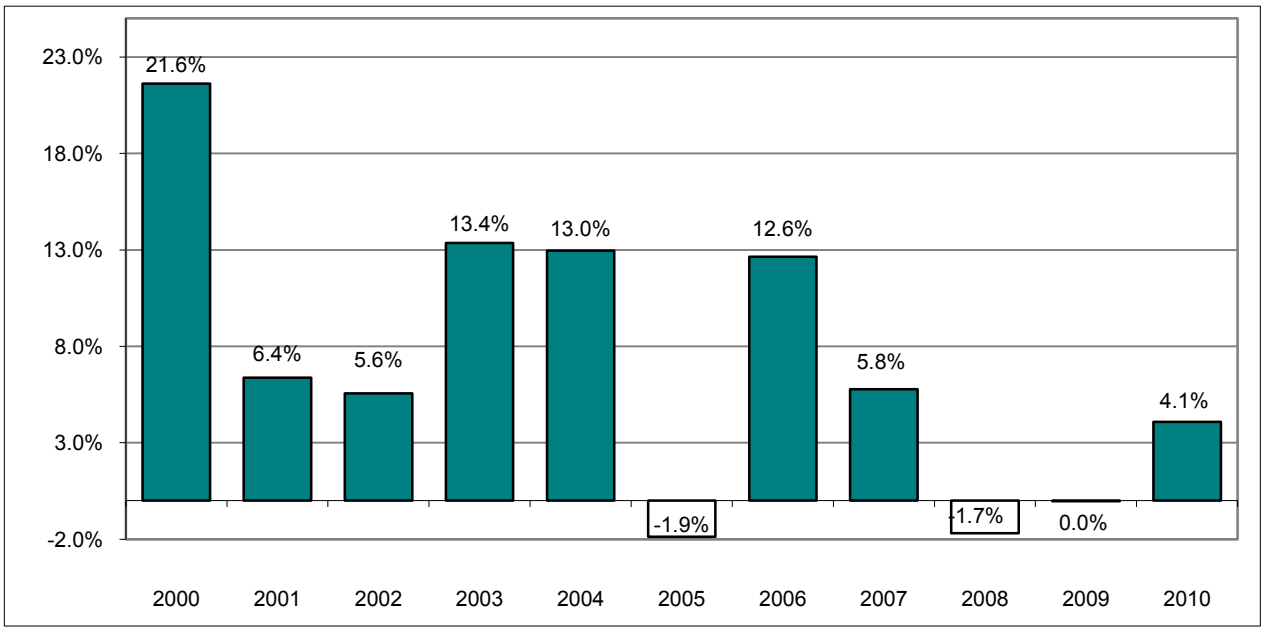
Retail Sales

Loudoun County's retail sales have grown annually most years due to population growth and new retail development. The apparent decline in 2005 was the result of the Virginia Department of Taxation implementing a new accounting system which in turn caused substantial under reporting of taxable sales for the year. The decline in 2008 and 2009 was due to the recent recession. Retail sales growth resumed in 2010.

Actual Retail Sales (in millions of dollars)

Year	Sales
2000	$2,490
2001	2,648
2002	2,795
2003	3,169
2004	3,580
2005	3,513
2006	3,957
2007	4,185
2008	4,115
2009	4,113
2010	4,281

Annual Percentage Change in Actual Retail Sales
Calendar Years 2000 – 2010



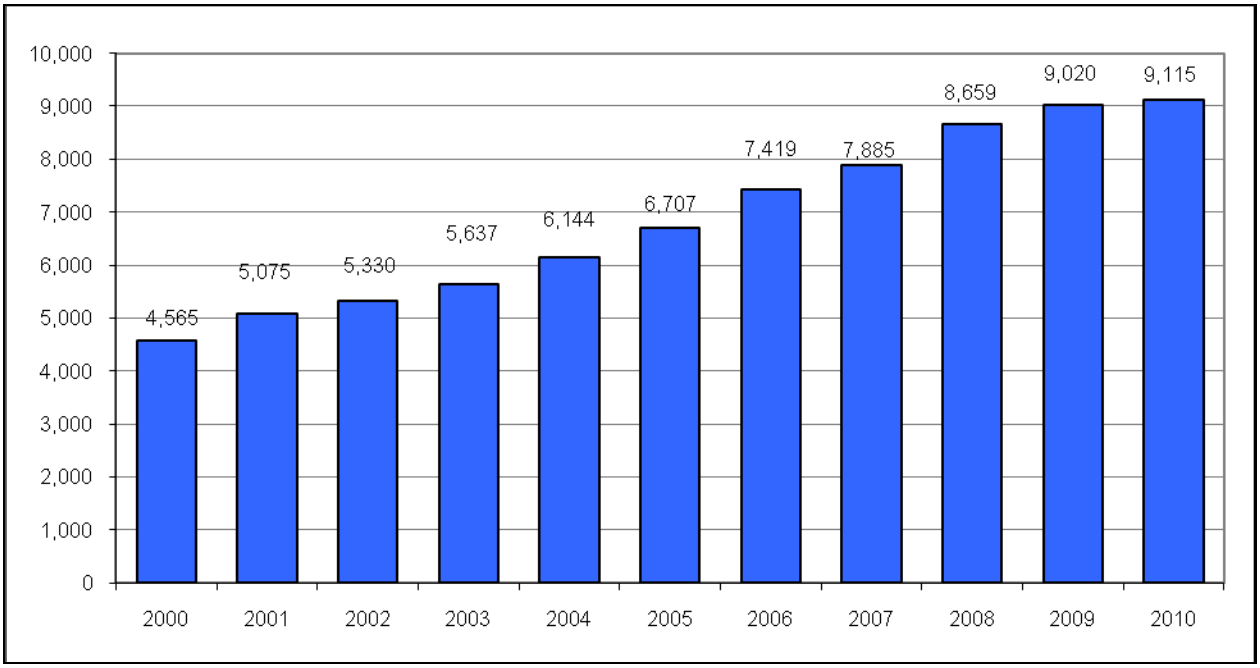
Source: Virginia Department of Taxation

Note: Due to the implementation of a new accounting system at the Virginia Department of Taxation, retail sales for 2005 were underreported.

Business Establishments

Since 2001, the number of business establishments has typically grown, reflecting a growing population and economy. The number of establishments can be used as a proxy for the number of businesses. An establishment is usually at a single location and engaged in one predominant activity. However, a company may be comprised of more than one establishment if they are in more than one location, or are engaged in multiple services or products that fall under different classifications. Annual growth in business establishments averaged 7% per year in the period since 2003. This includes the slight decline in the number of establishments which occurred in 2010.

Number of Business Establishments
Calendar Years 2000 – 2010



Source: Virginia Employment Commission, 2nd Quarter Data

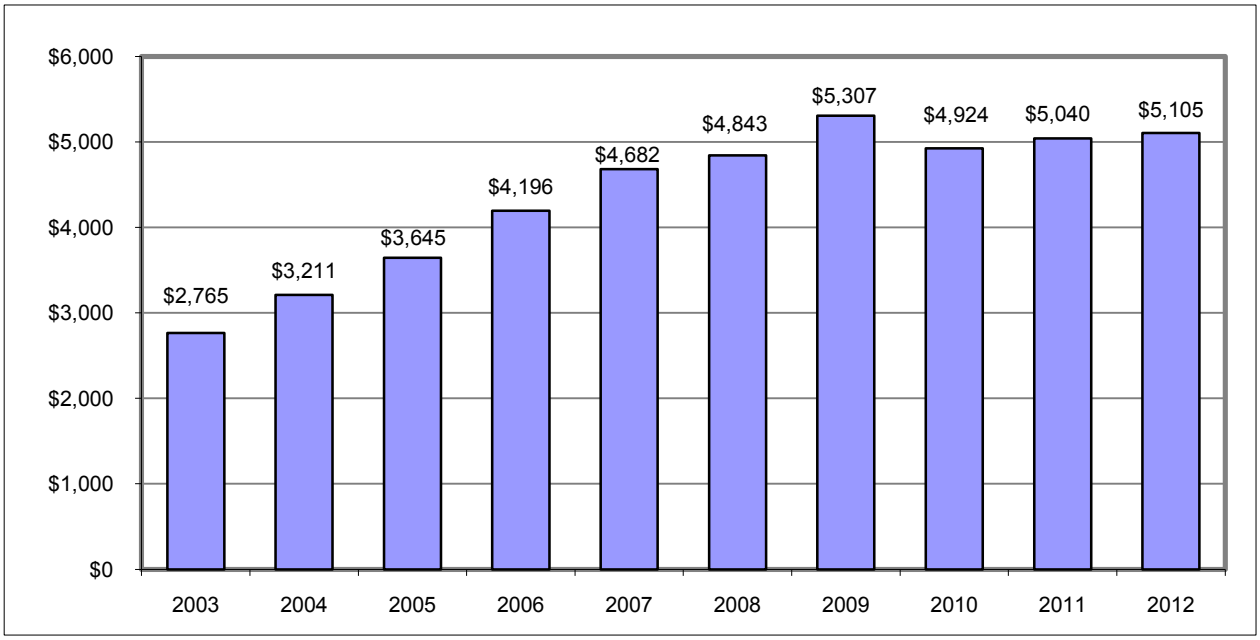
Average Homeowner Tax Bill

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:

Calendar Year	Fiscal Year	Tax Rate	Average Assessed Value of Home	Average Tax Bill
2003	2004	$1.11	$289,300	$3,211
2004	2005	1.1075	329,120	3,645
2005	2006	1.04	403,430	4,196
2006	2007	0.89	526,111	4,682
2007	2008	0.96*	504,490	4,843
2008	2009	1.14	464,940	5,307
2009	2010	1.245	395,480	4,924
2010	2011	1.30	387,720	5,040
2011	2012	1.285	397,300	5,105

* Combined rate for General Fund and Fire & EMS Fund

Average Annual Homeowner Tax Bill



Source: Loudoun County Office of the County Assessor

Note: The purpose of this table is to provide consistent data, reflecting the average assessed value calculated at the time of each budget process. For example, the 2008 figure reflects the average value calculated for the FY 09 budget process. While this data series gives some indication of the change in house values over time, because the number of housing units changes each year as new units are completed, some of the change in value results from the overall change in Loudoun's housing stock. For this reason, the average change in price over time for existing units will be different from what is shown by this series.

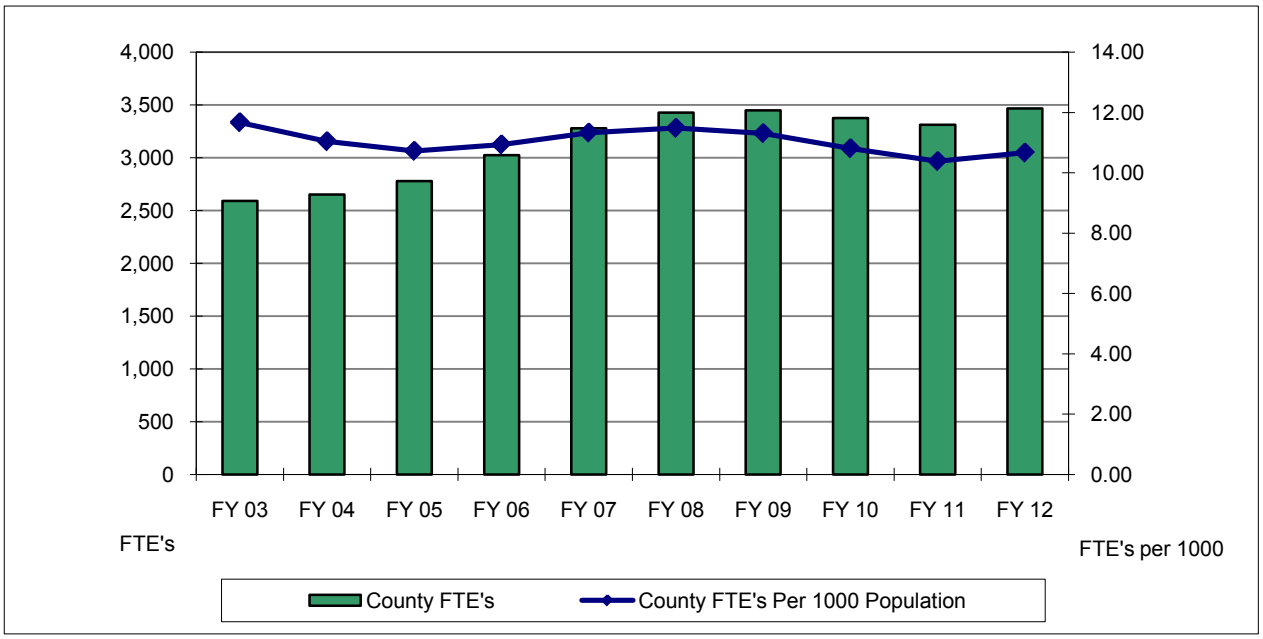
County Government FTE's Per 1,000 Population

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.

County Government FTE's Per 1,000 Population

Fiscal Year	FTE's Per 1,000 Population
2003	11.67
2004	11.04
2005	10.73
2006	10.94
2007	11.33
2008	11.48
2009	11.31
2010	10.81
2011	10.39
2012	10.67

FTE's per Capita (per 1,000 Population)
FY 03 - FY 12



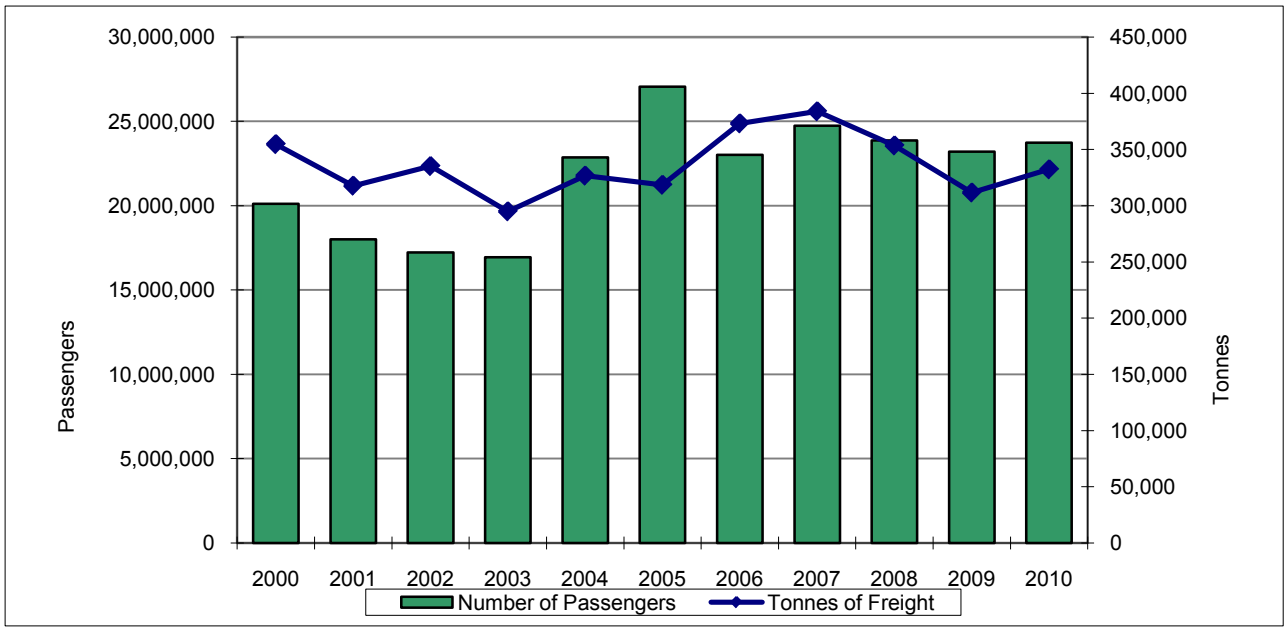
Source: Loudoun County Department of Management and Financial Services

Passengers at Washington Dulles Airport

The number of passengers at Washington Dulles International Airport, which is a critically important part of the County's economy, decreased in the early 2000s due to the terrorist attacks of September 11, 2001 and economic recession. Both passenger and freight traffic rebounded in 2004 and freight traffic continued to increase through 2007. The rise and fall of Independence Air in 2005-2006 led to a drop in passenger traffic in 2006. The advent of the current recession in late 2007 depressed both passenger and freight traffic in 2008 and 2009. Passenger and freight activity both rebounded in 2010.

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 2000 - CY 2010



Source: Metropolitan Washington Airports Authority

Major Employers in Loudoun County

Employers in Loudoun County with 500 or more employees:

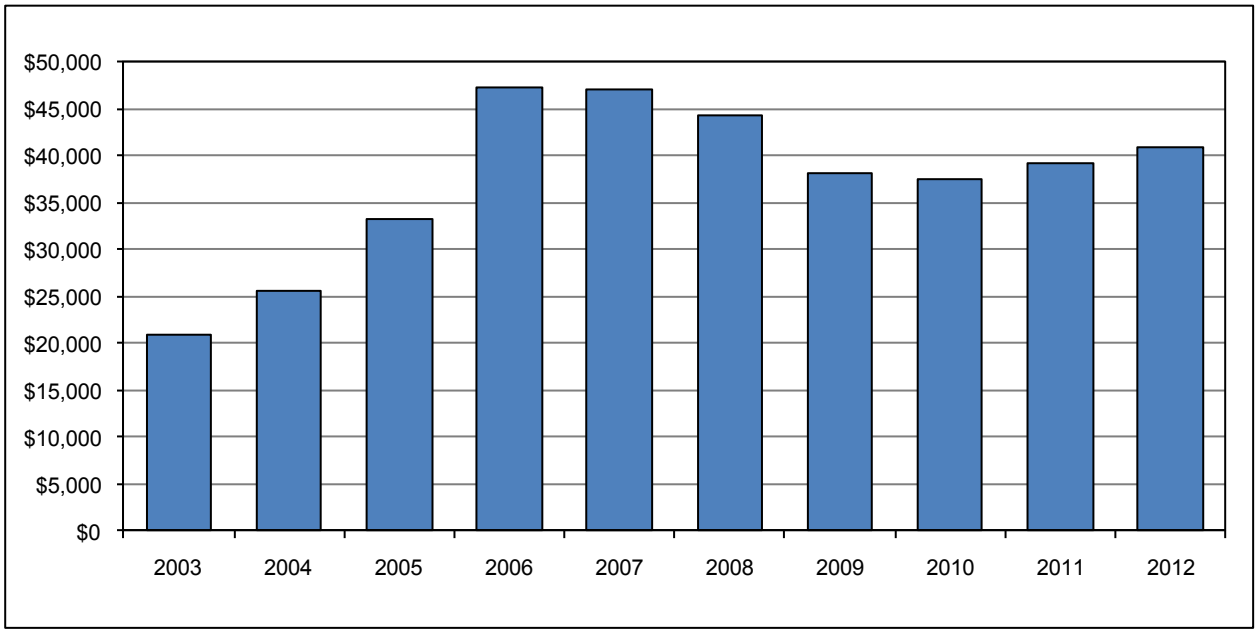
Aol. Inc.
Inova Loudoun Hospital
M.C. Dean Inc.
Orbital Sciences Corporation
U.S. Postal Service
United Airlines Inc.
Verizon Business
Wal Mart Associates Inc.
Air Serv Corporation
Costco Wholesale
Federal Aviation Administration
Gate Gourmet
Giant Food Store
The Home Depot
Homeland Security
Lansdowne Resort
Loudoun Medical Group
McDonald's Restaurant of Virginia
Metropolitan Washington Airports Authority
NEW Customer Service Companies, Inc.
Neustar, Inc.
Northern Virginia Community College
Southland Industries
Swissport USA Inc.
Target
U.S. Airways Express
Harris Teeter Inc.
Toll Brothers
Verisign Inc.
Wegman's Food Markets

ASSESSED VALUE & TAX RATES

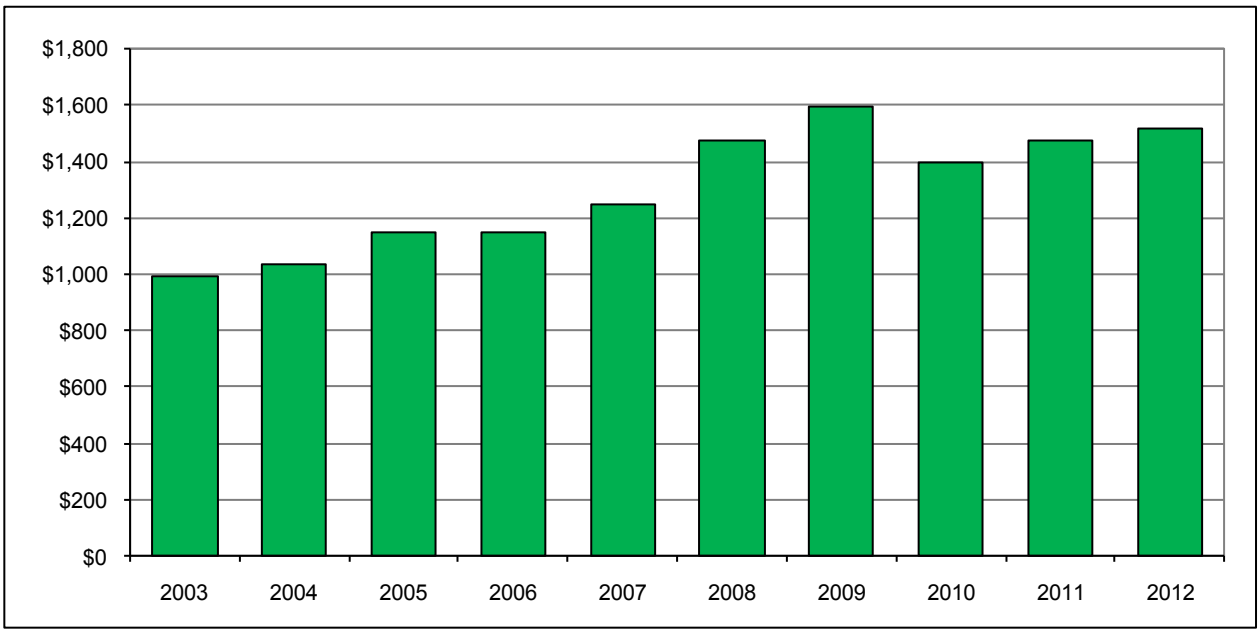
Assessed Valuation of Residential Real Property

Growth in residential property assessed values ended in 2006 after sustained increases since 1994. Existing values for single-family and condo properties declined from 2006 to 2010 before beginning to increase in 2011. Continued growth is forecast for 2012. The rate of new construction also fell substantially. Values for multi-family rental property grew strongly in the early part of this decade but also were reduced in 2010, before resuming growth by 2011.

Assessed Valuation of Residential Property
(in millions of dollars)



Assessed Valuation of Multi-Family Residential Property
(in millions of dollars)

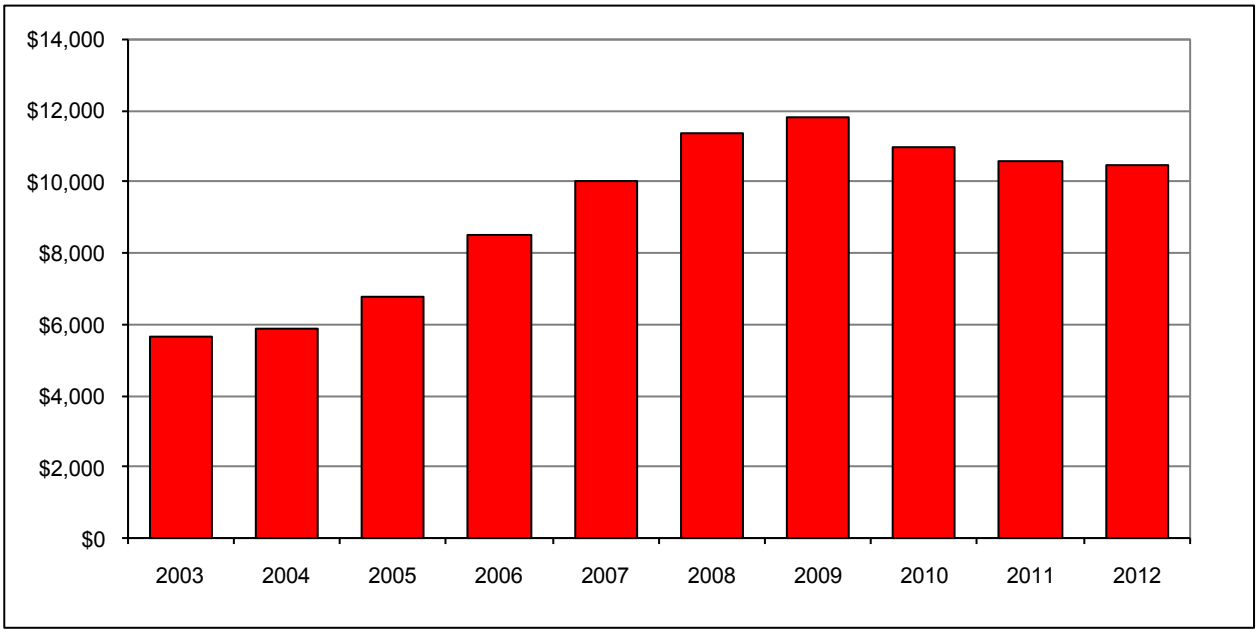


*Forecast
Source: Loudoun County Office of the County Assessor

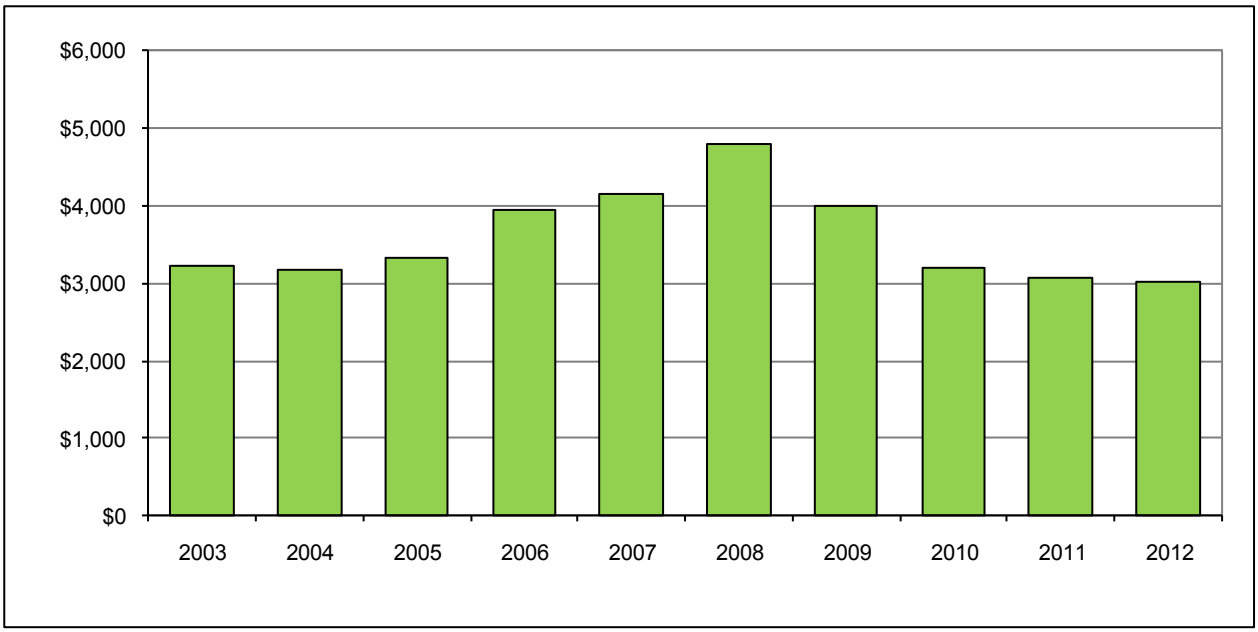
Assessed Valuation of Other Real Property

Commercial and industrial property began to decline in 2010 and this decline is forecast to continue through 2012. Agricultural property values experienced a sharp decline in 2009 and again in 2010, but the rate of decline began to moderate in 2011.

Assessed Valuation of Commercial & Industrial Property
(in millions of dollars)



Assessed Valuation of Agricultural Property
(in millions of dollars)

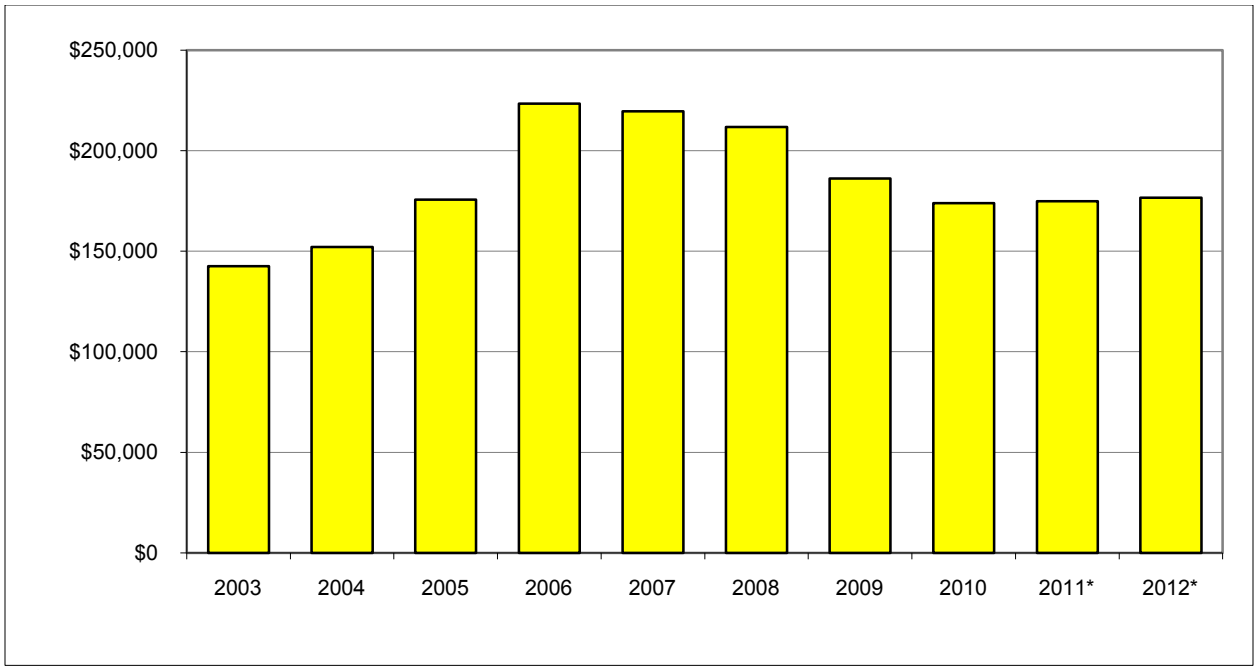


*Forecast
Source: Loudoun County Office of the County Assessor

Assessed Value Per Capita

Per capita real property assessed values increased sharply from 2003 through 2006, reflecting higher growth in the County's real property assessed valuation than in the County's population growth rate. This trend changed in 2008, and saw a sharp drop in 2009, but is now forecast to level off by 2011.

Assessed Value per Capita
2003 – 2012*



*Forecast

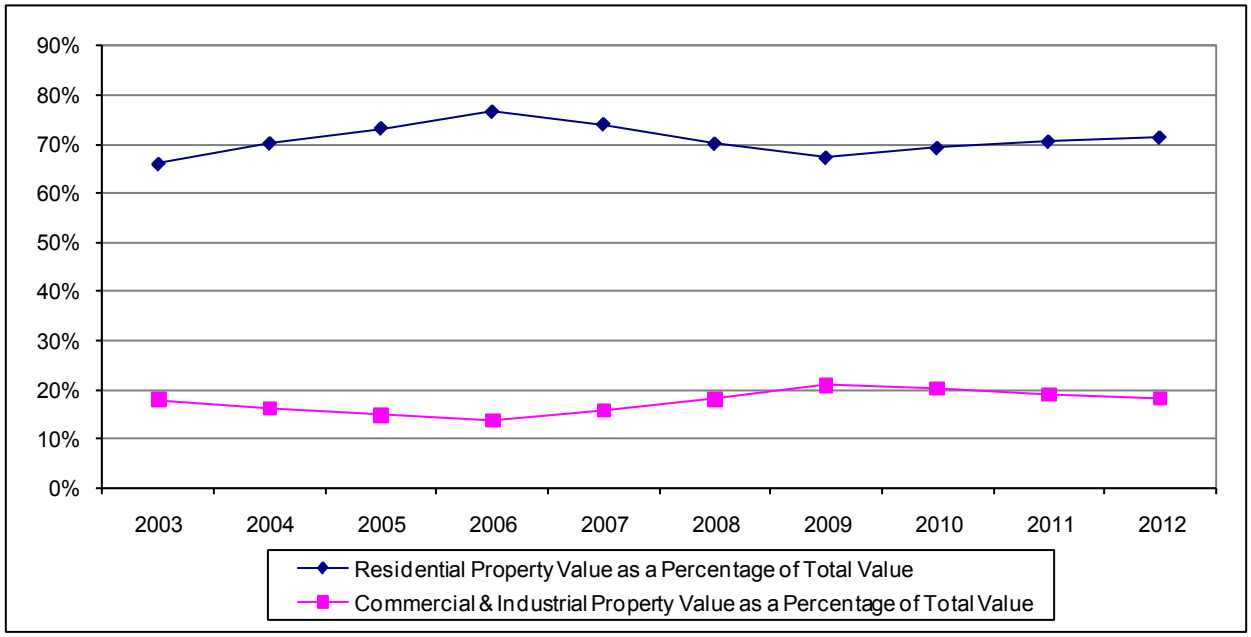
Source: U.S. Census Bureau (2000), Loudoun County Department of Management and Financial Services, and Loudoun County Office of the County Assessor

Residential & Business Property - Share of Real Property Valuation

From 2003 through 2006 residential property accounted for an increasing share of property valuation while commercial and industrial shares declined. This trend reversed in 2007, reflecting declines in residential valuation and construction while commercial and industrial development continued until 2009. The commercial and industrial share resumed its decline in 2011.

Year	Residential Property Valuation as a Percentage of Total	Year	Commercial & Industrial Property Valuation as a Percentage of Total
2003	66%	2003	18%
2004	70%	2004	16%
2005	73%	2005	15%
2006	77%	2006	14%
2007	74%	2007	16%
2008	70%	2008	18%
2009	67%	2009	21%
2010	69%	2010	20%
2011	71%	2011	19%
2012*	71%	2012*	18%

Residential Property Valuation and Commercial & Industrial Property Valuation as a Percentage of All Real Property Valuation 2003 – 2012*



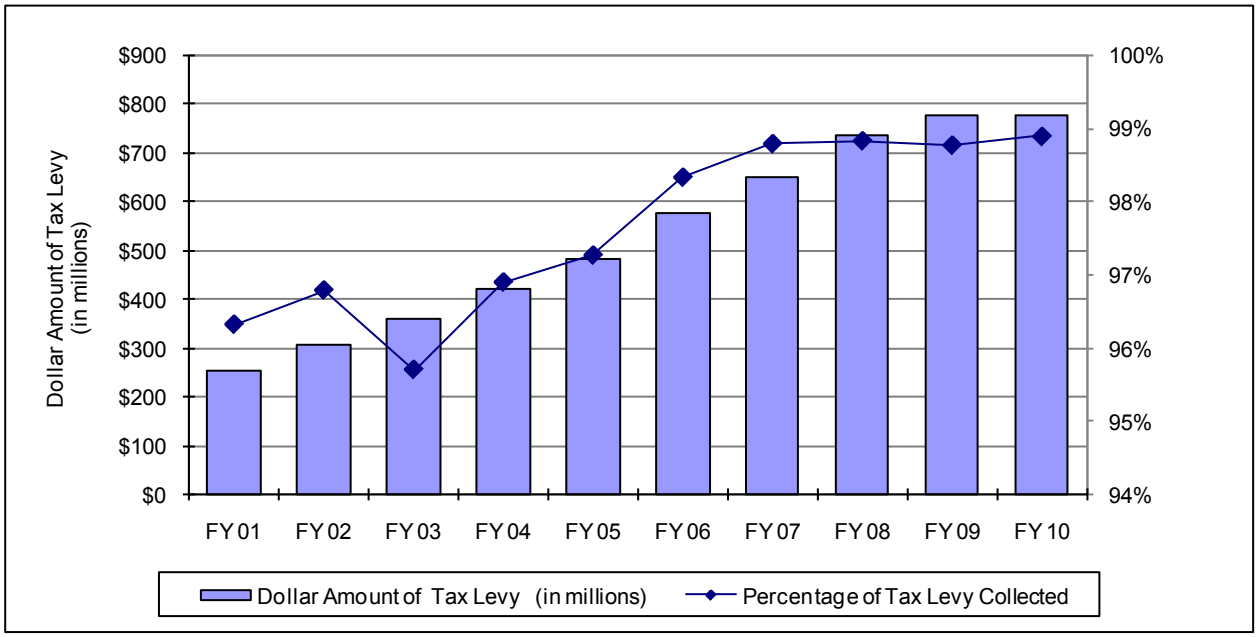
*Forecast

Source: Loudoun County Office of the County Assessor

Property Tax Levy and Percentage of Tax Levy Collected

The general property tax levy, which includes real and personal property, has increased as the County has grown. In FY 2009, the percentage of the tax levy actually collected reached 99%, where it remained for FY 2010.

Total Property Tax Levy and Rate of Collection of Tax Levy
Fiscal Years 2001 – 2010



Source: Comprehensive Annual Financial Report

Note: Both real property and personal property taxes are collected semiannually, with real property taxes due on December 5th and June 5th. Personal property taxes are due on October 5th and then May 5th (for residents) or June 5th (for businesses). The Collection Department of the Treasurer's Office does not pursue actions on delinquencies until 60 days after the due date.

Loudoun County Real Property Assessed Values

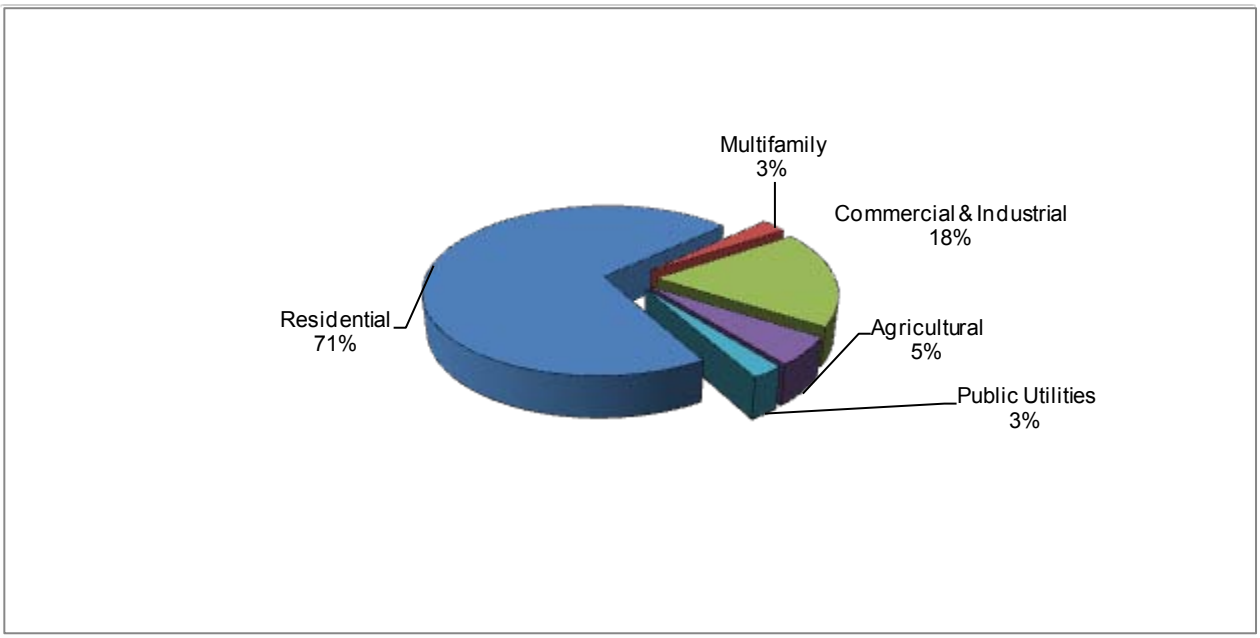
There were large increases in valuation from 2002 through 2006, reaching a peak growth of 36% from January 1, 2005 to January 1, 2006. This increase was primarily the result of increased residential and commercial/industrial valuation. Residential valuation decreased from 2007 through 2010, but began to increase 2011. The decline in commercial/industrial property valuation began in 2010 and is expected to continue through 2012.

Real Property Assessed Values by Land Use Category for Loudoun County: January 1, 2003 - 2012

	Residential	Multifamily	Commercial & Industrial	Agricultural	Public Utilities	Total
2003	20,920,271,380	993,684,700	5,686,348,200	3,228,696,400	842,988,200	31,671,988,880
2004	25,653,513,650	1,032,548,200	5,901,616,500	3,179,350,500	766,808,100	36,533,836,950
2005	33,335,779,590	1,150,523,500	6,750,873,200	3,335,204,000	936,335,300	45,508,715,590
2006	47,318,885,230	1,151,456,200	8,487,078,200	3,937,053,100	890,762,900	61,785,235,630
2007	47,075,197,202	1,247,033,880	10,009,819,600	4,143,962,100	1,074,847,800	63,551,012,782
2008	44,319,772,669	1,472,169,580	11,362,447,600	4,794,833,700	1,230,597,200	63,179,820,749
2009	38,238,407,900	1,592,117,080	11,839,195,900	4,009,280,100	1,114,070,600	56,793,071,580
2010	37,617,284,300	1,400,033,500	10,945,844,400	3,195,328,500	1,139,802,800	54,298,293,500
2011	39,331,621,700	1,472,357,800	10,577,036,300	3,075,042,800	1,282,383,327	55,738,441,927
2012*	40,965,219,992	1,516,528,534	10,459,725,211	3,027,541,944	1,410,621,660	57,379,637,341

*Forecast
Source: Loudoun County Office of the County Assessor

Loudoun County Real Property Assessed Values for Calendar Year 2012*



Loudoun County Real Estate, Personal Property, Machinery and Tools, and Heavy Construction Machinery Tax Rates

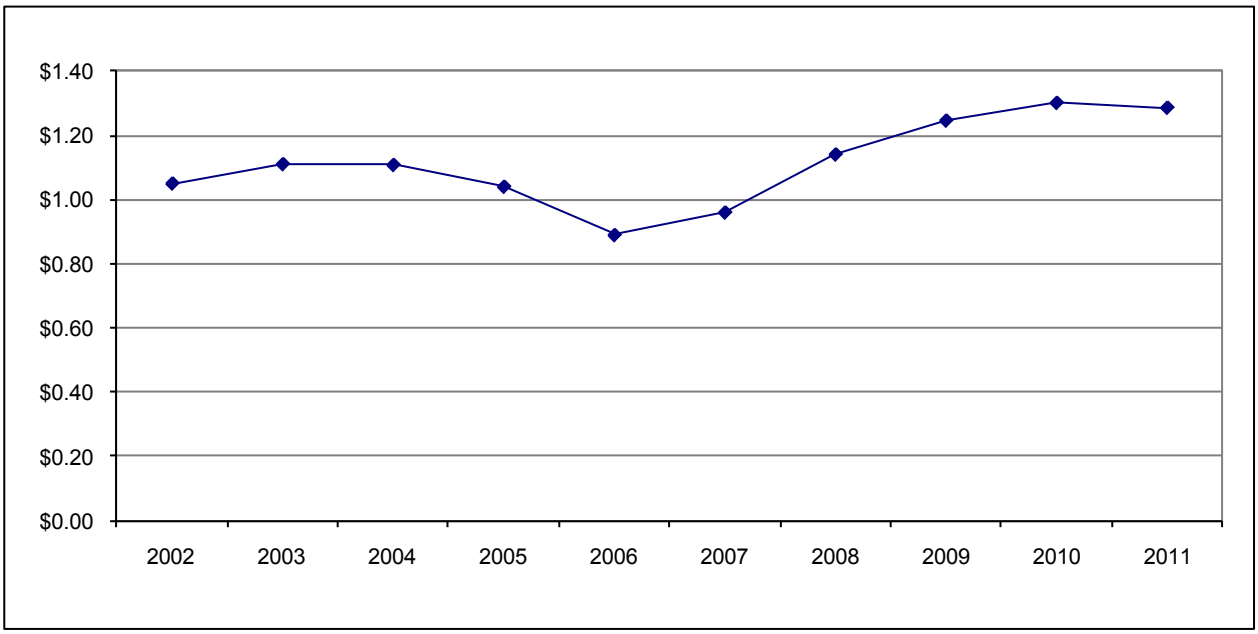
Tax rates for personal property, machinery & tools, and heavy construction machinery have remained stable for several years. The real estate tax rate has changed more frequently. The tax rates below are per $100 of assessed value. Tax rates are set on a calendar year basis.

Calendar Year	Real Estate Tax Rate	Personal Property Tax Rate	Machinery & Tools Tax Rate	Heavy Equipment Tax Rate
2002	$1.05	$4.20	$2.75	$4.00
2003	1.11	4.20	2.75	4.00
2004	1.1075	4.20	2.75	4.00
2005	1.04	4.20	2.75	4.00
2006	0.89	4.20	2.75	4.00
2007	0.96*	4.20	2.75	4.00
2008	1.14	4.20	2.75	4.00
2009	1.245	4.20	2.75	4.00
2010	1.30	4.20	2.75	4.00
2011	1.285	4.20	2.75	4.00

* Combined rate for General Fund and Fire & EMS Fund

Note: The tax rate on the real estate and on most personal property of public utilities is the same as the real estate tax rate. Public utility vehicles are taxed at the personal property tax rate.

Adopted Real Estate Tax Rate (per $100 of value) Calendar Years 2002 – 2011

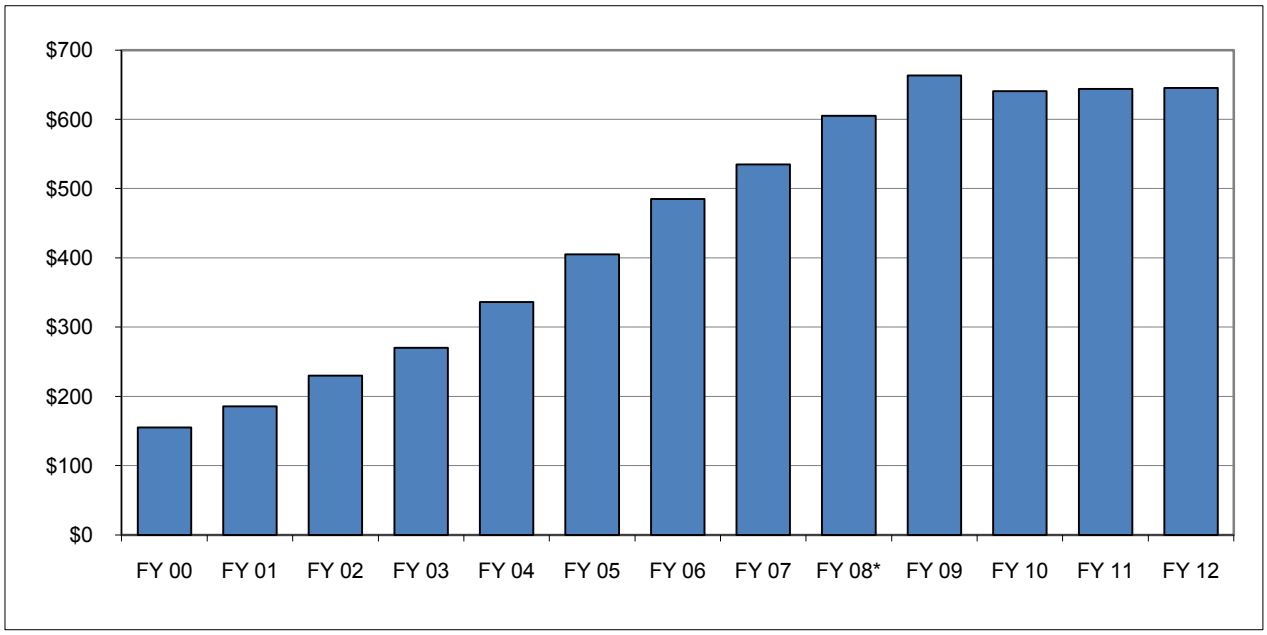


REVENUE & EXPENDITURES

Real Property Taxes

The FY 2012 budgeted real property tax revenue is 0.22% higher than FY 2011. The real property tax is the County's largest revenue source. For FY 2012, the budgeted real property tax revenue as a percentage of the total General Fund revenue is 61.2%, and budgeted real property tax revenue as a percentage of the total County Government and Schools budgeted operating expenditures is 58.2%.

Real Property Taxes[1]
FY 2000 – FY 2012
(in millions of dollars)

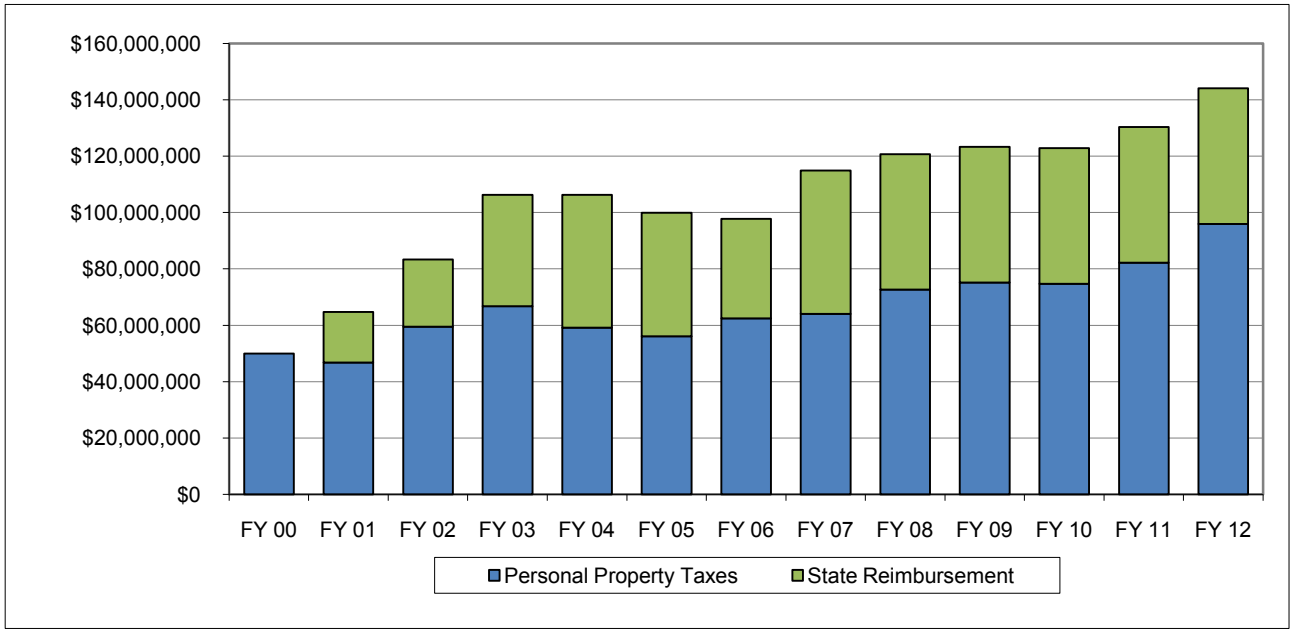


[1] The FY 2008 budget includes the Fire and Emergency Medical Services Tax District which is supported by a levy on real property located within Loudoun County. The Board of Supervisors eliminated the Fire and Emergency Medical Services Tax District during the FY 2009 budget process and included it in the General Fund where it had been previously.

Personal Property Taxes

The budgeted personal property tax revenue for FY 2012 is 11% higher than budgeted amount for FY 2011. 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[1]
FY 2000 – FY 2012

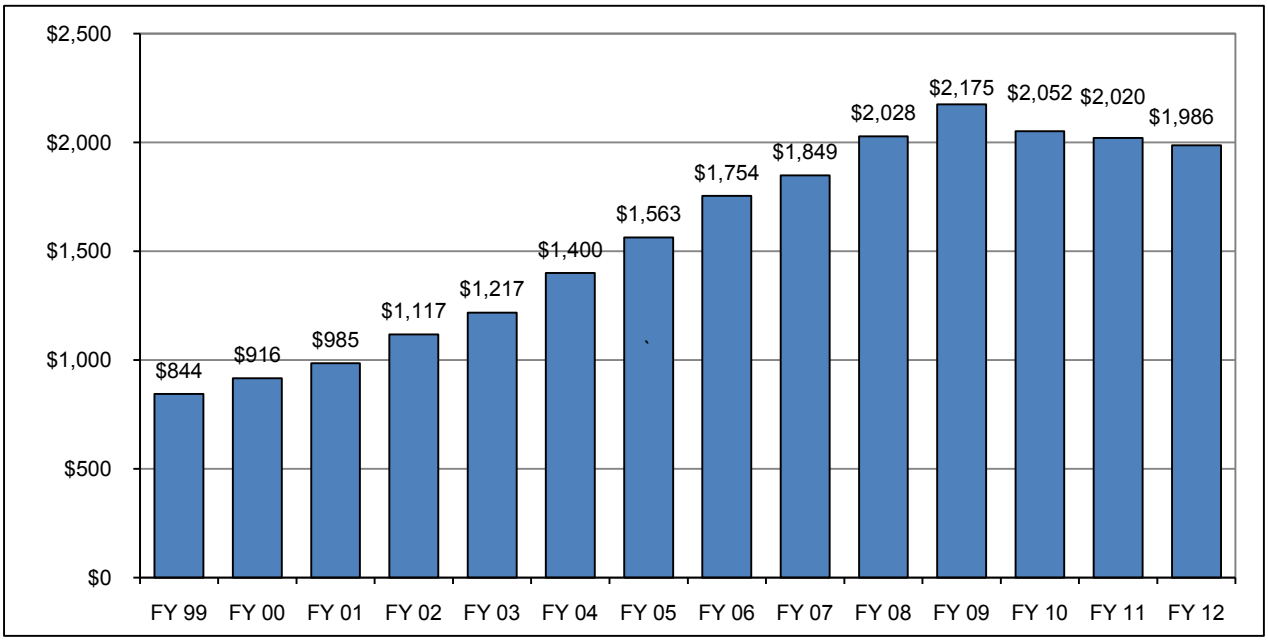


[1] The State began providing a partial reimbursement for the personal property tax on automobiles beginning in 1999. The Personal Property Tax Reduction Act reduced the bill on the first $20,000 assessed per residential vehicle by an increasing amount through 2001, when the reimbursement rate was capped at 70%. The County continues to collect 100% of the personal property tax on the assessed value of a vehicle that is above $20,000. Through calendar year 2005, the State reimbursed the County for the revenue lost by the personal property tax reduction. The 2004 State General Assembly set a firm monetary limit on the total reimbursement provided to localities beginning in 2006.

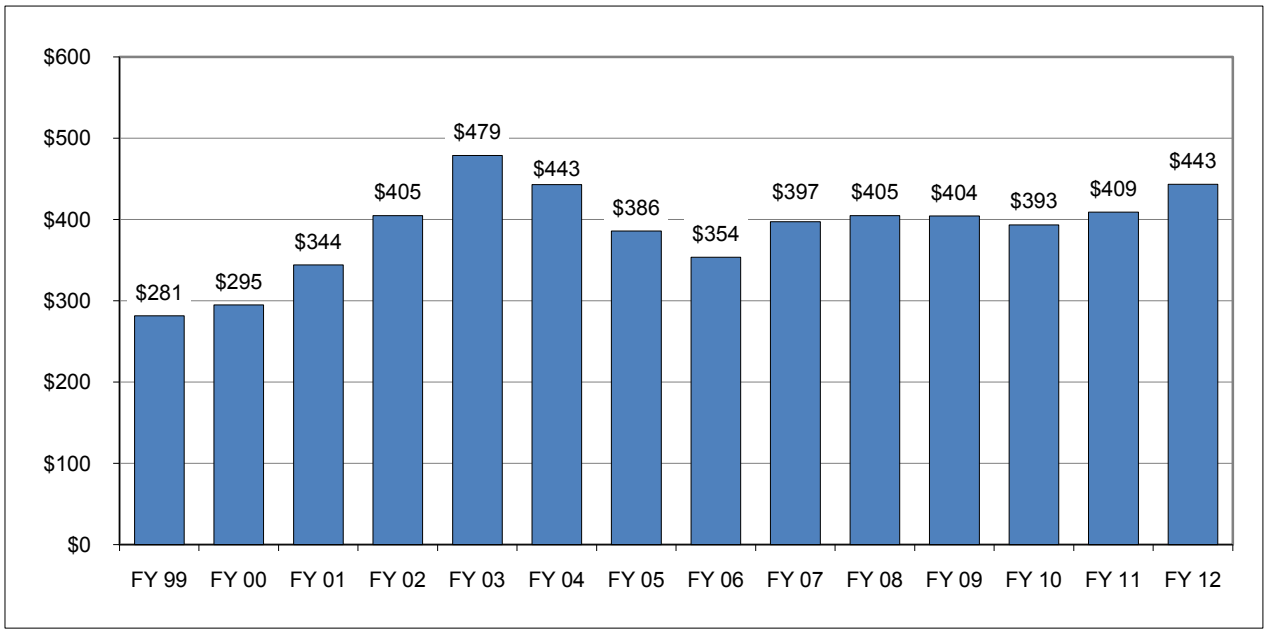
Personal Property and Real Property Taxes Per Capita

Real property tax revenue per capita decreased 2% in FY 2012. Personal property tax revenue per capita increased by $34.00 from FY 2011. The personal property tax revenue per capita amount includes the reimbursement of funds from the Commonwealth of Virginia to Loudoun County to replace revenue lost due to the State's reduction in personal property tax for the first $20,000 of assessed value of a vehicle. The County's budgeted State reimbursement figure for FY 2012 is $48,071,000.

Real Property Tax Revenue per Capita
FY 1999 – FY 2012



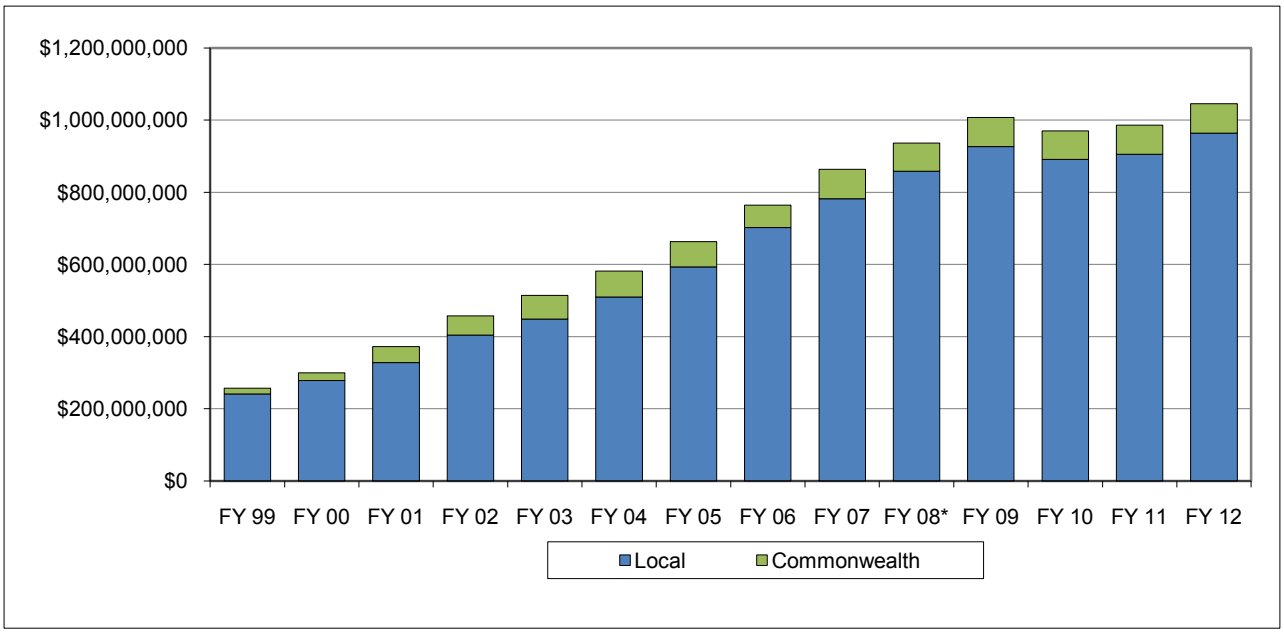
Personal Property Tax Revenue per Capita FY 1999 – FY2012



Local and Commonwealth Revenues

Budgeted local revenue is projected to increase by 6.4% in FY 2012. Revenue from the Commonwealth increases 1.3% in FY 2012, from $80,709,202 to $81,725,969. For the FY 2001 – FY 2012 budgets, Commonwealth revenue includes the State's property tax reimbursement to Loudoun County for tax revenue lost due to the State's reduction in personal property tax for the first $20,000 of assessed value of a vehicle. This represents the conversion of a local revenue source to a Commonwealth revenue source. The budgeted Commonwealth revenue for FY 2012, exclusive of the State's personal property tax reimbursement, increased 0.03% compared with FY 2011.

Revenue from Local Sources and the Commonwealth[1]
FY 1999 – FY 2012

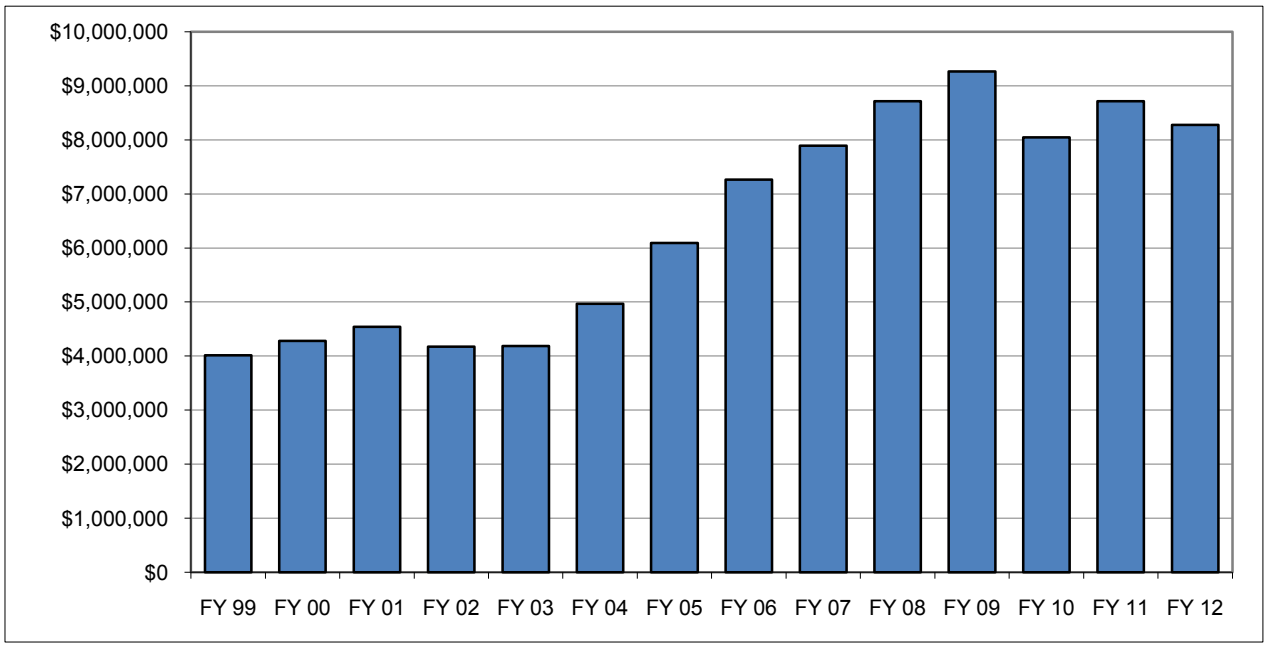


[1] The FY 2008 budget includes the Fire and Emergency Medical Services Tax District which was supported by a levy on real property located within Loudoun County. The Board of Supervisors eliminated the Fire and Emergency Medical Services Tax District during the FY 2009 budget process and included it in the General Fund where it had been previously.

Federal Revenue

Federal revenue, mostly in the form of program specific grants in a variety of different categories, increased significantly from FY 2004 through FY 2009. The amount more than doubled from FY 1999 through FY 2009, but decreased by 13% in FY 2010 for the first time since FY 2003 for federal revenues and was mainly in Human Services. There is a decrease of 5% for FY 2012. Previously per capita federal revenue had increased the past six years with the exception of FY 2010, to correspond with an increase in overall federal aid to the County, increasing 14% in FY 2005, 12% in FY 2006, 4% in FY 2007, 7% in FY 2008 and 4% in FY 2009; then it decreased to $26 per capita in FY 2010 and increasing slightly to $27 in FY 2011. The per capita federal revenue for FY 2012 is $25, a decrease of 7% from FY 2011.

Federal Revenue
FY 1999 - FY 2012



General Fund Revenue Sources

Since FY 1997, local revenue has accounted for 86%-92% of the County's total General Fund revenue. Commonwealth revenue has increased significantly since the FY 2001 budget due to the inclusion of the state's personal property tax reimbursement. Excluding the personal property tax reimbursement, Commonwealth revenue from FY 2003 to FY 2009 had increased by an average of 3.6% but as a portion of the General Fund Revenues had declined from 5% to 3% during the same time period. The state's personal property tax reimbursement was capped in 2006 and since 2009 the County has been receiving the maximum reimbursement, causing a decline in Commonwealth revenue as a percent of General Fund revenues. As the County's budget grows and Commonwealth revenues decrease, the static reimbursement 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 3.19% of the General Fund Revenues in FY 2012. After six years of increases in Federal revenue, FY 2010 decreased by 13%, but FY 2011 saw an increase and FY 2012 is projected to decrease by 5% in this revenue.

Revenue Sources[1]

Fiscal Year	Local Revenue	Commonwealth Revenue[2]	Federal Revenue
1997	190,622,785	12,559,414	5,077,355
1998	232,232,861	15,126,238	5,469,084
1999	241,832,327	15,911,107	4,013,599
2000	278,810,282	21,081,305	4,279,557
2001	328,631,345	43,840,358	4,543,149
2002	404,868,902	52,813,724	4,173,591
2003	448,585,015	65,992,809	4,187,092
2004	510,126,309	71,728,899	4,964,401
2005	593,511,360	69,870,335	6,091,469
2006	702,137,875	62,465,079	7,262,132
2007	781,949,137	82,299,765	7,891,511
2008	858,286,689	78,313,164	8,717,268
2009	926,876,444	80,374,319	9,265,806
2010	891,319,419	78,765,084	8,044,202
2011	905,929,802	80,709,202	8,713,442
2012	964,225,764	81,725,969	8,278,765

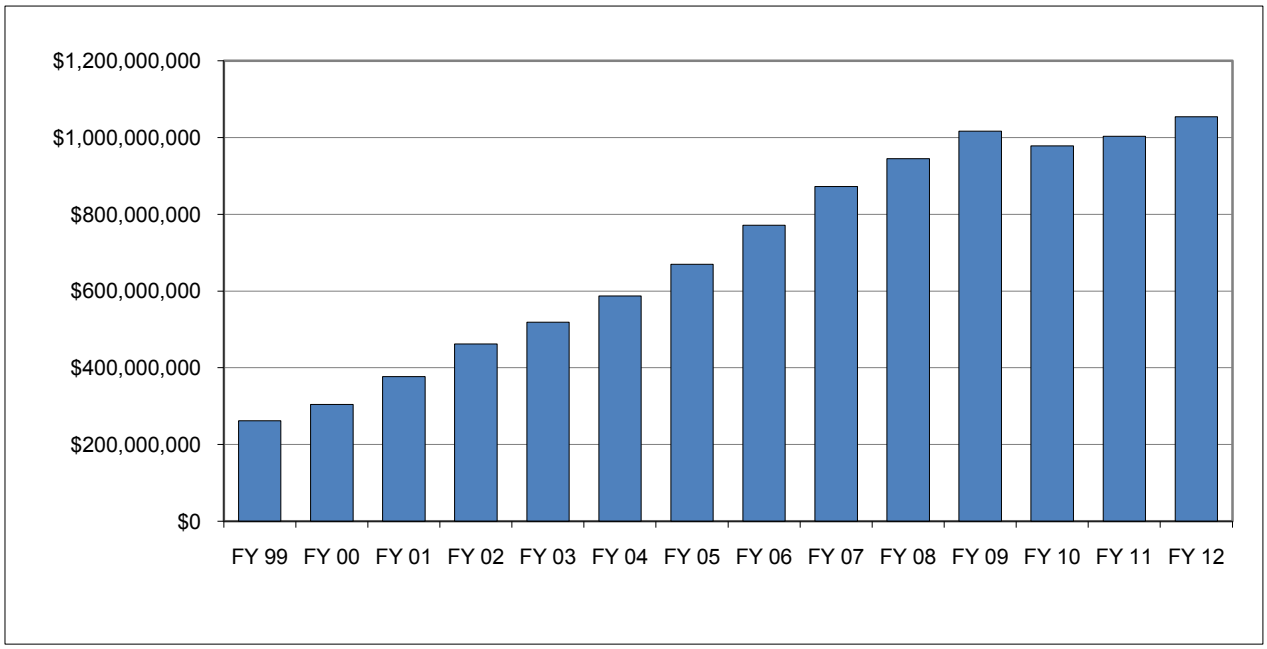
[1] The FY 2008 budget includes the Fire and Emergency Medical Services Tax District which was supported by a levy on real property located within Loudoun County. The Board of Supervisors eliminated the Fire and Emergency Medical Services Tax District during the FY 2009 budget process and included it in the General Fund where it had been previously.

[2] Beginning in FY 2001, Commonwealth Revenue includes the reimbursement of funds from the Commonwealth of Virginia to replace revenue lost due to the State's reduction in personal property tax for the first $20,000 of assessed value on vehicles.

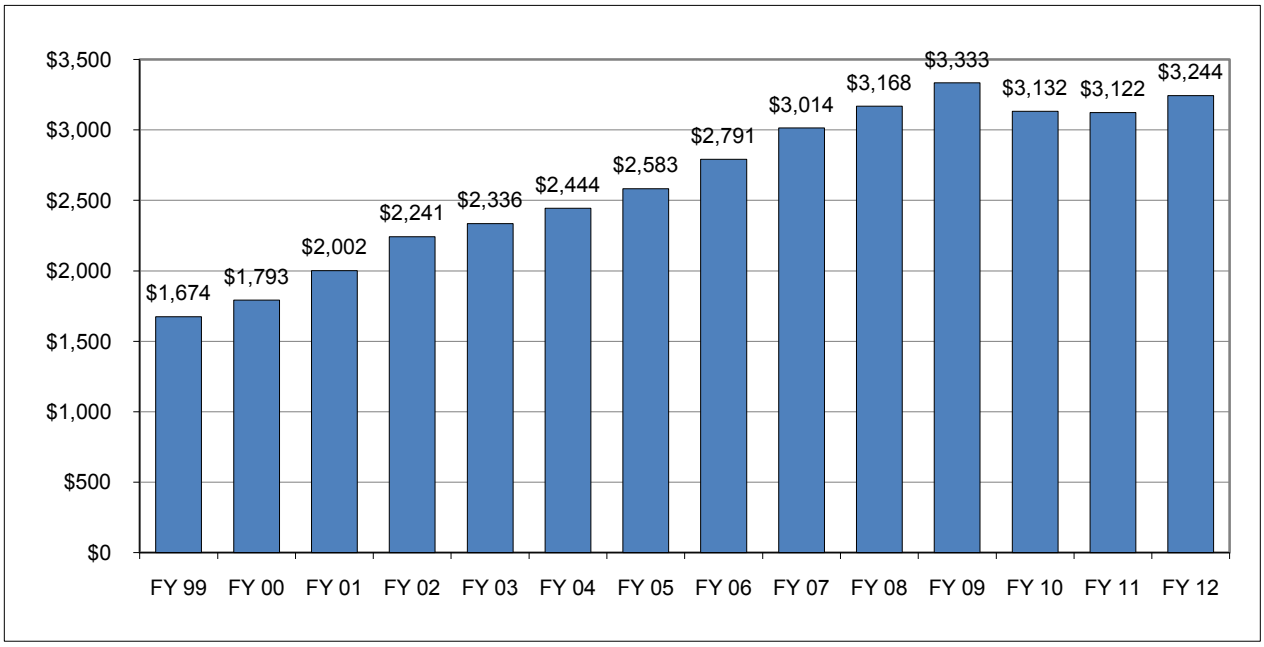
Total General Fund Revenue

FY 2012 general fund revenue is projected to increase 5.1% over the FY 2011 budget. The budgeted General Fund revenue and revenue per capita had been on an escalating trend since the early 1990s.

Total Revenue[1] FY 1999 - FY 2012



Total Revenue per Capita FY 1999 - FY 2012



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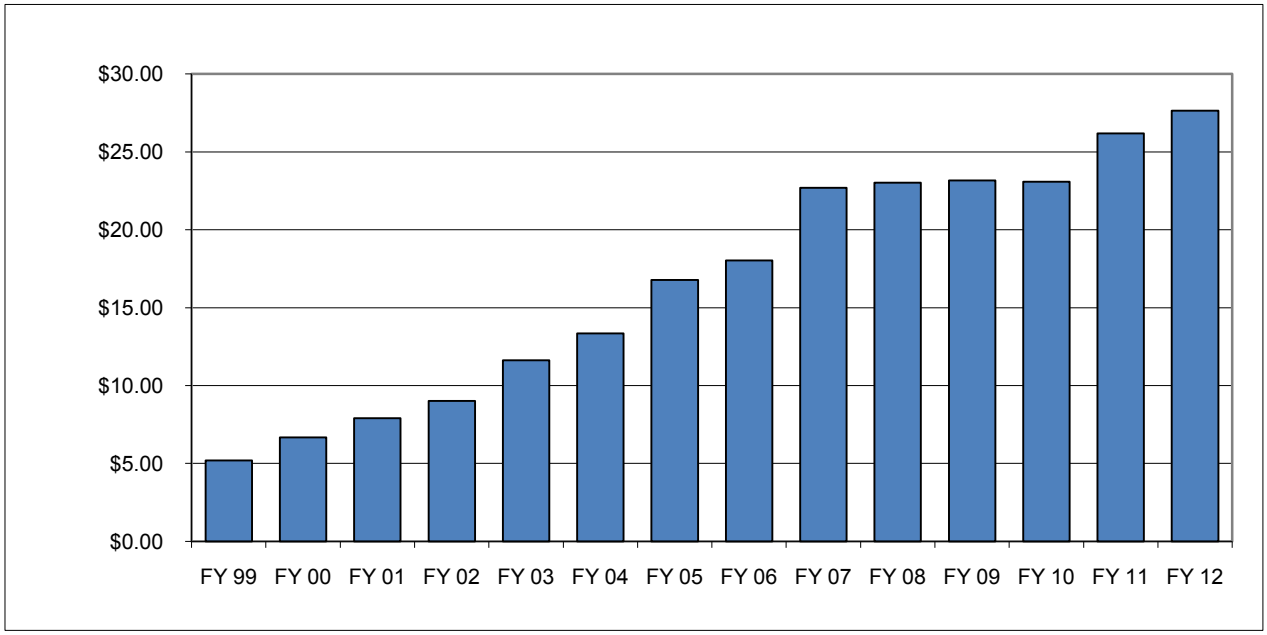
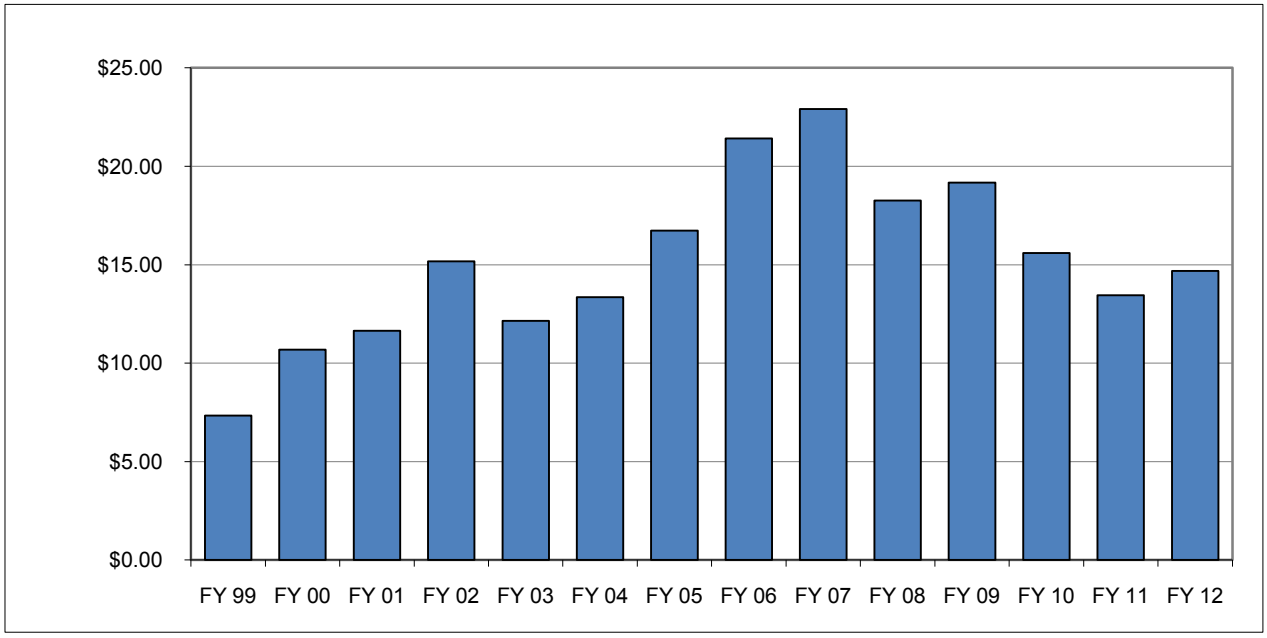
Charges for Services and Permits & Privilege Fees (Revenue)

Budgeted revenues from charges for services and for permits and privilege fees increased an average of 7.4% in FY 2012. Revenue from permits and privilege fees, some of which are for building permits, zoning permits, and dog licenses is projected to decrease to below FY 2005 levels due to the national slowdown in the housing and regional development. Revenue from charges for services increased by 5.6% over FY 2011.

Charges for Services
FY 1999 – FY 2012
(in millions of dollars)



Permits and Privilege Fees
FY 1999 – FY 2012
(in millions of dollars)



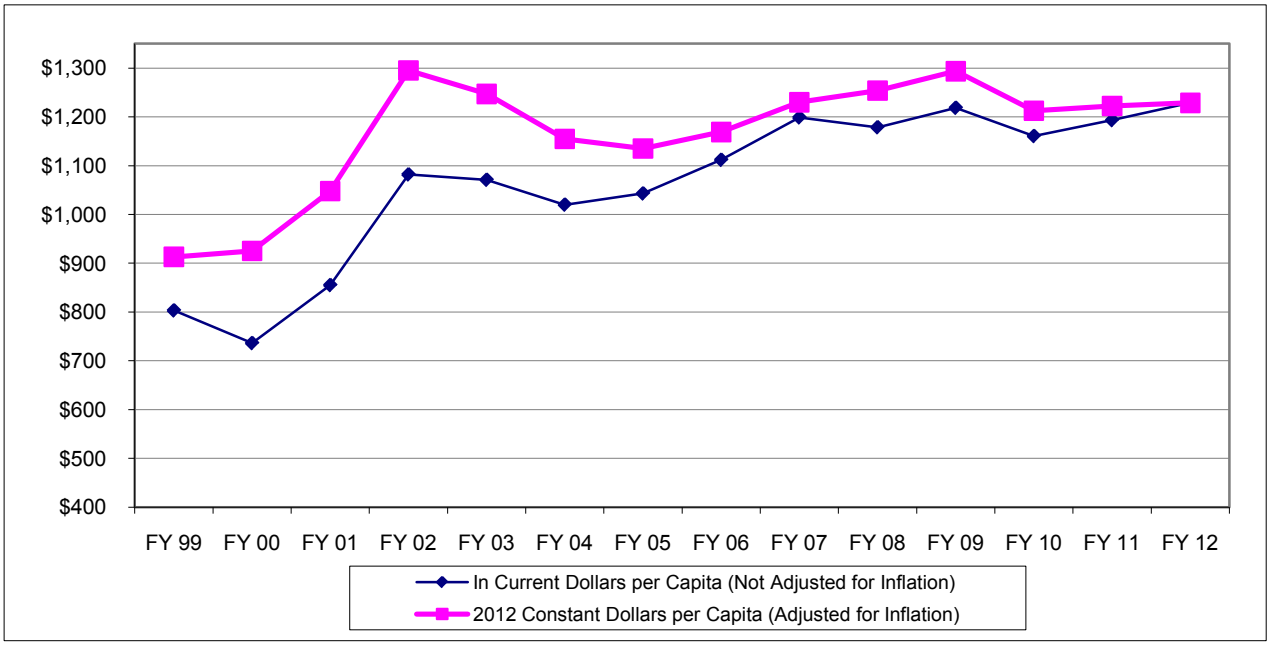
General Government Expenditures Per Capita

Per capita spending in constant dollars increased from $1,223 in FY 2011 to $1,229 in FY 2012, which represents a 0.49% increase. Spending between FY 2000 and FY 2002 increased an average of 12.7% per year reflecting the increased need for public services and facilities due to the tremendous population increases of the late 1990's and early 2000's.

General Government Expenditures per Capita

Fiscal Year	Current $'s	2012 Constant $'s	Percentage Change in 2012 Constant $'s
1999	803	913	-3.69
2000	736	925	1.31
2001	855	1,048	13.30
2002	1,082	1,295	23.57
2003	1,071	1,247	-3.71
2004	1,020	1,155	-7.38
2005	1,043	1,135	-1.73
2006	1,112	1,169	3.00
2007	1,199	1,230	5.22
2008	1,179	1,254	1.93
2009	1,219	1,294	3.18
2010	1,161	1,213	-6.25
2011	1,193	1,223	0.81
2012	1,229	1,229	0.49

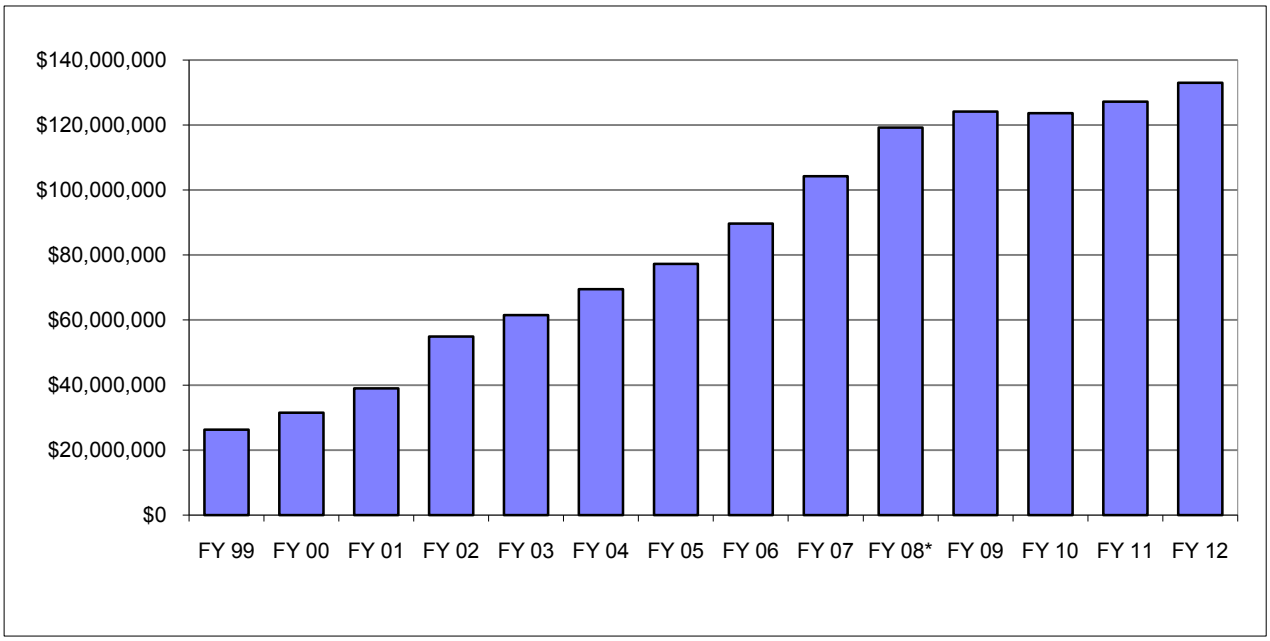
Expenditures Per Capita in Current Dollars and in 2012 Dollars: FY 1999 - FY 2012



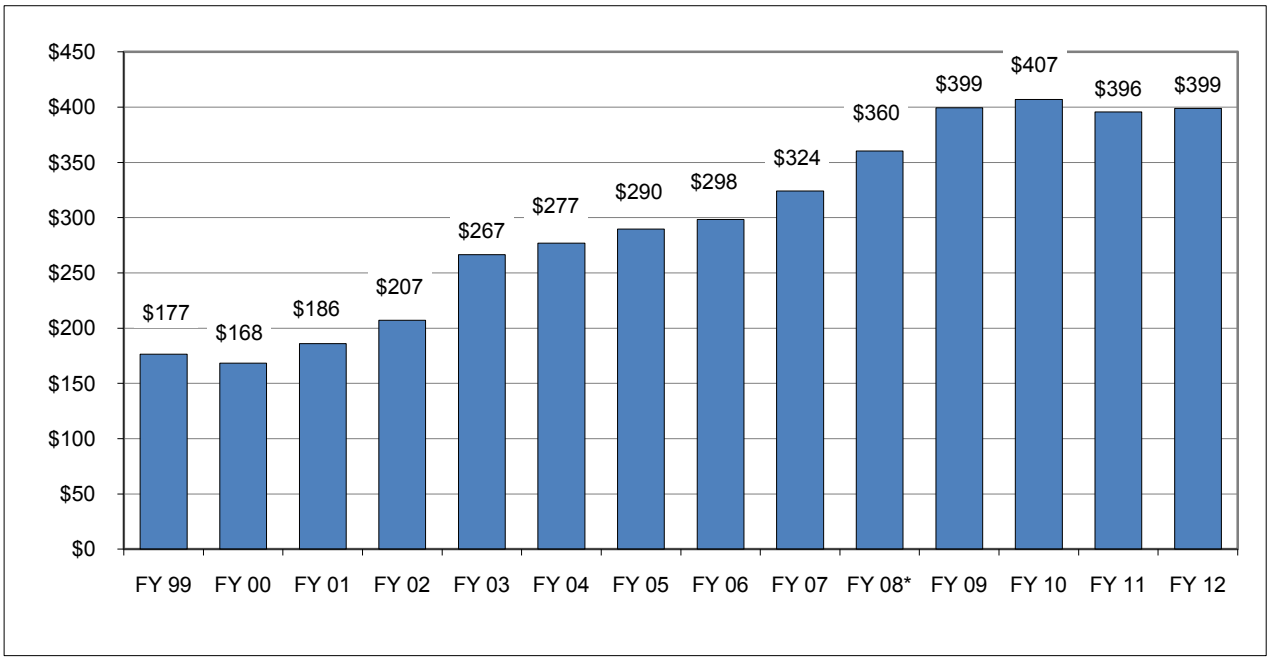
Public Safety Expenditures

Expenditures increased in FY 2012 by 4.6% after having increased by 2.9% in FY 2011. Per capita public safety expenditures increased in FY 2012 by 2.6% after having increased by 0.8% in FY 2011. The following departmental expenditures for public safety will increase in FY 2012: Sheriff's Office by 2.8%, Juvenile Court Services Unit by 9.5%, Community Corrections by 2.1%, Animal Services by 5.1% and Fire, Rescue and Emergency Management by 7.2%.

Public Safety Expenditures[1] FY 1999 - FY 2012



Public Safety Expenditures per Capita FY 1999 - FY 2012



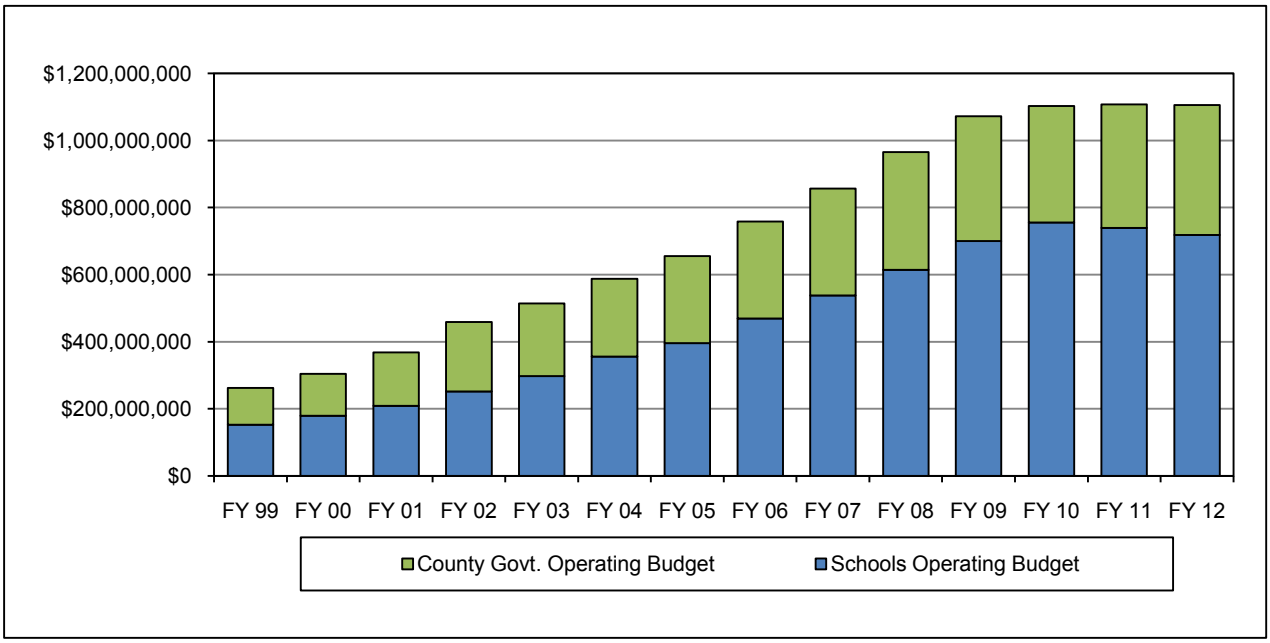
[1] The FY 2008 budget includes the Fire and Emergency Medical Services Tax District which was supported by a levy on real property located within Loudoun County. The Board of Supervisors eliminated the Fire and Emergency Medical Services Tax District during the FY 2009 budget process and included it in the General Fund where it had been previously.

County Government and Schools Operating Budgets

The county government's operating budget for FY 2012 increased by 4.95%, while the school system's operating budget increased by 4.8%. For the period from FY 1994 through FY 2009, the county government's operating budget increased at an average annual rate of 11.2%, while the school system's operating budget increased at an average annual rate of 14.17%. The county's high growth rate in the school age population has been a factor in the school system's increased expenditures.

Fiscal Year	County Government[1]	School Operating Fund	Total
1999	109,724,319	179,357,161	289,081,480
2000	125,067,865	209,141,515	334,209,380
2001	159,324,936	251,584,478	410,909,414
2002	207,566,825	297,093,646	499,557,277
2003	217,333,229	355,764,893	567,907,402
2004	231,440,757	395,611,766	620,321,913
2005	252,192,778	469,011,715	721,204,493
2006	281,988,480	537,542,494	819,530,974
2007	311,462,073	613,856,662	925,318,735
2008	351,761,297	700,564,208	1,052,325,505
2009	371,663,510	755,600,922	1,127,264,432
2010	347,469,536	738,998,960	1,086,468,496
2011	369,029,698	718,489,662	1,087,519,360
2012	387,299,465	752,946,877	1,140,246,342

Adopted County Government and School Operating Budgets FY 1999 - FY 2012



[1] The general government budgeted expenditures for FY 2001 include a transfer to the Self Insurance Fund. For FY 2002 – FY 2008 the general government expenditures include transfers to the Self Insurance Fund, Public Safety Communications Fund, the Federal Foster Care Reimbursement Fund, the Fire/Emergency Medical Services Tax District, the Housing Choice Voucher Fund and the Office of Capital Construction.

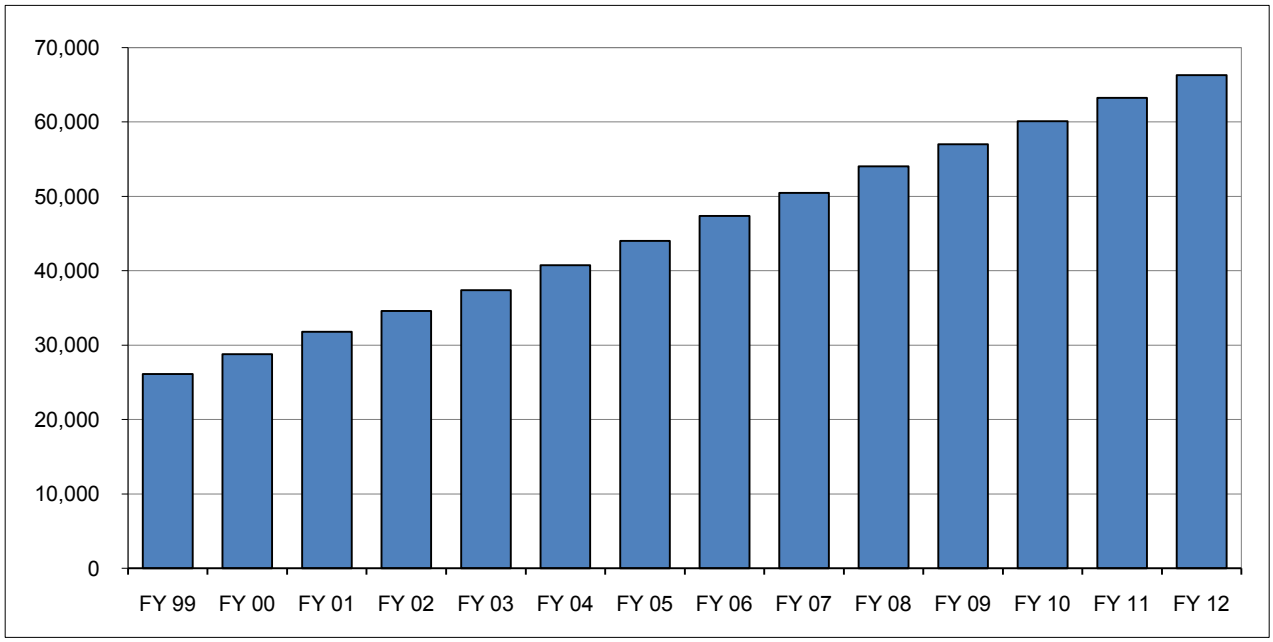
Loudoun County School System Enrollment

Public school enrollment has been increasing rapidly. School enrollment is projected to increase 4.8% in FY 2012, after having increased 5.2% in FY 2011. Projected school enrollment growth exceeds the County's 2011 projected population growth rate of 2%.

Public School Enrollment
FY 1999 – FY 2012[1]

1999	26,091
2000	28,787
2001	31,804
2002	34,589
2003	37,532
2004	40,751
2005	44,014
2006	47,361
2007	50,478
2008	54,047
2009	57,009
2010	60,096
2011	63,220
2012	66,266

Public School Enrollment
FY 1999 - FY 2012



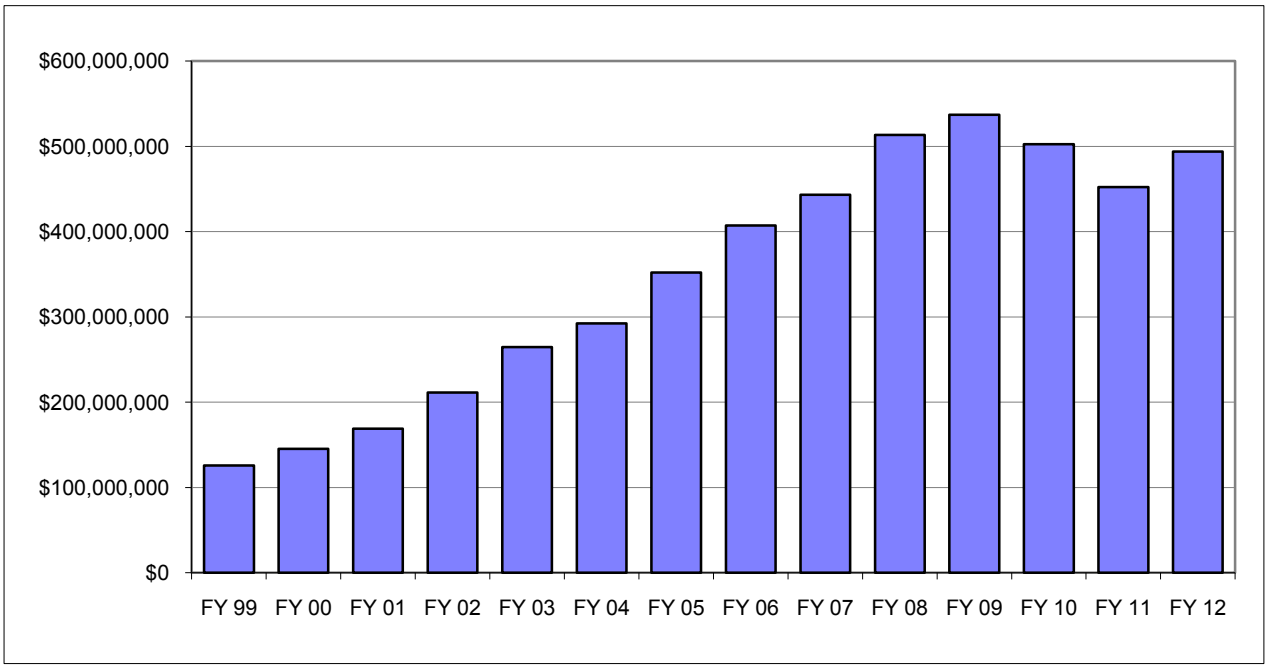
Source: School Board FY 12 Adopted Capital Improvements Program

[1] FY 2012 is a projection.

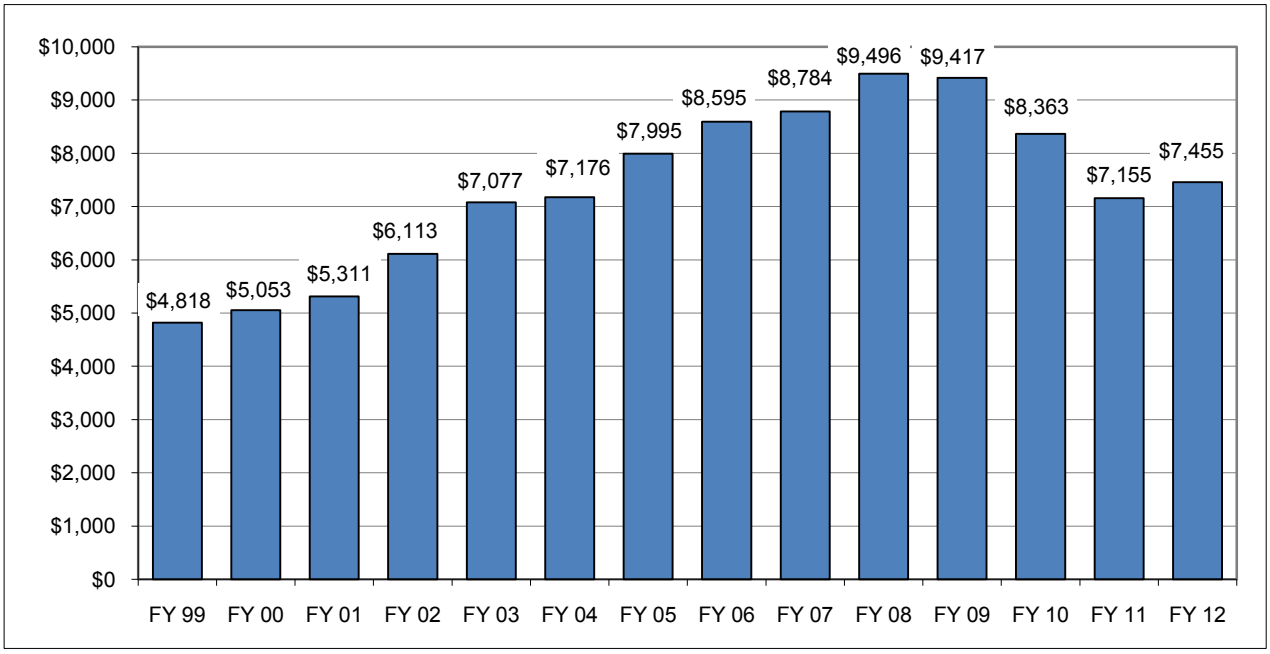
General Fund Transfer to Schools – Total & Per Pupil

As public school enrollment has grown, general fund transfers to the school system have increased, with significant annual increases from FY 1999 through FY 2009. The general fund transfer to the school system decreased 10% for the FY 2011 budget, the second decrease since FY 1993, but increases 9.2% for FY 2012. School age enrollment has increased 130% since FY 2000. The general fund transfer per pupil declined in FY 2011 by 14.7% to $7,155 and increased by 3.4% to $7,455 in FY 2012.

General Fund Transfer to School System
FY 1999 - FY 2012



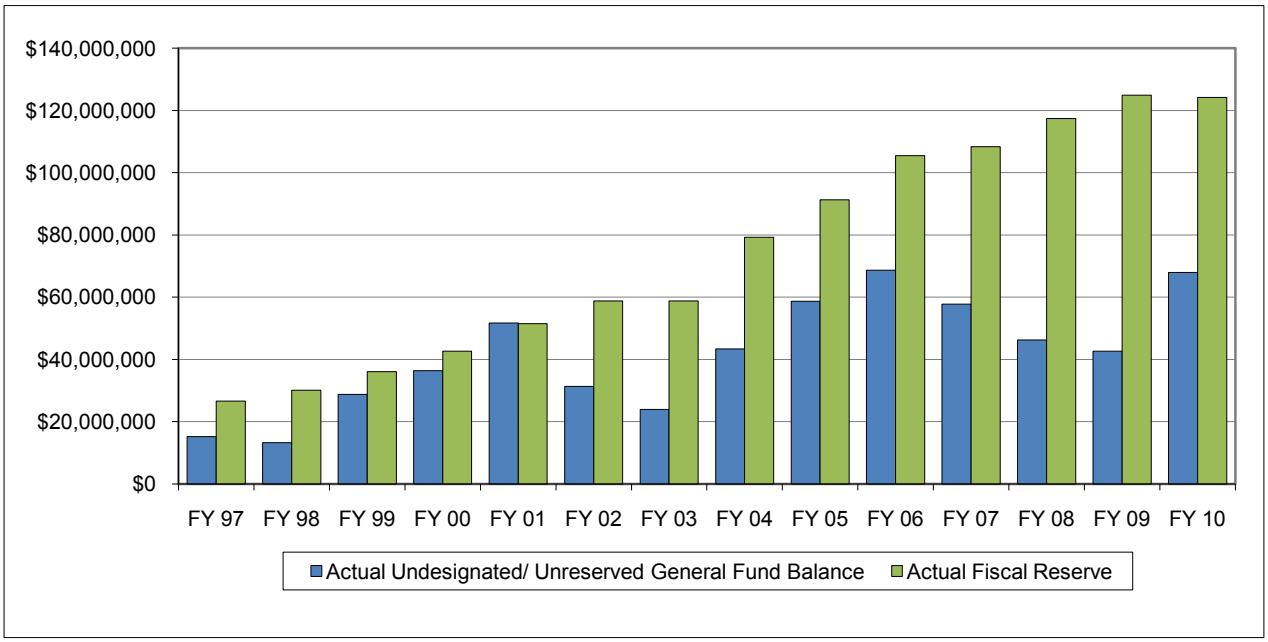
Per Pupil General Fund Transfer to School System
FY 1999 - FY 2012



Actual Unrestricted/Undesignated General Fund Balance

Unrestricted/undesignated general fund balance is the amount in the general fund which is not reserved or designated for a specific purpose. The fiscal reserve has been on a marked increasing trend since FY 1998. In FY 1994, the Board of Supervisors established the County's fiscal reserve and adopted a policy that the reserve will always be maintained at 10% of net operating revenues of the general and school funds.

Actual Fiscal Reserve and Unrestricted/Undesignated General Fund Balance[1]
FY 1997 - FY 2010



Source: Comprehensive Annual Financial Reports.

[1] 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 Fiscal Policy on May 6, 2008. 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

(Adopted May 6, 2008)

- Net debt as a percentage of estimated market value of taxable property should not exceed 3.0%.
- Net debt per capita as a percentage of income per capita should not exceed 8.0%.
- Debt service expenditures as a percentage of governmental fund expenditures should not exceed 10%.

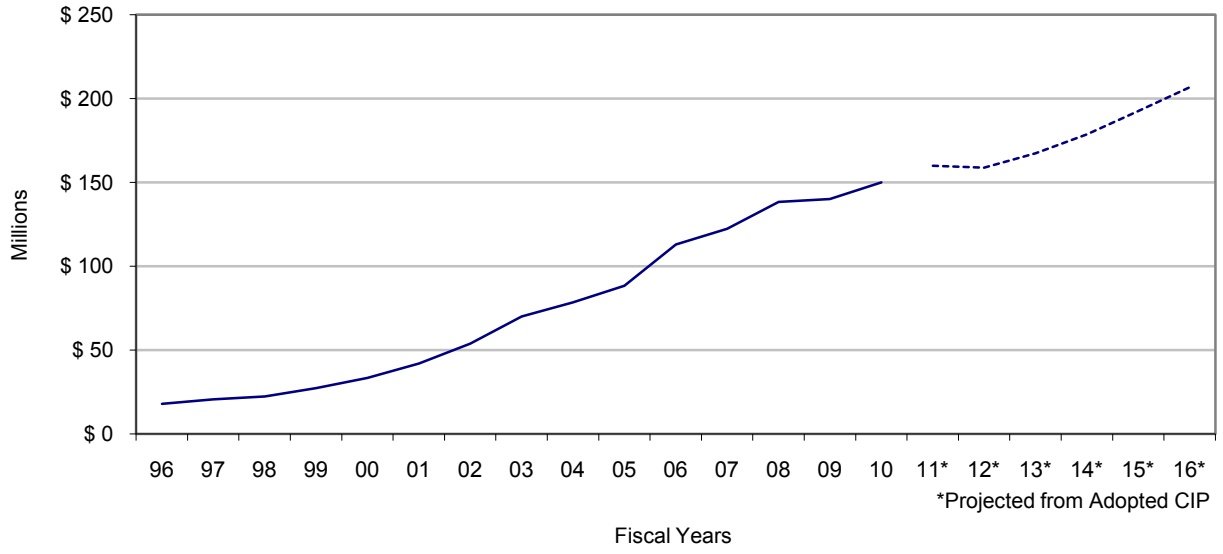
The charts on the following pages provide both a retrospective and a prospective view of the County's debt service expenditures as a result of financing approved by the Board of Supervisors.

Debt Service

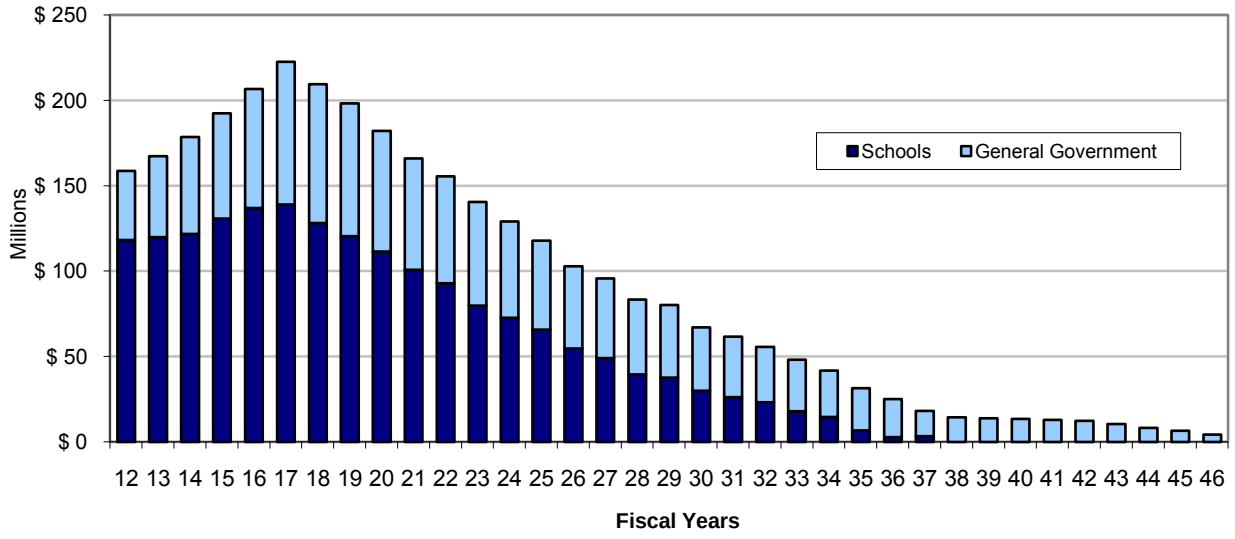
The County's debt service has been on a significant increasing trend since FY 2000, as a result of rapid growth in public school enrollment requiring an aggressive school construction program for many of the last fifteen years. Projected FY 2012 debt service in the amount of $158,668,109 is a slight reduction over the FY 2011 amount, as shown in the graph below. The actual amount of debt service payments in both FY 2011 and FY 2012 is likely to be even less than currently projected due to (1) planned delays in bond issuances based on the funding requirements of projects, (2) favorable rates realized for issuances because of the County's AAA status and (3) returns that may be achieved through refunding.

Beginning in FY 2013, projected debt service payments begin to rise again as a result of the impact of issuing debt for Phase 2 of the Dulles Rail project.

Annual Debt Service
FY 1996 - FY 2016



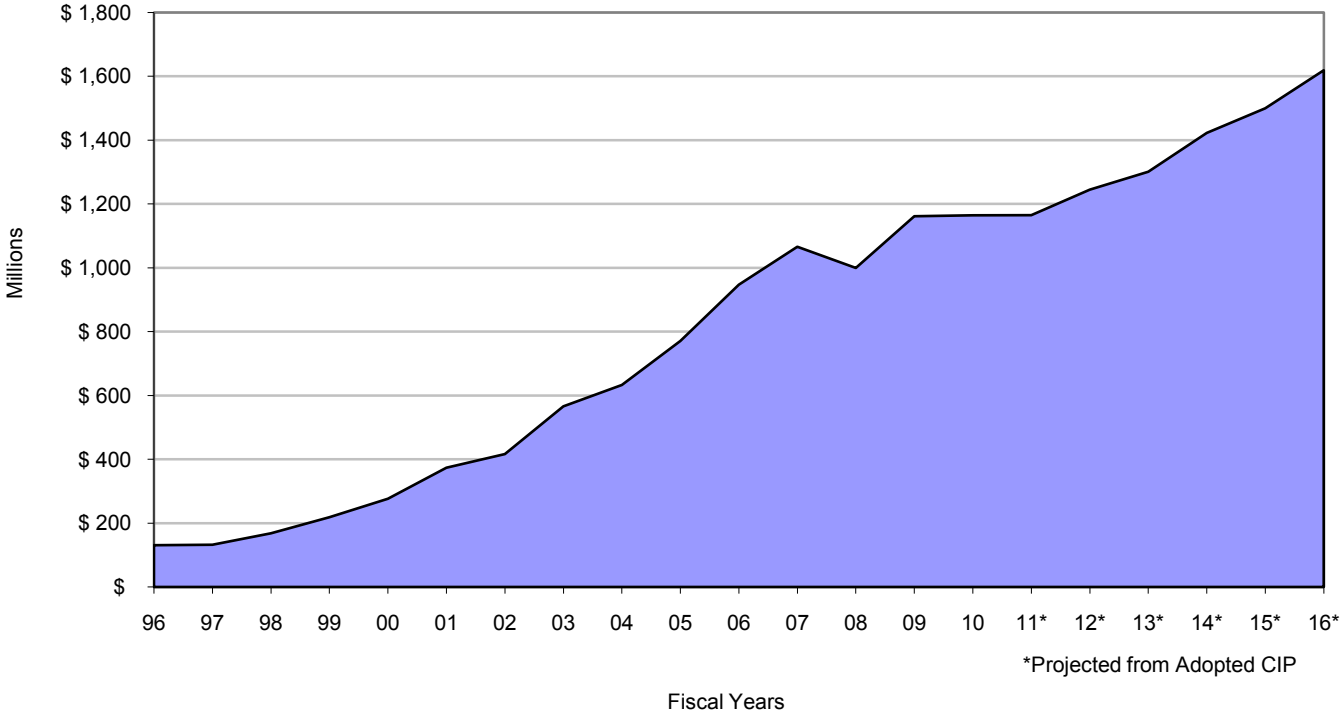
Projected Future Annual Debt Service
FY 2012 – FY 2046



Net Debt Outstanding

The County's continuing population and student enrollment growth create demand for infrastructure improvements, new capital facilities, and new school construction. As a result, the County's total net bonded debt measured at year end has increased significantly since FY 2000 as shown in the graph below. That same graph shows a leveling off during the four year period of FY 2008 – FY 2012, reflecting the impact of the nation-wide recession. However, the County's net bonded debt is project to rise to more than $1.6 billion in FY 2016, as the pace of school construction increases, and the County issues the final planned tranche of debt for Phase 2 of the Dulles Metro project.

Annual Year End Net Bonded Debt[1]
FY 1996 - FY 2016

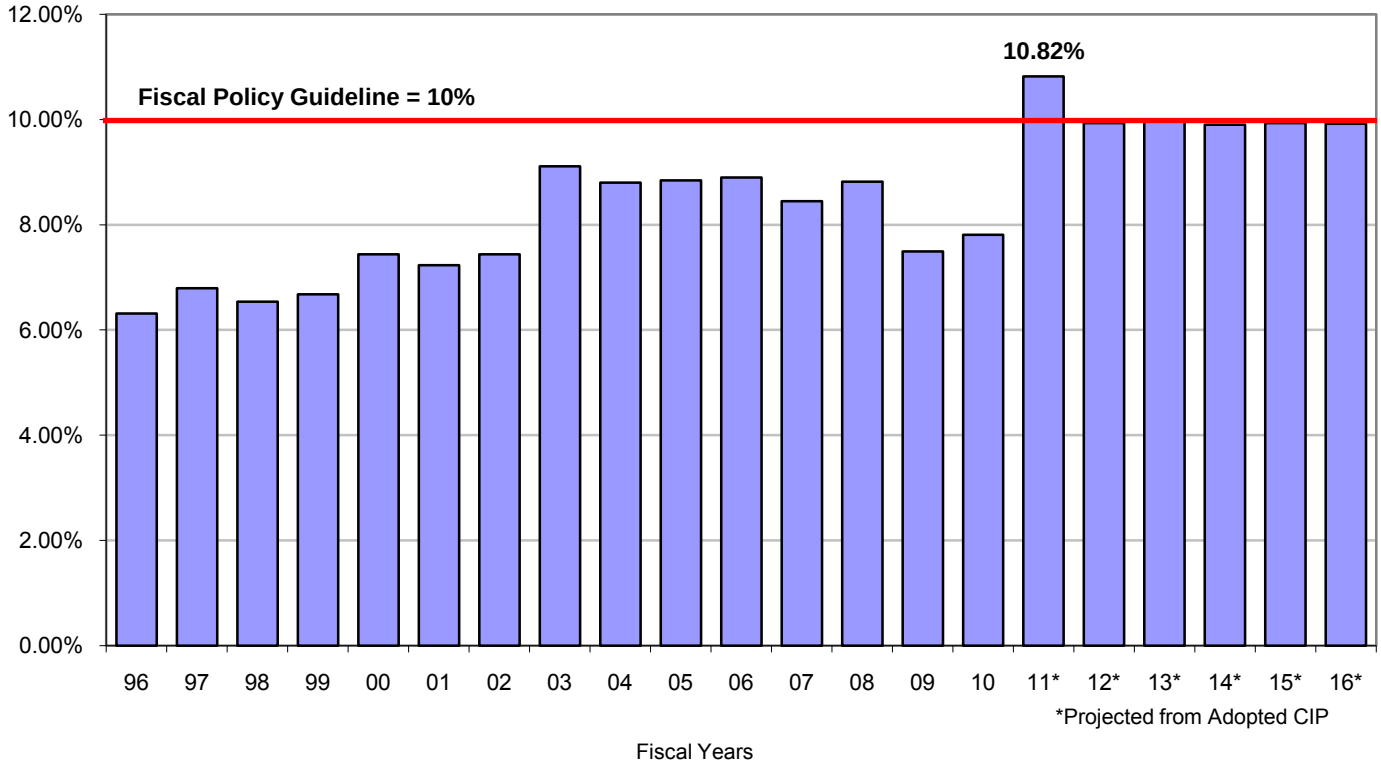


[1] Source: *Debt Financing - Impact on Future Debt Ratios* Table, County Comprehensive Annual Financial Report.

Debt Service as a Percentage of Expenditures

From FY 96 through FY 08, the ratio of debt service to total expenditures remained well under the County's 10% guideline, as total expenditures increased in concert with debt service. However, as the County continues to economize in the face of difficult economic conditions, total governmental expenditures are projected to increase at a lower rate than in prior years. As a result, fixed expenses such as debt service on previously issued bonds will increase as a percentage of those expenditures. This trend, along with the County's need to finance school construction and the County's largest single capital project - Phase 2 of the Dulles Rail project - has increased pressure on this important debt ratio. The graph below shows the current projections for this ratio for FY 2011 – FY 2016 (as well as historical data). While the current FY 2011 projection is for the debt service to expenditure ratio to reach 10.82%, the projections for FY 2013 – FY 2016 are below the 10% guideline. It is important to note the *actual* ratio measured at the end of the fiscal year is almost always significantly less than had been projected. This is due primarily to the favorable interest rates at which the County is able to issue debt due to its AAA rating.

Debt Service as a Percentage of Total Expenditures[1]
FY 1996 - FY 2016

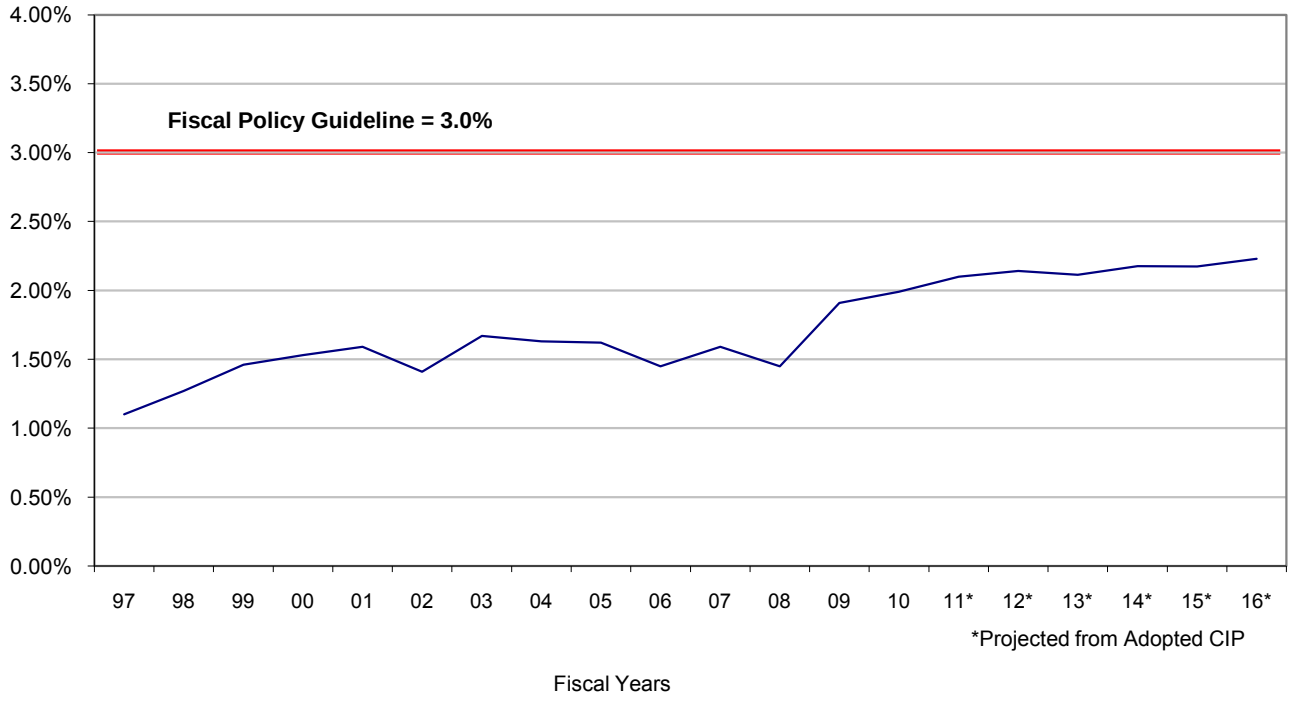


[1] Sources: *Debt Service Fund* Section, County Comprehensive Annual Financial Report.

Net Debt as a Percentage of Assessed Value

The ratio of outstanding net debt to assessed value of all property in the County rose sharply in the 1990s, and did so again in FY 2009, as assessed values continue their steep decline reflecting the slump in the nation's housing market. Projections for FY 2012 – FY 2016 indicate that this ratio will level off as the housing market in the greater Washington, DC area stabilizes.

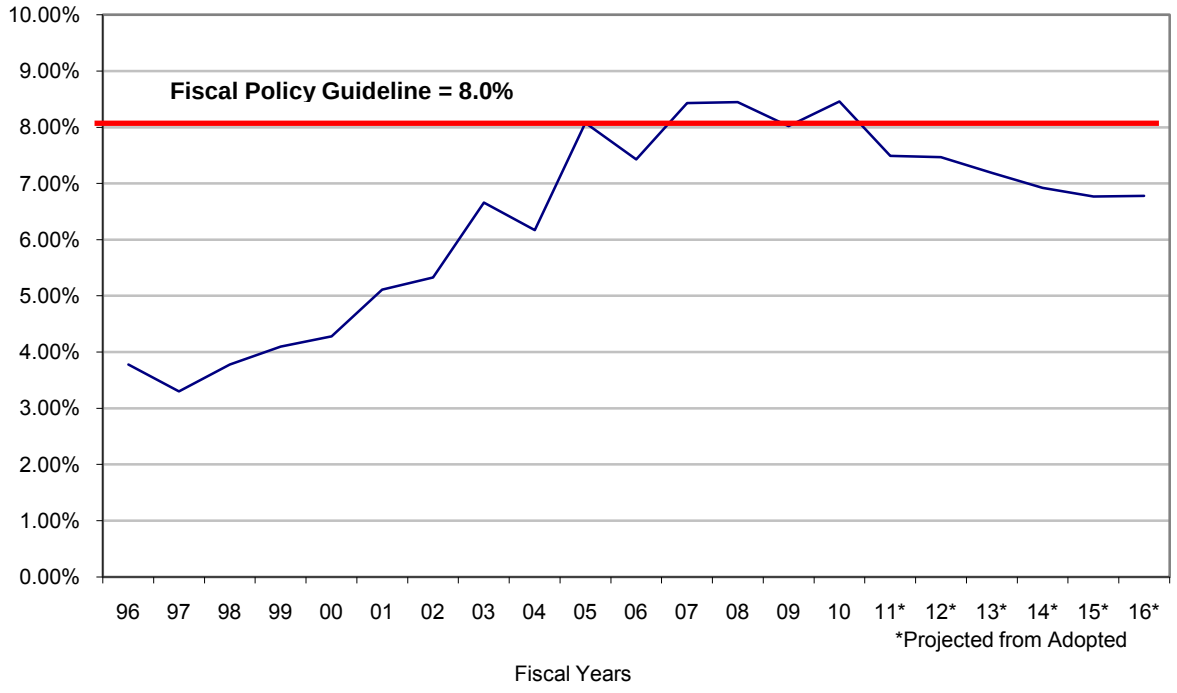
Total Net Debt as a Percentage of Total Assessed Value
FY 1996 - FY 2014



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 2011 – FY 2016 period, due in large part to continued growth in per capita income.

Net Debt Per Capita as a Percentage of Per Capita Income[1]
FY 1996 – FY 2014



[1] Sources: *Debt Service Fund* Section, County Comprehensive Annual Financial Report

Glossary & Index

GLOSSARY and INDEX

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GLOSSARY OF TERMS

501(c)3	Exempt tax status afforded to nonprofit organizations meeting certain criteria.
Accrual Basis of Accounting	A method of accounting that recognizes the financial effect of transactions, events and interfund activities when they occur, regardless of the timing of related cash flows.
Actuals	Revenues and expenditures that occur in a prior fiscal year. Actuals differ from budgeted figures in that they represent the real disbursements and/or collections that take place subsequent to budget adoption.
Adjusted Gross Income	Adjusted Gross Income is the key before-tax definition of income used by the IRS to compute individual income tax liabilities and is defined as: "all income that is received in the form of money, property, and services and that is not explicitly exempt by law."
Adopted Fiscal Plan	A plan of financial operations approved by the Board of Supervisors highlighting major changes made to the County Administrator's Proposed Fiscal Plan. The Adopted Fiscal Plan reflects approved tax rates and estimates of revenues, expenditures, transfers and departmental goals, objectives, and performance/workload indicators. This document is commonly referred to as the Adopted Budget.
Annual Budget	An itemized listing of the amount of all estimated support and revenue which an organization anticipates receiving, along with a listing of all estimated costs and expenses that will be incurred in the operation of the organization over one fiscal year.
Appropriation	A legal authorization granted by the Board of Supervisors to a specified organization, such as a unit of the county government or an affiliated regional organization, to make expenditures and to incur obligations for specific purposes. An appropriation is limited in dollar amount and as to when it may be spent, usually expiring at the end of the fiscal year.
Appropriation Resolution	A legally binding document prepared by the Department of Management and Financial Services which delineates by fund and department all expenditures and revenues adopted by the Board of Supervisors which are reflected in the Adopted Fiscal Plan.
Assess	To place a value on property for tax purposes.
Assessed Valuation	The appraised value of property for purposes of property taxation. The assigned valuation covers real and personal property at 100% valuation.
Assessment	A charge of money collected by the government from people or businesses for public use.
Asset	Owned resources, possibly held by Loudoun County, which have a monetary value.
Audit	A formal examination of an organization's or individual's accounts or financial situation.
Balanced Budget	A financial plan in which total expenditures equal total revenue and/or fund balance.
Base Budget	The cost of continuing existing levels of service in the upcoming budget year.
Benchmark	A factor or standard used to assess the effectiveness of a service or program in comparison with other organizations or jurisdictions.

GLOSSARY OF TERMS

Bond — A written promise to pay a specified sum of money (called the principal) at a specified date in the future, together with periodic interest at a specified rate. In the budget document, these payments are identified as debt service. Bonds may be used as an alternative to tax receipts to secure revenue for long-term capital improvements. County debt, to which the full faith and credit of the County is pledged, is approved by voter referendum. The State Constitution mandates taxes on real property sufficient to pay the principal and interest of such bonds. The majority of bonds issued for County and School construction projects are known as general obligation bonds.

Bond Rating — The rating of bonds as a statement of a locality's economic, financial, and managerial condition. The bond rating represents the business community's assessment of the investment quality of a local government.

BPOL — Business, Professional, and Occupational License (BPOL) refers to the license tax that is levied upon the privilege of doing business or engaging in a profession, trade, or occupation in the County.

Budget — A specific plan which identifies a plan of operations for the fiscal year, states the expenditures required to meet that plan of operations, and identifies the revenue necessary to finance the plan. The annual County budget is established by the Board of Supervisors' Appropriation Resolution.

Budget Calendar — Schedule of key dates which a government follows in the preparation and adoption of the budget.

Capital Asset Replacement Fund — A fund established to ensure a consistent means of financing and planning for Countywide major maintenance efforts. This fund provides a mechanism for the replacement and rehabilitation of major components of the School and County physical plant including structural, mechanical, electrical, plumbing and site-related efforts.

Capital Expenditures — Expenditures on all fixed assets with a value greater than $5,000 and an expected life of 3 years or more.

Capital Facilities — Fixed assets, primarily buildings, acquired or constructed by the County.

Capital Improvement Program — The County's plan for future capital project expenditures. The six-year plan covers public facilities, resulting in the construction or acquisition of fixed assets, primarily buildings, but also including parks, land, landfills, etc.

Capital Outlay — Expenditures for items of a substantial nature that are expected to have a useful life of more than one year. Examples include personal computers, vehicles, radios and furniture.

Carryover Funds — Unexpended funds from the previous fiscal year which may be used to make payments in the current fiscal year. This is also referred to as the beginning fund balance.

CDBG — Community Development Block Grant; a Federal grant program administered by the U.S. Department of Housing and Urban Development.

Code of Virginia — The titles, chapters, articles and sections of this Code contain the laws of the State.

Codified Ordinance — Regulation related to a specific code, such as the Code of the Commonwealth of Virginia.

Comprehensive Services Act for At-Risk Youth (CSA) — This is a joint project of the Departments of Family Services; Mental Health, Mental Retardation and Substance Abuse Services; Management and Financial Services; Juvenile Courts; the School System and community service providers and private citizens. CSA is funded jointly by the State and the County. The project goal is to maintain, strengthen and reunify at-risk youth and their families.

GLOSSARY OF TERMS

Constituent A resident in an electoral district.

Constitutional Officers Officers or agencies directed by elected officials (Clerk of the Circuit Court, Commissioner of the Revenue, Commonwealth's Attorney, Sheriff, and Treasurer) whose positions are established by the Constitution of the Commonwealth of Virginia or its statutes.

Contractual Services Services rendered to a government by private firms, individuals, or other governmental agencies.

County Seat An administrative center of a community. Leesburg is the County Seat of Loudoun County.

County Zoning Map The unincorporated areas of Loudoun County are divided into districts indicated on the Zoning Map. It is the final authority as to the current zoning status of land and water areas, buildings, and other structures in the County.

County Zoning Ordinance This zoning ordinance was adopted by the County in conformance with the provisions of Title 15.1, Chapter 11, Article 8, of the Code of the Commonwealth of Virginia. Its purpose is to promote the health, safety, and general welfare of the public. The zoning ordinance is a means of controlling land use. For example, zoning ordinances can help to prevent traffic congestion, protect historic areas, and control population density.

Debt An obligation resulting from the borrowing of money.

Debt Service Funding as defined by the State Auditor of Public Accounts that finances and accounts for the payment of principal and interest on bonds.

Department Basic organizational unit of government which is functionally unique in its service delivery responsibilities.

Depreciation Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

Division Major organizational subunits.

Encumbrance A reservation of funds for an anticipated expenditure prior to actual payment of an item. Funds are usually reserved or encumbered once a contract obligation has been signed, but prior to the actual disbursement of the cash payment.

Enhancement “Enhancement” is a general term used for new initiatives that may consist o: (1) expansions or improvements to an existing program, (2) establishment of a new program, (3) a proposal to fund from local dollars a program which has previously been supported by non-local sources of revenue, or (4) an increase in revenue due to a new fee or an increase in fee rates.

Enterprise Funds Funds used to account for operations (a) that are financed through dedicated user fees, or (b) where the Board of Supervisors has decided to appropriate funding for specific operations using a periodic determination of revenues earned, expenses incurred, and/or net income.

Equalization An annual assessment of real estate to ensure that assessments accurately reflect current market values. Equalization revenue is the annual increase or decrease in collected revenue resulting from adjustments to the assessment of existing property in the County. This annual increase or decrease is due to value changes rather than to new construction.

GLOSSARY OF TERMS

Expenditures	Decreases in net financial resources not properly classified as other financing uses.
Facilities Standards Manual	A document by the Board of Supervisors which sets out specific regulations and design standards for such facilities as water/sewer service, roads and streets, soils review, etc.
Fiduciary Fund	Funding used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or funds.
Fire/Emergency Services Tax District	A special revenue fund established by the Board of Supervisors in 2007 to provide a dedicated funding mechanism for career and volunteer fire and rescue operations in Loudoun County. The Fire/EMS District is primarily funded by a separate tax rate on real property.
Fiscal Impact Model	A 20-year model developed to help the County plan for future population growth. The fiscal impact model determines the financial impact of growth on the County Government, quantifying the need for services and projecting the related expenditures for providing these services.
Fiscal Policy	A statement of the guidelines and goals that will influence and guide financial management practices.
Fiscal Trends	The statistical section of the document that provides a broad range of trend data covering key financial indicators with historical and current data. The fiscal trends section also contains demographic and miscellaneous data useful in assessing the County's government's financial condition.
Fiscal Year	This is the period of time measurement used by the County for budgeting and accounting purposes. The fiscal year consists of the twelve months beginning on July 1st and ending June 30th.
FTE	Full-Time Equivalent, considering all full-time and part-time staff positions. One FTE consists of 1,950 work hours per year.
Fund	A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities, or balances and changes therein. Funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.
Fund Balance	The amount of money or other resources remaining unspent or unencumbered in a fund at a specific point in time. This term usually refers to funding available at the end of the fiscal year.
Fund Type	A group of funds that have similar activities, objectives or funding sources as defined by the State Auditor of Public Accounts.
GAAP	An acronym for Generally Accepted Accounting Principles, this term refers to uniform minimum standards for financial accounting and recording.
General Fund	The primary location of all financial activity associated with the ordinary operations of County Government. Most taxes are accrued into this fund and transfers are made to the School, Debt Service, and Capital Projects funds as appropriate.
General Obligation Bond Financing	G.O. bonds are approved by voter referendum and carry the full faith and credit of Loudoun County.

GLOSSARY OF TERMS

General Plan — An official public document, which is the product of citizen participation, the Planning Commission, the Board of Supervisors, County staff and consultants. The General Plan is a long-range guide for growth, land use and development decisions in the County and provides a framework for consistent future decision-making.

GIS — The Geographic Information System (GIS) is a computer system used to assemble, store, manipulate, and display information about land in the County. GIS is a multi departmental resource integrated with several of the County's other computer systems. It is used in part to manage and analyze land information and produce maps in support of the assessment process, in the management of zoning and health information, in the planning process, for addressing County residences, and in landfill management.

Goals — A general statement of purpose. A goal provides a framework within which the program unit operates; it reflects realistic constraints upon the unit providing the service. A goal statement speaks generally toward end results rather than toward specific actions (e.g., "minimize unemployment among disadvantaged youth").

Grant — A contribution by one organization to another. The contribution is usually made to aid in the support of a specified function, such as health care, housing, crime prevention, etc.

Intergovernmental Revenue — Revenue from other governments, such as the State and Federal government, in the form of grants, entitlements, shared revenue, or payments in lieu of taxes.

Intergenerational Equity — This is one of the concepts that underlie the issuance of long-term debt for capital projects. If a facility has an expected useful life of 20-40 years, there is a rationale for linking the payment for the facility to the beneficiaries of the facility. In other words, future users of the facility will also pay their share of the construction cost of the facility through debt service payments.

Landfill Fee Waiver — The forgoing of the tipping fee charged for use of the County's landfill. Organizations which are granted fee waivers must meet the following criteria: (1) the organizations must apply for the exemption, (2) the organization must be a governmental or nonprofit entity with IRS 501 status, and (3) the organization must provide a service for the public good.

Lease Purchase — A method of financing that allows the County to construct or acquire property and pay for it over a period of time by installment payments rather than an outright purchase. The time payments include an interest charge which is typically reduced because the lessor does not have to pay income tax on the interest revenue.

Levy — The imposition of taxes for the support of government activities.

Liabilities — Obligations incurred in past or current transactions requiring present or future settlement.

Liquidity — Funds consisting, or capable, of ready conversion into cash.

Local Gasoline Tax — This is a 2% tax on gasoline sold in the County. Local gasoline tax collections are directed to a special account maintained by the Northern Virginia Transportation Commission (NVTC).

Local Tax Funding — Represents funds that the Board of Supervisors may allocate from general tax revenues to supplement revenues received by a program.

Long-Term Debt — Debt with a maturity of more than one year after the date of issuance.

Mission Statement — A written description stating the purpose of an organizational unit (department or agency) and its function.

GLOSSARY OF TERMS

Modified Accrual Basis of Accounting — Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred (if measurable). Under this approach, immature interest on general long-term debt and certain similar accrued obligations are recognized when due.

Non-Revenue Receipt — Assets received by the County which are not in the form of cash, such as Federal food commodities received at the Juvenile Detention Home and donated land from developers in the form of proffers. These are entered in the County records at their fair market value at the time of receipt.

Object Classification — A grouping of expenditures on the basis of goods or services purchased, such as personal services, materials, supplies, equipment, etc.

Objective — A statement of purpose defined more specifically than a goal. Objectives describe specific measurable outputs within a designated timeframe (e.g., "increase the number of children qualifying as Level I swimmers by 20%"). Program objectives are identified for each program description in the budget document.

Obligation — A future expenditure requirement incurred by voluntary agreement or legal action.

Overlapping Debt — The debt issuer's (County's) proportionate share of the debt of other local governmental units such that the issuer (the County) is located either wholly or partly within the geographic limits of the other units. The debt is generally apportioned based upon relative assessed value. For example, debt issued by a regional organization with which the County is affiliated would be overlapping debt of the County.

Overmatch — The amount of local tax funding over and above the amount required to leverage Federal and State grant revenue.

Parcel Mapping — The process of producing maps of land parcels in the County. These parcels serve as units for assessing taxes.

Pay-As-You-Go — A term used to describe the practice of financing certain capital expenditures using current revenue as opposed to borrowing.

Pay-For-Performance — An assessment system that provides a process for appraising the quality of work performed by County employees and linking potential pay increases with work performance. The Pay for Performance system is designed to establish a link between performance assessment and employee performance of job duties and responsibilities.

Performance Measures — Data collected to assess a program's progress toward achieving established objectives and goals.

Personal Property — A category of property other than real estate, identified for purposes of taxation, including personally owned items, corporate property, and business equipment. Examples include automobiles, motorcycles, trailers, boats, airplanes, business furnishing and manufacturing equipment. Goods held for sale by manufacturers, wholesalers, or retailers (i.e., inventory) are not included.

Policy — A high-level overall plan embracing the general goals and acceptable procedures of the governing body.

Private Contributions/ Donations — These donations are usually from private citizens, typically one-time, non-recurring donations of cash or property.

GLOSSARY OF TERMS

Proffer An offer of cash or property. This usually refers to property, cash or structural improvements, offered by contractors/developers to the County in land development projects. An example is a proffer of land from a developer to the County.

Program This is a plan or unit under which action may be taken towards meeting an individual or set of goal(s) in the provision of a particular service. Examples of County Government programs include fleet management, field services, outpatient services and the Loudoun Youth Initiative.

Property Tax Rate The rate of taxes levied against real or personal property expressed as dollars or $100 of equalized assessed valuation of the property taxed.

Proposed Fiscal Plan A plan of financial operations submitted by the County Administrator to the Board of Supervisors. This plan reflects estimated revenues, expenditures, transfers, and departmental goals, objectives, and performance/workload indicators. In addition, sections are included to show major budgetary/financial policies and guidelines used in the County's fiscal management. The document is commonly referred to as the proposed budget.

Proprietary Fund Types Funds that account for County activities which are similar to private sector businesses. These funds measure net income, financial position and changes in financial position.

Prorate Tax System A system in which taxes are assessed proportionally during the year.

Public Service Property Property specifically designated for public service use, as determined by the State Corporation Commission. This category includes designated real property, such as land and buildings and other property, such as computers, copiers and cash registers.

Real Property Real estate, including land and improvements (building, fencing, paving), classified for purposes of tax assessment.

Referendum The principle or practice of submitting to popular vote a measure passed on or proposed by a legislative body or by popular initiative.

Regional Organization Organizations to which the County is either a member or contributes as a funding source.

Resolution A formal expression of opinion will, or intent voted by an official body or assembled group.

Revenue An increase in assets or financial resources. Revenue types are from local sources, from the Commonwealth of Virginia, the Federal Government, and from Non-Revenue Receipts (other Financing Sources).

Revolving Loan Fund A fund established by the Board of Supervisors for County Government, School, and Fire and Rescue company capital projects. Loans from the fund must be repaid back into the fund.

Rollback taxes Amount of the difference between the taxes calculated for a property with and without the exemption for the previous five years.

Short-Term Debt Debt with a maturity of less than one year after the date of issuance.

Special District An independent unit of local government organized to perform a single governmental function or a restricted number of related functions. Special districts usually have the power to incur debt and levy taxes; however, certain types of special districts are entirely dependent upon enterprise earnings and cannot impose taxes. Examples of special districts are the Fire/EMS Tax District, the Route 28 Special Improvement District and the Dulles Industrial Park Waster and Sewer District.

GLOSSARY OF TERMS

Special Revenue Funds A governmental fund type used to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditure for specified purposes.

State Compensation Board A State Board that determines the rate of State funding toward the total cost of office operations for Constitutional Officers**.**

Task Force A group of individuals organized to discuss and research a particular topic. Task forces are often used as advisory groups on a given topic.

Tax Base The aggregate value of taxed items. The base of the County's real property tax is the market value of all real estate in the County. The base of the personal property is the market value of all automobiles, trailers, boats, business equipment, etc, which are taxed as personal property by the County. The tax base of a sales tax is the total volume of taxable sales.

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