This CD-ROM Contains the Following:

- Guide to Using the Budget on CD-ROM
- FY 2003 Adopted Fiscal Plan (Volume 1)
- FY 2003 - FY 2008 Adopted Capital Improvement Program Debt Service Fund & Other Funds (Volume 2)

County of Loudoun
FY 03 Adopted Fiscal Plan

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County of Loudoun
FY 03 Adopted Fiscal Plan

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FY 03 Adopted Fiscal Plan

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County of Loudoun
FY 03 Adopted Fiscal Plan

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County of Loudoun
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County of Loudoun
FY 03 Adopted Fiscal Plan

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County of Loudoun
FY 03 Adopted Fiscal Plan

How Can I Get More Information?

For more information about the Adopted Fiscal Plan

or to obtain a paper copy contact:

The Department of Management Services
Loudoun County Government Center, Fifth Floor
1 Harrison St. SE
Leesburg, VA 20175
(703) 777-0563
mgtsvc@loudoun.gov

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County of Loudoun
FY 03 Adopted Fiscal Plan

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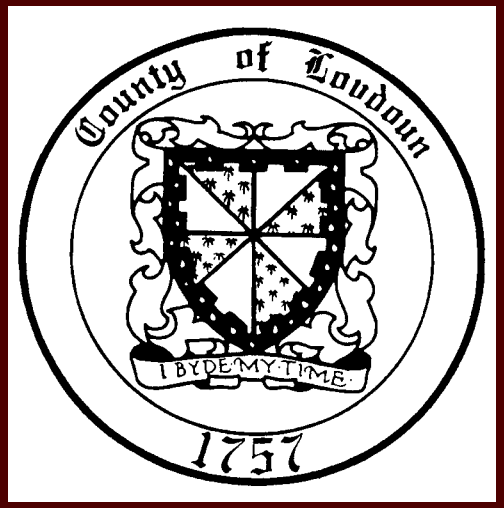
County of Loudoun, Virginia



FY 2003 Adopted Fiscal Plan

VOLUME 1: **EXECUTIVE SUMMARY**
REVENUE & EXPENDITURES

VOLUME 2: **FY 2003-2008 DRAFT CAPITAL IMPROVEMENT PROGRAM**
DEBT SERVICE FUND & OTHER FUNDS

County of Loudoun, Virginia
FY 2003 Adopted Fiscal Plan

This CD includes the following information from the FY 2003 Draft Fiscal Plan:

- Executive Summary
- General Fund Revenue
- Proposed Operating Budgets
- Proposed Capital Improvement Program
- Debt Service Fund
- Special Revenue Funds
- Adobe Acrobat Reader

All documents on this CD are provided in Adobe Acrobat® PDF Format. You must have Adobe Acrobat reader installed on your computer to view these documents.

To access these files, insert the CD into your computer's CD ROM drive and access the Table of Contents. If you do not have Adobe Acrobat Reader® loaded on your computer, click "Install Adobe Acrobat Reader®" to load the necessary software.

We value your comments! Please contact us:

Loudoun County Department of Management Services
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(703) 777-0563
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County of Loudoun, Virginia
FY 2003 Adopted Fiscal Plan

This CD includes:

Volume 1: Executive Summary
Revenue & Expenditures

Volume 2: FY 03-08 Draft CIP
Debt Service & Other Funds

Files on this disk are provided in Adobe Acrobat® PDF format.
Insert this CD in your CD ROM drive to view the Draft Fiscal Plan.
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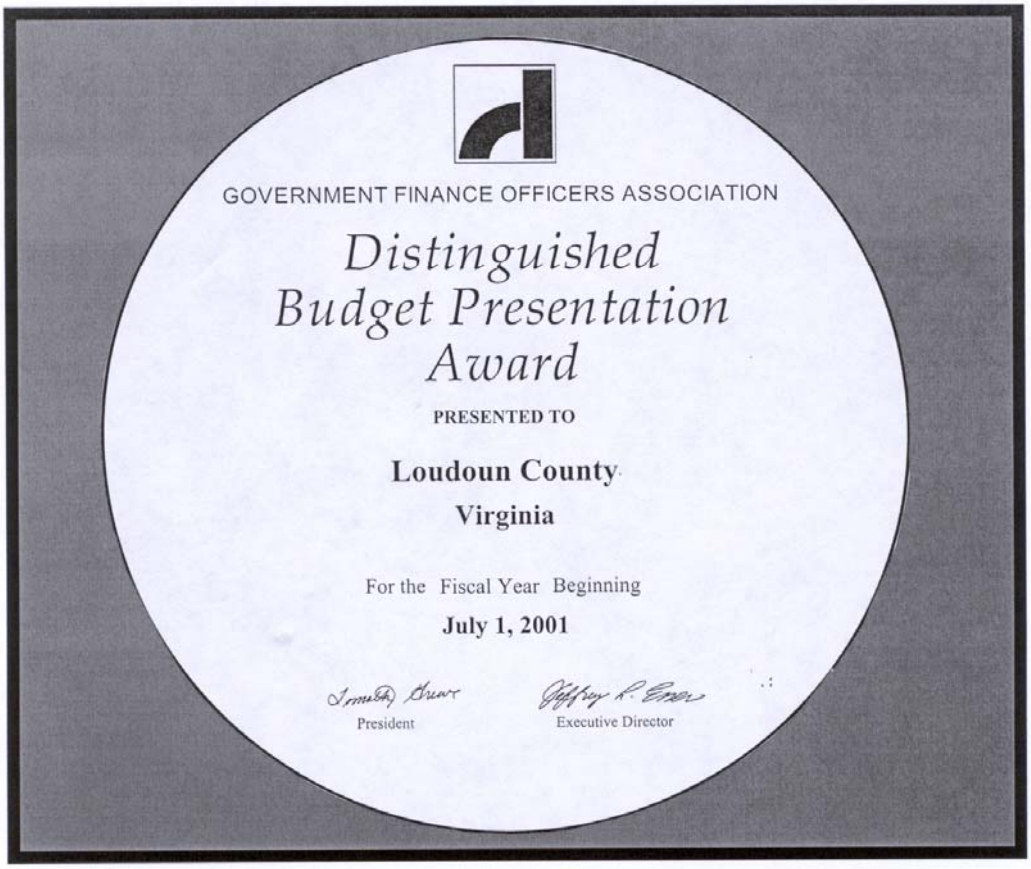
Special acknowledgement goes to the following persons: Mike Bardos, Information Technology; Ron Pennington and Mark Withrow, Financial Services; Jay Snyder and Jim Rauch, General Services; Charles Yudd, County Administration; Susan Hack, Barbara Brock, and Amy Crawford, Management Services. Cover pictures courtesy of the Department of Economic Development.

Distinguished Budget Presentation Award

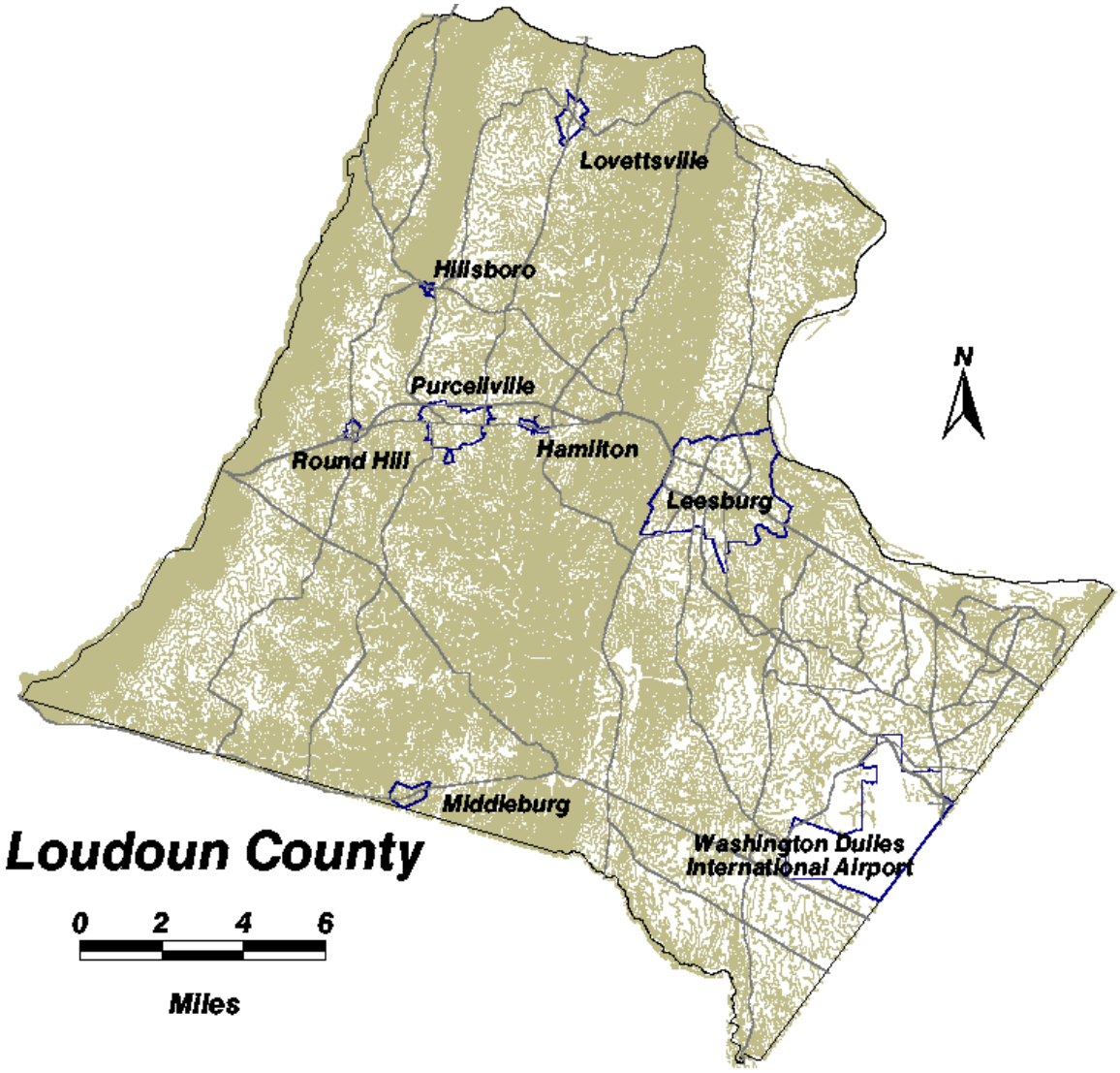
The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to Loudoun County for its annual budget for the fiscal year beginning July 1, 2001.

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 only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



MAP OF LOUDOUN COUNTY



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EXECUTIVE SUMMARY

July 1, 2002

To the Citizens of Loudoun County:

As the Chairman of the Loudoun County Board of Supervisors, I am pleased to present you the FY 03 budget for the operation of your county government. The FY 03 budget sets forth a plan for funding county government operations and the school system.

This budget reflects the Board's vision for the future of Loudoun County, which it adopted at the beginning of our term. The vision statement outlines the Board's commitment to maintain the outstanding quality of life we enjoy in Loudoun County, to provide for a globally competitive educational system for our children, to protect the environment while accommodating high quality residential and commercial development, to promote a healthy and diverse economy, and to meet the service needs of the growing population while keeping the tax rates affordable to our citizens.

Despite the high public costs resulting from Loudoun County's surging population growth, the Board was able to lower the real property tax rate from $1.05 per $100 in assessed value. However, the average homeowner's real estate tax bill will increase by about $342 due to the increase in the assessed value of most residential properties in the county.

The Board of Supervisors adopted the FY 03 budget after a two-month period during which it received a significant amount of public comment and held a series of work sessions. The Board received comments from hundreds of citizens through an e-mail line set up to receive public comment. The Board also received many calls on the Citizen Comment Line, in addition to comments from citizens who spoke at the public hearing and other public meetings and community forums.

Board of Supervisors' Vision for Loudoun County

In April 2000, the Board of Supervisors adopted a statement outlining its vision for the future of Loudoun County. It began:

> *"At the start of this new millennium, we, the Loudoun County Board of Supervisors, envision Loudoun County as a prominent sustainable community; as the global crossroads of the information technology industry and as a vibrant rural and broad based economy; preserving our historic and environmental heritage and the character of our towns and neighborhoods; fostering a strong sense of community, with robust economic, educational and recreational activity; recognized as a superb place for families and individuals to live, learn, work, worship, invest and visit."*

The Board has undertaken many initiatives to begin realizing this vision as reflected in the Strategic Plan. Over the past two years, the Board has initiated a comprehensive "Smart Growth" program by revising the County's Comprehensive Plan, establishing a rural economic development program, creating a new regulatory awareness of environmental and historic resource management, and creating an Open Space Preservation program.

The major bond rating agencies have acknowledged the wisdom of the Board's efforts in this area by reaffirming Loudoun County's high AA ratings. Moody's cited the County's "proactive approach to land use planning," noting that the County's planning efforts have been "highly focused and effective." Moody's said it expects that "good management will continue to balance rapid development with preservation of valuable rural characteristics." Fitch IBCA also cited the County's land use planning efforts, noting that Loudoun "recently revised its comprehensive land use plan as a way to better manage development and ensure financial health during a high-growth period."

The public has expressed its support for the Board of Supervisors' growth management initiatives. The County commissioned a random survey of 1,001 households in June 2001 to update demographic information and gauge public opinion on several key issues. About 77 percent of respondents across the County said they feel that Loudoun is growing too fast, and 76 percent said they supported the Board's efforts to manage growth.

In addition, 75 percent of respondents said they support reducing the land area available for residential development and the number of homes that are allowed per acre, and 79 percent supported the purchase of development rights to preserve open space.

The Vision for Loudoun County has been the cornerstone of the Board's strategic plan for the last two years. The FY 03 Adopted Fiscal Plan includes the continued implementation and maintenance of the services and programs required to achieve that vision.

Economic Outlook

Loudoun County's economic environment has changed over the last year. The economy has slowed somewhat from the record pace of the previous two years and is now growing at a pace similar to that of the late 1990s. While any slowing of the rate of growth is a cause for concern, it should be noted that the Washington regional economy is still growing at a healthy pace and that Loudoun remains one of the most desirable locals and beneficiaries of that growth.

Although the local economy has slowed over the past year, there are many indications that this area has had one of the fastest rates of recovery of any major metropolitan area. In fact, increasing Federal spending is driving the region to new employment levels.

In Loudoun, the Howard Hughes Medical Institute plans to break ground in FY 03 on its new $500 million biomedical science center, bringing with it the promise of future economic opportunities in this rapidly growing economic sector, and adding greater diversity to the local

economy. Major employers such as America Online, WorldCom and Atlantic Coast Airlines continue to expand their operations in Loudoun County. Xerox Document University, which was purchased by Oxford Capital Partners in 2000, has undergone a $29 million renovation and expansion. The new facility, now named The National Conference Center, reopened in January and is poised to become one of the leading conference and training centers in the country with 250 flexible meeting rooms, a conference and exhibit hall, state-of-the-art training labs, a 32,000 square foot fitness center, and 950 guest rooms.

The Metropolitan Washington Airports Authority has committed $3.4 billion to invest in a major capital improvements program at Washington Dulles International Airport. The airport's expansion project will keep the airport competitive and expand the facility to more than double the current capacity over the next 20 years. The National Air and Space Museum Steven F. Udvar-Hazy Center at Dulles Airport will transform local area tourism by adding more than 3 million visitors annually to the Dulles corridor in 2004. Key improvements to the transportation infrastructure, including improvements to Route 28 and the Dulles Corridor Rapid Transit project, are in progress.

Regional economic growth and job creation has encouraged Loudoun's population to grow from 86,000 in 1990 to nearly 170,000 in 2000, according to U.S. Census figures. It is projected to reach 218,000 by the end of FY 03, and 224,000 by the end of this Board's term. This growth will lead to further economic development and spin-off businesses, requiring additional retail and other service industries.

Because of Loudoun County's position as a center for technology, telecommunications and transportation and its proximity to the nation's capital, the County remains highly attractive to employers and workers. Loudoun's unique combination of attributes, including well designed business campuses, high quality natural environment, good schools and public services, new and expanding university campuses, and an entrepreneurial business climate, leave us strongly positioned to weather short-term economic downturns. Loudoun will increasingly be a place of innovation – a place to meet, to learn, and to start businesses.

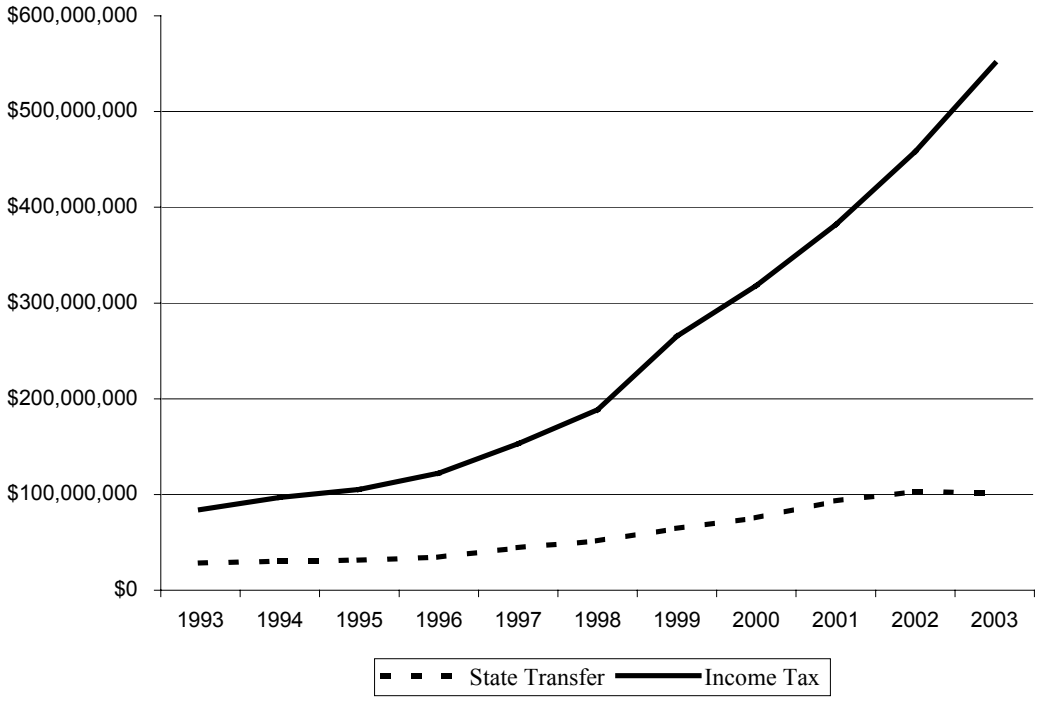
The integrity of Loudoun's financial operations remains strong, as confirmed by recent upgrades by the major bond rating agencies. Moody's, Standard and Poor's, and Fitch IBCA all now give Loudoun County their highest AA bond rating, just one step below AAA status.

Moody's said it anticipates that the County's "record of favorable financial results and strong fund balances will continue." The Standard and Poor's report cited the expectation of "continued solid financial management despite the challenges related to rapid growth." And Fitch said that Loudoun's AA+ rating "reflects the County's rapidly expanding and diversifying economy, strong financial policies and performance, above average wealth levels and moderate debt levels."

One of the ongoing challenges facing Loudoun County is to preserve our outstanding quality of life as we balance competing trends in such areas as population, the workforce, housing, land use, and the environment.

Insufficient Funding from the State

While Loudoun's businesses and residents continue to pour millions of dollars into State coffers, the State has failed to step up to its expenditure responsibilities. The following chart demonstrates how the State income tax levy in Loudoun County over the past decade significantly outpaced the funding the County has received from the State.



In FY 2003, income taxes paid by Loudoun citizens should total over $550 million. The County is budgeted to receive only a little over $100 million from the State. This continues the long trend of decline in the State share of funding and is a decline in real dollars from the 2002 amount.

School Board Funding

The education of Loudoun County's children continues to be a top priority of the Board of Supervisors. With the school population currently increasing by about 3,100 students a year, Loudoun continues to experience significant increases in school operating and capital costs.

The school system's operating budget for FY 03 totals $356 million, an increase of $64 million, or 22 percent, over the previous year. The school system's operating budget for FY 03 will provide sufficient funding for the schools to meet the demands related to increases in enrollment, including new teachers, bus drivers, custodial support and utility bills, as well as providing for the operation of five new schools. The budget also addresses the need to continue to adjust salaries to help improve Loudoun's competitive position with respect to attracting and retaining qualified teachers.

County Government Enhancements

The adopted budget for FY 03 provides funding for maintaining the level of effort in most services for the general county government operating budget. The budget enhancements approved by the Board to fund these initiatives include:

- More Sheriff's patrol deputies to enhance the law enforcement presence in the communities, as well as long needed technical support and court security personnel;
- 24 Additional career Fire and Rescue staff at ensure timely response to emergencies;
- Staffing at parks and community centers for increased enrollment in county child care programs;
- Replacement of expiring grants with local tax funding;
- Staffing for an MR group home to open in January 2003; and
- Staffing for the Ashburn Community Library scheduled to open in July 2003.

Capital Improvements Program

The Board also adopted a six-year Capital Improvements Program (CIP) for FY 03 - 08 totaling $729.2 million. The CIP includes plans for building eight elementary schools, one middle school, and three high schools.

Other projects in the CIP include:

- Construction of public safety centers combining fire, rescue and law enforcement services in Broadlands, western Loudoun, South Riding, Brambleton, Lansdowne and Rt. 28 near Dulles Town Center;
- Construction of a public safety building to house the county's law enforcement functions;
- Renovation of Rust Library in FY 03, and preliminary work on the Dulles South Library in FY 06;
- Developing recreation centers at Claude Moore, Broadlands and Philip A. Bolen Memorial Parks, and field construction at the Philip A. Bolen Memorial Park site near Leesburg;
- Five Mental Health, Mental Retardation and Substance Abuse (MH/MR/SA) group homes as well as six townhouses/condos which are planned for similar citizens;

- Beginning construction of the Dulles Transit Corridor project that will sequentially bring scheduled bus service and, eventually rail service from the West Falls Church METRO station to Tyson's Corner, Dulles Airport and two sites in Loudoun County.

The CIP also includes funding for the Purchase of Development Rights program and land acquisition to help preserve open space in the county, and a series of projects to address the need for increased space for county government and school functions.

As in past years, long-term debt is the major source of funding for the CIP, which will require borrowing more than $512 million over the next six years. The Board has also made a significant commitment to pay-as-you-go financing for capital projects, including the government space needs. Nearly $190 million will be financed from local tax financing.

Debt service for FY 03 totals $74 million, an increase of $15 million over FY 02. Debt service associated with general county projects totals $13.7 million, while debt service for school projects totals $60.2 million.

While debt levels are projected to increase over the next several years, the financial markets continue to rate Loudoun's financial future as highly positive. The County has received four upgrades in four years from the bond rating agencies. The most recent upgrade came last year.

Conclusion

The Board has adopted a budget for FY 03 which addresses the needs and issues of Loudoun County's growing population while maintaining affordable tax rates. It continues to address some of the most significant initiatives identified by this Board of Supervisors in achieving their adopted vision.

The budget includes continued funding for initiatives which the Board has identified as having a high priority, including smart growth, protection of the environment and the county's rural character, and planning for public safety, transportation, and telecommunications infrastructure needs. It addresses community service needs, which will help contribute to a balanced, high quality of life in Loudoun County. And it addresses critical workforce development and internal support issues for the county government.

The FY 03 budget confirms the Board of Supervisors' commitment to protect the interests of the citizens of Loudoun County and to allocate the taxpayers' money in a responsible manner.

Sincerely,

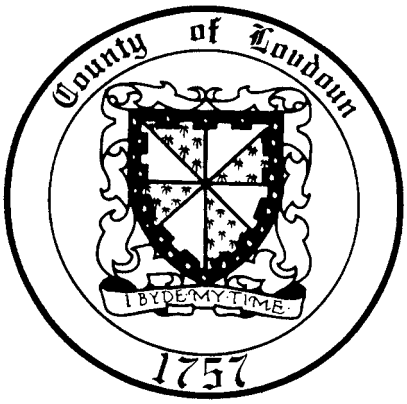
Scott K. York
Chairman
Loudoun County Board of Supervisors

Loudoun's Plan for the Investment of Public Funds for the Residents and the Community

This document contains the Board of Supervisors' Adopted Fiscal Plan for Fiscal Year 2003; the Board's Adopted Six-Year Capital Improvement Plan (CIP) and the Capital Asset Replacement Plan for the Fiscal Years ending in 2008. These plans, together, are what is commonly known as the Budget.

This Executive Summary will provide a guide for the reader through the various categories of appropriation decisions that are made by the Board of Supervisors. The appropriation decisions reflect both annual service delivery choices and longer range capital facility construction. The impact of these decisions will be reflected in the number of classrooms that are available and staffed both next year and a decade from now, in the number of Sheriff's deputies patrolling the streets, in the number of library books found on the shelves of the local library branch, in the time it takes for someone to answer the call to 911, in the level of care the most fragile of Loudoun's citizens receive, and in the tax bills that homeowners and businesses must pay.

Succeeding pages will describe the categories (funds) that those decisions fall into. This section will summarize the process used by the Board and the major decisions that resulted. It will describe the environments: demographic, economic and service delivery that confronted the Board in their deliberations. The major policies and philosophies adopted by this and previous Boards are included to illustrate the principles that guided this process. Finally, some historical trend data are presented to complete the overview.



HISTORY OF LOUDOUN COUNTY

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

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

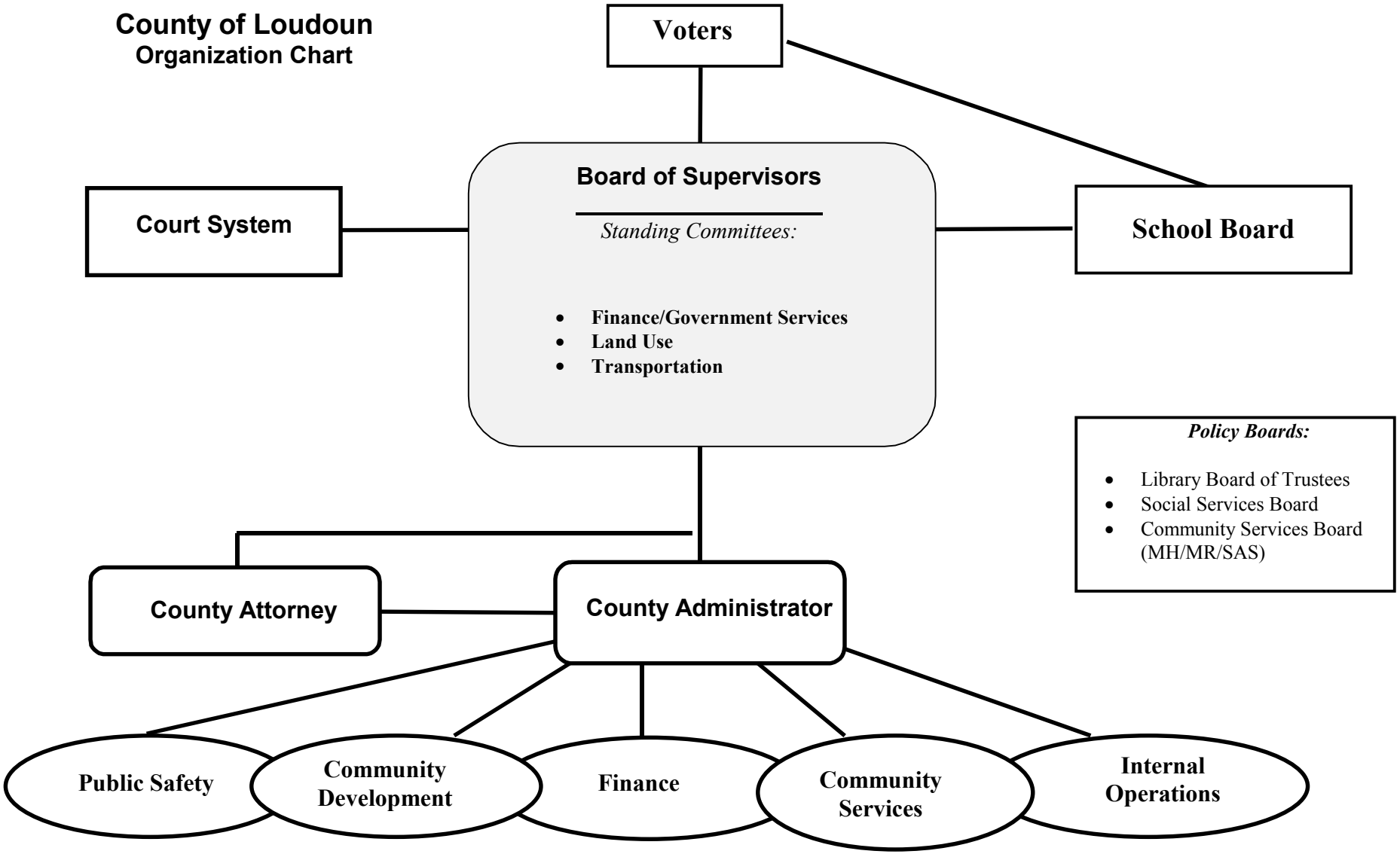
Settling of the Loudoun area began between 1725 and 1730 while it was still owned by Lord Fairfax. Permanent settlers came from Pennsylvania, New Jersey and Maryland. During the same period, settlers from eastern Virginia came to lower Loudoun and established large tobacco plantations.

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

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

Today, Loudoun County is a growing, dynamic County of about 206,430 people. Loudoun is known for its beautiful scenery, rich history, comfortable neighborhoods, and high quality public services.

County of Loudoun
Organization Chart



Funds and Budgets

The County Budget reflects a variety of appropriation decisions. Those decisions are generally divided into three major categories: decisions that affect ongoing operating levels of specific services, capital facility decisions, and funds to pay the debt service on municipal bonds issued by the County. The twenty different funds that the County uses are all either operating or capital funds. Some of those funds contain appropriations for a wide range of services. Others are specific to a given service, or are targeted even more definitely to a given service in a specific geographic area. Each of these funds are reviewed and approved by the Board during its 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.

Listed below are the separate funds with a brief description of their scope and funding.

GENERAL FUND

The General Fund is the primary operating fund for all non-education governmental activities. This is the fund or budget, which receives the real property tax and personal property tax revenues, as well as most other tax receipts, fees, fines, charges and grants. This fund contains the operating budgets for public safety, land development, general government administration, parks, libraries and human services. The source of funding for many other governmental functions, such as education, the payment of debt service, and the funding of some capital projects is usually a transfer of tax revenue from the General Fund. The Board of Supervisors has direct control of the expenditures in this fund.

SCHOOL FUND

The School Fund is the primary operating fund for all education governmental activities. This is the fund or budget, which receives, as a transfer from the General Fund, the local contribution for education, and which directly receives the State and Federal contributions for local education. Expenditures from this fund provide the instruction and support services for the School System. The School Board has direct control of the expenditures in this fund, with the Board of Supervisors' role limited, by State statute, to lump sum appropriations of the local contribution.

COUNTY CAPITAL PROJECTS FUND

The County Capital Projects Fund is the fund controlling the financing and construction of most non-education County facilities, such as parks, libraries, public safety facilities, land acquisitions, and office buildings. The approval of these projects is at the direction of the Board of Supervisors through the approval process for the County's Capital Improvements Program {CIP}. Funding sources for this budget include transfers of local tax funding from the General Fund, the issuance of municipal bonds {debt}, and a wide variety of contributions, grants, and developer contributions.

SCHOOL CAPITAL PROJECTS FUND

The School Capital Projects Fund is the fund controlling the financing and construction of local educational facilities, both schools and support facilities. The approval of these projects is at the direction of the Board of Supervisors through the approval process for the County's Capital Improvements Program {CIP} following requests of the School Board. Funding sources for this budget generally consist of a combination of transfers of local tax funding from the General Fund, the issuance of municipal bonds {debt}, and/or developer contributions {"proffers"}.

COUNTY CAPITAL ASSET REPLACEMENT FUND

The County Capital Asset Replacement Fund is the fund controlling the regular repair and replacement function for most non-education County facilities, such as parks, libraries, jails, and office buildings. The approval of these projects is at the direction of the Board of Supervisors at the same time as the approval process for the County's CIP. Funding sources for this budget include transfers of local funding from the General and the small amount of service fee revenue collected for the renovation and repair of court facilities. In FY 01 the County adopted a standard of annually funding projects totaling between 1 and 2 percent of the value of fixed assets.

SCHOOL CAPITAL ASSET REPLACEMENT FUND

The School Capital Asset Replacement Fund is the fund controlling the regular repair and replacement function for local educational facilities, both schools and support facilities. The approval of these projects is at the direction of the School Board, with funding approved by the Board of Supervisors at the same time as the approval process for the County's CIP. Funding sources for this budget include transfers of local funding from the General Fund and the occasional issuance of municipal debt. In FY 01 the County adopted a standard of annually funding projects totaling between 1 and 2 percent of the value of fixed assets.

COUNTY DEBT SERVICE FUND

The County Debt Service Fund is a fund used for the annual payment of debt service, both principal and interest, on municipal debt issued for the construction of County non-educational facilities. Funding sources for this budget are largely limited to transfers of local revenues from the General Fund. This fund is budgeted by the Board of Supervisors and represents the long-term financing costs of actions taken in the County 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, such as

computers. Funding sources for this budget are largely limited to transfers of local revenues from the General Fund. This fund is budgeted by the Board of Supervisors, but can represent the long-term financing costs of actions taken by both the Board of Supervisors and the School Board in the School CIP, Capital Asset Replacement Fund and School Fund.

SCHOOL CAFETERIA FUND

The School Cafeteria Fund is an operating fund for the School System's many separate food service operations. This account is controlled by the School Board and is entirely funded through a combination of meal charges and contributions from the Federal and Commonwealth governments.

OPEN SPACE PRESERVATION FUND

The Board of Supervisors approved a trial Purchase of Development Rights program in FY 01. The FY 03 budget process saw this fund transform into an open space preservation fund. This capital fund contains the appropriated funds to purchase the permanent easement on properties, or to otherwise foster open space preservation. Operating expenses for the program are reflected in the General Fund.

COMPREHENSIVE SERVICES ACT FOR AT-RISK YOUTH FUND {CSA}

The CSA is a result of the Commonwealth mandated joint effort of the County, Schools, Courts and private sector providers of service for "At-Risk" youth. The funding source for these operating efforts is derived 45% from a transfer from the General Fund and 55% from aid from the Commonwealth.

LEGAL RESOURCE CENTER FUND

The Legal Resource Center Fund is the operating fund used for the County Law Library. The funding for this program is derived entirely from a court service fee for this purpose. There are usually no transfers from the General Fund.

RESTRICTED USE TRANSIENT OCCUPANCY TAX FUND

This operating fund is the result of the Board of Supervisors' levy of an additional 3% transient occupancy tax that may be used only for the promotion of tourism, travel, or business which generates tourism or travel in the County. This fund was created on October 1, 1996.

ROUTE 28 SPECIAL TAX DISTRICT FUND

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

BROAD RUN FARMS SEWER SERVICE DISTRICT FUND

The Broad Run Farms Sewer 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 two special add-on real property taxes 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 surrounding community. The revenue for this fund comes entirely from a special add-on real property tax on land in the district.

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, but other smaller projects may be included in future years. The sources of funding for this fund will be from transfers from the General Fund, Gas Tax monies and Federal and State contributions.

PUBLIC SAFETY COMMUNICATIONS FUND

The Emergency Communications fund was established for the express purpose of operating the County's E-911 emergency communications programs. The establishment of this fund was a State mandate. The sources of funding for this fund will be from E-911 fees, the consumer utility tax on cellular phones, and transfers from the General Fund.

RENTAL ASSISTANCE FUND

The Housing Assistance 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 will be from State and Federal contributions.

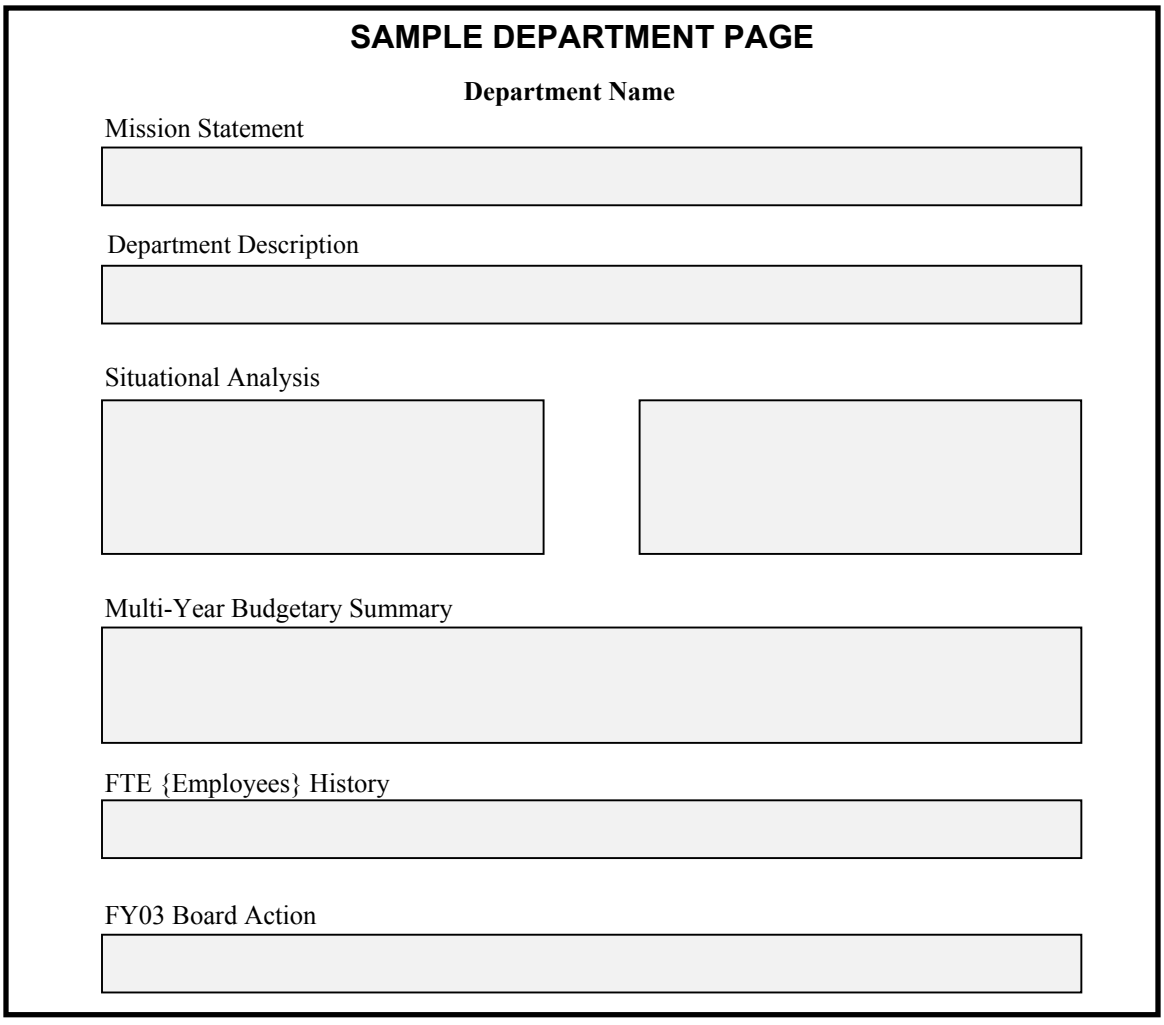
How is the Budget Presented?

The Adopted Fiscal Plan is presented as a program budget, with every major County program separately shown in each County department. Each County department has its own individual section with a department summary page, and roughly two pages per program.

Each departmental page contains the department's mission statement, a department description, an extensive situational analysis, a four-year budgetary summary, a four-year summary of staffing levels, and a brief FY 03 Board Action description. For some departments, it has been possible to include additional, non-County funding information for relevant service areas, such as the "pass-through" monies that flow through Social Services, and the financial contributions made by Community Center advisory committees.

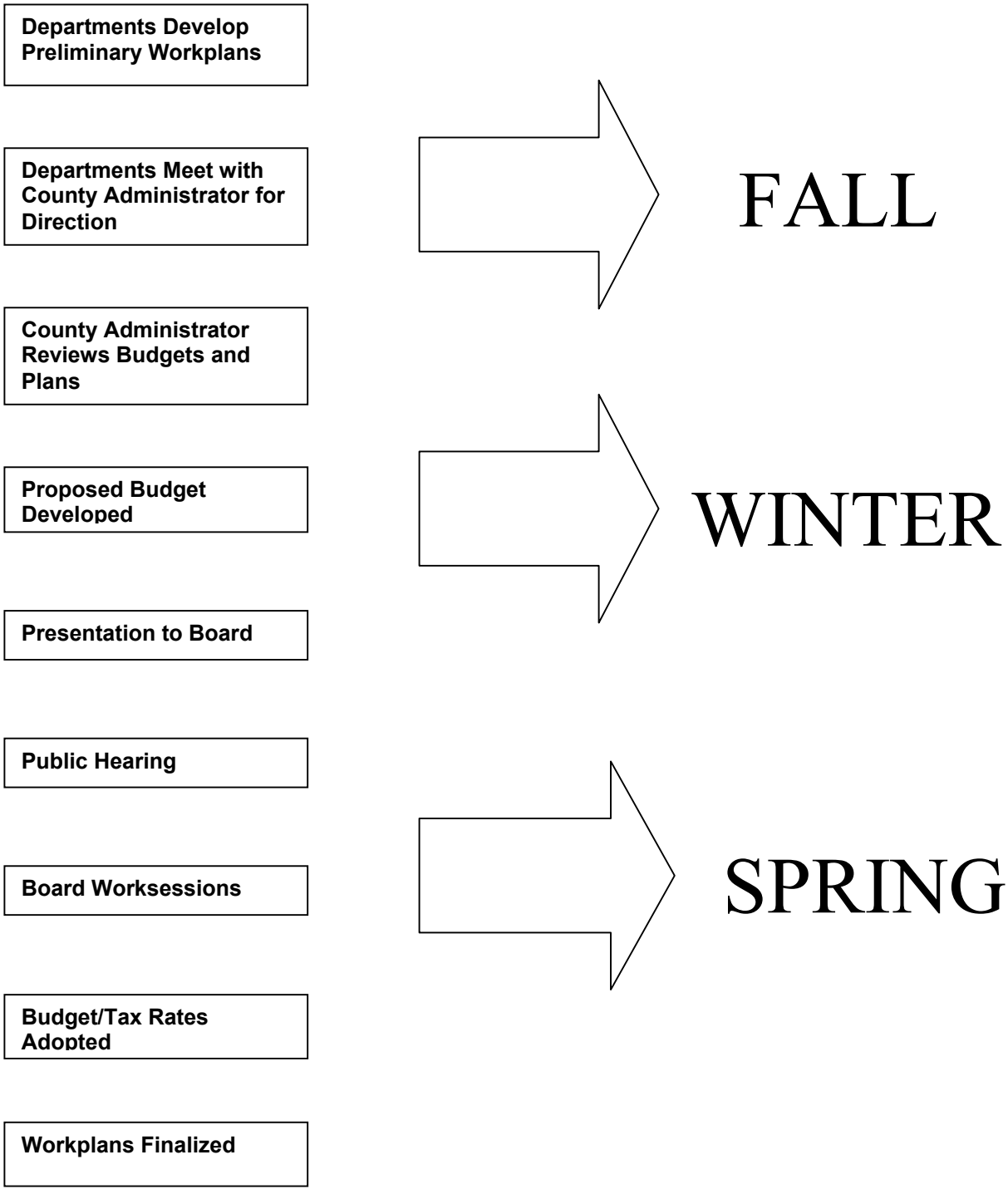
Each program summary provides essentially the same information, but in somewhat greater detail. Each program has a purpose, description, planned accomplishments for the year, an extensive situational analysis, a few pointed performance measures, a four year staffing history, and a four year (two biennium) financial summary.

While the financial information is all presented in a "budget-to-budget" format, the performance measures represent, where possible, actual FY 01 and FY 02 accomplishments, projected FY 03 accomplishments and proposed FY 04 accomplishments.



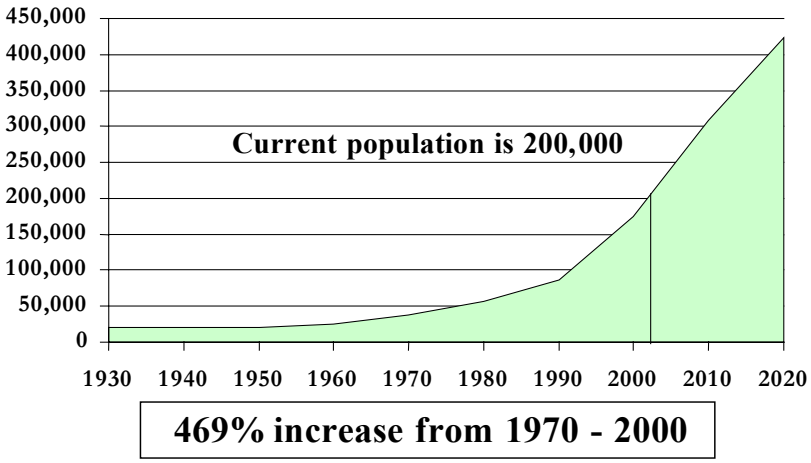
What was the Process?

Annual Budget Process

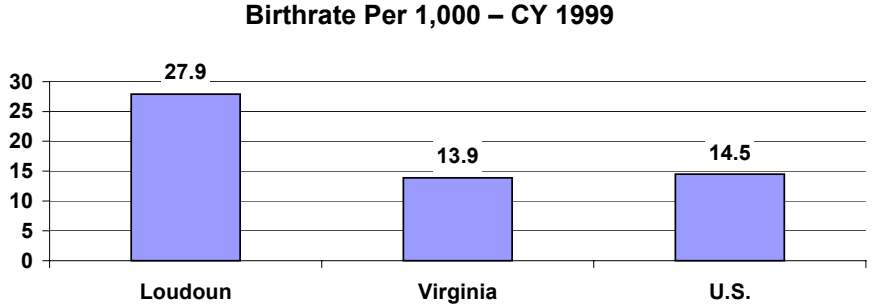


Demographic Environment

Loudoun County has been one of the fastest growing Counties in Virginia since the 1970's. The growth in thew 1990's surpassed all previous levels and elevated Loudoun to becoming one of the fastest growing communities in the nation. Fifty percent population growth per decade from the 60's through 1990 was superceded by 97% growth over the 1990's. Current projections have the County continuing to grow by 70-75% over this decade and between 25 and 45 percent over the following decade.

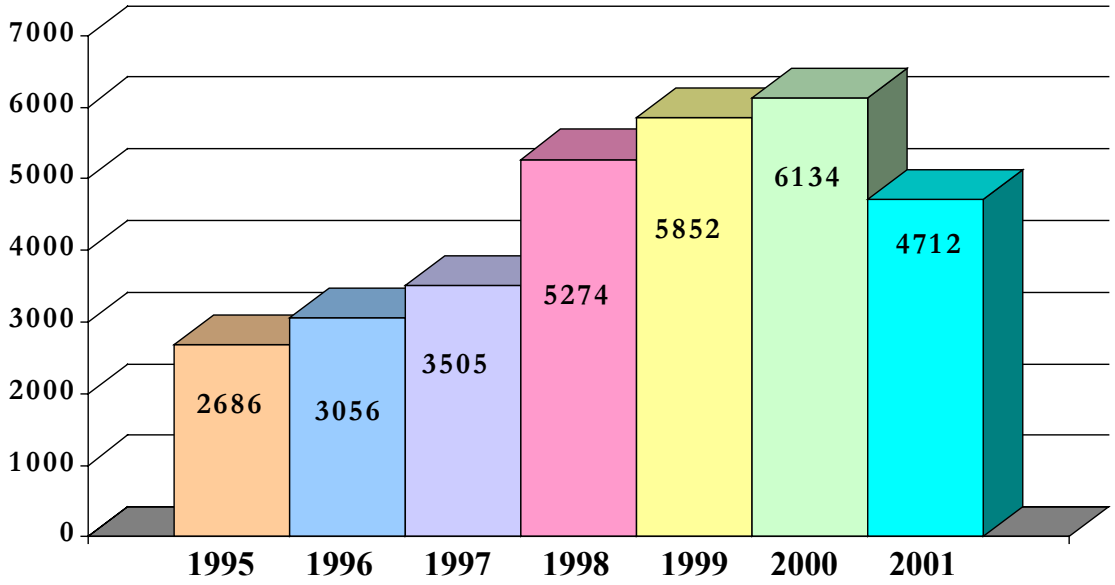


While some of the growth in population came from some significance variance by Loudoun County families from the state or national birth rates, most of the increase came from new citizens migrating into Loudoun. Whole new communities sprouted throughout Eastern and Southern Loudoun and the established towns along Route 7 experienced major growth.



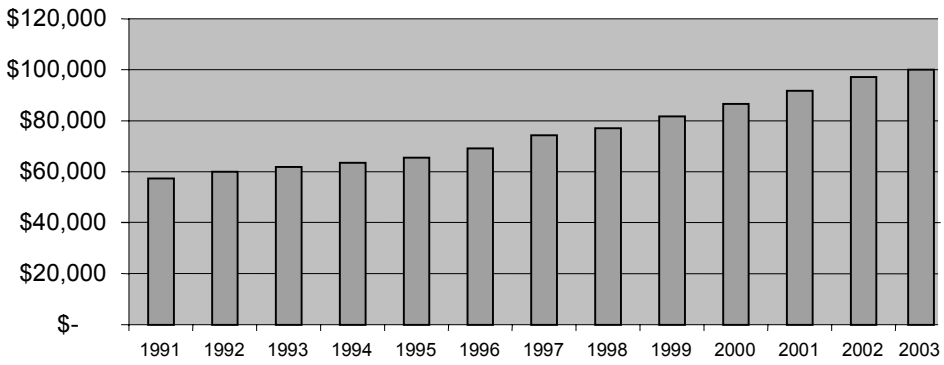
While there was steady and significant growth over the first half of the decade, the latter half of the decade saw rates of residential construction at double the level. As job creation increased and swelled along the Tyson's Corner to Reston portion of the Dulles Toll Road, residential demand and construction soared.

Residential Construction
(number of units permitted)



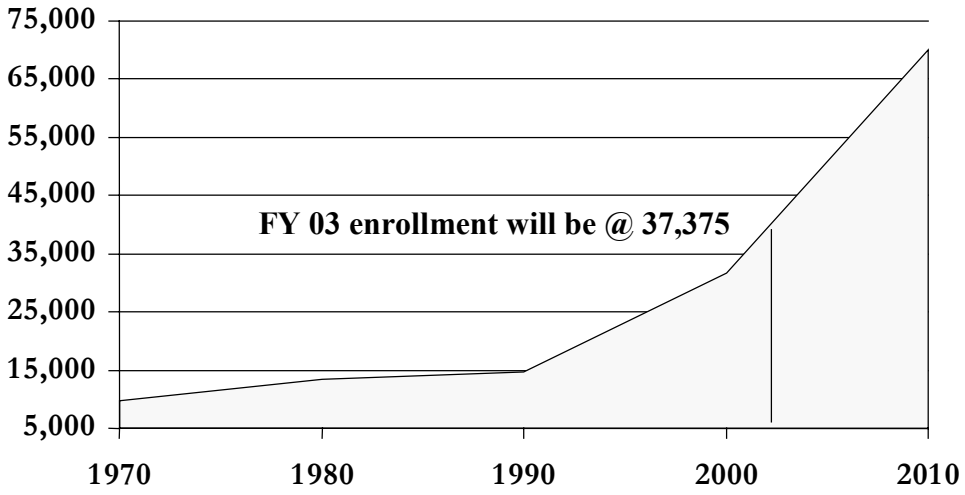
Along with this increase in population, the incomes of Loudoun residents changed. As measured by the filing of state income taxes by married couples in Loudoun, the annual incomes of Loudoun families grew from $57,364 in 1991 to a reported $78,798 in 1999 (the last year for actual data). This level is the highest for any county or city in Virginia. If the current trends continue, Loudoun families will have adjusted gross incomes in 2003 of over $99,000.

Adjusted Gross Income of Loudoun Married Filers
Actual Reports 1991 through 1999, County Estimates 1999 - 2003



More substantial and significant than this growth in income and population, the number of school age children has exploded. Loudoun has experienced public school enrollment of over 177% over the 1990's. Again, the bulk of this extraordinary growth has come in the latter half of the decade.

Children in Public Schools



This trend is especially important in terms of Loudoun's fiscal picture since almost 2/3rds of all tax dollars goes to fund schools. Other demographics facts include:

- Citizens aged 25-64 represent 59% of the County's population
- The average age is 34
- Hispanics are the fastest growing ethnic population
  (a 375% increase from 1990 (2,121) - 2000 (10,089))
- 79% of Loudoun homes are owner occupied
- 57% of Loudoun homes are single family detached houses
- The average sale value of a detached single family home is $430,000

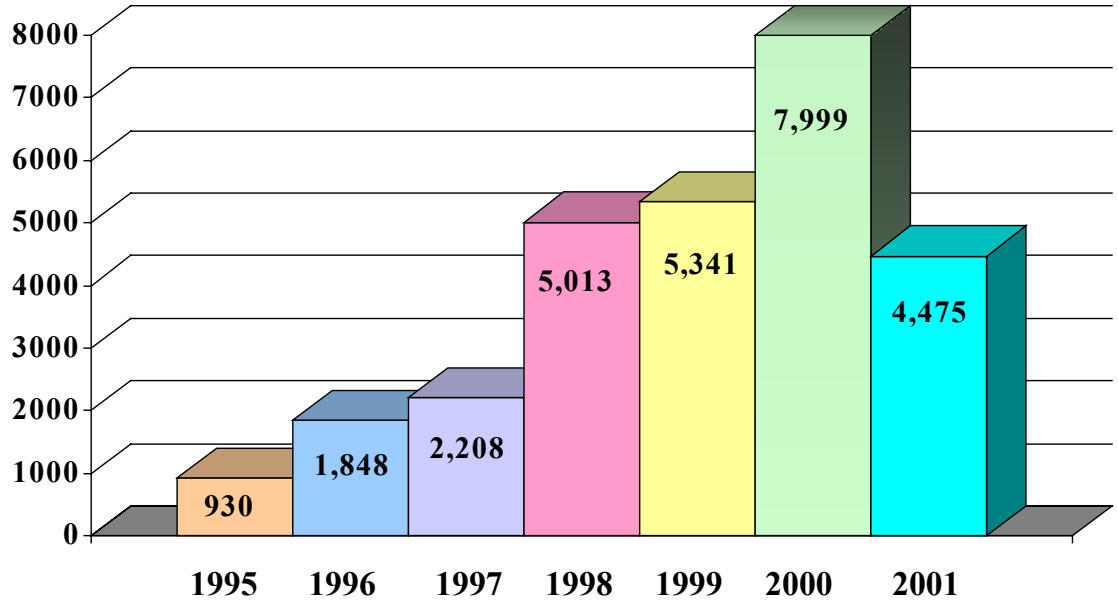
Economic Environment

While Loudoun has experienced tremendous residential growth over the last decades, it has not experienced a similar increase in economic and commercial activity. On the whole, commercial land value and the levels of commercial construction have lagged significantly behind residential development. The only exception to this over the 1970-1995 period was the speculative "bubble" of undeveloped commercial land value in the late 1980's. When that bubble burst in the early 90's all that remained was the raw land and few structural improvements. The national recession that triggered this collapse was particularly difficult for Loudoun. Almost 25% of the County's tax base disappeared with the loss of speculative value.

One of the universal truths of local finance is that residential development rarely generates sufficient tax revenue to offset the service demands it creates. Schools are the largest portion of this demand. As residential activity rebounded in the mid-1990's much faster than commercial activity, the County's finances were squeezed. Tax rates climbed while services (as measured by per capita expenditures) declined.

The late 1990's saw the beginnings of a new and powerful Loudoun economy. Commercial growth and job creation rapidly extending out the Toll road corridor exploded into eastern Loudoun. Dulles Airport experienced major surges in new activity. Suddenly technology, communications and transportation firms began filling up empty office space and new construction blossomed.

Thousands of Square Feet of Commercial New Construction
(thousands of square feet permitted)



"The regional economy has been transformed by a synergy of technology, economic development, population growth and job creation. Loudoun is a perfect match for the needs of the new economy with a unique combination of environmental, business and educational qualities." (*Source: Kirby M. Bowers presentation of the Draft Fiscal Plan for FY 2002, February 5, 2001.)*

AOL, WorldCom/UUNet and a host of smaller technology firms joined the already established transportation and construction businesses to create a new and vibrant economy. Job creation began outstripping household creation and the potential revenue position of the County began to improve.

Other economic milestones include

- **New Jobs**
  20,784 new jobs in 2000 and 2001

- **Job Growth**
  117% increase from 1990 to 2000
  71% increase expected from 2000 - 2010

- **Gross wages**
  22% increase since 1999

- **New businesses**
  889 new businesses established in 200 and 2001

While many today are concerned with the national economy, Loudoun and the Washington region appears to be weathering the crisis. The outlook for regional economic and business growth is strong. Loudoun remains a highly desired business address and is well positioned to continue receiving a disproportionate share of regional business growth.

Dulles Airport remains fastest growing major airport in the country, with a $3.4 billion expansion project to build additional runways and terminals. In addition, the nearby Dulles Air and Space Museum Annex - opening in 2003, will swell local tourism efforts.

The addition of the renowned Howard Hughes Medical Institute, which will construct a state-of-the-art biomedical science center in Loudoun, will add to both the business and educational communities in Loudoun. The spin-off effects of this new facility will be felt in both Eastern and Western Loudoun and will have impacts across technology and agricultural businesses.

Retail construction continues at a rapid pace. The ongoing construction of the Dulles Town Center Mall and the Leesburg Corner Outlet Mall has finally given the County citizens the retail choices so long absent. The areas around those centers are just beginning to see the potential “ring” development that accompanies such facilities.

Service Delivery Environment

The rapid population growth in Loudoun County continues to be the dominant local trend, affecting every area of the County Government. The third fastest growing county in the United States, Loudoun is now growing by 17,000 residents per year. As a result, the County faces significant challenges resulting from the increasingly high demand for public services, changing expectations on the part of its citizens, and changing service patterns and requirements.

High Demand for Services

In adopting the last three budgets, the Board of Supervisors approved funding for key initiatives in areas which it identified as having a high priority, including smart growth, protection of the environment and the County's rural character, community service needs, and planning for public safety, transportation and telecommunications infrastructure needs. These initiatives have enabled the County government to make significant progress in these key priority areas. However, the County continues to struggle to keep pace with service demands in such areas as:

Schools: Class size and teacher quality top the list of concerns of almost any citizen survey anywhere in America. Loudoun, with its rapidly expanding school population is especially sensitive to these issues. In FY 01 the Board of Supervisors fully funded the School Board budget request for the first time in well over a decade. In FY 02 the Board also fully funded the School Board request. That funding was a bridge toward the levels of class size and teacher compensation identified by the School Board to provide an educational environment for the next decade. In FY 03, those pay and class size initiatives were continued as well as new funding for the opening of five new schools

Public Safety: At the beginning of this Board's term, the number of field deputies was below the Board's adopted per capita ratio, and the fire/rescue system was under increasing strain from the growing number of emergency calls. Over the last three budgets, the field deputy staffing issues have largely been resolved and significant numbers of career fire and rescue staff have taken the field to provide comprehensive weekday coverage.

Community Services: There were significant waiting lists for vital human services such as mental health, mental retardation and substance abuse services. The lists have been shortened and new facilities and programs have been introduced. Playing fields were overbooked, but new facilities have been funded. Libraries faced increasing numbers and longer turnaround on public access to the collections, but the opening of the Ashburn Library in July 2003 will restore service to approved levels.

Technology: While the County is implementing E-Commerce and other technology initiatives, it still faces increasing demand for such services from the public.

Workspace: As the County workforce grows to meet these service demands, the County will have to address the need for additional workspace. The Board appointed a citizens committee that studied the space needs of the County Government and School Administration has made its recommendations to the Board.

Changing Expectations

Ironically, the very factors that make Loudoun County so attractive to new businesses and workers are placed in jeopardy by the consumption of the landscape to accommodate them. The families who value the attributes that make Loudoun County unique are especially sensitive to conditions that could degrade those attributes – transportation capacity, school quality, community size and identity, public safety, high quality public facilities, and every facet of

environmental quality, including drinking water, stormwater run-off and erosion, air quality, and the preservation of scenic views.

The expectations of many Loudoun residents are shaped by their previous experiences before coming to Loudoun. One-third of Loudoun's new residents move here from Fairfax County; another one-third come from outside the region. Many paid relatively higher taxes in return for a broader range of high quality public services.

Loudoun residents have asked County departments for such additional services as a Consumer Affairs office, additional bi-lingual staff, in-home care for both senior and disabled citizens, new sports and recreation facilities, stormwater management and other public works programs

Changing Service Patterns and Requirements

The ongoing growth and development of Loudoun County is having an impact on service patterns and requirements. In the area of stormwater management, for example, the County must now meet higher regulatory requirements and address community concerns about erosion and sediment control.

Fire and Rescue service patterns are also in transition as the County increasingly needs to supplement the core volunteer system with a substantial number of career personnel to meet the growing service needs – not just during weekdays, but during other times of the week as well.

Transportation is an issue of significant community concern, as roads in the County become more and more congested. It is clear that Loudoun will not be able to rely on the State to solve this problem simply through the construction of new roads. A commitment to mass transportation and the exploration of other transportation alternatives is needed to keep the quality of life from degrading in this important area.

Employee recruitment and retention also remains a key issue as Northern Virginia continues to be a highly competitive employment environment. The Board approved a workforce development strategy in the FY 01 fiscal plan, which was very helpful in helping the County Government keep pace with its competitors in the marketplace. Further efforts were needed to be able to attract and retain the caliber of employees necessary to carry out the Board's initiatives and deliver quality services to the public.

Revenues

In light of the rapidly increasing demands for County and School services and facilities, it is fortunate that the revenue picture for the near future remains extremely strong.

The real property tax base has grown tremendously, with new construction adding billions of dollars of assessed value of the last few years. Revenues from personal property taxes – from both local and State sources – are up almost 30% in FY 02 alone.

The retail sector has also created very strong revenues as well. Sales tax revenues and the BPOL taxes from retail operations have more than doubled over the last three years.

See the table below for an enumeration of the growth in budgeted revenues in the Local Tax Funding categories.

Local Tax Funding

	Adopted FY 02	Growth	Adopted FY 03
Real Property Taxes	$224,261,929	$37,959,371	$262,221,300
Real Public Service Property Taxes	5,891,740	2,218,260	8,110,000
Delinquent Real Property Taxes	3,000,000	500,000	3,500,000
Penalties and Interest	1,950,000	250,000	2,200,000
Personal Property	83,400,000	22,904,000	106,304,000
Public Service Personal Property	56,000	(16,000)	40,000
Delinquent Personal Property	2,250,000	(270,000)	1,980,000
Mobile Homes	13,000	0	13,000
Aircraft	47,000	0	47,000
Heavy Equipment	1,450,000	0	1,450,000
Machinery and Tools	1,290,000	(170,000)	1,120,000
Delinquent Machinery and Tools	30,000	20,000	50,000
Sales Tax	36,000,000	(6,000,000)	30,000,000
Consumer Utility Tax	7,100,000	1,000,000	8,100,000
Short-Term Rental Tax	180,000	0	180,000
Cable TV Franchise Fees	1,350,000	(390,000)	960,000
Transient Occupancy Tax	1,699,596	(265,929)	1,433,667
Total	$369,969,265	$57,739,702	$427,708,967
Use of General Fund Balance	$48,250,000	($10,050,000)	$38,200,000
Available Local Tax Funding	$418,219,265	$47,689,702	$465,908,967

Land Values

There has been a significant positive change in land value across all categories over the past two years. The total value of residential property, including new construction, rose by 26% in FY 02, commercial property value by 15%. Some unimproved land increased in value by over 33%. These increases in market value are reflective of the current desirability of Loudoun County and the perceived high quality of life for both individuals and businesses in the County.

The estimated fair market value of real property is projected to increase from $21.7 billion as of January 1, 2001, to $27.0 billion as of January 1, 2002, and to $29.0 billion as of January 1, 2003. These are increases of 24 percent in calendar year 2001 and a conservative 7 percent in calendar year 2002. While we expect the actual activity in Calendar Year 2002 to achieve a greater than 7 percent level, it seems prudent in these unsettled times to budget for only that which seems relatively inevitable.

Residential property values in Loudoun County (including new construction) increased by 26 percent from January 1, 2001 to January 1, 2002, and are projected to increase by 8 percent during 2002. The average value of a single family home in Loudoun will increase from $224,260 in 2001 to $263,290 in 2002. Total commercial and industrial values increased by 15 percent from January 1, 2001 to January 1, 2002, and are projected to increase by 6 percent as of January 1, 2003. Total agricultural property values will increase significantly over the next year.

New construction has added $1.4 billion (6.3 percent) in value from January 1, 2001, to January 1, 2002, and is projected to add another $0.9 billion (3 percent) as of January 1, 2003. Residential construction added $1.1 billion in value from January 1, 2001, to January 1, 2002, and is projected to add $779 million as of January 1, 2003. For 2001, 21 percent of all new construction was commercial and industrial. As a result of this trend in new construction and revaluation, the commercial and industrial share of the tax base is now 19 percent.

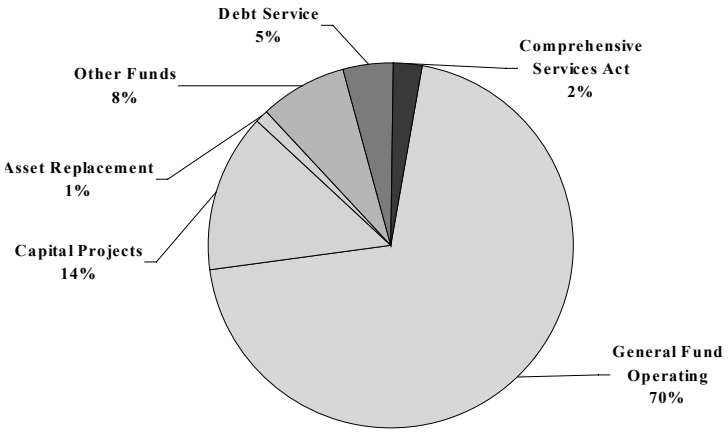
Adjusted Gross Income

It is not surprising that land values have grown so substantially. Besides the demand for housing and office space as discussed earlier, incomes in Loudoun are also rising substantially. As residents' purchasing power increases, this is almost always reflected in higher land and housing prices.

Average household incomes in Loudoun have increased considerably over the last decade. Loudoun now is virtually in a tie with Fairfax County in terms of average incomes. While Loudoun has a slight lead in Average Adjusted Gross Income from State tax filings, the most recent Census report of Median Household Income places Fairfax 2nd in the nation with Loudoun just behind as the 3rd highest.

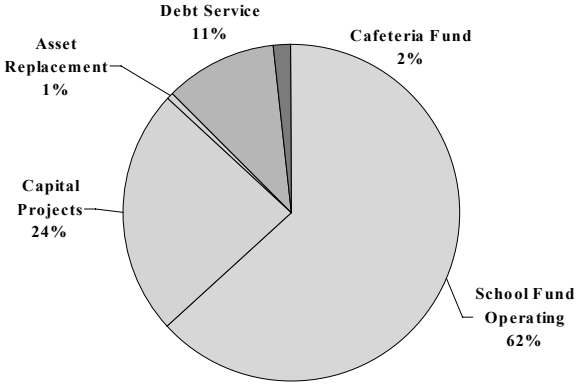
The Board of Supervisors deliberated for two months over how to balance the rising demand for services with the need to maintain an affordable tax rate. The Board reduced the County Administrator's requested budget by over $12 million and the School Board's request by $6 million. This enabled the Board to adopt the budget and to lower the real property tax rate from $1.08 to $1.05.

FY 2003 Adopted Fiscal Plan
General Government Appropriations



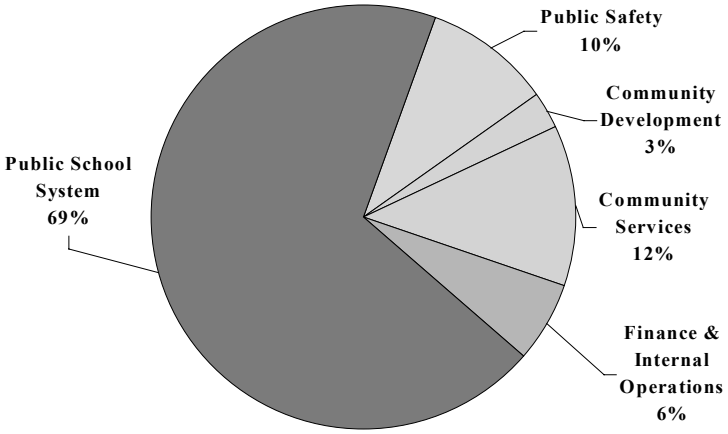
Total Appropriation: $302,749,562

FY 2003 Adopted Fiscal Plan
Loudoun County Schools Appropriations



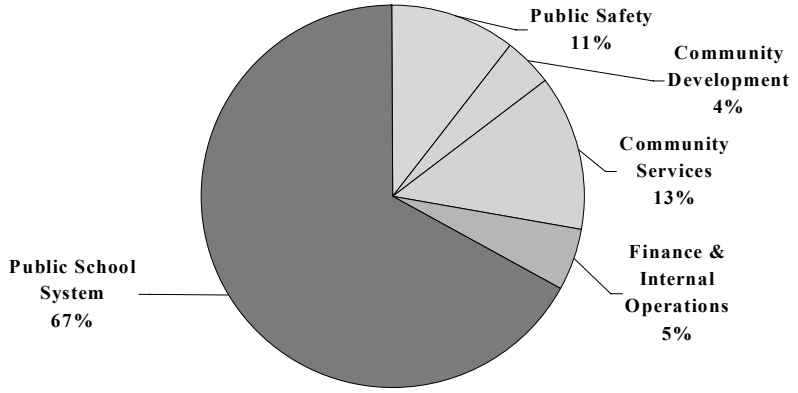
Total Appropriation: $563,411,693

FY 2003 Adopted Fiscal Plan
Allocation of Local Tax Funding



Total Local Tax Funding: $465,488,669

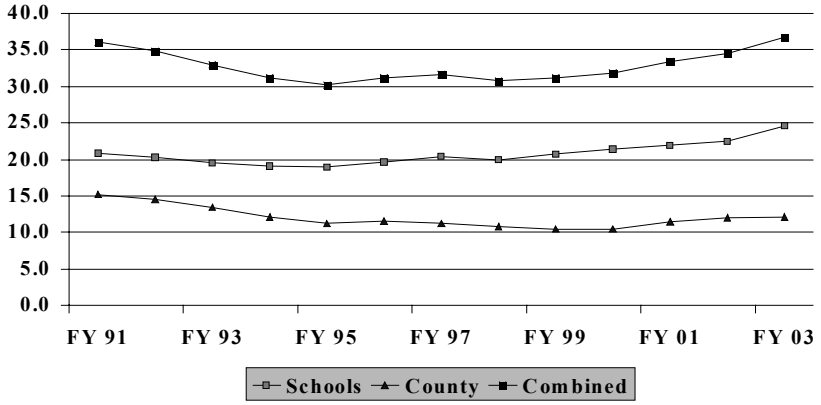
FY 2003 Adopted Fiscal Plan
Allocation of Positions



Total Full-Time Equivalents: 7,871.23

Historical Trends

Positions Per 1,000 Population, FY 91-FY 03



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Outcomes

The FY 2003 budget will allow the School System to continue to fully implement their compensation package to match salary levels to Fairfax County Schools. The Schools will also able to fund the 646 new positions needed to open new schools and to meet expected pupil growth.

The FY 2003 budget will allow the County Government to put new sheriff's deputies on the street, expand fire and rescue career coverage, provide significant financial support to the volunteer fire and rescue companies, open new MH/MR Group homes, expand the highly popular CASA program, and open the new Ashburn Library.

The FY 2003 budget will allow the County to meet its debt service obligations and maintain its very high bond rating from the financial markets

The FY 2003 – FY 2008 Capital Improvements Program will allow the County to construct the dozens of new schools needed over the next decade, without having to resort to educational trailer parks as many other jurisdictions have done.

The FY 2003 – FY 2008 Capital Improvements Program will allow the County to continue to fund over 20% of its capital facility requirements out of current funds, saving future taxpayers tens of millions of dollars.

The FY 2003 – FY 2008 Capital Asset Replacement Plan will allow the County to repair and replace small facility problems, rather than allow them to grow into far more extensive emergencies.

The Adoption of the FY 2003 Budget will allow the County tax rate will remain well below the rates in both Fairfax and Prince William Counties.

Approved County Government Enhancements

The Board of Supervisors approved enhancements for the General County Government totaling 98.51 FTEs and $10,647,984. Included in this total is $2,500,000 for the County Administrator's recommended FY 03 compensation package. The approved enhancements are partially offset by $1,367,284 in revenue. The Board also approved revenue enhancements estimated to produce a net increase of $2,000,000 in FY 03 revenue. This leaves the total local tax support at $7,280,614.

Department	Enhancement Description	Revenue
Revenue Enhancements		
Emergency Communications	Raise E-911 tax from $1 to $2 per month	$1,300,000
PRCS	Additional Rental Fees	200,000
Land Development Agencies	Raise Land Development Fees	500,000
Total Revenue Enhancements		***$2,000,000***

Department	Enhancement Description	Enhancement Cost	FTE
Compensation			
County-wide	Compensation	2,500,000	-
Total Compensation		***$2,500,000***	***-***

Department	Enhancement Description	Enhancement Cost	FTE
Public Safety			
Commonwealth's Attorney	Attorney	87,732	1.00
	Victim Witness Case Management	53,983	1.00
Fire and Rescue	Replace Operating Proffers	2,350,000	0.00
	Volunteer Company Support	150,000	0.00
	Career Staffing in 5 new stations	1,198,029	24.64
	2 New Battalion Chiefs	315,566	2.24
	Administrative Support	76,386	1.75
	Special Events Coordinator	Hotel Tax Offset	1.12
Juvenile Services Court Unit	ProTech Electronic Monitoring	35,000	0.00
	Sex Offender Probation Officer	95,048	1.07
Sheriff	5 Field Deputies	616,518	5.35
	School Resource Officers	239,698	2.14
	2 Criminal Investigators	225,606	2.14
	4 New Bailiffs	Court Fee Offset	4.24
Total Public Safety		***$5,443,566***	***46.73***

Approved County Government Enhancements
(continued)

Department	Enhancement Description	Enhancement Cost	FTE
Community Services			
Housing	Increase Contracts for homeless Shelters	150,000	0.00
	Convert Grant Funded Counselor	23,982	0.00
	Convert Admin Asst. to Permanent	49,160	1.00
Library Services	Staff New Ashburn Library (part year)	247,631	27.01
MH/MR	PIE Therapists	143,715	2.00
	New Day Treatment Program	80,640	8.00
	Scott Sells Program Manager	Grant Offset	1.00
	Specialist for At-Risk Children	62,000	1.00
	Vendor operated Group Home	175,000	0.00
PRCS	Camp, CASA, Community Center Staff	Fee Offset	4.40
	Seasonal Assistant Park Managers	30,584	1.00
	Facility Supervisors	51,438	1.47
	Replace AAA WORK grant	16,633	0.00
Social Services	CSA manager	Grant Offset	1.00
	Foster care social worker	Grant Offset	1.00
Total Community Services		***$830,783***	***48.78***

Department	Enhancement Description	Enhancement Cost	FTE
General Government Administration			
Clerk of the Court	Courtroom Clerk	56,265	1.00
Information Technology	Replace Assessment System	450,000	0.00
Total General Government Administration		***$506,265***	***1.00***

Department	Enhancement Description	Enhancement Cost	FTE
Community Development			
Building and Development	Overlot Grading Plan Engineer	Fee Offset	1.00
Economic Development	Main Street Program Manager	Expenditure Offset	1.00
Planning	Comprehensive Plan Implementation	250,000	0.00
Total Community Development		***$250,000***	***2.00***

Budget Summary

FY 03 Appropriation Schedule

	FY 02 Appropriation	FY 03 Adopted	Difference
School System			
Operating	$297,093,646	$355,764,893	$58,671,247
Capital Projects	165,094,985	134,423,000	(30,671,985)
Asset Replacement	3,629,500	2,902,000	(727,500)
Debt Service	48,401,105	60,237,501	11,836,396
Cafeteria Funds	9,180,520	10,084,299	903,779
School System Total	$523,399,756	$563,411,693	$40,011,937
County Government Services			
Operating	$201,363,631	$211,642,509	$10,278,878
Capital Projects	72,655,000	43,400,000	(29,255,000)
Asset Replacement	3,238,000	1,830,000	(1,408,000)
Other Funds	22,980,053	23,816,636	836,583
Debt Service	10,618,965	13,738,728	3,119,763
County Government Services Total	$310,855,649	$294,427,873	($16,427,776)
Comprehensive Services Act Fund	$6,642,002	$7,484,842	$842,840
Total Appropriation	$840,897,407	$865,324,408	$24,427,001

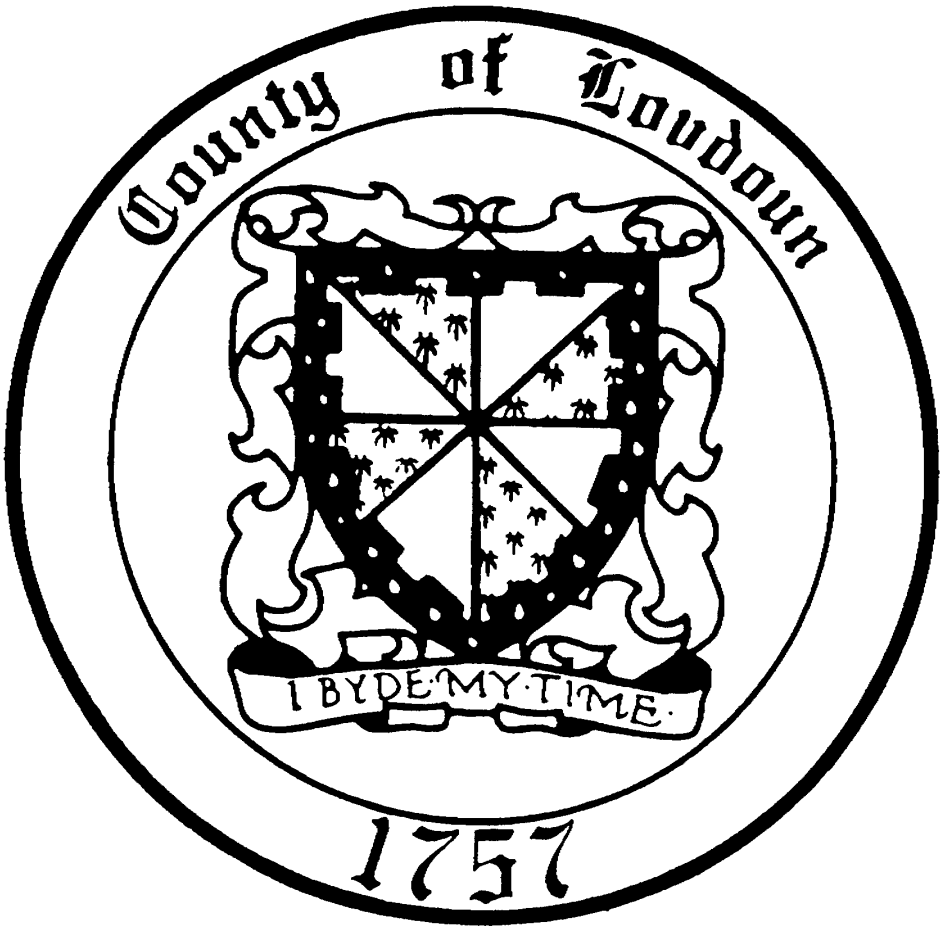
Other Funds

	Expenditures	Revenue/ Carryover	Local Tax Funding
Legal Resource Center	$33,352	$33,352	$0
Restricted Use Transient Occupancy Tax	2,297,500	2,297,500	0
Route 28 Special Tax District	5,530,660	5,530,660	0
Aldie Wastewater District	36,310	36,310	0
Broad Run Farms Sewer Service District	144,688	144,688	0
Hamilton Sewer Service District	170,930	82,930	88,000
Transportation Fund	1,700,000	1,700,000	0
Rental Assistance Fund	6,232,476	6,232,476	0
Computer Fund	1,000,000	0	1,000,000
Rev Max	546,304	546,304	0
Purchase of Development Rights	980,000	980,000	0
Transfers to Other Funds - Workers Comp	500,000	0	500,000
Public Safety Communications (E-911)	4,644,416	4,439,138	205,278
	$23,816,636	$22,023,358	$1,793,278

Budget Summary

FY 03 Use of Local Tax Funding/General Fund Balance

	Use of LTF FY 02	Use of LTF FY 03	Difference
School System			
Operating	$211,451,391	$264,521,268	$53,069,877
Capital Projects	2,300,000	728,000	(1,572,000)
Asset Replacement	3,629,500	2,902,000	(727,500)
Debt Service	43,401,105	49,337,501	5,936,396
Cafeteria Funds	0	0	0
School System Total	$260,781,996	$317,488,769	$56,706,773
County Government Services			
Operating	$113,206,564	$123,196,560	$9,989,996
Capital Projects	21,931,000	6,610,000	(15,321,000)
Asset Replacement	3,173,000	1,765,000	(1,408,000)
Other Funds	7,543,788	1,793,278	(5,750,510)
Debt Service	8,218,965	11,038,728	2,819,763
County Government Services Total	$154,073,317	$144,403,566	($9,669,751)
Comprehensive Services Act Fund	$3,102,276	$3,596,334	$494,058
Total Local Tax Funding	$417,957,589	$465,488,669	$47,531,080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History of Adopted Budgets by Fund

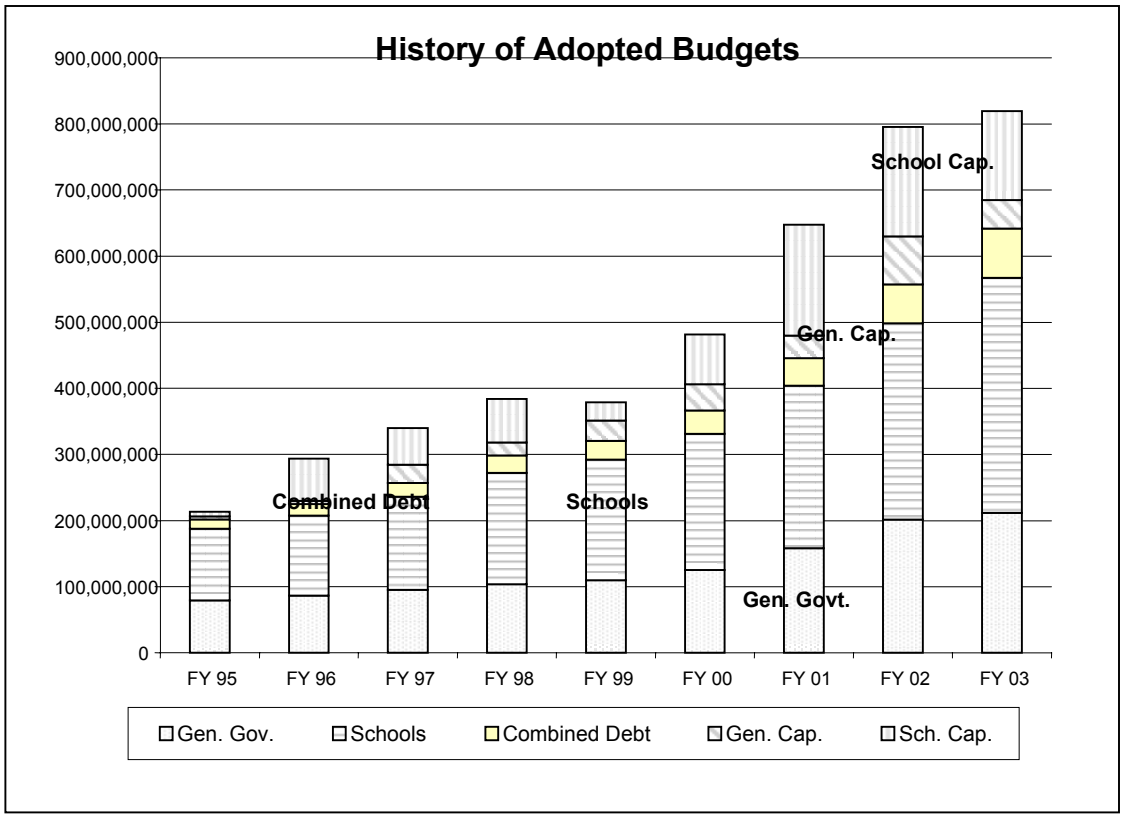
Dollar Amounts - Adopted Budget Distribution

FY	Total	General Government	Schools	Combined Debt Svc.	General Capital	School Capital
1995	215,697,738	78,929,732	108,821,897	13,995,849	4,920,087	6,377,800
1996	297,790,978	86,525,351	121,305,837	17,279,497	4,675,549	63,900,000
1997	342,674,118	95,195,643	140,779,379	21,016,065	27,490,313	55,208,500
1998	386,944,303	103,691,725	168,319,076	26,636,819	19,751,030	65,610,000
1999	384,396,543	109,724,319	182,670,825	28,026,021	30,920,000	27,405,000
2000	486,822,728	125,067,865	206,090,775	35,257,233	40,024,000	74,881,692
2001	656,472,283	158,074,936	245,914,478	41,573,050	34,417,000	167,565,724
2002	805,869,334	201,363,631	291,743,646	59,020,070	72,155,000	165,594,985
2003	833,403,553	211,642,509	347,964,893	73,976,229	43,400,000	134,423,000

Percentage Distribution - Adopted Budget Distribution

FY	General Government	Schools	Combined Debt	General Capital	School Capital
1995	36.6	50.5	6.5	2.3	3.0
1996	29.1	40.7	5.8	1.6	21.5
1997	27.8	41.1	6.1	8.0	16.1
1998	26.8	43.5	6.9	5.1	16.9
1999	28.5	47.5	7.3	8.0	7.1
2000	25.7	42.3	7.2	8.2	15.4
2001	24.1	37.5	6.3	5.2	25.5
2002	25.0	36.9	7.3	9.0	20.5
2003	25.4	42.1	8.9	5.2	16.1

Note: Other smaller categories included in the total budget are not shown here.



History of Expenditures by Department

Department	FY 99 Adopted	FY 99 Actual	FY 00 Adopted	FY 00 Actual
Boards, Commissions and Committees	$1,367,762	$1,339,312	$1,476,916	$1,386,453
County Administration	957,064	903,610	1,138,969	1,359,732
Public Information	175,411	175,673	184,818	243,155
General Registrar	209,351	163,226	202,559	170,160
Regional Organizations & Contributions	1,836,092	2,198,337	1,781,609	1,845,892
County Attorney	956,931	1,101,266	1,071,103	1,058,368
Treasurer	1,739,623	1,886,679	1,934,818	2,062,967
Commissioner of the Revenue	1,283,399	1,162,078	1,277,862	1,246,837
Clerk of the Circuit Court	1,198,287	1,240,728	1,401,680	1,457,408
Commonwealth's Attorney	1,436,553	1,429,882	1,535,448	1,533,344
Sheriff	17,715,568	17,149,599	19,767,607	19,494,356
Management Services	2,111,317	2,138,089	2,816,136	2,687,907
Financial Services	3,464,945	3,171,468	3,102,884	3,125,907
Information Technology	7,068,691	7,838,647	8,192,775	10,226,758
General Services	7,265,629	7,308,170	8,511,719	7,685,640
Courts	448,695	472,156	549,896	507,845
Building and Development	6,508,662	6,194,187	7,554,356	7,555,890
Fire and Rescue Services	7,187,907	6,700,873	9,917,134	9,163,935
Planning Services	2,760,554	2,581,083	2,904,155	2,901,950
Economic Development	1,056,532	857,467	1,109,387	966,818
Office of Solid Waste Management	2,034,146	1,743,135	1,860,294	2,000,913
Office of Mapping & Geo. Info.	816,346	948,312	830,618	927,742
Animal Care and Control	779,758	809,294	1,074,922	1,060,704
Health Services	1,604,151	1,488,226	1,649,872	1,536,723
Transportation Services	----	----	----	----
Library Services	4,677,669	4,661,169	4,785,019	5,039,780
Housing Services	1,301,459	1,035,697	1,258,923	1,220,889
Community Corrections	365,699	324,609	437,795	461,020
Mental Health & Mental Retardation	10,223,944	9,270,910	11,412,673	10,581,732
Parks, Recreation & Community Services.	9,487,903	9,712,757	11,746,512	11,610,824
Juvenile Court Services Unit	291,067	304,791	359,392	307,147
Social Services	11,154,951	10,159,477	11,994,968	11,650,810
Extension Services	289,722	312,993	325,119	271,069
Miscellaneous	1,752,530	660,457	1,549,927	870,584
General Government Subtotal	$111,528,318	$107,444,357	$125,717,865	$124,221,259
Schools	$179,357,161	$172,059,362	$204,641,515	$212,358,164
Total	**$290,885,479**	**$279,503,719**	**$330,359,380**	**$336,579,423**

Department	FY 01 Adopted	FY 01 Actual	FY 02 Adopted	FY 03 Adopted
Boards, Commissions and Committees	$1,251,458	$1,501,267	$1,552,491	$1,762,824
County Administration	1,496,378	2,029,921	2,051,909	2,251,404
Public Information.	498,444	476,439	613,642	666,559
General Registrar	219,139	215,603	385,146	326,865
Regional Organizations & Contributions	2,225,790	2,331,373	3,294,396	2,904,453
County Attorney	1,248,824	1,313,731	1,319,063	1,461,841
Treasurer	2,450,316	2,335,690	2,656,181	2,929,221
Commissioner of the Revenue	1,458,109	1,385,999	1,924,295	2,012,740
Clerk of the Circuit Court	1,704,581	1,735,397	3,064,522	2,344,300
Commonwealth's Attorney	1,953,117	1,822,967	2,216,630	2,461,133
Sheriff	23,098,486	21,353,168	30,664,704	33,564,917
Management Services	3,803,619	3,485,202	5,123,988	5,414,520
Financial Services	3,734,512	3,614,160	4,579,531	4,957,490
Information Technology	11,201,310	10,527,028	12,360,487	12,173,803
General Services	11,281,876	10,069,452	17,417,392	19,495,686
County Courts	715,052	590,587	891,358	911,478
Building and Development	10,179,048	10,195,594	14,728,879	14,729,607
Fire and Rescue Services	13,317,654	11,950,759	20,840,512	24,207,033
Planning Services	3,347,758	3,783,844	2,369,376	2,769,492
Economic Development	1,220,242	1,232,074	1,832,057	2,065,651
Office of Solid Waste Management	2,221,780	2,255,852	3,324,345	3,539,927
Office of Mapping & Geo. Info.	1,249,391	1,183,072	1,701,710	1,883,086
Animal Care and Control	1,384,337	1,347,979	1,882,729	1,840,369
Health Services	1,962,018	2,135,117	3,100,950	3,116,428
Transportation Services	----	-	2,695,096	3,472,717
Library Services	5,970,515	6,066,655	7,999,355	8,559,910
Housing Services	1,500,918	2,555,308	7,478,500	8,020,367
Community Corrections	630,602	557,951	839,672	956,963
Mental Health & Mental Retardation	15,450,733	13,146,244	18,212,856	20,411,256
Parks, Recreation & Community Services.	15,442,518	15,144,466	19,307,333	20,307,693
Juvenile Court Services Unit	567,368	438,020	712,502	906,441
Social Services	13,049,684	12,276,346	14,684,721	15,317,264
Extension Services	310,341	324,562	449,692	472,370
Miscellaneous	3,267,018	908,507	(490,401)	(4,539,628)
General Government Subtotal	$159,412,936	$150,290,334	$211,785,619	$223,676,180
Schools	$245,914,478	$254,091,424	$297,093,646	$355,764,893
Total	**$405,327,414**	**$404,381,758**	**$508,879,265**	**$579,441,073**

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

FTE (Full Time Equivalents) History by Department					
Department	**FY 99**	**FY 00**	**FY 01**	**FY 02**	**FY 03**
Boards, Commissions and Committees	5.47	5.47	2.00	4.00	2.00
County Administration	11.76	14.13	17.60	20.60	21.60
Public Information	2.87	2.87	6.00	6.00	6.00
General Registrar	4.45	4.45	5.74	6.74	6.77
Regional Organizations & Contributions	0.00	0.00	0.00	0.00	0.00
County Attorney	13.80	14.80	16.00	16.00	17.00
Treasurer	31.90	33.90	37.10	38.37	38.37
Commissioner of the Revenue	25.53	25.53	27.53	31.53	33.53
Clerk of the Circuit Court	21.59	26.65	31.12	34.60	37.00
Commonwealth's Attorney	23.53	24.00	28.00	30.00	32.00
Sheriff	294.31	321.25	356.15	428.18	444.58
Management Services	29.67	37.07	43.60	49.73	48.73
Financial Services	41.53	40.00	44.00	49.00	52.00
Information Technology	63.12	63.12	74.33	79.39	79.39
General Services	53.03	54.16	68.16	86.16	86.16
Courts	3.53	4.00	6.00	6.00	6.00
Building and Development	121.00	141.00	174.00	216.00	216.00
Fire and Rescue Services	88.38	132.65	176.81	215.97	254.83
Planning Services [1]	22.33	23.23	27.43	28.59	28.59
Economic Development	12.00	12.00	12.00	17.00	18.00
Office of Solid Waste Management	16.00	17.10	18.10	20.10	20.10
Office of Mapping & Geo. Info.	15.80	15.80	22.80	25.80	25.80
Animal Care and Control	15.40	20.40	26.40	33.40	32.36
Health Services	44.40	48.00	56.50	63.50	66.50
Transportation Services [1]	5.20	5.30	7.40	15.00	15.00
Library Services	100.96	101.63	112.26	137.00	164.01
Housing Services	9.00	14.33	18.00	24.00	25.00
Community Corrections	6.70	8.10	10.00	12.53	13.59
MH, MR, & Substance Abuse Services.	175.05	192.35	232.07	261.33	281.34
Parks, Recreation & Community Services.	225.07	262.56	310.33	349.81	361.07
Juvenile Court Service Unit	5.87	7.09	8.56	11.26	12.30
Social Services	121.55	122.55	128.08	136.30	138.30
Extension Services	10.38	10.28	9.25	11.63	11.63
Miscellaneous	0.00	0.00	6.00	0.00	0.00
General Fund Subtotal	1,621.18	1,805.77	2,119.32	2,465.52	2,595.55
School Fund	3,244.90	3,631.00	4,065.20	4,625.09	5,271.90
Public Safety Communications Fund	*	*	*	*	*
Central Services Fund	9.73	9.73	11.73	12.73	12.73
Law Library Fund	0.53	0.53	0.53	0.53	0.53
Total All Funds	**4,876.34**	**5,447.03**	**6,196.78**	**7,103.59**	**7,880.71**

[1]The Office of Transportation Services is proposed to be established effective FY 02 from components of Planning Services, General Services and a 6.00 FTE enhancement package. For purposes of comparison, FTE for FY99-01 in Planning and Transportation show the former Planning Transportation Division in Transportation Services.

*Personnel of the Public Safety Communications Fund established in FY 02 are listed above in their respective departments.

Notes to FTE History

Notes on Changes Between FY 99 and FY 00

County Administration: 1.00 FTE transferred from Fire & Rescue and 0.33 FTE transferred from County Extension Services in mid-FY 99. 1.00 added in FY 00.
County Attorney: 1.00 FTE added in FY 00.
Treasurer's Office: 1.00 FTE added in mid-FY 99. 1.00 FTE transferred from the Sheriff's Office.
Clerk of the Circuit Court: 3.00 FTE added in mid-FY 99. 2.06 FTE added in FY 00.
Commonwealth's Attorney: 0.47 FTE added in mid-FY 99.
Sheriff's Office: 5.61 FTE added mid-FY 99. 22.33 FTE added in FY 00. 1.00 FTE transferred to the Treasurer's Office for Project Fairness.
Management Services: 4.39 FTE added in FY 00. 3.00 FTE transferred from Financial Services.
Financial Services: 1.47 FTE added in FY 00. 3.00 FTE transferred to Management Services.
General Services: 1.00 FTE added in FY 00.
Courts: 0.47 FTE added in mid-FY 99.
Building & Development: . 9.00 FTE added mid-FY 99. 1.00 FTE transferred mid-FY 99 to Planning Services. 12.00 FTE added in FY 00
Fire & Rescue Services: 43.56 FTE added in FY 00.
Planning Services: 1.00 FTE transferred mid-FY 99 from the Department of Building & Development.
Solid Waste Management: 1.10 FTE added in FY 00.
Animal Care & Control: 5.00 FTE added in FY 00.
Health Services: 3.60 FTE added in mid-FY 99 by State.
Library Services: 0.67 FTE added in FY 00.
Housing Services: 4.00 FTE added in mid-FY 99. 1.33 FTE added in FY00.
Community Corrections: 1.40 FTE added in FY 00.
Mental Health & Mental Retardation: 7.59 FTE added mid-FY 99. 8.98 FTE added in FY 00..
Parks, Recreation & Community Services: 3.20 FTE added mid-FY 99. 33.80 FTE added in FY 00. 1.00 FTE transferred to the Department of Social Services.
Juvenile Courts Service Unit: 1.22 FTE added mid-FY 99.
Social Services: 1.00 FTE transferred from Parks, Recreation & Community Services in mid-FY 99.
Extension Services: 1.00 FTE by State- and 0.33 FTE transferred to County Administration.

Notes on Changes Between FY 00 and FY 01

Boards, Commissions and Committees: 3.47 FTE transferred to County Administration mid-00.
County Administration: 3.47 FTE transferred from Boards, Commissions and Committees mid-00.
Public Information & Volunteer Services: 3.14 FTE added in FY 01.
General Registrar: 1.31 FTE added in FY 01.
County Attorney: 1.2 FTE added in FY 01.
Treasurer: 1.2 FTE added mid-00 by the State. 2.00 FTE added in FY 01.
Commissioner of the Revenue: 2.00 FTE added in FY 01.
Clerk of the Circuit Court: 2.00 FTE added mid-00 by the State. 2.00 FTE added in FY 01.
Commonwealth's Attorney: 4.00 FTE added in FY 01.
Sheriff: 32.82 FTE added in FY 01. 4.28 FTE added mid-00 and 2.07 eliminated mid-00.
Management Services: 6.53 FTE added in FY 01.
Financial Services: 4.00 FTE added in FY 01.
Information Technology: 3.27 FTE added mid-00. 9.00 FTE added in FY 01.
General Services: 1.00 FTE transferred from Building & Development mid-00. 13 FTE added in FY 01.
Building & Development: 1.00 FTE transferred to General Services, 1.00 FTE transferred from Extension Services, and 15 FTE added in mid-00. 18 FTE added in FY 01.
Fire and Rescue Services: 1.08 FTE added in Fire Marshal division and 1.00 FTE added for planner position mid-00. 42.08 FTE added in FY 01.
Planning Services: 1.00 FTE added mid-00. 5.30 FTE added in FY 01.
Office of Solid Waste Management: 1.00 FTE added in FY 01.
Office of Mapping & Geo. Info.: 3.00 FTE added mid-00. 4.00 added in FY 01.
Animal Care and Control: 6.00 FTE added in FY 01.

Notes to FTE History - continued

Notes on Changes Between FY 00 and FY 01- continued

Health Services: 2.00 FTE added mid-00. 2.00 FTE added by State and 4.00 FTE added by County in FY 01.
Library Services: 10.63 FTE added in FY 01.
Housing Services: 0.67 FTE added mid-00. 1.00 FTE added in FY 01.
Community Corrections: 2.00 FTE added mid-00 by the State.
Mental Health & Mental Retardation: 9.13 FTE added mid-00. 31.57 FTE added in FY 01.
Parks, Recreation & Community Services: 10.25 FTE added mid-00. 37.41 FTE added in FY 01.
Juvenile Court Services Unit: 2.54 FTE added in FY 01.
Social Services: 5.53 FTE added in FY 01.
Extension Services: 1.00 FTE transferred to Building & Development mid-00. 0.47 FTE added in FY 01.
Miscellaneous: 3.00 FTE added for Board of Supervisors' Rural Initiative. 3.00 FTE added for PDR.
Central Services Fund: 2.00 FTE added in FY 01.

Notes on Changes Between FY 01 and FY 02

Economic Development: 3.00 FTE added mid-01.
Office of Mapping & Geo. Info.:3.00 FTE transferred from non-departmental mid-01.
Parks, Recreation & Community Services: 3.2 FTE added mid-01. 34.41 FTE added in FY 02.
Animal Care and Control: 7.00 FTE added in FY 02.
General Services: 18 FTE added in FY 02.
Building & Development: 23 FTE added mid-01. 19 FTE added in FY 02.
Fire and Rescue Services: 38.04 FTE added in FY 02.
Planning Services: 2.00 FTE added in FY 02.
Office of Solid Waste Management: 2.00 FTE added in FY 02.
Health Services: 7.00 FTE added in FY 02.
Library Services: 24.74 FTE added in FY 02.
Housing Services: 6.00 FTE added in FY 02.
Community Corrections: 2.00 FTE added in FY 02.
Mental Health & Mental Retardation: 30.53 FTE added in FY 02.
Juvenile Court Services Unit: 2.7 FTE added in FY 02.
Social Services: 7.20 FTE added in FY 02.
Extension Services: 1.00 FTE was transferred from Economic Development in mid-FY 01 per Board direction. 1.00 FTE added in FY 02.
Miscellaneous: 3.00 FTE transferred to Office of Mapping & Geo. Info. mid-01.
Central Services Fund: 1.00 FTE added in FY 02.
Transportation Services: 8.00 FTE transferred from Planning, 1.00 FTE transferred from General Services, and 6.00 FTE added in FY 02.
Treasurer: 1.27 FTE added in FY 02.
Boards, Commissions and Committees: 2.00 FTE added in FY 02
County Administration: 2.00 FTE added in mid-FY 01 per Board direction. 1.00 FTE added in FY 02.
General Registrar: 1.00 FTE added in FY 02.
Commissioner of the Revenue: 4.00 FTE added in FY 02.
Clerk of the Circuit Court: 3.00 FTE added in FY 02.
Commonwealth's Attorney: 2.00 FTE added in FY 02.
Sheriff: 1.2 FTE added mid-01. 70.2 FTE added in FY 02.
Management Services: 6.13 FTE added in FY 02.
Financial Services: 5.00 FTE added in FY 02.
Information Technology: 5.00 FTE added in FY 02.

FUND BALANCE AND REVENUE TOTALS
FY 2003

	Beginning Available Balance	Adopted Revenues	Total Available Funds
Governmental Funds:			
General Fund	$38,200,000	$518,764,916	$556,964,916
School Fund	1,500,000	354,264,893	355,764,893
Comprehensive Services	-	7,484,842	7,484,842
Capital Improvement Program	3,012,920	174,810,080	177,823,000
Debt Fund	12,500,000	61,476,229	73,976,229
Capital Asset Replacement Fund	-	5,732,000	5,732,000
Other Funds:			
Aldie Sewer Service District	-	35,360	35,360
Hamilton Sewer Service District	-	168,780	168,780
Broad Run Farms Sewer Financing District	-	144,688	144,688
Route 28 Transportation Improvement District	-	5,530,660	5,530,660
Legal Resource Center	-	34,179	34,179
Restricted Use Transient Occupancy Tax	1,411,905	2,150,500	3,562,405
Public Safety Communications	-	4,644,416	4,644,416
Rental Assistance	-	6,232,476	6,232,476
Public Transportation	877,920	827,080	1,705,000
Open Space Preservation	-	980,080	980,080
Self Insurance Fund	-	500,000	500,000
Gas Tax	-	4,450,244	4,450,244
Revenue Maximization	-	568,779	568,779
Less Interfund Transfers	-	(348,445,870)	(348,445,870)
TOTAL:	$57,502,745	$800,354,332	$857,857,077

* ***The Governmental Funds fund balance amount does not include the County fiscal reserve of $51,529,699. This amount is required to meet the County's Adopted Fiscal Policy.***

FUND BALANCE AND EXPENDITURE TOTALS
FY 2003

	Adopted Expenditures	Ending Balance	Total Adopted
Governmental Funds:			
General Fund	$556,544,618	$420,298	$556,964,916
School Fund	355,764,893	-	355,764,893
Comprehensive Services	7,484,842	-	7,484,842
Capital Improvement Program	177,823,000	-	177,823,000
Debt Fund	73,976,229	-	73,976,229
Capital Asset Replacement Fund	5,732,000	-	5,732,000
Other Funds:			
Aldie Sewer Service District	35,360	-	35,360
Hamilton Sewer Service District	168,780	-	168,780
Broad Run Farms Sewer Financing District	144,688	-	144,688
Route 28 Transportation Improvement District	5,530,660	-	5,530,660
Legal Resource Center	34,179	-	34,179
Restricted Use Transient Occupancy Tax	3,562,405	-	3,562,405
Public Safety Communications	4,644,416	-	4,644,416
Rental Assistance	6,232,476	-	6,232,476
Public Transportation	1,705,000	-	1,705,000
Open Space Preservation	980,080	-	980,080
Self Insurance Fund		500,000	500,000
Gas Tax	3,590,421	859,823	4,450,244
Revenue Maximization	568,779	-	568,779
Less Interfund Transfers	(348,445,870)	-	(348,445,870)
TOTAL:	$856,076,956	$1,780,121	$857,857,077

FY 03 SUMMARY OF REVENUE AND EXPENDITURES BY FUND

FUNDS	GENERAL FUND	SCHOOL	CIP	CARF	DEBT SERVICE	CSA	OTHER FUNDS	TOTAL
REVENUES								
LOCAL								
Gen. Property Taxes	$ 347,578,300							$ 347,578,300
Other Local Taxes	65,929,337							65,929,337
Licenses, Permits, Fees	12,158,049							12,158,049
Fines and Forfeitures	1,685,160							1,685,160
Other Local	20,398,672	$ 11,284,299		$ 65,000	$ 1,100,000	$ 300,000	$ 16,791,525	49,939,496
FROM OTHER AGENCIES								
Federal	4,187,092	5,774,742					6,801,255	16,763,089
Commonwealth	65,992,809	74,968,883				3,588,508		144,550,200
CAPITAL LEASE FINANCING		7,800,000						7,800,000
SALE OF BONDS			$ 164,035,000					164,035,000
TRANSFERS IN	835,497	264,521,268	10,775,080	5,667,000	60,376,229	3,596,334	2,674,462	348,445,870
USE OF FUND BALANCE	38,200,000	1,500,000	3,012,920		12,500,000		2,289,825	57,502,745
TOTAL REVENUES	$ 556,964,916	$365,849,192	$ 177,823,000	$5,732,000	$73,976,229	$ 7,484,842	$ 28,557,067	$1,216,387,246
EXPENDITURES								
Personnel	$ 132,704,210						$ 5,770,796	$ 138,475,006
Operating	73,933,733					$ 7,484,842	17,834,187	99,252,762
Capital	4,004,566		$ 177,823,000	$ 5,732,000			48,500	187,608,066
Other	1,000,000	$ 10,084,299			$ 73,976,229			85,060,528
Instruction		355,764,893						355,764,893
TRANSFERS OUT	344,902,109						3,543,761	348,445,870
ADDITION TO FUND BALANCE	420,298						1,359,823	1,780,121
TOTAL EXPENDITURES	$ 556,964,916	$365,849,192	$ 177,823,000	$5,732,000	$73,976,229	$ 7,484,842	$ 28,557,067	$1,216,387,246

Fund Structure and Basis of Budgeting

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

All Governmental Funds, Expendable Trust Funds, and Agency Funds are accounted for using the modified accrual basis of accounting. The modified accrual basis of accounting for governmental funds is a mixture of cash basis and accrual basis accounting. Under the modified accrual basis of accounting, revenues are accrued at year end if they are measurable and available within 45 days after the fiscal year ends to finance current year appropriations. Revenue is considered available when it is collectible during the current period, and the actual collection will occur either (1) during the current period or (2) after the end of the period but in time to pay current year-end liabilities. Expenditures are recorded on an accrual basis of accounting because they are measurable when they are incurred and are generally recognized at that time. Exceptions to this rule include: (1) accumulated unpaid vacation leave, sick leave, and other employee amounts which are recognized when paid, and (2) principal and interest payments on general long-term debt, both of which are recognized when paid.

The County uses the accrual basis of accounting for the following fund types: 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

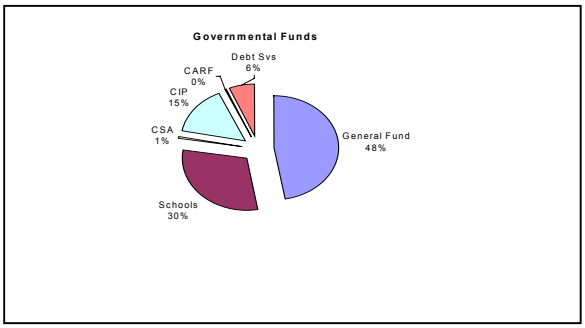
Governmental Funds are those through which most governmental functions of the County are financed. The following are the County's governmental fund types:

General Fund: This is the primary operating fund of the County used to account for all financial resources except those required to be accounted for in another fund. This fund provides financing for the operations of other funds, which includes the County's School System. All tax revenues and most other revenues 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.

Special Revenue Funds: These funds are used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes. The Legal Resources Center Fund, Restricted Use Transient Occupancy Tax Fund, Public Safety Communications Fund, and the Route 28 Special Improvements Fund are included in these funds. The revenue sources for these funds include writ assessments and other contributions and special taxes. Because monies budgeted within the Special Revenue funds are generally legally restricted to specific activities or programs, these monies are not considered available for appropriation to meet general expenditure requirements. Unexpended Special Revenue Fund monies are generally due to intergovernmental grant timing differences and remaining Special Revenue funds at June 30 are reappropriated for use in the subsequent County fiscal year for the continuation of the designated programs.

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

Capital Projects Funds: These include the following two funds - the Capital Projects Fund and the Capital Assets Replacement Fund. The Capital Projects Fund is used to account for the purchase and/or construction of major capital facilities, with financing provided primarily by bond issues, State and Federal grants, and transfers from the General Fund. The Capital Assets Replacement Fund is used to account for the repair and/or replacement of major capital facilities, with financing provided primarily by transfers from the General Fund. The funding for the Capital Projects Funds is dedicated to the completion of approved capital projects and capital purchases, and is therefore not available to meet general expenditure.



Proprietary Fund Types

Internal Service Funds: These include the following two funds - the Central Services Fund and the Self-Insurance Fund. The Central Services Fund is used to account for the financing of goods or services provided between departments of the County, on a cost reimbursement basis and includes such activities as central supply, duplication, vehicle, telephone, and mail services. The Self-Insurance Fund is used to account 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: These are used to account for the assets received and disbursed by the County Government acting in a trustee capacity or as an agent for individuals, private organizations, other governments and/or other funds. These funds include the following: Nonexpendable Trust Funds, Expendable Trust Funds, Pension Trust Funds, and Agency Funds.

Fixed Assets, Capitalization and Depreciation

The standard for capitalization of tangible property is $2,500 or more per unit with an expected useful life greater than one year. Fixed assets consisting of certain improvements other than buildings are not capitalized. In the Internal Service Fund, depreciation is computed over the estimated useful life of each asset using the straight-line method. When assets are sold or retired, their cost and related accumulated depreciation are removed from the accounts and the gains or losses are reflected on the income statement in the year the sale or retirement occurs.

Fund Structure and Basis of Budgeting (Continued)

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 improvements plan. All annual appropriations lapse at fiscal year end, 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 preparation of the County's audited Comprehensive Annual Financial Report (CAFR), which is prepared in accordance with "Generally Accepted Accounting Principles" (GAAP) as promulgated by the Government Accounting Standards Board (GASB) and the Auditor of Public Accounts of the Commonwealth of Virginia (APA). A few exceptions exist. The budget document does not include the Sanitation Authority which is a component unit presented in the County's CAFR; it also 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 will convert its CAFR and its financial statements to comply with GASB Statement 34. As a result, the governmental funds major fund statements in the CAFR will be presented on a current financial resource and modified accrual basis of accounting.

Budget Amendment Process

The Board of Supervisors adopts an Appropriations Resolution for each fiscal year that sets the funding levels for each fund. Authorization is given to the County Administrator to approve transfers of appropriations and estimated revenues among departments and agencies as long as the total net appropriation or estimated revenues for the fund is neither increased or decreased. Approval by the Board of Supervisors is required for changes which 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 Services and the County Administrator after sufficient justification for the revision to the budget has been received. Budget adjustments which change appropriations or estimated revenues at the fund level are presented by the County Administrator to the Board of Supervisors for consideration of approval.

THE LOUDOUN COUNTY BOARD OF SUPERVISORS' VISION FOR LOUDOUN COUNTY

Adopted April 3, 2000

> ***"At the start of this new millennium, we, the Loudoun County Board of Supervisors, envision Loudoun County as a prominent sustainable community; as the global crossroads of the information technology industry and as a vibrant rural and broad based economy; preserving our historic and environmental heritage and the character of our towns and neighborhoods; fostering a strong sense of community, with robust economic, educational and recreational activity; recognized as a superb place for families and individuals to live, learn, work, worship, invest and visit."***

Loudoun is a community surrounded by and possessing striking physical beauty — mountains, rivers and creeks, small towns, farms, historic resources and open countryside — we must be extraordinarily careful and proactive to preserve our rich heritage while enhancing our suburban residential communities.

Loudoun County is the envy of many communities. We live in a beautiful place. Our economy is booming. Unemployment sits at a record low. Our community has fame and fortune. We are becoming known for being rich in fiber as our emerging global technology centers meets with our diverse rural economy.

This vision of the County will have become reality when we have fully achieved:

Land Use

- Aesthetically appealing development that reflects excellent standards, diversity of influence, and a commitment to making people the focus of development decisions.
- Protecting, sustaining and enhancing the County's air and water quality, soils, landscape, wildlife and other natural and man-made resources making Loudoun environmentally sound.
- Rural residential development that maintains Loudoun's rural character, preserves the environment, water quality and quantity and natural features, and develops at overall densities that do not exceed the capacity of rural roads and public facilities or compromise the integrity of the rural economy.
- Our town and rural countryside character is preserved.
- Distinct, well-designed new residential and mixed-use communities.
- Revitalization of our older communities through quality projects and conformance with the natural environment.
- People working in the County can afford to live here, and that creative and innovative solutions to the County's housing needs are adopted and supported.
- Balancing the private property rights of individuals with the public interest and the shared values of the community.

THE LOUDOUN COUNTY BOARD OF SUPERVISORS' VISION FOR LOUDOUN COUNTY - CONTINUED

Education

- A globally competitive quality of public education for our children.
- A learning environment where children of diverse social, ethnic and economic backgrounds feel safe, motivated, respected and prepared for a fulfilling and productive life.
- A library system that is accessible and promotes life long learning
- An education system that offers a variety of higher education options.

Transportation

- A safe and efficient transportation system that supports the County's planned growth.
- Existing road networks that provide safe and convenient access to business and employment areas.
- Land use and transportation decisions that are linked together so that the location and timing of new development coincides with existing and planned transportation improvement needed to meet increased demands.
- Pedestrian friendly, safe, alternatives to single occupancy automobiles and encouragement the public's use of these alternatives.

Government Services

- All citizens feel that they have a stake in government, are connected to their neighborhoods, and can influence local governments and its actions.
- County programs are available and delivered to all our citizens at the highest level of service at reasonable costs.
- The public is served with creativity, integrity and respect.
- Responsive, well-run professional, technologically sophisticated government is connected to its citizenry.
- The County's financial policies assess long range fiscal impact, provide an equitable distribution of the costs of development between direct beneficiaries and the citizens at large, maintain acceptable levels of taxes and fees, sound debt management and provide for potential economic uncertainties and risk.

Public Safety

- Provide a safe place where all people, regardless of age, ability, or economic condition, can live with dignity and respect and without fear.
- When Loudoun's hospital can meet the needs of the community and the word bypass is associated with heart surgery and not rerouting a patient to another jurisdiction for emergency care.

THE LOUDOUN COUNTY BOARD OF SUPERVISORS' VISION FOR LOUDOUN COUNTY - CONTINUED

- Continued support of Loudoun's volunteer fire and rescue system backed up by well-trained career personnel, meeting the demands of growth.

Economic Development

- A strong, diverse and resilient economy based on Loudoun's comparative advantages.

- Loudoun's full potential as a global technology center.
- Recognized for our innovative business and entrepreneurial spirit.

- A strong business community with business leaders involved in the economic success of Loudoun and the region, especially on issues of infrastructure, workforce and education.

- The vitality of Loudoun's agricultural, horticulture and equine industries.

- Loudoun positioned as a premier tourist destination because of its historical resources, pictorial settings and approximate location of the new Air and Space museum.

COUNTY OF LOUDOUN, VIRGINIA
BOARD OF SUPERVISORS
FISCAL POLICY

(Originally adopted December 17, 1984. Revised November 12, 1991; May 4, 1994; September 20, 1995; December 4, 1996; April 2, 1997; July 2 and July 30, 1997; November 5, 1997; October 21, 1998, May 19, 1999, January 2, 2001)

STATEMENT OF POLICY PURPOSE

The County of Loudoun (the "County") and its governing body, the Board of Supervisors (the "Board"), is responsible to the County's citizens to carefully account for all public funds, to manage County finances wisely and to plan for the adequate funding of services desired by the public, including the provision and maintenance of facilities. These policies of the Board are designed to establish guidelines for the fiscal stability of the County and to provide guidelines for the County's chief executive officer, the County Administrator.

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

POLICY GOALS

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

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

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

1. **Operating Budget Policies**

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

The budget is a plan for raising and allocating resources. The objective is to enable service delivery with allocated resources. Services must be delivered to the citizens at a level which will meet real needs as efficiently and effectively as possible. The County's goal is to pay for all recurring expenditures with recurring revenues and to use nonrecurring revenues for nonrecurring expenditures.

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

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

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

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

The individual agency budget submissions must be prepared with the basic assumption that the Board will always attempt to not substantially increase the local tax burden.

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

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

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

Staff Economy

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

Capital Construction

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

Program Expansions

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

New Programs

Proposed new programs must also be submitted as budgetary enhancements requiring detailed justification. New programs will be evaluated on the same basis as program expansion to include analysis of long term fiscal impacts.

Existing Service Costs

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

Administrative Costs

In all program areas, administrative overhead costs should be kept to the absolute minimum.

- Functions should be reviewed in an effort toward reducing duplicative activities within the County government and the autonomous and semiautonomous agencies, which receive appropriations from the governmental funds.

- The budget will provide for adequate maintenance of capital plant and equipment and for its orderly replacement.

- The County will maintain budgetary controls at the character level within each organizational unit. Characters are broad classification of expenditures (i.e., personal services, operation and maintenance, capital outlay, etc.).

- The County Administrator will require the preparation of monthly budget status reports, interim financial statements, and annual financial reports.

- The County will remain current in payments to its employee and volunteer retirement systems.

- The County will develop and annually update a long range (3-5 year) financial forecasting system which will include projections of revenues, expenditures and future costs and financing of capital

improvements and other projects that are included in the capital budget and the operating budget.

- The County will develop, and annually update, a financial trend monitoring system which will examine fiscal trends from the preceding 5 years (trends such as revenues and expenditures per capita and adjusted for inflation, liquidity, operating deficits, etc.) Where possible, trend indicators will be developed and tracked for specific elements of the County's fiscal policy.

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

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

2. **Debt Policies**

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

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

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

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

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

The County, to minimize debt issuance costs, may, at its discretion, on a project by project basis, subject to a public hearing of the Board on the proposed financing where applicable, use alternative financing mechanisms for general obligation (GO) bonds requiring a referendum, including the Virginia Public School Authority (VPSA), the Virginia Resources Authority (VRA), revenue bonds (for revenue supported activities), lease revenue bonds, appropriation-based financing or other financing mechanisms that may be created. The policy is to use these financing mechanisms for total project costs as follows:

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

Total Cost of Project	General Government	School System
	Lease-Purchase Financing (lease revenue bonds, certificates of participation, etc.) sold by County to market, subject to a public hearing of the Board on the proposed financing	Lease-Purchase Financing (lease revenue bonds, certificates of participation, etc.) sold by County to market, subject to a public hearing of the Board on the proposed financing

NOTES: (1) In some instances, a referendum for general obligation bond financing may be the only alternative at these levels

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

(3) In these instances a referendum is also required

The County will, when financing capital improvements, or other projects or equipment by issuing bonds or entering into capital leases, repay the debt within a period not to exceed the expected useful life of the project or equipment. Debt related to equipment ancillary to a construction project may be amortized over a period less than that of the primary project.

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

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

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

- Net debt per capita should remain under 2,500.
- Net debt as a percentage of estimated market value of taxable property should not exceed 3.0%.
- Net debt per capita as a percentage of income per capita should not exceed 7.5%.
- Debt service expenditures as a percentage of governmental fund expenditures should not exceed 10%.
- The affordability index, consisting of a weighted average of the first three ratios (20%, 45% and 35%, respectively), shall be updated annually.

The County recognizes the importance of underlying and overlapping debt in analyzing financial condition. The County will regularly analyze total indebtedness including underlying and overlapping debt.

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

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

3. **Revenue Policies**

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

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

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

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

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

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

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

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

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

The County will accrue and designate all land use valuation rollback taxes levied on or after July 1, 1997 resulting from a granted rezoning in the Capital Project Fund. These funds are to be dedicated to be used for projects within the impacted subarea of development unless the Board, after considering current fiscal conditions, approves an alternative designation of the funds.

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

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

4. **Accounts Receivable Policies**

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

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

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

5. **Investment Policies**

The County will maintain an investment policy based on the GFOA Model Investment Policy and the Investment Policy of the Treasurer, adopted by the County's Finance Board on March 6, 1990 and last amended on September 6, 2000, shall become a part of this policy.

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

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

The County will invest County revenue to maximize the rate of return while maintaining a low level of risk.

The County will regularly review contractual consolidated banking services.

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

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

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

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

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

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

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

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

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

7. **Capital Budget Policies**

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

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

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

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

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

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

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

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

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

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

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

The operating budget will provide for minor and preventive maintenance.

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

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

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

The County will capitalize all fixed assets with a value greater than $2,500 and an expected life of 3 years or more.

9. **Risk Management Policies**

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

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

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

10. **Reserve Policies**

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

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

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

- Personnel Contingency ($100,000). These funds are to be used for unanticipated or unplanned staffing needs on a temporary or permanent basis.

- Litigation Contingency ($75,000). These funds are to be used for litigation purposes at the recommendation of the County Attorney.

- General Contingency ($250,000). These funds are to be used for emergency, unexpected or unanticipated situations that may require expenditures by the County or to address unanticipated revenue shortfalls.

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

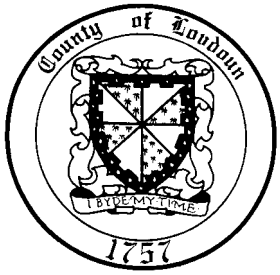
11. **Criteria for Establishment of Special Assessment Districts**

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.

- 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 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., Moody's or Standard and Poor's). If the natural rating is not investment grade, the County will require the district to acquire a credit enhancement (i.e., letter of credit, bond insurance, etc.).

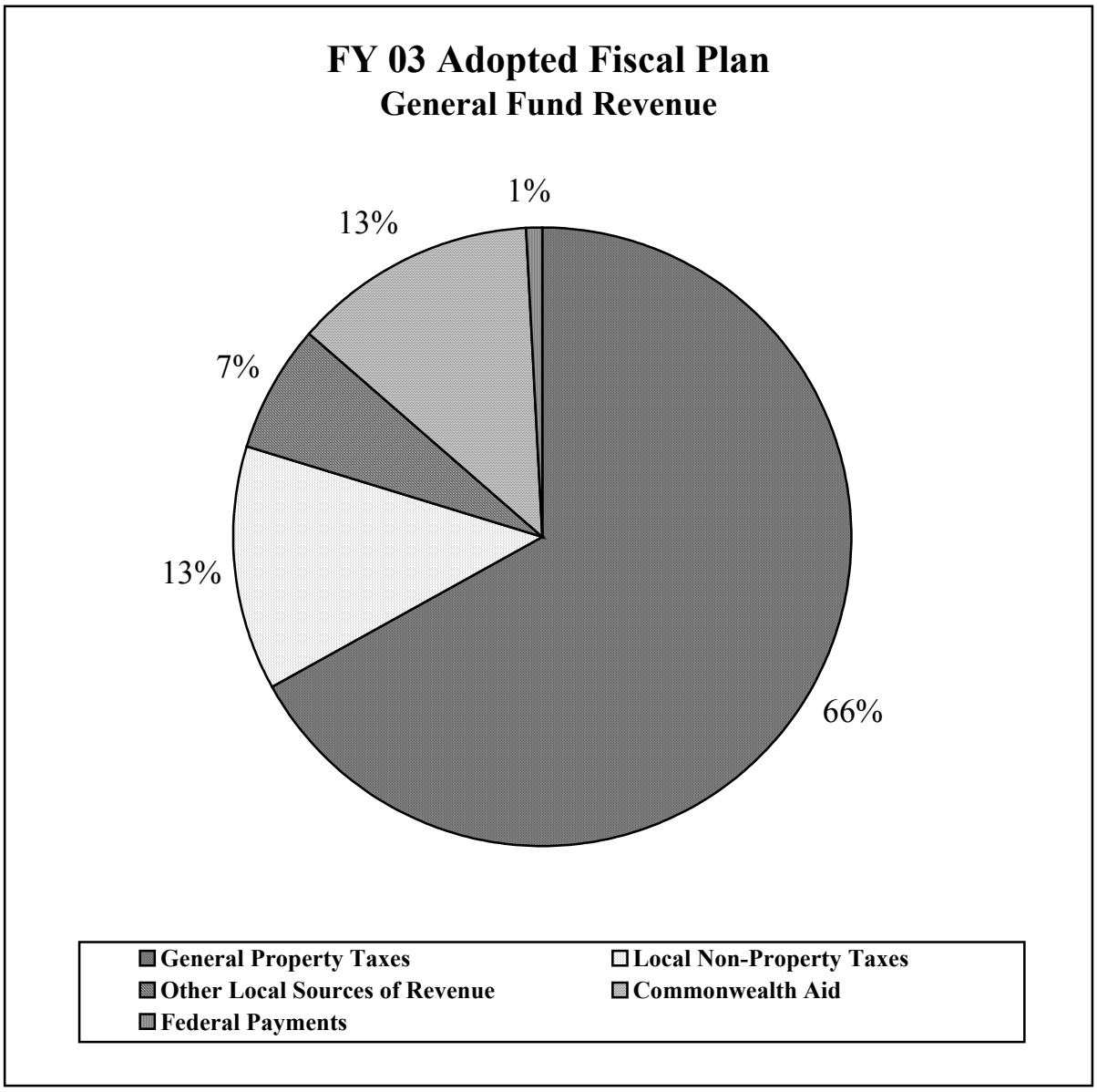


REVENUE

GENERAL FUND REVENUE

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

General property taxes comprise the largest source of General Fund revenue. The County also collects substantial revenue from the local sales tax, Business Professional and Occupational License Taxes (BPOL), land development fees and aid from the State and Federal governments.



General Fund Revenue Profile

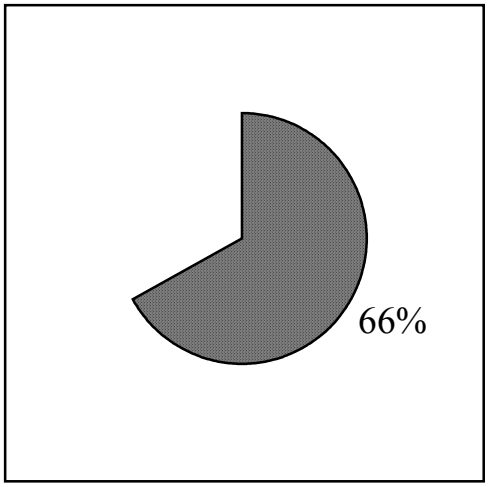
	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Adopted	FY 03 Adopted
Local Revenue					
Local Tax Revenue:					
General Property Taxes	$196,511,943	$215,690,819	$255,233,582	$299,769,669	$347,578,300
Local Non-Property Taxes	39,764,672	49,840,219	60,498,486	67,275,796	65,929,337
Total Local Tax Revenue	**$236,276,615**	**$265,531,038**	**$315,732,068**	**$367,045,465**	**$413,507,637**
Other Local Sources of Revenue					
Permits & Privilege Fees	$12,387,704	$13,408,219	$14,519,686	$15,172,350	$12,158,049
Fines & Forfeitures	1,420,120	1,474,405	1,546,259	1,594,650	1,685,160
Use of Money & Property	4,725,920	6,862,833	9,335,055	6,210,762	3,713,827
Charges for Services	6,272,768	6,927,331	8,421,691	9,007,071	11,621,035
Miscellaneous Revenue	319,839	162,991	321,787	596,940	265,525
Recovered Costs	4,429,465	4,497,927	4,659,998	4,372,135	4,617,714
Other Financing Sources	617,513	1,956,654	2,764,911	869,529	1,016,068
Total Other Local Sources of Revenue	**$30,173,329**	**$35,290,360**	**$41,569,387**	**$37,823,437**	**$35,077,378**
Total Local Revenue	**$266,449,944**	**$300,821,398**	**$357,301,455**	**$404,868,902**	**$448,585,015**
Commonwealth Aid:					
State Non-Categorical Aid	$10,231,968	$21,336,838	$35,741,146	$33,470,000	$48,320,694
State Shared Expenses	6,664,637	7,295,587	7,669,941	8,144,884	7,845,793
State Categorical Aid	7,761,932	9,239,642	9,654,725	11,198,840	9,826,322
Total Commonwealth Aid	**$24,658,537**	**$37,872,067**	**$53,065,812**	**$52,813,724**	**$65,992,809**
Federal Payments:					
Payments in Lieu of Taxes	$895	$926	$1,012	$900	$900
Federal Non-Categorical Aid	9,133	20,976	65,546	0	0
Federal Categorical Aid	5,558,520	5,631,100	5,882,242	4,172,691	4,186,192
Total Federal Payments	**$5,568,548**	**$5,653,002**	**$5,948,800**	**$4,173,591**	**$4,187,092**
Total General Fund Revenue	**$296,677,029**	**$344,346,467**	**$416,316,067**	**$461,856,217**	**$518,764,916**

Real and Personal Property Tax Rates

Rates per $100 Assessed Value

	1999	2000	2001	2002	2003
Real Property	$1.06	$1.11	$1.08	$1.08	$1.05
Personal Tangible Property	$4.20	$4.20	$4.20	$4.20	$4.20
Personal Tangible Property – Volunteer F&R	$0.01	$0.01	$0.01	$0.01	$0.01
Pers. Tangible Property – Elderly & Disabled	$2.10	$2.10	$2.10	$2.10	$2.10
Personal Tangible Property – Public Utilities	$4.20	$4.20	$4.20	$4.20	$4.20
Heavy Equipment	$4.00	$4.00	$4.00	$4.00	$4.00
Mobile Homes	$1.06	$1.11	$1.08	$1.08	$1.05
Machinery & Tools	$2.75	$2.75	$2.75	$2.75	$2.75
Satellite Manufacturing Equipment	$2.75	$2.75	$2.75	$2.75	$2.75
Aircraft	$0.01	$0.01	$0.01	$0.01	$0.01
Route 28 Improvement District	$0.20	$0.20	$0.20	$0.20	$0.20
Broad Run Improvement District	$0.14	$0.14	$0.14	$0.14	$0.14
Hamilton Improvement District	N/A	$0.30	$0.30	$0.30	$0.30
Aldie Improvement District	$0.27	$0.27	$0.27	$0.27	$0.27

General Property Taxes



This category refers to real property taxes and personal property taxes, and is projected to constitute about two-thirds of all General Fund revenue in FY 03. Real property taxes are levied on the assessed value of real estate property owned by businesses, individuals and public service corporations. Personal property taxes are levied on the assessed market value of tangible property such as vehicles, mobile homes, heavy equipment, machinery and tools. Real property tax assessments are conducted by the County Assessor, while personal property assessments are conducted by the Commissioner of the Revenue. Both real and personal property taxes are levied on 100% of assessed market value. Rates are established per $100 of assessed value.

The FY 03 Draft Fiscal Plan proposed the creation of a separate Fire and Emergency Services District, funded with a real property tax rate of $0.06. An additional $1.02 tax was proposed for the General Fund. The Board of Supervisors voted to not create a separate district and to adopt a tax rate of $1.05. Thus, fire and emergency services continue to be funded through the General Fund, as they have been in years past. This chapter now includes real property revenues and other revenues related to these services. These revenues were included in the Fire and Emergency Services Fund section of the FY 03 Draft Fiscal Plan.

The County also levies supplemental real property taxes on properties located within four special improvement districts (Aldie, Broad Run Farms, Hamilton, and Rt. 28). Revenues from these districts are dedicated to specific purposes for which separate funds have been created. Descriptions for each may be found in the Other Funds section, beginning on page 445.

Personal property taxes are levied at rates dependent upon the classification of property. Personal property tax rates remain constant. Implementation of the phased reduction on private vehicles results in a revenue loss. The State has committed to reimbursing localities for the foregone revenue. Anticipated reimbursements may be found in the State Non-Categorical Aid section beginning on page R-14.

In addition to the rates that have been described, the County has established special programs for the elderly and disabled and for volunteer firefighters. In FY 02, the total real estate tax liability on qualifying elderly and disabled residents was reduced from 2% of gross household income to 0%. Tangible personal property belonging to members of volunteer fire and rescue companies and/or auxiliary companies is taxed at $0.01 per $100 assessed value. Such property belonging to elderly and disabled residents is taxed at $2.10 per $100 assessed value. A historical summary of all property tax rates may be found on page R-2.

Both real property and personal property taxes are collected semiannually, with real property taxes due on December 5th and June 5th. Personal property taxes are due on October 5th and May 5th. During FY 02, the Board extended the payment date for business personal property taxes from May 5th to June 5th.

	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Adopted	FY 03 Adopted
General Property Taxes					
Current real property taxes	$137,479,674	$160,035,126	$191,682,533	$224,261,929	$262,221,300
Delinquent real property taxes	3,139,947	2,870,700	3,531,792	3,000,000	3,500,000
Public service real property taxes	4,691,045	4,681,742	5,601,050	5,891,740	8,110,000
Public service personal property taxes	0	39,018	25,746	56,000	40,000
Current personal property taxes	43,267,157	41,918,618	47,451,564	59,500,000	66,847,000
Delinquent personal property taxes	3,615,896	1,566,794	2,010,832	2,250,000	1,980,000
Mobile home taxes	10,610	13,096	12,638	13,000	13,000
Aircraft taxes	39,980	44,134	37,331	47,000	47,000
Heavy equipment taxes	1,024,082	1,230,259	1,455,645	1,450,000	1,450,000
Current machinery & tools taxes	1,043,779	1,113,716	1,116,128	1,290,000	1,120,000
Delinquent machinery & tools taxes	33,639	75,960	75,561	60,000	50,000
Penalties (all property taxes)	1,247,132	1,297,868	1,510,558	1,150,000	1,500,000
Interest (all property taxes)	919,002	803,788	722,204	800,000	700,000
Total General Property Taxes	**$196,511,943**	**$215,690,819**	**$255,233,582**	**$299,769,669**	**$347,578,300**

General Property Taxes - Methodology

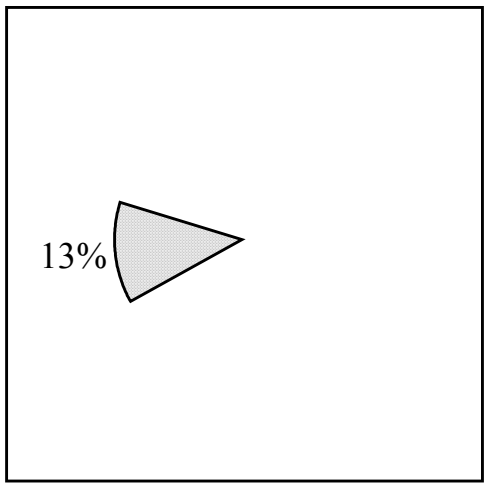
The projection of real property tax revenue for FY 03 is contingent upon obtaining accurate estimates of the real property tax base. In developing these estimates, the County Assessor incorporates a combination of factors, including historical trends, the current year's tax base, the cumulative effect of parcel reassessments, the value of land in the County's land use program, and an estimate of new construction during the upcoming year.

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. This system, in combination with land development data from the Departments of Economic Development and Planning and construction data from the Department of Building and Development, provides the framework for developing multiyear estimates of the real property tax base. All this data is consolidated in the County's automated Land Management Information System.

Real property taxes are paid by owners of residential, commercial/industrial, and agricultural property. County policy continues to emphasize the accelerated development of commercial and industrial property needed to provide the revenue required to maintain service standards for the County's residential communities.

Estimates of the County's personal property tax base are developed by the Commissioner of the Revenue. Personal property projections incorporate historical analysis, estimates of future growth, and information regarding tangible property market values. Personal property assessments are determined following declarations by personal property owners, which are due to the Commissioner's office on February 15th. During FY 02, the Board extended the filing deadline for businesses to April 15th.

Local Non-Property Taxes



Local sales tax revenue includes a variety of local tax revenues independent of general property taxes. The largest single item in this category is the local sales and use tax, which is derived from $0.01 of the $0.045 State sales tax on retail sales in the County. Local sales tax revenue is estimated to total $30,000,000 in FY 03, declining from the FY 02 budget because of the slowing of the economy. The State also distributes sales tax revenue to incorporated municipalities located within the County, based on current school-aged population.

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

User Category	Monthly Tax Rate
Residential	9% of the first $30, $2.70 maximum per month
Commercial	8% of the first $900, $72 maximum per month
Cellular Telephones	9% of the first $30, $2.70 maximum per month

The Board extended the consumer utility tax to include cellular telephones beginning in FY 02. Revenue from this initiative is dedicated toward offsetting expenses associated with operation of the County's E-911 system. Anticipated revenue may be found in the narrative for the Public Safety Communications Fund on page 476.

In addition, the FY 03 Adopted Fiscal Plan includes a flat fee of $2.00 per telephone number to provide revenue necessary for the operation of the County's E-911 emergency dispatch service. This fee was increased beginning in FY 03 from $1.00 per line. Beginning in FY 02, revenues related to public safety communications (including the E-911 fee) have been included in the Public Safety Communications Fund.

	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Adopted	FY 03 Adopted
Local Non-Property Taxes – Sales & Utilities					
Local sales & use taxes	$18,814,491	$23,427,191	$31,046,671	$36,000,000	$30,000,000
Consumer utility taxes	4,638,036	6,099,286	7,416,385	7,100,000	8,100,000
E-911 telephone service taxes	1,228,670	1,330,869	0	0	0
Subtotal – Sales & Utilities	**$24,681,197**	**$30,857,346**	**$38,463,056**	**$43,100,000**	**$38,100,000**

The County levies a Business, Professional and Occupational License (BPOL) tax on businesses located within the County. This revenue category is projected to yield $16,488,670 in FY 03. Revenue is projected to increase as a result of growth in the County's retail and computer services receipts.

BPOL tax rates vary according to the category of business. An individual business's obligations are calculated by applying the applicable rate to its gross receipts from the preceding calendar year. In FY 02, the Board increased the license rate for contractor business, professional and occupational licenses to the regional average of $0.13 per $100 gross receipts. The

Board also approved an assessor and an auditor position in February 2002, leading to an expected increase in revenue of over $96,000 compared to the Draft Fiscal Plan. Beginning in FY 00, those businesses with annual gross receipts less than $200,000 became exempt from the gross receipts component of the BPOL tax. BPOL rates are listed with the categories' budgeted revenues.

	BPOL Tax Rate	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Adopted	FY 03 Adopted
Local Non-Property Taxes – BPOL						
Amusements	$0.21/$100	$31,493	$37,093	$40,601	$50,000	$52,500
Business service occupations	0.17/100	1,414,792	1,633,029	2,181,638	2,150,000	2,250,000
Personal service occupations	0.23/100	248,220	281,592	329,672	310,000	335,000
Contractors & contracting	0.13/100	1,957,406	2,333,427	2,696,808	4,300,000	4,515,000
Hotels & motels	0.23/100	121,472	149,301	135,355	250,000	129,000
Professional & specialized	0.33/100	299,409	531,029	596,208	625,000	650,000
Renting by owner	0.16/100	227,774	317,974	349,074	375,000	400,000
Repair service occupations	0.16/100	130,080	193,701	167,397	210,000	185,000
Retail merchants	0.17/100	1,981,686	2,506,700	2,981,445	3,400,000	3,655,870
Retail & wholesale merchants	0.05/100	(589)	589	0	0	0
Wholesale merchants	0.05/100	214,012	361,145	270,331	425,000	325,000
Money lenders	0.16/100	6,618	6,086	3,827	7,000	5,000
Merchant vending machines	150[1]	(56)	56	0	0	0
Coin operated machines	150[1]	598	797	1,050	1,500	1,500
Itinerant merchants	500/year	4,950	12,050	10,550	5,000	12,000
Professional bondsmen	50/year	200	215	0	100	100
Short-term rentals	0.20/100	136,491	114,265	218,302	180,000	180,000
Retail merchants/s-t rentals	0.20/100	26,599	19,530	81,530	36,000	87,000
Business svcs./aircraft leases	0.05/100	50,994	53,116	55,739	62,500	60,000
Precious metal dealers	0.17/100	200	0	400	200	200
Consumer utility licenses	0.50/100	586,918	692,742	898,373	150,000	175,000
Computer services	0.15/100	87,290	723,126	1,024,677	950,000	3,100,000
Research & development	0.03/100	280	794	361	500	500
Satellite imaging services	0.15/100	27,272	14,662	30,187	50,000	35,000
Application fees	30	179,446	219,942	203,217	300,000	275,000
Penalties, interest & cost	----	46,127	44,124	64,681	55,000	60,000
Subtotal – BPOL	**----**	**$7,779,682**	**$10,247,085**	**$12,341,423**	**$13,892,800**	**$16,488,670**

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

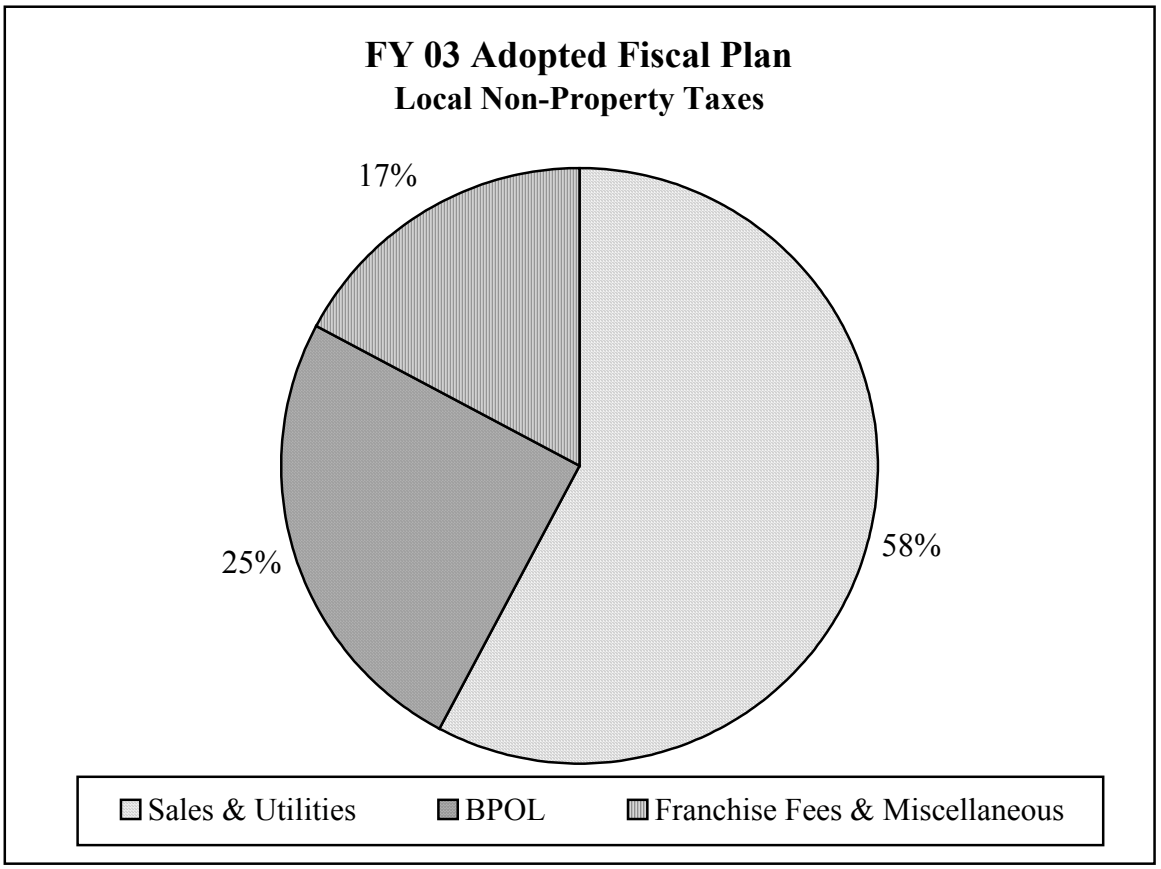
As the exclusive franchiser for the County's cable television system, the County collects cable franchise license fees from the County's cable franchisee. In FY 99, the County began operation under a 7.5 year renewal of the existing cable franchise agreement that expired in late FY 98. Like the expired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

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. Decals are provided for a $24 fee for automobiles and $15 for motorcycles. Bank franchise taxes are collected for the issuance of franchise licenses to banks that desire to operate branch offices in the County.

Recordation taxes are levied on transactions involving the recording of estates, deeds of trusts, mortgages, leases, contracts and agreements that are required to be admitted as matters of record to the Clerk of the Circuit Court. Taxes on wills are levied on matters of probate. Revenue associated with this category is collected by the Clerk of the Circuit Court and remitted to the General Fund.

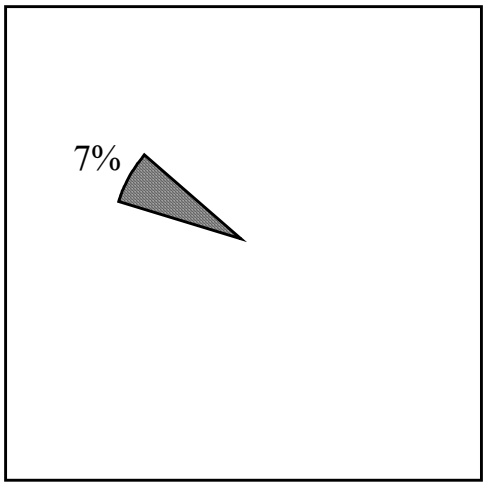
Hotel and motel taxes include a portion of the transient occupancy tax levied on limited-stay facilities. Of the 5% tax, 2% is allocated to the General Fund. The remaining 3% is deposited in the Restricted Use Transient Occupancy Tax Fund. A discussion of this fund may be found in the Other Funds section beginning on page 445.

	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Adopted	FY 03 Adopted
Local Non-Property Taxes – Franchise Fees & Miscellaneous					
Cable TV license tax	$823,478	$1,178,801	$744,409	$1,350,000	$960,000
Motor vehicle licenses	2,618,846	2,912,580	3,211,030	3,090,000	3,700,000
Bank franchise taxes	216,328	171,263	184,229	245,000	215,000
Recordation taxes	2,697,801	3,272,481	3,995,529	3,870,000	5,000,000
Taxes on wills	21,309	20,388	27,465	28,400	32,000
Hotel & motel room taxes	926,031	1,180,275	1,531,345	1,699,596	1,433,667
Subtotal – Franchise Fees & Misc.	**$7,303,793**	**$8,735,788**	**$9,694,007**	**$10,282,996**	**$11,340,667**



	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Adopted	FY 03 Adopted
Local Non-Property Taxes – Total					
Sales & Utilities	$24,681,197	$30,857,346	$38,463,056	$43,100,000	$38,100,000
BPOL	7,779,682	10,247,085	12,341,423	13,892,800	16,488,670
Franchise Fees & Miscellaneous	7,303,793	8,735,788	9,694,007	10,282,996	11,340,667
Total – Local Non-Prop. Taxes	**$39,764,672**	**$49,840,219**	**$60,498,486**	**$67,275,796**	**$65,929,337**

Other Local Sources of Revenue



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

Permits and Privilege Fees

Permit and privilege fees include a variety of revenues associated with the collection of fees, permits and licenses. Land development fees constitute the preponderance of revenue allocated to this group. During the review of the FY 03 Draft Fiscal Plan, the Board directed that County staff take steps to increase building permit revenue by $500,000, such as through increasing fees. Revenues associated with the licensing of various facilities and domestic animals also are posted to this category.

	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Adopted	FY 03 Adopted
Permits & Privilege Fees					
Dog licenses	$38,413	$38,297	$50,547	$42,000	54,000
Kennel application fees	115	100	100	500	500
Vicious and dangerous dog licenses	550	750	1,350	750	1,500
Land use tax application fees	87,903	65,835	60,180	65,000	65,000
Transfer fees	9,562	10,911	11,785	11,000	12,500
Zoning permits	480,984	552,825	532,300	584,600	453,712
Zoning conversions	0	100	10,320	0	3,000
Commission permits	1,540	(770)	27,689	13,700	8,900
Building permits	7,889,957	8,386,675	8,915,314	9,607,300	7,500,000
Electrical permits	142,084	172,064	172,162	177,800	164,000
Plumbing permits	157,120	157,486	195,415	170,700	173,000
Mechanical fees	79,015	74,480	99,380	114,600	116,000
Septic Tank permits	98,674	99,522	80,191	72,830	72,830
Occupancy permits	165,197	196,544	170,127	198,000	101,400
Erosion & sediment control permits	269,469	290,958	335,630	377,300	312,700
Solicitor permits	175	120	60	175	175
Weapons permits	12,611	8,693	6,150	8,700	9,570
Biosolids application permits	0	9,187	6,276	8,000	8,000
Fire permits	97,144	105,440	120,858	118,200	113,945
Refuse vehicle hauling licenses	1,860	4,400	5,250	4,500	5,500
Sanitation & water permits & fees	117,708	209,232	201,146	132,400	132,400
Swimming pool permits	22,738	24,930	28,880	24,931	24,931
Mixed beverage licenses	17,846	17,950	21,100	25,000	25,000
Sanitation licenses	14,640	12,771	11,072	14,853	14,852
Water supply licenses	3,658	5,426	4,877	3,485	3,485

	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Adopted	FY 03 Adopted
Permits & Privilege Fees, continued…					
Bond reduction processing fees	80,669	33,775	56,945	18,700	12,600
Construction plan review fees	328,638	319,362	448,354	501,600	500,000
Healthland sites evaluation	45,817	77,956	73,488	43,840	43,840
Solid waste facility permits	28,890	14,500	23,676	14,500	25,500
Comprehensive plan amendments	1,540	0	21,484	32,600	0
Massage parlor fees	1,730	3,400	3,600	3,000	3,150
Rezonings	262,462	342,425	154,740	106,546	118,146
Rezoning modifications	17,976	23,596	21,065	0	15,600
Zoning concept plan amendments	83,986	46,403	50,729	60,300	51,500
Special exceptions	95,446	98,923	113,669	118,500	115,300
Floodplain alterations	18,865	26,208	46,290	49,500	30,000
Variances	3,150	1,750	2,800	3,700	3,300
Appeals	7,050	4,900	3,825	2,200	6,500
Preliminary subdivisions	277,265	508,940	605,201	637,300	406,800
Preliminary record subdivisions	115,030	94,530	167,066	133,200	120,000
Record subdivisions	403,797	346,909	536,437	475,500	358,900
Family subdivisions	39,031	37,139	83,230	51,900	51,200
Subdivision waivers	91,849	80,660	95,921	104,000	63,100
Subdivision exceptions	9,160	0	0	0	4,000
Boundary line adjustments	42,027	54,031	40,455	41,900	41,600
Preliminary/final site plans	662	0	0	0	0
Final site plans	479,539	503,095	505,423	551,300	405,300
Site plan amendments	39,548	50,400	57,537	63,900	30,000
Certificates of appropriateness	1,082	495	765	500	713
Floodplain study fees	3,321	9,350	5,953	3,100	5,000
Replacement well fees	1,556	0	0	2,167	2,167
Well & septic reinspection fees	925	1,499	1,235	1,008	1,008
BOCA clearance fees	2,525	6,867	10,956	4,244	4,244
Technical sewage plan review fees	3,900	4,865	10,050	2,211	2,211
Percolation test monitoring fees	1,050	1,000	6,650	1,697	1,697
Sewage treatment plant insp. fees	75	25	220	767	767
Sewage treatment plant application fees	0	0	0	46	46
Bond final release fees	85,595	143,739	133,388	155,800	130,000
Bond final release reinspection fees	2,000	4,200	2,100	4,500	2,000
Bond extension fees	93,185	115,851	140,900	201,100	100,000
FMS waiver fees	9,400	7,500	5,100	4,900	4,000
Overlot grading fees	0	0	22,275	0	120,960
Total – Permits & Privilege Fees	**$12,387,704**	**$13,408,219**	**$14,519,686**	**$15,172,350**	**$12,158,049**

Fines and Forfeitures

This category includes revenue received primarily as a result of motor vehicle citations issued by the Office of the Sheriff and fire lane citations issued by the Department of Fire and Rescue Services. 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.

	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Adopted	FY 03 Adopted
Fines & Forfeitures					
Traffic violation fines	$876,585	$915,597	$858,738	$1,021,400	$1,080,250
Fire lane violation fines	59,230	67,827	70,740	65,000	81,910
Dulles airport pkg. & traffic fines	409,873	429,737	536,715	450,000	450,000
Parking fines	73,202	56,806	79,293	50,000	70,000
Animal law violation fines	1,230	4,438	773	8,250	3,000
Total – Fines & Forfeitures	**$1,420,120**	**$1,474,405**	**$1,546,259**	**$1,594,650**	**$1,685,160**

Use of Money and Property

This category includes revenue received from the investment of General Fund balances. In addition, revenue is received from the rental of County facilities for public use and from the sale of concessions at various events. Interest income is expected to decline as a result of low interest rates.

	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Adopted	FY 03 Adopted
Use of Money & Property					
Interest on investments	$4,396,419	$6,588,356	$8,915,850	$5,800,000	$3,200,000
Dividends on investments	71,919	40	71,919	60,000	70,000
Interest on loans	4,032	5,301	4,140	6,000	8,300
Rental of general & school prop.	33,668	36,615	34,893	39,200	41,200
Rental of recreational property	180,127	209,692	276,437	219,312	296,672
Concession rentals/commissions	10,905	1,509	11,088	14,620	13,530
Sales of material and supplies	26,463	21,290	19,789	70,410	83,375
Sale of salvage & surplus	1,723	(350)	272	500	0
Sales of meals to non-prisoners	664	380	667	720	750
Total – Use of Money & Property	**$4,725,920**	**$6,862,833**	**$9,335,055**	**$6,210,762**	**$3,713,827**

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 & recreation programs, sales of County maps, animal control programs, and disposal of waste at the County landfill.

Revenue posted to this category is administered by a cross section of the County government. Fees associated with serving notice of court appearances are posted by the Office of the Sheriff. Health programs are administered by the Departments of Social Services and Mental Health/Mental Retardation & Substance Abuse, while parks, recreation and day care programs are administered by the Department of Parks, Recreation and Community Services. The Department of Animal Care & Control administers the County's animal adoption, neutering and protection programs, while the Office of Mapping and Geographic Information oversees the maintenance and sale of maps from the County's Geographic Information System database. The Office of Solid Waste Management administers fees associated with the disposal of solid waste at the County landfill. In all cases, revenue estimates for this category incorporate a combination of historical trends analysis and projected increases in the agencies' client base. Revenues from the Clerk of the Circuit Court's office, sheriff's office, league sport fees, after school programs, summer camp fees, and commuter bus services are major factors behind anticipated increases from FY 02 to FY 03. Revenues from sheriff's fees are anticipated to be higher than what was shown in the Draft Fiscal Plan because the General Assembly passed a bill during its 2002 session allowing localities to charge convicted defendants up to $5 in criminal and traffic cases, to fund courthouse security personnel. The Board adopted a $5 charge in June 2002. The Board also mandated a $1 increase in the commuter bus fare in FY 03.

	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Adopted	FY 03 Adopted
Charges for Services					
Excess of court officers	$899,507	$938,922	$1,205,381	$1,030,000	$1,900,000
Sheriff's fees	7,161	7,937	7,926	7,937	250,907
Costs collected in court cases	113,817	146,826	165,618	120,000	170,586
Commonwealth's Attorney fees	2,900	3,078	3,187	0	0
Drug testing charges	23	(23)	0	0	0
Street light charges	3,137	1,753	1,435	2,200	2,035
Waste & refuse collection & discharge	3,977	25	0	0	0
Well & septic evaluation charges	20,155	13,520	13,205	15,914	15,914
Residential service fees	126,640	140,082	166,888	142,000	186,150
Outpatient clinic fees	84,186	99,903	107,109	125,000	110,000
Day treatment clinic fees	4,483	6,179	3,947	6,000	4,000
Parent-infant development fees	19,804	27,092	29,332	30,000	30,000
Sales of medication, drugs, etc.	747	1,437	1,763	1,200	1,500
Aftercare services fees	2,511	1,565	3,392	1,500	4,000
Court evaluation charges	24,250	38,236	46,489	36,000	45,000
Substance abuse counselor fees	72,300	88,307	106,921	80,000	100,000
Emergency services fees	7,920	9,042	15,900	9,000	15,000
Veterans services fees	1,207	560	2,450	600	2,000

	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Adopted	FY 03 Adopted
Charges for Services, continued…					
Sales of meals	26,249	28,297	34,200	26,853	27,156
Tuition from private source/adult ed	0	0	(30)	0	0
Cafeteria sales	0	25,931	22,986	25,000	22,544
Tuition – driver ed	0	(35)	0	0	0
Recreation fees	137,625	155,502	106,443	214,425	214,700
Community center fees	218,898	294,216	431,197	352,796	407,691
Swimming pool fees	204,603	200,020	221,096	188,340	236,179
League sports fees	92,146	53,167	168,398	71,000	209,404
Group events fees	77,051	79,434	71,201	84,604	94,551
Transportation fees for group events	63,633	43,541	47,769	44,888	43,543
After school activity fees	1,238,789	1,440,379	1,861,885	2,432,207	2,858,944
Summer camp fees	325,563	345,125	536,579	724,359	821,304
Admission charges	25,265	34,206	55,295	134,619	138,799
Library fees & fines	18,711	17,308	15,731	18,900	18,350
Sales of maps, surveys, plats, etc.	8,697	9,034	6,340	9,100	5,200
Sales of publications	58,281	48,089	65,775	41,100	55,600
Sales of cartographic maps	9,412	9,967	8,936	10,000	7,500
Sales of digital data	14,099	28,846	22,218	40,000	18,000
Sales of special cartographic maps	21,817	21,830	18,427	20,000	20,000
Animal protection charges	10,643	7,828	10,080	13,000	13,000
Board of Animals	5,669	3,028	4,816	5,000	5,500
Animal adoption fees	6,345	7,420	8,832	8,000	9,000
Animal neuter & spaying fees	21,412	25,000	27,212	26,000	27,000
Record check charges	29	(28)	0	4,730	0
Accident report charges	9,220	10,130	11,061	10,000	11,000
Fingerprinting charges	7,250	8,640	3,904	10,700	12,000
Medicaid waive copay	0	0	130	130	0
Assign new names	0	0	50	0	0
Respite care fees	83,544	83,073	87,416	80,000	80,000
Hydrogeologic fees	4,355	11,323	27,826	7,574	7,574
House arrest fees	0	2,385	5,370	2,965	3,800
Daycare fees	373,762	347,066	472,478	629,677	686,728
Information services fees	47,281	51,680	29,362	16,000	0
HPB, FI & N water sample fees	60	30	15	176	176
Preschool fees	429,545	517,412	633,466	575,175	616,975
Sale of medication	438	892	608	0	500
Commuter bus	553,758	695,297	759,640	773,141	1,338,125
Sales of recyclable waste	13,015	14,452	14,732	0	0
Landfill fees – construction waste	31,990	88,390	100,529	62,500	104,000
Landfill fees – const. waste type 2	13,851	19,737	41,980	19,000	45,500
Landfill fees – municipal waste	366,581	301,863	370,772	337,000	390,000
Landfill fees – mixed waste	13,021	38,996	62,778	31,340	65,000
Landfill fees – wood	15,471	24	0	12,110	0
Landfill fees – yard waste	18,986	25,408	32,512	22,450	32,500
Landfill fees – tires	6,509	8,114	10,016	7,600	13,000
Landfill fees – appliances	2,818	3,122	4,046	3,000	6,500
Rebate – recycled paper	0	11,266	13,296	0	0
DAD fees	286,178	283,261	112,806	283,761	115,500
Joblink fees	2,056	242	44	3,000	100
Case management fees	12,529	246	281	16,000	1,000
Day support fees	888	1,736	244	1,500	0
Total – Charges for Services	**$6,272,768**	**$6,927,331**	**$8,421,691**	**$9,007,071**	**$11,621,035**

Miscellaneous Revenue

Revenues allocated to this category do not directly conform to the functional parameters associated with the other ten revenue categories. 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 reimbursements

by individual users for damage to County library material. Anticipated FY 02 revenue was unusually high because of an anticipated reimbursement from the State for automation equipment to be purchased by the Clerk of the Circuit Court.

	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Adopted	FY 03 Adopted
Miscellaneous Revenue					
Miscellaneous revenues	$59,318	$43,392	$66,299	$548,300	$125,274
Gifts/donations – private sources	239,727	83,768	184,313	25,375	74,436
Sale of property & nonfixed assets	0	11,105	24,354	0	25,000
Returned check fees	6,679	10,321	10,029	8,000	10,300
Payments for damage to books	14,065	14,241	15,082	15,265	15,515
Payments for damage to property	50	64	0	0	0
Court collection of taxes	0	100	0	0	0
DMV collection fees	0	0	0	0	15,000
Contributions – ADU units	0	0	21,710	0	0
Total – Miscellaneous Revenue	**$319,839**	**$162,991**	**$321,787**	**$596,940**	**$265,525**

Recovered Costs

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

	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Adopted	FY 03 Adopted
Recovered Costs					
Housing prisoners – State	$513,188	$429,673	$476,355	$510,000	$500,000
Housing prisoners – other	227,476	315,745	303,303	330,000	400,000
Costs for town elections	0	24,448	0	9,000	0
Sanitation Authority collections	55,915	37,131	0	0	0
Extraditions	44,522	65,137	46,438	60,000	65,700
Charges by insurance	89,823	132,458	148,977	125,800	148,500
Allowance for trial jurors	2,430	330	0	0	0
Workmen compensation claims	0	73,908	0	0	0
SWDCB personnel	268,217	256,003	267,362	0	0
Juvenile detention contracts	142,296	82,125	86,421	31,000	34,000
Juvenile detention per diem payments	248,845	143,987	159,570	72,000	40,000
Youth shelter per diem	(225)	0	0	0	0
Central telephone services	128	0	0	0	0
Central mailing services	78	0	0	0	0
Central MH/MR services	66,504	39,521	43,234	40,000	29,000
Costs for protective services	98,439	132,662	158,290	120,000	150,000
Rents for Virginia agencies	40,186	42,841	45,010	42,800	45,414
Comprehensive Services Act	231,977	117,668	105,241	171,833	180,543
Medicaid cost recoveries	1,570,254	1,821,435	1,983,706	1,969,000	1,901,000
U.S. Tennis Association	1,368	0	1,138	0	0
Loudoun Hospital	2,388	16,662	25,669	15,000	20,700
Risk & insurance	10,937	(4,800)	0	0	0
HIDTA	246,992	44,339	94,118	81,372	81,372
Miscellaneous recoveries	567,727	726,654	715,166	794,330	1,021,485
Total Recovered Costs	**$4,429,465**	**$4,497,927**	**$4,659,998**	**$4,372,135**	**$4,617,714**

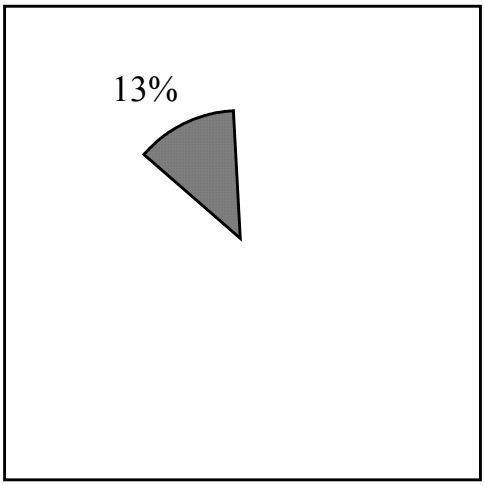
Other Financing Sources

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 the Restricted Use Transient Occupancy Tax (TOT) Fund to support tourism projects and the Local Transportation Fund (gas tax) to support County transportation and transit-related services. Beginning in FY 00, County projects funded by the Restricted Use Transient Occupancy Tax were shown as General Fund projects funded by a TOT transfer.

	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Adopted	FY 03 Adopted
Other Financing Sources/Non-Revenue Receipts					
Insurance recoveries	$0	$10,825	$1,525	$0	$0
Sale of machinery & equipment	1,100	(1,475)	4,000	0	0
Sale of other fixed assets	0	1,237	1,166	0	1,200
Repayment of loans/principal	75,000	9,634	380,598	0	179,371
Capital lease proceeds	0	949,157	0	0	0
Transfer fr. 1998A G.O. Bond proceeds	139,714	0	0	0	0
Transfers from School Fund	0	0	629,165	0	0
Transfers from TOT Fund	0	217,741	375,669	224,464	175,801
Transfers from Federal Revenue Sharing Fund	0	0	0	0	22,475
Transfers from Proffer Fund	31,053	234,219	534,350	0	0
Transfers from Affordable Housing Fund	0	0	373,567	0	0
Transfers fr. Local Trans. Fund (Gas Tax)	370,646	535,316	464,871	645,065	637,221
Total – Other Financing Sources	**$617,513**	**$1,956,654**	**$2,764,911**	**$869,529**	**$1,016,068**

	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Adopted	FY 03 Adopted
Other Local Sources of Revenue – Total					
Permits & Privilege Fees	$12,387,704	$13,408,219	$14,519,686	$15,172,350	$12,158,049
Fines & Forfeitures	1,420,120	1,474,405	1,546,259	1,594,650	1,685,160
Use of Money & Property	4,725,920	6,862,833	9,335,055	6,210,762	3,713,827
Charges for Services	6,272,768	6,927,331	8,421,691	9,007,071	11,621,035
Miscellaneous Revenue	319,839	162,991	321,787	596,940	265,525
Recovered Costs	4,429,465	4,497,927	4,659,998	4,372,135	4,617,714
Other Financing Sources	617,513	1,956,654	2,764,911	869,529	1,016,068
Total – Other Local Revenue	**$30,173,329**	**$35,290,360**	**$41,569,387**	**$37,823,437**	**$35,077,378**

Aid from the Commonwealth



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

State Non-Categorical Aid

The State provides general support to municipalities through a variety of revenue generating mechanisms. 67% of profits realized from the sale of wine and liquor at the State's Alcohol Beverage Control (ABC) Commission stores are distributed to municipalities on a quarterly basis, using U.S. Census data. In lieu of personal property tax revenue, the County receives a 4% sales and use tax on vehicles rented within the County. The County also 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. State non-categorical aid is also anticipated to increase substantially as a result of development and demographically-driven activity affecting motor vehicle sales and use and deed taxes. This category also includes reimbursements from the State for implementation of the phased personal property tax reduction on private vehicles.

	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Adopted	FY 03 Adopted
State Non-Categorical Aid					
ABC profits	$189,294	$202,039	$191,814	$230,000	$163,614
Wine taxes	92,658	99,244	123,185	150,000	185,080
Motor vehicle carriers taxes	1,962	5,887	3,067	5,000	5,000
Mobile home titling taxes	7,896	8,810	11,917	10,000	10,000
Taxes on deeds	1,127,514	1,428,650	1,714,853	2,465,000	3,100,000
Indirect costs	0	0	0	210,000	0
Motor vehicle sales & use taxes	4,511,564	5,262,010	6,691,741	6,500,000	5,400,000
State property tax reimbursement	4,301,080	14,330,198	27,004,569	23,900,000	39,457,000
Total – State Non-Categorical	**$10,231,968**	**$21,336,838**	**$35,741,146**	**$33,470,000**	**$48,320,694**

State Shared Expenses

The Commonwealth provides partial operating support for offices established in the State Constitution by means of the State Compensation Board. This category includes anticipated receipts from the State to assist in the defraying of 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. For example, support for the Office of the Sheriff increased substantially from FY 99 to FY 01 as a result of legislative action regarding aid for public safety. For FY 03, the Juvenile Court Services Unit is applying for a grant for $70,000 for a sex offender program. The Compensation Board generally adopts its official allocation budget following the adoption of the County budget.

	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Adopted	FY 03 Adopted
State Shared Expenses					
Commonwealth's Attorney	$513,962	$542,859	$566,647	$557,405	$566,647
Sheriff	4,945,168	5,520,712	5,872,101	6,280,530	5,872,165
Commissioner of Revenue	298,613	260,960	253,984	271,975	271,212
Treasurer	293,183	318,973	348,556	331,720	366,720
Medical Examiner	1,380	1,530	480	1,500	0
Registrar	47,436	49,498	0	53,000	54,143
Electoral Board	10,929	11,490	0	11,450	11,976
Clerk of Circuit Court	553,966	589,565	628,173	637,304	632,930
Family Court Services	0	0	0	0	70,000
Total – State Shared Expenses	**$6,664,637**	**$7,295,587**	**$7,669,941**	**$8,144,884**	**$7,845,793**

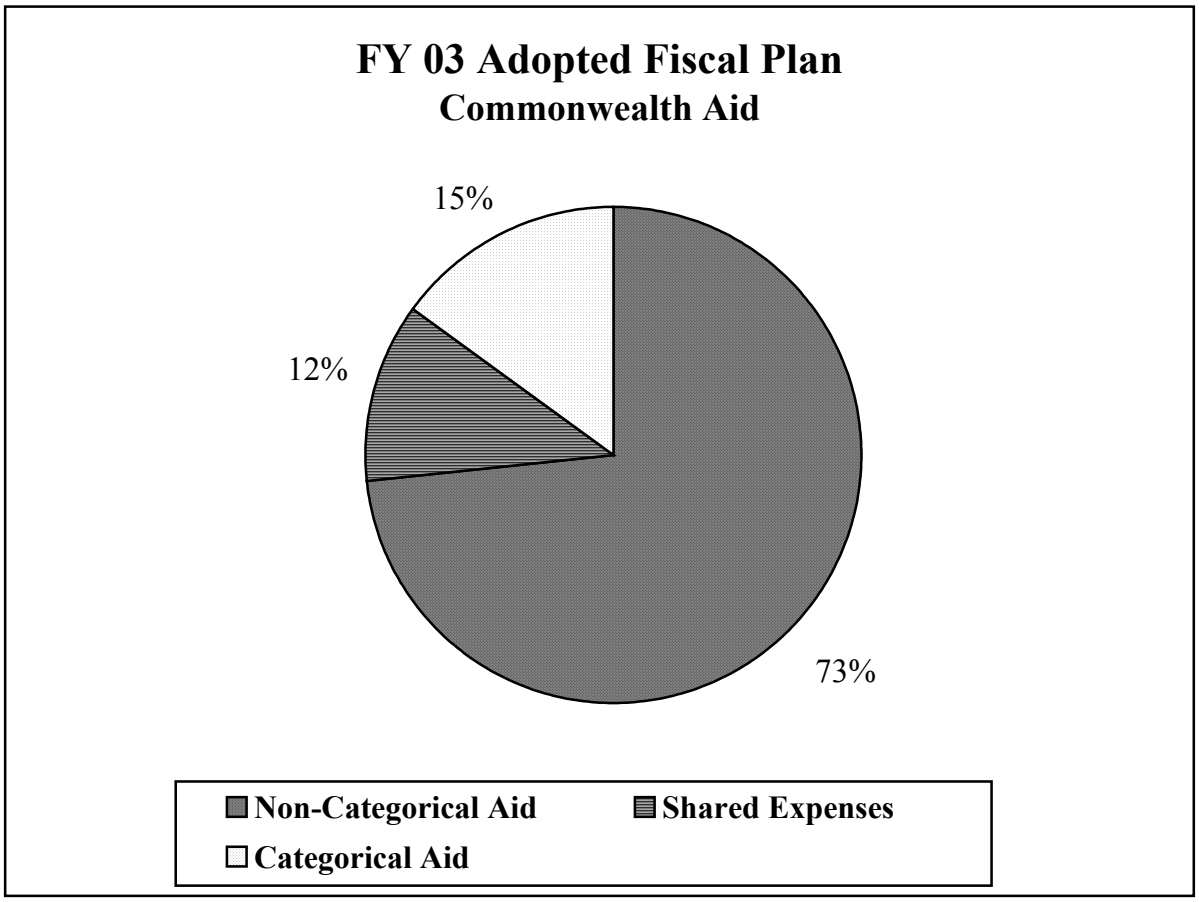
State Categorical Aid

The County receives a variety of grants and other revenues that have been designated for specific purposes. The majority of revenue associated with this category includes funding for services provided through the Departments of Social Services; Mental Health, Mental Retardation and Substance Abuse Services; Parks, Recreation and Community Services; and Fire and Rescue Services. Annual revenue estimates are developed by the administering departments based on the latest information available.

Beginning in FY 00, the Virginia General Assembly transferred State lottery proceeds to localities for school operations and construction. An amendment to the State Constitution in November 2000 requires a continuation of this practice. Anticipated revenue from lottery proceeds for schools is higher than in the Draft Fiscal Plan because of an increase in this line of the state budget. This revenue is still less than in previous years because of statewide reductions in the distribution of lottery proceeds to localities in FY 03.

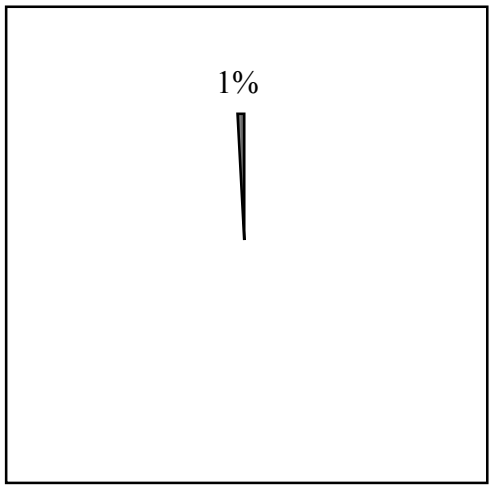
	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Adopted	FY 03 Adopted
State Categorical Aid					
Social services general relief	$80,747	$81,417	$82,131	$75,000	$85,510
Social services ADC foster care	67,329	62,649	106,538	73,747	116,686
Soc. svcs. aged/blind/disabled	135,123	158,065	147,708	180,989	183,014
Social services day care	0	0	0	333,215	0
Social services Title XX	12,935	0	0	81,725	291,725
Soc. svcs. VA client inf. Training	1,411	0	0	332,062	294,562
Soc. svcs. empl. service admin.	0	0	0	267,891	294,681
AAA special transportation	3,428	3,428	3,428	4,553	5,114
AAA community based service	11,669	0	0	11,669	11,669
AAA home delivered meals	15,771	17,176	19,002	19,002	19,143
AAA support services	5,689	0	0	5,689	5,689
AAA software	0	5,000	0	0	0
AAA Title III match	4,331	4,331	4,331	4,331	4,331
FAN care	0	440	154	220	220
VICAP/aging services	0	3,000	3,000	3,000	3,000
Fees for services	9,764	30,493	33,164	14,681	14,702
CPS multi-track response system	9,293	10,000	0	0	0
Child health insurance program	5,610	5,392	6,534	9,609	2,403
Juvenile accountability	0	989	0	1,800	0
Coordinated transportation	0	0	10,000	0	0
Food stamp program	134,246	152,816	149,413	0	0
Family support payments	54,384	41,225	33,277	13,614	47,018
Job opportunities & basic skills	79,831	93,559	0	0	0
Low-income energy assistance	46,940	52,224	48,628	52,127	58,236
Discretionary grants	26,281	32,500	11,043	10,914	10,914
Child care & development	272,378	208,712	344,015	0	347,519
Family preservation support	7,023	6,837	5,619	0	0
Title IVE foster care	9,645	10,102	3,530	0	0
Adoption assistance	26,709	55,174	54,906	63,426	57,139
Child care & development	211,791	350,566	133,402	119,221	89,416
Medicaid assistance	74,906	85,383	91,525	1,500	1,500
View transitional	22,445	18,581	131,203	0	0

	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Adopted	FY 03 Adopted
State Categorical Aid, continued…					
Food stamp program	4,388	4,742	5,675	0	0
Detention study	0	0	15,000	0	0
Outdoor recreation	4,750	5,000	5,813	0	0
Lottery proceeds for schools	2,864,048	3,083,661	3,374,504	4,234,985	2,610,000
Department of corrections	0	0	0	181,623	125,000
Rehabilitative service	178,827	26,379	31,511	26,000	31,000
Youth delinquency prevention	54,841	55,775	58,418	57,296	59,219
Gypsy moth control	0	0	0	0	2,000
Emer. svcs. motor vehicle regis.	60,131	62,037	0	63,793	65,707
JDC block grant	652,068	703,754	762,418	680,738	700,000
VJCCCA juvenile detention reimbursement	122,035	706,335	414,185	371,185	412,385
Fire service insurance fee	75,849	88,377	11,537	96,960	99,872
Litter control	7,665	29,994	39,366	23,000	30,000
Libraries	236,272	252,739	298,645	298,370	291,799
Pre-trial program	118,635	350,606	374,890	457,438	418,510
Mini Grants	0	0	5,762	0	0
FEMA sponsored emergency management	0	0	2,126	0	0
Rideshare grant	191,083	178,772	128,201	0	0
DCJS crime victim assistance	6,665	594	0	0	0
Care coordination program	0	50,000	50,000	50,000	50,000
DCJS one-time special grant	0	1,395	0	0	0
School resource officer	18,284	34,528	13,444	0	0
Community crime prevention services	0	2,625	0	0	0
Homeless intervention program	145,000	145,453	120,656	136,642	150,087
State transit formula assistance	0	169,680	223,505	270,000	270,000
MH/MR alcohol abuse services	369,936	373,679	377,966	384,515	399,071
MH/MR local admin. services	148,690	154,659	160,362	160,098	160,098
Mental health services	544,428	589,775	594,147	695,108	690,645
MH/MR mental retardation services	250,131	221,153	214,222	702,458	346,866
Virginia youth violence project	3,500	0	0	0	0
MH/MR mental retardation services	12,301	0	0	0	0
Residential/SMI	58,439	58,439	58,439	58,439	58,439
MR residential services	5,400	4,950	5,400	5,400	0
MR family support	4,074	18,856	80,074	80,074	80,074
SA residential services	10,822	10,822	10,822	10,822	0
NGRI	7,000	5,000	2,000	0	0
Governor's opportunity fund	175,000	0	0	0	0
MH/MR residential services	12,763	12,763	12,763	12,763	0
MR waiting list	70,008	64,174	70,009	70,008	0
Community based services	0	10,548	28,882	0	128,304
Residential & support services	0	126,398	151,036	126,398	209,475
Children's' mental health	0	25,000	17,714	25,000	25,000
SA residential	0	0	0	128,304	0
Performance outcome measurement	0	40,000	48,125	40,000	40,000
Mt. Zion church	0	0	21,567	0	0
Operation match	0	0	50,950	0	25,000
Discharge assistance	0	51,827	273,850	51,827	253,039
Emergency shelter grant	19,220	22,084	23,316	19,611	44,560
Early intervention	0	3,125	3,125	0	0
MH/MR consumer support	0	0	1,200	0	0
Forest land management	0	3,885	0	0	0
MH psychiatric staff	0	0	6,474	0	17,480
Children and adolescents w/sed	0	0	65,332	0	0
MR non-waiver	0	0	18,743	0	39,000
Virginia tobacco settlement foundation	0	0	0	0	49,501
Total – State Categorical Aid	**$7,761,932**	**$9,239,642**	**$9,654,725**	**$11,198,840**	**$9,826,322**



	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Adopted	FY 03 Adopted
Commonwealth Aid - Total					
State Non-Categorical Aid	$10,231,968	$21,336,838	$35,741,146	$33,470,000	$48,320,694
State Shared Expenses	6,664,637	7,295,587	7,669,941	8,144,884	7,845,793
State Categorical Aid	7,761,932	9,239,642	9,654,725	11,198,840	9,826,322
Total – Commonwealth Aid	**$24,658,537**	**$37,872,067**	**$53,065,812**	**$52,813,724**	**$65,992,809**

Federal Payments



Payments by the Federal government to the County are divided into three categories: (1) Payments in Lieu of Taxes, (2) Federal Non-Categorical Aid and (3) Federal Categorical Aid. These types of revenue are described below.

Payments in Lieu of Taxes

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

	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Adopted	FY 03 Adopted
Payments in Lieu of Taxes					
Federal Entitlement Land	$895	$926	$1,012	$900	$900
Total – In Lieu of Taxes	**$895**	**$926**	**$1,012**	**$900**	**$900**

Federal Non-Categorical Aid

Prior to FY 00, the County received revenue from the Federal government to support services provided under the auspices of the Federal Job Training Partnership Act. Until FY 99, job training and placement services associated with this program were administered by the Department of Social Services. Beginning in FY 00, all such services were managed by a private consortium based in Fairfax County and the grant was anticipated to expire prior to FY 02.

	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Adopted	FY 03 Adopted
Federal Non-Categorical Aid					
Job Training Partnership Act	$9,133	$20,976	$65,546	$0	$0
Total – Federal Non-Categorical Aid	**$9,133**	**$20,976**	**$65,546**	**$0**	**$0**

Federal Categorical Aid

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

	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Adopted	FY 03 Adopted
Federal Categorical Aid					
HHS foster care	$800	$1,558	$0	$0	$0
Title IIIF	4,533	4,436	5,327	4,436	4,428
Day care assistance	0	0	2,107	416,519	0
Family preservation/adult services	0	0	0	43,764	0
Title XX staff development	6,370	625	164	477,473	469,224
AFDC administration	1,411	0	0	418,600	418,600
Title IIIC	25,149	24,469	23,466	23,466	23,526
Title IIIB	43,561	42,328	44,165	44,165	44,111
HHS VICAP grant	6,526	6,912	4,606	6,846	6,491
Title IIIC (home delivery)	19,124	22,429	24,536	24,536	24,074
Title IIID	2,525	16	0	0	0
DOL senior employment	12,730	9,577	8,438	12,268	12,462
JTPA	0	8,551	0	0	0
Action	24,286	26,115	26,016	27,187	27,187
Title IIIG/outreach	473	632	578	578	578
USDA commodities	1,576	1,198	0	1,500	0
Title IV (passengers)	182,965	217,738	251,355	0	0
Child health insurance program	10,890	10,467	12,684	9,609	2,403
Juvenile accountability incentive	0	10,850	15,368	16,200	0
Child care for homeless children	1,082	2,923	(1)	0	0
Coordinated transportation	36,299	0	0	0	0
Food stamp program	521,973	493,390	423,636	0	37,500
Temp. assistance to needy families	207,939	167,666	179,191	19,380	0
Job opportunities & basic skills	121,321	126,323	0	0	0
Refugee & entrant assistance	1,309	4,248	5,865	5,000	8,000
Low-income home energy assist.	53,523	55,800	52,314	52,127	58,236
Child care assistance	730,275	565,812	649,781	593,313	662,457
Discretionary grants	37,875	55,004	45,279	41,718	41,762
Child care & development	345,663	330,294	504,264	0	442,296
Child welfare services	35,114	34,184	28,095	0	43,764
Title IVE foster care	219,956	459,741	382,502	0	0
Adoption assistance	50,227	87,107	90,481	116,430	110,143
Child care block grants	1,046,189	404,950	155,374	634,104	596,847
Independent living	3,799	5,669	3,170	3,600	3,496
Medical assistance	273,816	234,898	264,432	3,000	0
Consumer family involvement	8,954	0	0	0	0
View transitional	22,445	18,581	141,803	0	0
Title II/JJDP	33,953	34,563	0	0	0
Food stamp program	7,524	7,903	9,459	0	0
Block grant	0	451,594	362,263	88,178	88,178
Emergency assistance	0	3,351	4,092	0	0
Romania – US against child abuse	0	0	28,179	0	0
USDA meal reimbursements	44,143	40,919	63,182	46,692	50,083
VHDA housing assistance	189,502	274,626	313,951	0	0
Housing-14.235/supportive housing	0	104,400	104,400	104,400	110,250
HOPWA	21,688	44,260	43,088	86,400	57,634
COPS-more grant	197,077	747	45,415	0	0
Drug control & sys. Improvement	230,413	253,433	68,128	0	0
LLE block grant	7,540	41,815	22,870	0	0
HUD Section 8 assistance	58,255	29,555	10,862	13,330	9,455
Violence Against Women Act	30,835	23,276	33,697	0	0
Basic center rhy program	15,740	8,322	2,400	0	0
DOT highway safety	62,104	92,274	102,705	122,960	129,310
Emergency operations assistance	10,034	18,582	12,841	20,000	20,000
Highway safety	0	42,525	15,051	0	0
Drive to stay alive	10,000	0	0	0	0
Title IIIE – AAA caregivers	0	0	0	0	12,569
DCJS crime victim assistance	0	7,830	0	0	0
Disaster assistance	0	12,753	0	0	0

	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Adopted	FY 03 Adopted
Federal Categorical Aid, continued…					
ISTEA grant	64,372	89,816	427,129	0	0
Single family loan – admin.	2,863	375	0	2,500	2,500
Title II – weekenders grant	0	6,352	55,565	66,531	49,898
Title V – middle school	0	51,404	65,000	65,000	0
Electronic offender monitoring	21,275	0	0	0	0
YS – OJJDP	32,343	21,562	10,781	0	0
Alcohol abuse	88,362	114,425	87,590	88,362	88,362
Drug abuse	92,178	84,704	51,970	66,706	66,706
Early intervention	89,322	76,047	105,139	106,701	213,401
Alcohol and drug prevention	61,700	86,700	86,700	86,700	86,700
Child care block grant	716	0	0	1,500	0
Cons. Product Safety Commission	5,545	6,435	14,989	12,529	14,741
SSI treatment – alcohol	3,904	0	0	3,904	0
SSI treatment – drug	3,905	0	0	3,905	0
PATH	0	12,328	28,122	12,328	3,008
Indoor plumbing/rehabilitation	0	0	54,467	0	48,501
SARPOS	19,709	19,709	19,709	19,709	19,709
Title V JJDP	5,000	0	0	0	0
Bulletproof vests	0	6,000	0	0	0
Highway planning and construction	0	0	2,400	0	0
HUD supportive housing	73,713	104,186	77,748	145,397	61,909
Emergency shelter grant	14,127	13,140	15,693	13,140	15,693
Alcohol – women's set aside	0	0	67,374	0	0
Drug – women's set aside	0	0	66,706	0	0
HUD- voucher conversion	0	10,698	29,574	0	0
Public library construction	0	0	2,500	0	0
Shared warmth read aloud	0	0	1,600	0	0
Psychiatric staff	0	0	4,532	0	0
SAPT tobacco prevention	0	0	10,000	0	0
FBG/POMS	0	0	9,375	0	0
Total – Federal Categorical Aid	**$5,558,520**	**$5,631,100**	**$5,882,242**	**$4,172,691**	**$4,186,192**

	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Adopted	FY 03 Adopted
Federal Payments – Total					
Payments in lieu of taxes	$895	$926	$1,012	$900	$900
Federal non-categorical aid	9,133	20,976	65,546	0	0
Federal categorical aid	5,558,520	5,631,100	5,882,242	4,172,691	4,186,192
Total – Federal Payments	**$5,568,548**	**$5,653,002**	**$5,948,800**	**$4,173,591**	**$4,187,092**

SCHOOL FUND REVENUE

The rapid pace of residential development in the County has placed significant pressures on the County General Fund in order to maintain the current level of services. This is particularly evident in the pattern of growth in General Fund support of the County school system. In FY 03, 76% of public education funding in Loudoun County is comes from a transfer from the General Fund, an increase of three and a half percentage points over FY 02.

	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Adopted	FY 03 Adopted
Local Funding					
General fund transfer	$120,988,960	$139,624,551	$169,611,502	$211,451,391	$264,521,268
Rebates & refunds	39,071	111,471	316,453	60,000	150,000
Rents	2,700	2,700	2,700	2,700	2,700
Sales of textbooks	8,265	2,067	57,446	3,000	15,000
SAT course fees	9,500	3,200	3,550	4,000	5,000
Tuition	443,534	377,904	456,755	356,900	595,650
Use of buildings	110,731	121,547	172,972	110,000	240,000
PAVAN	87,013	156,476	110,193	136,539	131,650
Sales of equipment & supplies	34,158	61,554	59,478	30,000	60,000
Total – Local Funding	**$121,723,932**	**$140,461,470**	**$170,791,049**	**$212,154,530**	**$265,721,268**
Commonwealth Funding					
Sales tax	$13,081,475	$16,387,899	$18,767,966	$20,110,148	19,545,627
Basic aid	25,548,106	27,419,756	35,270,638	39,372,654	41,845,938
Fringe benefits	3,161,370	3,441,645	4,059,228	3,963,333	3,618,359
Textbooks	311,748	341,756	650,905	724,423	865,393
Special education	1,955,482	2,139,238	3,147,084	3,448,596	4,903,437
Vocational education	591,555	705,031	643,110	678,788	781,544
Salary supplement	322,413	1,667,547	563,250	1,052,630	0
Additional teachers	118,555	403,510	517,807	565,285	0
SOL materials/training	18,013	845,586	580,171	707,787	173,961
Technology plan	0	1,507,300	262,691	1,194,000	1,376,000
Other	1,336,342	1,345,936	1,924,587	2,217,172	1,858,624
Total – Commonwealth Funding	**$46,445,059**	**$56,205,204**	**$66,387,457**	**$74,034,816**	**$74,968,883**
Federal Funding					
Title I	$508,137	$551,274	$571,877	$695,742	712,395
Head Start	353,927	390,882	553,400	529,778	765,633
Handicapped education	1,502,388	1,931,281	2,273,913	2,563,830	3,033,745
Alternative education plan	0	0	0	307,622	219,753
Other	775,919	673,656	1,372,299	757,328	1,043,216
Total – Federal Funding	**$3,140,371**	**$3,547,093**	**$4,771,489**	**$4,854,300**	**$5,774,742**
Other Financing Sources	**$750,000**	**$5,050,000**	**$8,116,053**	**$6,050,000**	**$9,300,000**
Total School Fund	**$172,059,362**	**$205,263,767**	**$250,066,048**	**$297,093,646**	**$355,764,893**
General Fund Transfer - % of School Fund Revenue	**70.3%**	**68.0%**	**67.8%**	**71.2%**	**74.4%**

GENERAL GOVERNMENT ADMINISTRATION

Boards, Commissions and Committees Page 3

Commissioner of the Revenue Page 10

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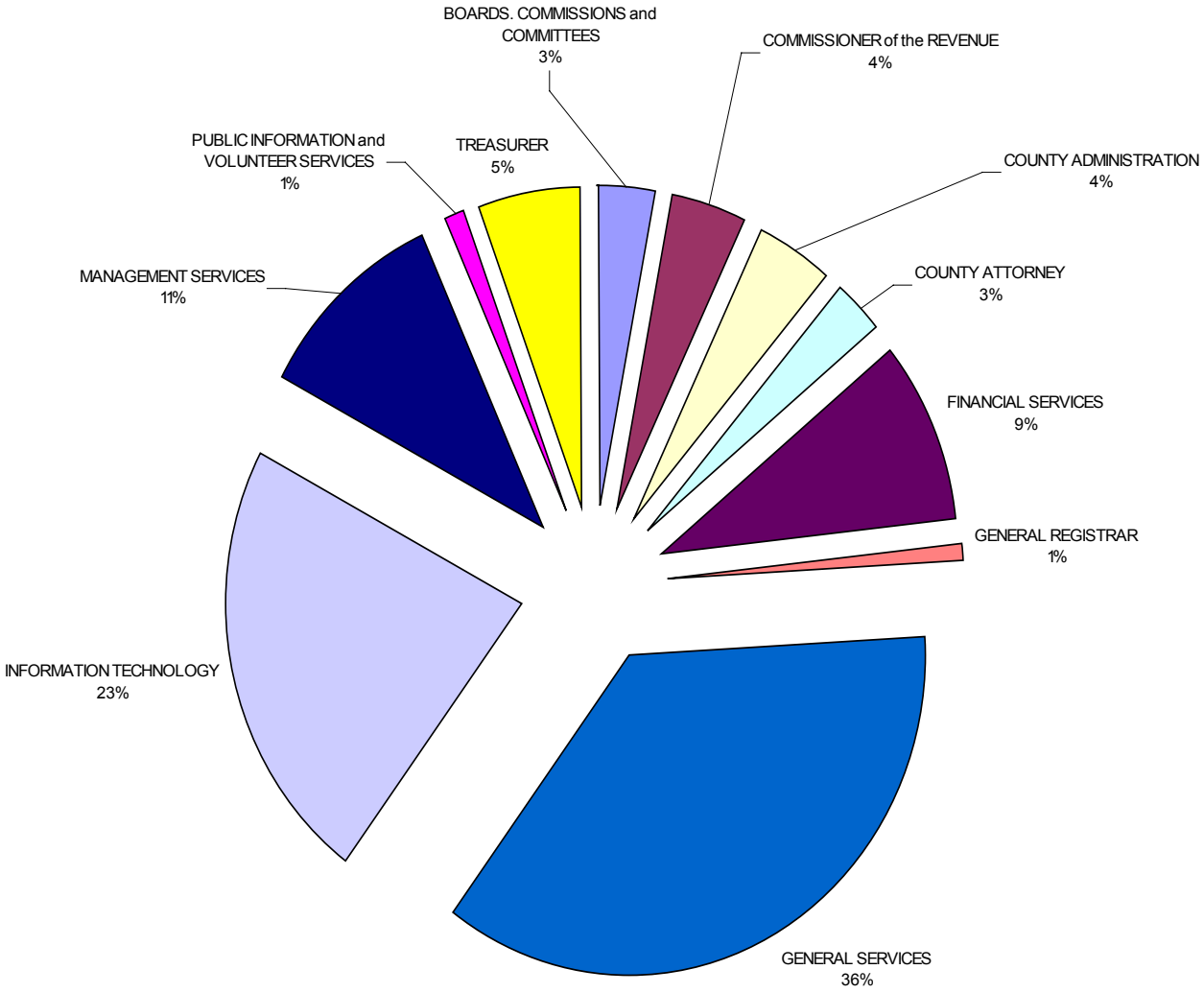
GENERAL GOVERNMENT FY 2003 ADOPTED EXPENDITURES



GENERAL GOVERNMENT ADMINISTRATION

	FY 99 ACTUAL	FY 00 ACTUAL	FY 01 ACTUAL	FY 02 ADOPTED	FY 03 ADOPTED
BOARDS, COMMISSIONS & COMMITTEES	$1,339,312	$1,386,453	$1,501,267	$1,552,491	$1,762,824
COMMISSIONER OF THE REVENUE	1,162,075	1, 246,837	1,385,999	1,924,295	2,012,740
COUNTY ADMINISTRATION	903,608	1,359,732	2,029,921	2,051,909	2,251,404
COUNTY ATTORNEY	1,101,266	1, 058,368	1,313,731	1,319,063	1,461,841
FINANCIAL SERVICES	3,171,470	3,125,907	3,614,160	4,579,531	4,957,490
GENERAL REGISTRAR	163,227	170,160	215,603	385,146	326,865
GENERAL SERVICES	7,308,146	7,685,640	10,069,452	17,417,392	19,495,686
INFORMATION TECHNOLOGY	7,838,650	10,226,758	10,527,028	11,119,549	12,173,803
MANAGEMENT SERVICES	2,138,083	2,687,907	3,485,202	5,123,988	5,414,520
PUBLIC INFORMATION & VOLUNTEER SERVICES	175,673	243,155	476,439	613,642	666,559
TREASURER	1,886,674	2,062,967	2,335,690	2,656,181	2,929,221
TOTAL GENERAL GOVT. ADMINISTRATION	$27,188,184	$31,253,884	$36,954,492	$48,743,187	$53,452,953

BOARDS, COMMISSIONS AND COMMITTEES

Description: The following section containing Boards, Commissions, and Committees is considered a department for budgetary purposes by the County Government. It consists of the Board of Supervisors, Inspector General, and Legislative and Community Services Program, as well as those advisory boards, commissions and committees appointed by the Board of Supervisors. Several of the boards are prescribed by various sections of the Code of Virginia. Some are required by Federal law. Others have been authorized by the Board of Supervisors' actions. Some are temporary units, created to accomplish specified tasks, while others are ongoing.

Each board, commission and committee provides a vehicle for policy discussion and allows citizens an opportunity to provide input and offer expertise to impact decisions about their governance.

Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$794,800	$850,403	$722,331	$882,860	$1,083,124
Operations & Maintenance	$556,962	$605,513	$510,627	$578,116	$661,170
Capital Outlay	$16,000	$21,000	$18,500	$91,515	$18,530
	$1,367,762	$1,476,916	$1,251,458	$1,552,491	$1,762,824
Departmental Revenue:					
Gas Tax Transfer	$10,000	$10,000	$10,000	$10,000	$0
Local Fees, Charges, Etc.	$0	$9,000	$9,000	$9,000	$9,450
Commonwealth	$10,002	$10,402	$10,402	$11,450	$11,976
	$20,002	$29,402	$29,402	$30,450	$21,426
Local Tax Funding:	$1,347,760	$1,447,514	$1,222,056	$1,522,041	$1,741,398
FTE Summary:	5.47	5.47	2.00	2.00	2.00

FY 03 Board Action: The FY 03 Adopted Fiscal Plan reflects the ongoing impact of FY 02 midyear reductions while maintaining service delivery at current levels. In addition, the adopted budget includes anticipated expenditures associated with the part-time aides to support the eight districts Board of Supervisors at $300,000.

Departmental history can be found on page 299.

BOARDS, COMMISSIONS AND COMMITTEES

The following is a brief description of each of the Boards, Commissions and Committees funded by the Board of Supervisors:

Affordable Dwelling Unit Advisory Board (ADUAB) - Pursuant to the 1993 Zoning Ordinance (Section 7-100) and Chapter 1450.10 of the Codified Ordinance, the Affordable Dwelling Unit Advisory Board establishes reasonable rules and procedures as well as allowable costs for implementing the mandatory affordable rental and for-sale housing program. The ADUAB is also responsible for reviewing allowable modification requests. The ADUAB is a ten (10) member board appointed by the Board of Supervisors and must represent builders, developers, architects, planners, real estate industry, non-profits, affordable housing advocates, and include a member of the public at large.

Agricultural Advisory Committee - This committee is composed of 18 members who are appointed by the Board of Supervisors. The mission and function of the committee is to advise the Board of Supervisors on all matters affecting agriculture in Loudoun, to bring matters of particular importance to the attention of the Board and other appropriate County government departments and bodies, and to be available to comment on matters referred to it by the Board of Supervisors. Members are appointed for two-year terms. Nine members are to be farmers (either full or part-time) while the remaining members can be selected to represent broad community interests as well as specific areas of expertise within the agricultural community. The Agricultural Advisory Committee was created by the Board of Supervisors in December 1976.

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 assessment. Through the Board of Equalization, citizens are provided a means of contesting their real estate assessment if they believe that the assessment figure is not equitable. The Board of Equalization is authorized by Code of Virginia, Section 58.898. The Board of Equalization of Real Estate Assessment consists of three Loudoun landowners appointed by the Circuit Court as a permanent body. Members are appointed for a three-year term.

Board of Zoning Appeals - This Board is a five-member appellate Board appointed by the Circuit Court which hears requests for zoning variances, special exceptions and other related zoning ordinance matters. Members are appointed for a five-year term. The purposes, functions and standards for action of the Board of Zoning Appeals is explicitly stated by Section 15.1-494.497 of the Code of Virginia. The County zoning regulations include administrative and procedural regulations.

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

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

Commuter Bus Advisory Board - This Board provides advice and technical assistance for the Loudoun County Commuter Bus Service. This includes recommendations on route design and evaluation, surveying and marketing efforts, and the assignment of fare collection duties. For further information see Local Gas Tax Budget section (see page 469).

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

BOARDS, COMMISSIONS AND COMMITTEES

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

Economic Development Commission - This commission is comprised of a maximum of 27 members appointed by the Board of Supervisors. Membership is selected from and divided into three groups: 1) by position, 2) by industry, and 3) on an at-large basis. 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 of the Department of Economic Development.

Electoral Board - The Electoral Board supervises all elections and referenda conducted in Loudoun County. It is responsible, under the Constitution and 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. It directs the conduct of elections and coordinates the election process. The Electoral Board is appointed for three-year terms by the Circuit Court Judge.

Fire and Rescue Commission - The Fire and Rescue Commission is responsible for providing policy direction to the Board of Supervisors and the Volunteer Fire-Rescue Companies in regards to the delivery of efficient and professional fire, rescue and emergency medical services to the citizens of Loudoun County. Each representative is elected by their respective Council of which he/she is a member in good standing and is confirmed for membership by the Board of Supervisors. The Fire and Rescue Commissioners serve two-year terms.

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

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

Northern Virginia Transportation Commission - This organization receives, invests, and disburses Loudoun County's local gasoline tax funds. The County contributes funds to cover the cost of this service. The contribution from the County to this group is funded from local gasoline tax funds. For further information see Local Gas Tax Budget section (see page 469).

Planning Commission - The Planning Commission is a nine-member body required by State law and appointed and funded by the Board of Supervisors for a four-year term. As provided by State law, the Commission is empowered to prepare and recommend a Comprehensive Plan for physical development of the territory and its jurisdiction. The Commission also provides recommendations on issues concerning legislative land development applications, land development ordinances, comprehensive planning, future land use policies, and the Capital Improvements Program for the County. The Planning Department staff supplies professional and support services to the Commission.

BOARDS, COMMISSIONS AND COMMITTEES

Social Services Board - This Board is responsible for determining department policy, services, and administrative oversight. By authority of the Code of Virginia (Title 63.1-38 through 63.1-58.1), the local board has the responsibility to receive and disburse funds derived from public grants or private sources and to submit annually to the Board of Supervisors a request setting forth the amount of funds needed to carry out the provisions of the Social Services' Statutes. The local board is also responsible for hiring and evaluating the Director of Social Services. The local board consists of five members appointed by the Board of Supervisors for staggered terms of up to four years. One member of the Board of Supervisors serves as an ex-officio member of the Social Services Board (63.1-40, Code of Virginia).

Program Financial Summary:	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$483,928	$477,979	$564,002	$783,859
Operations & Maintenance	$285,224	$188,428	$191,014	$270,624
Capital Outlay & Acquisitions	$9,000	$0	$0	$0
	$778,152	$666,407	$755,016	$1,054,483
Local Tax Funding:	$778,152	$666,407	$755,016	$1,054,483
FTE Summary:	4.47	2.00	2.00	2.00

Note: Effective January 1999, the Board members' salaries increased from $21,800 to $22,400. Based upon actions of the previous Board of Supervisors, the Board members' salaries will remain the same at $22,400 during the term of this Board which ends December 31, 2003.

FY 03 Adopted Fiscal Plan includes anticipated expenditures associated with the part-time aides to support the eight district Supervisors at $300,000.

BOARDS, COMMISSIONS AND COMMITTEES

BOARD OF EQUALIZATION:

Program Financial Summary:	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$21,424	$21,556	$26,434	$33,337
Operations & Maintenance	$1,204	$1,280	$1,580	$1,670
Capital Outlay & Acquisitions	$0	$500	$515	$530
	$22,628	$23,336	$28,529	$35,537
Local Tax Funding:	$22,628	$23,336	$28,529	$35,537

BOARD OF ZONING APPEALS:

Program Financial Summary:	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$11,707	$11,707	$11,707	$11,707
Operations & Maintenance	$6,914	$7,119	$7,948	$8,341
	$18,621	$18,826	$19,655	$20,048
Local Tax Funding:	$18,621	$18,826	$19,655	$20,048

ELECTORAL BOARD:

Program Financial Summary:	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$112,942	$109,542	$149,169	$122,673
Operations & Maintenance	$57,400	$67,944	$90,818	$91,252
Capital Outlay & Acquisitions	$12,000	$18,000	$91,000	$18,000
	$182,342	$195,486	$330,987	$231,925
Departmental Revenue Sources:				
Rec. Costs Town Elections	$9,000	$9,000	$9,000	$9,450
Commonwealth	$10,402	$10,402	$11,450	$11,976
	$19,402	$19,402	$20,450	$21,426
Local Tax Funding:	$162,940	$173,740	$310,537	$210,499

Note: The Board of Supervisors approved an FY 00 budget enhancement to fund making the Secretary of the Electoral Board a full-time position. Prior to FY 00, this position received only a stipend from the State. The FY 02 expenditures are 41% higher than the FY 01 amount as a result of expenditures associated with redistricting.

PLANNING COMMISSION:

Program Financial Summary:	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$131,548	$131,548	$131,548	$131,548
Operations & Maintenance	$28,465	$29,268	$29,413	$29,876
	$160,013	$160,816	$160,961	$161,424
Local Tax Funding:	$160,013	$160,816	$160,961	$161,424

BOARDS, COMMISSIONS AND COMMITTEES

Funding History

Boards, Commission or Committee	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Affordable Dwelling Unit Board	$1,786	$2,564	$2,589	$2,144
Agricultural Advisory Committee	2,249	2,317	2,386	2,343
Commission on Aging	2,153	2,280	2,350	2,420
Commission on Women	2,822	2,822	10,950	10,950
Community Services MH/MR Board	4,548	5,653	6,233	8,574
Commuter Bus Advisory Board (1)	10,000	10,000	10,000	0
Economic Development Commission	3,279	3,324	3,401	3,460
Fire and Rescue Commission	1,826	4,881	6,527	6,527
Fiscal Impact/Technical Review Committee	325	325	1,500	1,500
Library Board of Trustees	1,667	1,602	1,628	1,652
Open Space Advisory Committee	1,000	1,030	1,061	1,000
Social Services Board	2,841	2,927	3,014	3,014
Soil & Water Conservation District Board	169,816	174,124	202,965	213,084
Telecommunications Committee	2,739	2,739	2,739	2,739
TOTAL	$207,051	$216,588	$257,343	$259,407

(1) FY 03 Adopted Expenditure is directly funded by local gasoline tax funds.

COMMISSIONER OF REVENUE

Mission Statement: The mission of the Commissioner of the Revenue's Office is to provide Loudoun County's taxpayers with excellent service while ensuring compliance, completely and equitably, with the property, income and license tax requirements as set forth by the General Assembly in the Code of Virginia, Title 58.1.

Department Description: The Commissioner of the Revenue's Office ascertains and assesses individual and business personal property located in Loudoun County; assesses local business license tax; reviews and audits tax returns to ensure compliance with local and State tax laws; administers the local tax relief programs for the elderly and disabled, and renders taxpayer assistance for the preparation of any return required by law to be filed with this office.

Situational Analysis:

The shorter filing season resulting from semi-annual personal property tax billing continues to present a greater challenge to the Commissioner's Office each year as Loudoun's population grows. The total number of individual personal property accounts assessed, updated and purged in FY 01 was 282,202. With the efforts of the staff in the office and Department of Information Technology's support, the Commissioner's office completed the year 2001 vehicle filing season efficiently and timely.

Improvement in the business property assessment process eliminated the need for the supplemental bills that taxpayers found so confusing in the past. Staff has implemented a separate computer equipment schedule from other business property as requested by the Board of Supervisors.

Use of the Commissioner's website continues to increase each month. This site, containing general information, printable and downloadable forms, and electronic vehicle registration by means of a secure mailbox, reduces the need for taxpayer office visits and phone calls. There have been over 5,179 electronic registrations since service inception in mid-1999. DIT is working toward enabling these registrations to download into the personal property system and create an account automatically. Taxpayer service was further improved by the move of the Sterling office in August, 2001, to a more accessible office space with better parking.

A full complement of the latest IT equipment and the services of a DIT staff have been the most important factors enabling the Commissioner's office to keep pace with Loudoun's growth. Some important business tax system enhancements to increase the efficiency are needed in the next two years and additional positions for the business tax areas will be needed for the field activities.

Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$1,083,822	$1,077,765	$1,271,220	$1,606,979	$1,760,943
Operations & Maintenance	$193,577	$200,097	$186,887	$283,316	$251,797
Capital Outlay	$6,000	$0	$0	$34,000	$0
	$1,283,399	$1,277,862	$1,458,107	$1,924,295	$2,012,740
Departmental Revenue:					
Local Fees, Charges, Etc.	$8,509,765	$7,926,265	$10,734,800	$13,982,800	$16,548,670
Commonwealth Funding	$230,075	$260,803	$264,054	$271,975	$271,212
	$8,739,840	$8,187,068	$10,998,854	$14,254,775	$16,819,882
Local Tax Funding:	($7,456,441)	($6,909,206)	($9,540,747)	($12,330,480)	($14,807,142)
FTE Summary:	25.53	25.53	27.53	31.53	33.53

FY 03 Board Action: The FY 03 Adopted Fiscal Plan reflects the ongoing impact of FY 02 midyear reductions while maintaining service delivery at current levels. The Board of Supervisors authorized two new Business License section positions during FY 02 to provide increased assessing and auditing services.

Departmental history can be found on page 300.

COMMISSIONER OF REVENUE
Personal Property Tax Assessment

Purpose Statement: The Personal Property Tax Assessment Program determines the assessment for all cars, trucks, campers, trailers, boats, motorcycles, airplanes and mobile homes on Loudoun County's tax rolls in order to provide accurate records for the County's tax rolls.

Program Description: The assessment process includes research, auditing, account maintenance, address updating, exonerations and supplements for over 280,000 accounts in tax year 2001. The number of accounts increases each year along with Loudoun's population. This year-round work results in the printing of the personal property tax books from which the treasurer produces personal property tax bills.

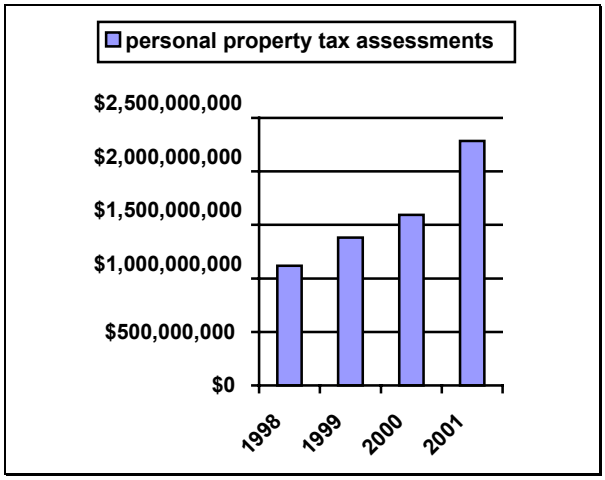
In addition to assessment of personal property, program staff provides input, research and analysis on all relevant State and local legislative issues and tax matters as requested. Program activity also includes much public contact through phone calls and correspondence, providing taxpayer assistance and problem resolution. Customers include citizens, other county agencies and internal staff.

Situational Analysis:

Total account contacts, which include account initiations, updates, supplements, exonerations, and purges, continue to grow each year. This number has increased over 50% in the last five years.

The impact of continuing annual increases in total account contacts is compounded by the shortened assessment period resulting from the implementation of semi-annual billing in 1998. These two situations have been addressed by heavy reliance on automation technology. To date, this technology has enabled a timely and complete annual assessment process with only one additional staff member.

Program assessments for tax year 2001 totaled over $2.2 billion resulting in personal property tax levies of over $87.9 million. This program receives approximately 60% of its operating budget from the Commonwealth of Virginia Compensation Board.



Planned Accomplishments/Objectives for FY 03

- Continue high standards of taxpayer service and equitable personal property tax assessments.
- Meet four assessment deadlines to accommodate semiannual billing.
- Keep up with annual workload increases resulting from continued population growth.
- Continue to analyze and respond to local and State legislative initiatives on a timely basis.

COMMISSIONER OF REVENUE
Personal Property Tax Assessment

Performance Measures	Actual TY 01	Est. TY 02	Proj. TY 03	Proj. TY 04
Personal Property Tax Assessment				
# accounts assessed/updated/purged	282,202	296,300	306,600	321,900
# exonerations	41,837	43,900	46,000	48,300
# supplements	22,978	24,000	25,200	26,500
$ County-wide personal property assessments	$2,283,614,619	$2,397,795,000	$2,517,685,000	$2,643,569,372
# assessment deadlines met	3	4	4	4
Taxpayer Assistance				
# walk-in requests for assistance with complex problems	2,100	2,200	2,300	2,400
# phone request for assistance	81,968	82,000	83,000	84,000
Legislative Analysis				
# legislative issues analyzed, reports prepared	20	20	20	20

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$476,701	$503,444	$600,118	$649,417
Operations & Maintenance	$119,254	$118,342	135,450	$89,528
Capital Outlay	$0	$0	$0	$0
	$595,955	$621,786	$735,568	$738,945
Departmental Revenue:				
Local Fees, Charges, Etc.	$150,000	$230,000	$245,000	$107,500
Commonwealth Funding	$209,294	$209,649	$215,938	$114,425
	$359,294	$439,649	$460,938	$221,925
Local Tax Funding:	$236,661	$182,137	$274,630	$517,020
FTE Summary:	11.46	11.22	12.16	13.53

COMMISSIONER OF REVENUE
Business Tax Assessment/Discovery/Tax Relief

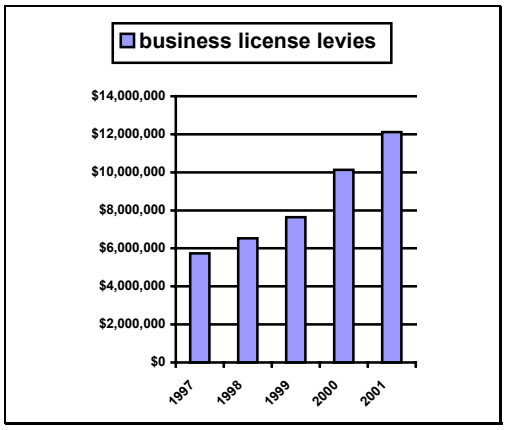
Purpose Statement: The purpose of the Business Tax Assessment/Discovery/Tax Relief program is to identify and assess all business activity in the County, and administer the tax relief program for the elderly and disabled.

Program Description: The business tax staff researches, assesses and maintains all business tax and business tangible personal property accounts, including local option taxes. Discovery staff identifies unregistered businesses through field work and audits business accounts to ensure equitable assessment and compliance with the Loudoun County ordinance and State tax code. There is extensive public contact involved with both of these sections involving personal contacts, phone calls and correspondence. The tax relief section provides applicant assistance and qualification for elderly or disabled Loudoun residents who meet the program's guidelines.

Situational Analysis:

Business property assessments increased to more than $556 million in tax year 2001, resulting in revenues of $23 million. Business license levies for calendar year 2001 are projected to be $13 million. Two new positions were added to the Discovery section in FY 01. An additional field representative enhances the field work that identifies new and unregistered businesses in the county. These representatives educate taxpayers in the required tax programs achieving compliance with local ordinance and State tax code. An additional auditor expanded the audit staff to a total of three and supports a more thorough, comprehensive and efficient audit process.

Loudoun County provides personal property and real estate tax relief to qualified elderly and/or disabled individuals who meet the program's financial parameters. The 2001 General Assembly recently increased the allowable asset ceiling from $195,000 to $240,000 and the allowable income limit from $52,000 to $62,000 making the program available to a larger number of residents. For tax year 2001, 1,545 tax relief applications were processed; this represents an increase of 6% over the prior year.



Planned Accomplishments/Objectives for FY 03

- Continue high level of assessment and taxpayer service in all business areas.
- Enhance audit program of major industry categories.
- Maintain average two-week time frame for audit completion.
- Enhance business identification/database maintenance of commercial centers in the County.
- Continue to provide taxpayer assistance and complete tax relief process by deadline.

COMMISSIONER OF REVENUE
Business Tax Assessment/Discovery/Tax Relief

Performance Measures	Actual CY 01	Est. CY 02	Proj. CY 03	Proj. CY 04
Business Tax Assessment:				
# new BPOL accounts (Jan. 1-Dec. 31)	2,750	2,950	3,250	3,500
# business license renewals	12,377	12,450	12,750	13,150
# business registrations (under $4,000 est. income)	950	1,110	1,250	1,400
Discovery/Field Activities				
# registered/known commercially based businesses in County	5,050	5,250	5,500	5,600
# registered/known commercially based businesses visited annually	2,750	3,350	4,000	4,700
# new/non-complying businesses identified	500	650	800	1,075
# new/non-complying businesses brought into compliance	450	585	720	968
# audits completed in two-week time frame	75	120	200	350
Tax Relief				
# real estate and personal property applications received/qualified/ processed by deadline	1,545	1,765	1,890	2,025
# applicants requesting assistance	1,750	2,185	2,405	2,645

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$601,064	$767,776	$1,006,861	$1,111,526
Operations & Maintenance	$80,843	$68,545	$147,866	$162,269
Capital Outlay	$0	$0	$34,000	$0
	$681,907	$836,321	$1,188,727	$1,273,795
Departmental Revenue:				
Local Fees, Charges, Etc.	$7,776,265	$10,504,800	$13,737,800	$16,441,170
Commonwealth Funding	$51,509	$54,405	$56,037	$156,787
	$7,827,774	$10,559,205	$13,793,837	$16,597,957
Local Tax Funding:	($7,145,867)	($9,722,884)	($12,605,110)	($15,324,162)
FTE Summary:	14.07	16.31	19.37	20.00

OFFICE OF THE 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 for staff to implement the vision and strategic plan of the Board of Supervisors.

Department 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 implements its policy directives with regard to Board agendas, meetings, resolutions, legislative policies and constituent services. Additionally, the County Administrator serves as the Board of Supervisors' official liaison to the Constitutional Officers, the Judiciary, regional, State and local agencies and authorities, and incorporated municipalities and residential and community associations. The Environmental and Historic Resources Program, approved in FY 01, serves to provide the coordinated policy development and regulatory oversight function for the environmental and heritage resources throughout the community.

Situational Analysis:

Slower Economic Growth with Rebound in Sight

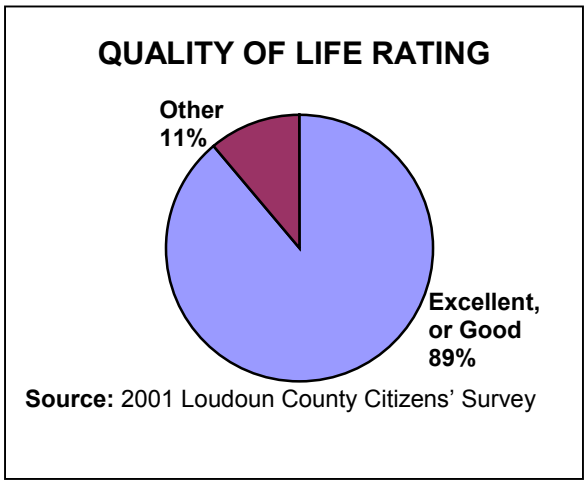
The US economy is in the midst of a recession, which began as early as April 2001, and was exacerbated by the tragic events on September 11, 2001. This recession impacted the technology sector of the US economy. Highly speculative technology based ventures with low market share, or little or no capital were most adversely affected as well as airlines, travel, and insurers resulting from the terrorist attacks on September 11. The downturn affected some of the technology businesses within Loudoun County. As a result, Loudoun County revenue growth rates, primarily sales tax receipts, lag behind growth rates seen in recent years. These lower rates raise genuine concern. More than ever, this Office will need to insure that County departmental operations and spending remain highly efficient and targeted. For FY 03, new programs, or expansions to existing programs will be kept to a minimum unless they are either mandated by the Federal or State government, or necessary for health, welfare, or public safety of Loudoun County's citizenry. It is important to note that although the recent recession has affected Loudoun County adversely, the strength of its fiscal and executive management and resources remain evident with its continued performance in terms of its high bond ratings, citizen satisfaction rates, and various national performance awards and recognition.

Quality of Life in a Changing Community

Even in the midst of economic uncertainty, Loudoun County remains an enviable, dynamic and growing community with a high quality of life. This presents many unique challenges and opportunities for its government. According to the 2001 Survey of Loudoun Residents, 89% of all households surveyed rated Loudoun County's quality of life as good or excellent, while 73% felt that Loudoun provides good value for the tax dollar.

Board of Supervisors' Strategic Objectives

The Office of the County Administrator facilitates and oversees the implementation of the Board of Supervisors' strategic objectives for its term of office. This Office works with County departments and agencies to develop a comprehensive implementation plan for the Board's strategic objectives.



Source: 2001 Loudoun County Citizens' Survey

One of the key objectives for the Board of Supervisors has been to reverse the trend of unchecked growth and its negative fiscal impact for the County. This objective is to be accomplished by the recently adopted Revised General Plan and amending the respective zoning and land use ordinances. The Office of the County Administrator has continued to provide support and executive oversight for these changes. In FY 02, the Board successfully adopted changes to the County's General Plan. This Office will coordinate and direct efforts during FY 02 and FY 03 for changes to the County's zoning and land use ordinances. These changes complement and effectively implement the vision brought forth by the County's newly revised General Plan. This Office has also provided considerable executive management over the County's purchase of development rights program.

Executive guidance and management was provided in the completion of several major capital projects. These included completion of the expansion and renovation of the Loudoun County Courts (Phase I) funded entirely with local tax funds; expansion and renovation of the Animal Shelter, and construction of the temporary Dulles South Public Safety Center.

Changing Demand for Services

The County continues to face a challenge to balance the demand for services with fiscal responsibility and affordability. County agencies and departments continue to report that new County residents have increasing expectations of what local government should be able to provide to them and at what level of affordability. Citizen demands for a more available and open local government are becoming apparent. As a result, this Office continues to direct efforts of departments toward providing more convenient and customer friendly methods to help keep the public informed about the services they desire and the issues that affect them. Initiatives spearheaded by this Office include additional automation efforts and web enabled services.

The population growth coupled with changing demographics, increases the demand upon the County to provide new and improved services. These efforts have been greatly evident in areas such as public safety and transportation. Regarding public safety, this Office helped launch a comprehensive study of Loudoun County's fire, emergency services, and emergency management system. At the end of FY 02, the Board approved a new Fire/Rescue Commission Charter and formation of a new Fire and Rescue Commision. The new Commission will be in place in early FY 03. The Office of the County Administrator also spearheaded efforts to study transportation services within the County. The study provided recommendations for planning, financing, and implementing a comprehensive public transportation system to improve the mobility for Loudoun County residents, employees, and visitors. This Office also oversaw the creation of a new agency, the Office of Transportation Services, which will provide professional support in transportation planning, public transit, and transportation services to oversee the County's multi-modal vision for transportation services within Loudoun.

Community Relations

With its additional size and increased diversity due to demographic changes, protecting Loudoun County as a "community" will be challenging. In an effort to maintain citizen identification as a member of the overall "community," the Office of the County Administrator will promote improved customer service and community outreach efforts as well as play a major role in ensuring a sense of neighborhood in new developments. Since 1999, staff have attended a series of homeowner association meetings to address concerns and relay information regarding adopted land use, transportation and capital projects slated for their area. Similar forums were held in 2000 and 2001 for community leaders to identify current issues and needs for Loudoun County.

The County also directed the Public Information Office to implement a series of community outreach forums. These forums allow invitees to discuss in a small group setting issues that affect their community. Successful community outreach forums have been held in the following locations: Dulles, Leesburg, Ashburn, and Sterling. Community outreach forums also have been successfully held to solicit feedback from the citizenry for specific Countywide issues such as public safety, public transportation, and suburban community area planning as part of the comprehensive planning process.

OFFICE OF THE COUNTY ADMINISTRATOR

Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$819,073	$992,384	$1,320,124	$1,671,128	$1,868,112
Operations & Maintenance	$137,991	$146,585	$176,252	$380,781	$383,292
	$957,064	$1,138,969	$1,496,376	$ 2,051,909	$2,251,404
Departmental Revenue:					
Local Fees, Charges, Etc.	$1,650	$1,700	$107,800	$107,400	$120,112
	$1,650	$1,700	$107,800	$107,400	$120,112
Local Tax Funding:	$955,414	$1,137,269	$1,388,576	$1,944,509	$2,131,292
FTE Summary:	11.76	14.13	17.60	20.60	21.60

FY 03 Board Action: The FY 03 Adopted Fiscal Plan for the Office of the County Administrator reflects the ongoing impact of FY 02 midyear reductions while maintaining service delivery at current levels. In addition, the adopted budget includes anticipated expenditures associated with the new Deputy County Administrator position assigned to human services departments (1.00 FTE), which was created during FY 02 by transferring a position from the Department of Management Services to the Office of the County Administrator.

Departmental history can be found on page 300.

OFFICE OF THE COUNTY ADMINISTRATOR
Executive Management

Purpose: The purpose of the Executive Management Program is to oversee the daily management and supervision of all County operations to ensure the delivery of high quality service to the public.

Program Description: The Executive Management function exercises daily management and supervision of all County operations, which are under the direct authority of the Board of Supervisors, and oversees the implementation of County policies and regulations. The County Administrator is the Chief Administrative Officer of County Government and is accountable to the Board of Supervisors.

Situational Analysis:

Management Leadership and Customer Service

The Office of the County Administrator provides positive leadership for the County organization in addition to implementing the Board of Supervisors' and the organization's strategic objectives by providing the executive management and oversight necessary to put the proper resources in place to carry out these initiatives.

The Executive Management function leads the County's Leadership Team of senior management. The team's mission statement recognizes that the County workforce is the primary resource for providing service to the public; and. therefore, it places a high priority on employee personal and professional success and overall service excellence. This Office receives customer service feedback data and prepares bimonthly reports for the Board of Supervisors and County departments and agencies. Customer feedback has rated County services from "good" to "excellent" at least 98% of the time in FY 01. In the Employee Survey conducted in 2000, employees rated quality customer service as being the second highest factor of importance to their workgroup. In FY 02, the Office helped coordinate 2 forums for all front-line customer services staff. These forums provided additional education, training, and timely information and will improve the delivery of services to the public. Additional Customer Services Forums are planned for FY 03.

An ongoing function is providing the Board of Supervisors with a wide range program of policy alternatives, detailed implications of each alternative, and professional recommendations on the best course of action. Staff liaisons work with the Board/Committee members on a regular basis providing strategic advice and policy recommendations on issues that are presented to the Board's standing committees. To support the goals of the Board of Supervisors as adopted through the FY 03 budget process, the Executive Management staff will provide support to the following initiatives:

Managing Growth and Its Impacts

Executive Management staff assisted in the successful process for revising the County's Comprehensive Plan and establishment of the Purchase of Development Rights Program. It will continue to be the lead in coordinating changes to the County's Zoning Ordinance and other similar ordinances. A considerable number of meetings were attended by the Office of the County Administrator staff in support of the revision of the Comprehensive Plan during FY 01 and 02. During FY 03, staff will be involved with the implementation policies related to the Comprehensive Plan revisions, in addition to managing strategies for its enforcement.

Delivering High Quality Services

Department staff will coordinate space and financial planning efforts to meet the service needs of the citizens in the growing Loudoun community through revised service plans, the user fee study, and enhanced human service programs, such as the training program for parents of at-risk adolescents. This Office will oversee the Environmental and Historic Resources Program, in addition to a significantly enhanced program to support the County's rural economy as directed by the Board of Supervisors.

Enhancing Physical and Operating Infrastructure

During FY 03, department staff will provide oversight of construction of a new adult detention center, a public safety administration building, Phase II of the Courts Renovation and Expansion, Phase III of the Woods Road Solid Waste Management Facility, opening of a new Ashburn Library, and design and construction of an Eastern Loudoun County Recreation Center. Staff continues to work on addressing short and long-term office space needs for County agencies.

Promoting Citizen Participation and E-Government

During FY 01 interactive transaction processing for citizens became available for tax payments as well as web-based library access. During FY 03, web based registration and payment for parks programs and building inspection requests and reporting capabilities will be completed. Efforts will continue in implementing additional transactions on-line, where possible.

Investing In County's Economic Future

Department staff will be involved with the development and coordination of the telecommunications infrastructure needs assessment, telecommunication tower location studies, and the Countywide utilities plan. Working with other departments and agencies on community revitalization efforts in older communities within the County will also continue into the next fiscal year.

Maintaining a High Quality Workforce

The department will continue directing the Board's initiatives for FY 02, such as workforce development strategies. The goal is to create a workforce capable of growing to complement the diversity in Loudoun County, and its increased expectations for greater levels of service to the community. As part of the FY 02 budget, this Office recommended instituting a Leadership Training Program which is currently underway. This program is an overall workforce development initiative by the County Administrator to enhance and sustain a high performance organization.

OFFICE OF THE COUNTY ADMINISTRATOR
Executive Management

Planned Accomplishments/Objectives for FY 03

- Provide professional executive leadership to implement Board of Supervisors and the organization's strategic objectives (e.g., implementation of the County's Comprehensive Plan and revisions to the Zoning Ordinance).
- Provide leadership and accountability to the County organization promoting quality customer service, innovation, responsibility, and fiscal prudence.
- Provide oversight for the implementation of the County's new Environmental and Historic Resources Program.
- Enhance capability of County's website to provide access to County services to citizens through e-government with continued development and implementation of on-line interactive applications.
- Enhance Internet access to provide citizens with increased County information.
- Reduction of County's workforce turnover rate to 12% or lower.

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Maintaining High Quality Workforce:				
Employee satisfaction "good or excellent" – biennial employee survey	N/A	75%	N/A	80%
County workforce turnover rate	12.4%	12%	12%	12%
Promoting Citizen Participation:				
Satisfaction rating of "good to excellent" (customer service response cards)	98%	97%	98%	99%
# of community meetings held	5	6	6	6
Managing Growth and Its Impacts:				
County Bond Ratings:				
-- Moody's	Aa1	Aa1	Aa1	Aa1
-- Standard & Poor's	AA+	AA+	AA+	AA+
-- Fitch	AA+	AA+	AA+	AA+

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$691,119	$734,918	$806,472	$990,937
Operations & Maintenance	$101,532	$113,386	$133,079	$138,159
	$792,651	$848,304	$939,551	$1,129,096
Departmental Revenue:				
Local Fee, Charges, Etc.	$0	$106,000	$106,000	$118,712
	$0	$106,000	$106,000	$118,712
Local Tax Funding:	$792,651	$742,304	$833,551	$1,010,384
FTE Summary:	9.40	8.30	8.70	10.00

OFFICE OF THE COUNTY ADMINISTRATOR
Support to the Board

Purpose: The Support to the Board Program provides information regarding official Board actions and promotes effective legislative policy making with legally prescribed timelines and advertising requirements.

Program Description: The Support to the Board function provides administrative, research and documentary support to the corporate Board of Supervisors and to staff and citizens. The Support to the Board function provides coordination of the Board of Supervisors' meeting schedule for its business and committee meetings as well as 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.

Situational Analysis:
With the election of the new Board of Supervisors in 2000, the Support to the Board function took responsibility of four positions (3.50 FTE) within the Office of the Board of Supervisors. Three of these four staff assists this function, while the other position serves as the Board's legislative liaison coordinating Board positions on legislation that is before the Virginia General Assembly. Since FY 01, Board members have hired seven staff to assist them with day-to-day operations and duties such as issues research and constituent correspondence. The Support to the Board function of this Office continues to assist these staff on occasion.

Board Standing Committee Coordination
This program provides administrative support to the corporate Board of Supervisors through its Standing Committees, which include Finance/Government Services, Land Use, Transportation, and Economic Development. Staff liaisons keep Board members apprised of policy issues presented to the Committees and develop information that is accurate and fosters thoughtful discussion for quality decision-making. In FY 02, staff prepared agenda material and summaries for approximately 50 Committee meetings with a total of approximately 350 agenda items.

Board Meeting/Worksession/Public Hearing Coordination:
This function prepares and maintains minutes of all of the official Board meetings within established time frames to ensure accurate and accessible historic accounting of official Board actions. Additionally, after each Board business meeting, action reports are developed for all department/agencies reflecting Board actions. The Board has conducted business meetings, public hearings and special worksessions for a total of approximately 45 meetings per year. During FY 01, other worksessions were added to the Board's meeting schedule regarding the Adopted Comprehensive Plan. During FY 02, special worksessions were conducted or planned for various issues to include redistricting, the adopted annexation, budget worksessions and zoning ordinance review. Additional worksessions on the Zoning Ordinance will continue in early FY 03.

In efforts to provide electronic access to Board meeting materials for Loudoun's technologically savvy citizenry, staff began posting Board agendas, minutes, and Board of Supervisors meeting calendars on the County's website during FY 01. All meeting materials of the Board's Standing Committees are now available on the County's website. Board business meeting and public hearing materials became available on the County's website in January 2001.

Constituent Requests
Staff continues to provide assistance to the Board of Supervisors in responding to constituent concerns and requests. Phone calls, written requests and e-mail requests are responded to within three working days, when possible. Staff receives approximately six to ten citizen calls per day. In addition, staff have actively participated in several community outreach efforts related to specific issues and concerns raised by the citizenry.

Legislative Process
This function supports the State legislative process by keeping the Board informed of adopted legislation and its potential impacts to the County. It also coordinates the development of a comprehensive legislative package which represents the Board's collective interests. The legislative liaison works with the Loudoun delegation during the General Assembly Session in Richmond to achieve the Board's positions on legislation. Support staff coordinate distribution of bills to appropriate departments and agencies using an electronic legislative tracking and reporting system for the legislative session. Staff coordinated the departmental review of 1,187 bills during the 2002 General Assembly Session. It also coordinated Board positions on approximately 32 separate pieces of legislation during this session.

Citizen Advisory Group Support
At the beginning of FY 01, the Board established four new citizen advisory groups. These included the Purchase of Development Rights Board, the Facility and Office Space Task Force, the Firearms Study Group, and the Courts Grounds Facility Use Task Force. These groups have required considerable support. Two of these committees completed their work in FY 01. During FY 01, the Board also established the Citizens Committee on Real Property Tax Assessments. This Committee completed its work during FY 02. The Board established a joint committee to review the monopole/telecommunications study in late FY 02. It is anticipated that in the future the Board will continue to rely upon the advice of citizen groups for input and recommended solutions on substantive issues.

OFFICE OF THE COUNTY ADMINISTRATOR
Support to the Board

Planned Accomplishments/Objectives for FY 03

- Coordination of the Board of Supervisors' meeting schedule.
- Preparation of Board meeting agendas, legal advertisements, and packets of supporting materials.
- Provide minutes of Board business meetings and public hearings, action summaries of Board standing committee meetings and maintain official records of Board actions within three weeks of meeting.
- To complete constituent requests within three working days.
- Coordination and development of the Board of Supervisors' State legislative package and coordination of staff's review of pending legislation at the General Assembly.
- Continue efforts to improve bill review with the legislative tracking system.
- Provide support and assistance to newly established citizen advisory committees as appointed by the Board of Supervisors.

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Board Meeting/Worksession Coordination				
# of business meetings, public hearings, and special meetings	45	48	*55	*55
# of standing committee meetings	45	48	48	48
Meeting materials posted on County website within one day of packet distribution	95%	99%	100%	100%
# of pages posted on County website by County Administration	1,399	3,248	5,310	7,700
% of meeting minutes available within three weeks of meeting	90%	90%	95%	95%
Constituent Requests:				
% of constituent requests completed	N/A	77%	80%	85%
State Legislative Process:				
# of legislative bills introduced	3,173	2,645	3,173	2,645
# of legislative bills sent to staff for review	725	800	725	800
Note: FY 01 and FY 03 are relatively longer sessions of the Virginia General Assembly.				
Citizen Advisory Group Support:				
# of citizen appointed committees requiring staff support	7	4	3	3

*Additional worksessions for possible area plan review in FY 2003/04 and the zoning ordinance review anticipated in FY 2003/04.

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$301,265	$585,206	$689,795	$716,704
Operations & Maintenance	$45,053	$62,866	$72,563	$69,994
	$346,318	$648,072	$762,358	$786,698
Departmental Revenue:				
Local Fees, Charges, Etc.	$1,700	$1,800	$1,400	$1,400
	$1,700	$1,800	$1,400	$1,400
Local Tax Funding:	$344,618	$646,272	$760,958	$785,298
FTE Summary:	4.73	9.30	9.90	9.60

OFFICE OF THE COUNTY ADMINISTRATOR
Environmental and Historic Resources Program

Purpose: The purpose of the Environmental and Historic Resources Program is to ensure quality control, coordination, and management of functions related to the County's environmental and historic resources. This would include coordination with County departments and agencies performing these functions as well as external entities to include community groups.

Program Description: The Environmental and Historic Resources Program will coordinate all County Government efforts with regard to environmental and historic resources within the County. The program will provide staff support in the development, review, implementation and coordination of environmental and historic resource program policy and regulatory efforts.

In addition, this function will advise the County on environmental protection measures and improvements while coordinating the efforts of the various citizens and governmental environmental groups. This program will determine the extent of areas for environmental and historic review, which may include soils, geology, groundwater, and agricultural production potential.

Situational Analysis:

The Office of the County Administrator will provide oversight for this newly established program in County Government. The Board approved funding for staffing, operations and consultant services related to this program in the middle of FY 01. This program is a result of the previous and expected continued growth in the County and the need to enhance work in the area of environmental and historic policies and practices. Current policies and ordinances relating to the environmental aspects of the land development process and construction occurring within the County will be reviewed through this program. This program will ensure that this directive as well as any others are performed and monitored.

This program was added to the Office of the County Administrator with the necessary funds for an administrator in addition to an administrative/technical staff person in FY 2001. Additional funds beyond personnel and costs are allocated for hiring appropriate contractors for providing technical expertise for these efforts, as approved by the Board of Supervisors.

The majority of the Board of Supervisors, during its budget deliberations and subsequent discussions, acknowledged Loudoun's abundant natural resources and rich cultural heritage. In addition, the Board emphasized the need to support and fund a program that would ensure protection of the County's unique and irreplaceable resources. The goal is to have solid economic development that supports a growing community and honors Loudoun's natural and historic features.

Planned Accomplished/Objectives for FY 03

- Establish program to assess the quality of the complete inventory of environmental and historic resources.
- Provide technical support with respect to development and/or assessment of environmental planning issues.
- Become the environmental and historic resource referral program on land use issues.
- Coordinate and provide staff assistance for Board-appointed citizen advisory groups in these areas.

OFFICE OF THE COUNTY ADMINISTRATOR
Environmental and Historic Resources Program

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Develop a comprehensive strategic plan for the program	N/A	Yes	Yes	*N/A
Provide on-going technical assistance for the adopted changes to the following ordinances:				
• Zoning Ordinance	N/A	Yes	Yes	N/A
• Land Subdivision and Development Ordinance	N/A	Yes	Yes	N/A
• Facilities Standards Manual	N/A	Yes	Yes	N/A
Ensure quality control over County efforts related to environmental and historic resources	N/A	Yes	Yes	Yes

Note: This new program was established by the Board of Supervisors in January 2001.
* Measurements for FY 04 to be determined after FY 02 and 03 accomplished.

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	N/A	N/A	$174,861	$160,471
Operations & Maintenance	N/A	N/A	$175,139	$175,139
	N/A	N/A	$350,000	$335,610
Departmental Revenue:				
Local Fee, Charges, Etc.	N/A	N/A	$0	$0
	N/A	N/A	$0	$0
Local Tax Funding:	N/A	N/A	$350,000	$335,610
FTE Summary:	N/A	N/A	2.00	2.00

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.

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

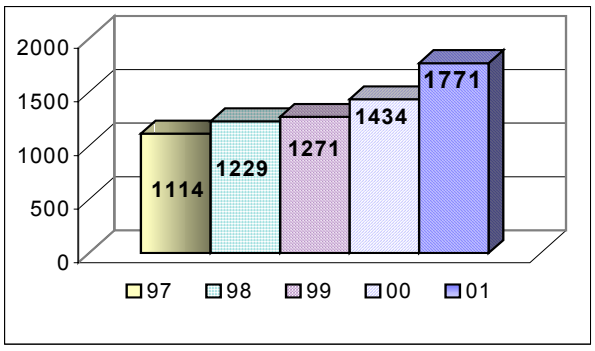
Situational Analysis:

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

Land Use

There will be a sustained demand for the services of legal counsel to assist in the management of new growth in the County. Throughout the 1990's the office has seen a substantial workload increase in the review of proffers, deeds, performance bonds and other legal documents associated with land development approvals. The implementation of proffer, zoning, subdivision and site plan requirements involves the office in various other ways. The projections for new residential and commercial growth indicate that these workloads will be sustained or increased in the next few years. In addition, the Board of Supervisors established as its top priority the revision of its land use plans and regulations to implement a more aggressive growth management strategy. These efforts will constitute a multi-year effort with substantial new demands on legal counsel.

Land Development Submissions for Legal Review



Taxation

Traditionally, tax assessment and collection efforts involving the office have fluctuated with the economy. Even in boom times, however, the County now experiences a base level of tax assessment challenges, largely due to the presence of more complex appraisal subjects as the County develops. The tax collection cases were brought in-house several years ago, and there is a sustained volume of work from year to year. In the event of an economic downturn, there will most likely be a significant increase in these workloads.

Civil Enforcement

Civil enforcement of County regulations includes zoning, erosion and sediment control and solid waste regulations, among other things Traditionally, this office has had limited involvement in these matters, working with the occasional case which requires legal action. In part, this is a reflection of a complaints-based system with limited staffing. Several factors could place additional demands on the office to support a more active enforcement program. First, a growing population demands more effort in enforcing County regulations, particularly as they relate to land development. Second, the trend is away from criminal penalties to civil penalties for these types of violations, which shifts more enforcement responsibilities to this office. Finally, if front-line departments increase their staffs for, and focus on, regulatory enforcement, it will likely have a direct impact on this office. Any initiative by the County in this regard should include appropriate resources for legal counsel to support such efforts.

Litigation

The focus on land use matters, including the revision of the County's land use plans and regulations, may result in various types of legal challenges. Representatives of the development industry and real estate and landowner groups have publicly threatened legal action if pending proposals are adopted and implemented. In FY 2001 and FY 2002, the office has seen a significant number of suits challenging various land use actions. A substantial contingency has been established to defend any new land use regulations, but this contingency should be reviewed regularly to ensure that it is maintained at an appropriate level. With respect to other litigation involving damage claims, these are generally handled by insurance counsel.

The office expects a continued increase in demand for legal services as the County population and government grows. Some other areas requiring substantial legal support over the next year or more include: Freedom of Information Act requests, personnel law, social services representation, construction and procurement matters, Housing Program issues, cable franchise regulation and compliance, and implementation of the Purchase of Development Rights Program. Except for staffing increases related to land development applications, the office is providing legal services with roughly the same staffing level as a decade ago. Recruitment and retention efforts are more critical than ever, and the County needs to ensure the office can be competitive in the region.

Planned Accomplishments/Objectives for FY 03

- Manage County legal risks through timely, sound advice and strong advocacy.
- Counsel and give advice on land use and smart growth strategies.
- Provide advice on tax collection and defense tax assessments.
- Counsel on personnel matters; procurement matters, including contract formation and dispute resolution; and completion of County financing.

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# of litigation (non-tax): land use, Sheriff's general litigation, personnel, enforcement	43	20-25	20-25	20-25
# Dept. of Social Services cases	49	25-35	25-35	25-35
# of telephone consultations with clients	4,100	5,000	5,250	5,500
# of new files opened, written request for opinions/advice	346	350	350	350
Sit as legal counsel to:				
Board of Supervisors	36	36	36	36
Planning Commission	48	48	48	48
Board of Zoning Appeals	12	12	12	12
Bond Committee	24	24	24	24

Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$877,984	$975,487	$1,145,634	$1,217,359	$1,351,124
Operations & Maintenance	$78,947	$95,616	$103,190	$101,704	$110,717
	$956,931	$1,071,103	$1,248,824	$1,319,063	$1,461,841
Departmental Revenue:					
Local Fees, Charges, Etc.	$110,614	$153,162	$118,623	$178,500	$185,026
	$110,614	$153,162	$118,623	$178,500	$185,026
Local Tax Funding:	$846,317	$917,941	$1,130,201	$1,140,563	$1,276,815
FTE Summary:	13.80	14.80	16.00	16.00	17.00

FY 03 Board Action: The FY 03 Adopted Fiscal Plan for the County Attorney's Office include the transfer of 1.00 FTE from Building & Development Department. The FY 03 Adopted Fiscal Plan reflects the ongoing impact of FY 02 midyear reductions while maintaining service delivery at current levels.

Departmental history can be found on page 301.

FINANCIAL SERVICES

Mission Statement: The mission of the **Department of Financial Services** is to ensure that all County agencies receive sound financial management support, to maintain a fair and equitable real property tax base, to conduct appropriate internal audit and compliance reviews and to insure that the public and others receive information in a timely and effective manner.

Department Description: Manages internal auditing and compliance, capital financing and debt management, financial accounting, financial and budgetary reporting, internal control, payroll, risk and insurance, real estate assessments, land use assessments and property records. The department is composed of three offices (Support & Internal Control, Comptroller, and Assessor).

Situational Analysis:

The department has been faced with major impacts on its operational and analytical capabilities. These impacts included: the continuing growth and increasing complexity of financial transactions and related reporting, continuing growth and structural complexity of real property parcels and related assessments, the full implementation of the land management information system with its informational base, the availability of the assessment and parcel database on the internet, the planned implementation of the Occupational Health and Safety Program, implementation of sliding scale deferrals under the land use assessment program, and implementation of the revitalized residential tax exemption program and implementation of the Federal Foster Care Reimbursement Program.

As a result of these impacts, especially the continued growth in financial transactions and property parcels, and initiatives, the department realigned personnel resources into more functional working teams, each with a responsible team leader with advice and consultation provided by senior team advisors. Constant review, reordering of priorities and/or innovation by these working teams, senior advisors and departmental management became a constant watchword.

Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$2,363,061	$2,106,805	$2,471,514	$3,064,297	$3,405,300
Operations & Maintenance	$1,101,884	$980,087	$1,262,998	$1,471,234	$1,552,190
Capital Outlay	$0	$15,992	$0	$44,000	$0
	$3,464,945	$3,102,884	$3,734,512	$4,579,531	$4,957,490
Departmental Revenue:					
Local Fees, Charges, Etc.	$136,300	$136,800	$288,400	$224,400	$220,600
	$136,300	$136,800	$288,400	$224,400	$220,600
Federal Foster Care Reimbursement*	$0	%0	$0	$0	$83,633
Local Tax Funding:	$3,328,645	$2,966,084	$3,446,112	$4,355,131	$4,653,257
FTE Summary:	41.53	40.00	44.00	52.00	52.00

**For more information on Federal Foster Care Reimbursement Fund see page 466.*

FY 03 Board Action: The FY 03 Adopted Fiscal Plan reflects the ongoing impact of FY 02 midyear reductions while maintaining service delivery at current levels.

Departmental history can be found on page 302.

FINANCIAL SERVICES
Comptroller's Office

Purpose: The purpose of the Comptroller's Office is to ensure that the County's financial management systems are maintained appropriately and that County agencies and the public receive information in a timely and effective manner.

Program Description: The Comptroller's Office manages a centralized system for the processing, recording, maintaining and reporting financial transactions, including the Comprehensive Annual Financial Report; for payment of personal services resulting from employment; for the maintenance of payroll transactions and financial records related to personnel service; for risk and exposure identification and placement of insurance coverage, liability pools and workers' compensation plans; develops capital financing strategies (bond issues, lease purchase financings, etc.) for the issuance and administration of debt and other financing mechanisms; and administers loss control programs.

Situational Analysis:

State and Standards Setting Requirements

The State requires all local governments to maintain and report financial results in accordance with generally accepted accounting principals to the Virginia Auditor of Public Accounts. The Government Accounting Standards Board is aggressively issuing numerous rule changes that require extensive analysis prior to required implementation dates. The new financial reporting model resulting from GASB Statement No. 34 will have a major impact on financial statement restructuring with full implementation occurring in FY 2002. The office is further required to ensure that the Board of Supervisors' adopted budget, as amended, is not exceeded at any time. Due to current levels of growth, these requirements have only been met by continually improving automation, especially in the accounts payable and payroll areas, to offset transaction volume increases as well as overtime hours to complete the basic mission.

Capital Projects

The increasing number of capital projects and operating acquisitions funded with various forms of debt and capital leases require a greater allocation of professional staff time in structuring debt and capital lease issues as well as supporting document preparation and subsequent debt analysis. The office must plan and issue on a timely basis, sufficient debt to fund the ongoing Capital Improvements Program while working with County officials and consultants to enhance the County's credit or bond rating, thereby lowering the cost of borrowing. The County has recently received upgrades to its bond rating from three major bond-rating agencies (Moody's from Aa2 to Aa1, S&P from AA to AA+, Fitch from AA to AA+).

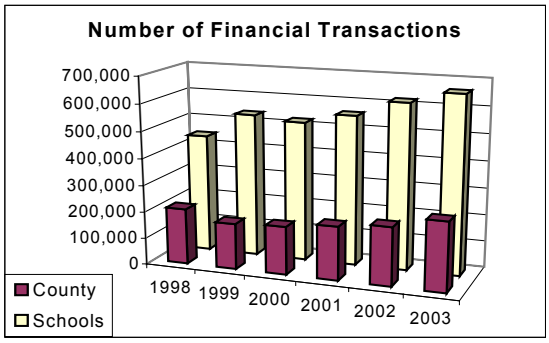
County-wide Risk and Insurance Program

The County continues to grow and shift to a more suburban population; this results in increased resources, employees, and physical assets. This requires the development of a better loss control program to preserve and protect these resources and assets, including employees and volunteers. The office is responsible for safeguarding County assets from loss from damage or liability suits.

The office served on a Countywide team to develop a Occupational Safety and Health Program manual which will be the bedrock of an eventual Safety Program. A Safety Coordinator (planned for future recruitment) will be key in implementing this program.

Federal Foster Care Reimbursement

The Commonwealth developed the Federal Foster Care Reimbursement Program to secure additional Federal revenue for local social service activities. This new federal revenue became available for re-investment in social services programs. As a result, a position was placed within the Comptroller's Office to provide financial accountability and reporting for this new initiative.



Planned Accomplishments/Objectives for FY 03

- Maintain prompt payment of all General Government and School System vendors, as required by the Virginia Prompt Payment Act.
- Maintain accurate and timely payments of employee compensation, employee benefits and tax deposits.
- Coordinate timely issuance of new capital leases, general obligation bonds, and other financing during FY 03 and 04.
- Mitigate the fiscal impact of the multitude of claims and suits filed with various County insurance plans.
- Plan for implementation of the County's Safety Program to reduce losses due to injury of citizens, employees and property.

FINANCIAL SERVICES
Comptroller's Office

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# of operating checks printed	71,904	75,000	77,000	80,000
# of days to process checks	6.0	6.0	6.0	6.0
# of employees paid	57,637	67,435	74,178	78,000
% of direct deposits	89.73%	91%	91%	92%
# of all grants received	162	178	190	200
# of accounting transactions	759,090	835,00	918,500	1,040,000
% accounting transaction transmitted electronically	75%	85%	90%	92%
# of workers compensation claims received	257	265	300	330
% of workers compensation claims denied	5%	7%	7%	7%
$ amount of claims paid	860,673	776,202	892,632	1,020,000
# of debt issuance	4	3	3	4
# receiving higher than the previous bond issue rating	2	0	0	0

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$683,020	$748,712	$1,065,249	$1,107,485
Operations & Maintenance	$758,549	$981,076	$1,145,340	$1,194,444
Capital Outlay	$0	$0	$20,000	$0
	$1,441,569	$1,729,788	$2,230,589	$2,301,929
Departmental Revenue:				
Local Fees, Charges, Etc.	$33,500	$175,000	$142,500	$152,500
	$33,500	$175,000	$142,500	$152,500
Federal Foster Care Reimbursement*	$0	$0	$0	$83,633
Local Tax Funding:	$1,408,069	$1,554,788	$2,088,089	$2,065,796
FTE Summary:	14.00	14.00	17.00	18.00

** For more information on Federal Foster Care Reimbursement see page 466.*

FINANCIAL SERVICES
Assessor's Office

Purpose: The purpose of the Assessor's Office is to ensure that the County's real property tax base is maintained in a fair and equitable manner and that the public officials and staff receive information in a timely and effective manner.

Program Description: The Assessor's Office manages a Countywide system for the maintenance of fair market values and equitable assessments on all types of real property; manages the Land Use Assessment Program and maintains appraisal and property records for assessment and taxation purposes. It ensures timely and accurate preparation of assessment information for the Treasurer to complete the real property tax billing process.

Situational Analysis:

Growth Issues

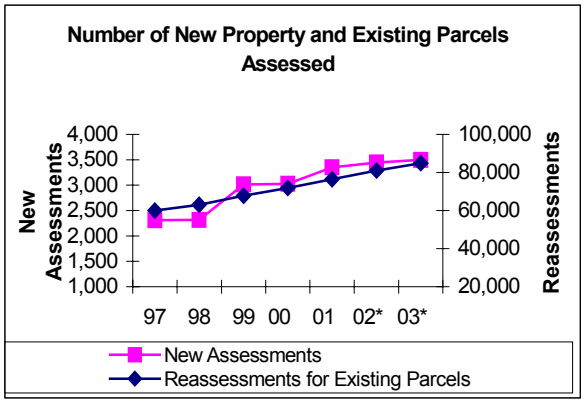
Externally, land development in the County has produced a tremendous growth in land parcels and new construction appraisals. While taxation is never popular, concerns are generally answered to the satisfaction of the taxpayer. The number of parcels and more importantly, the number of improved properties, have begun to impact the quality level of real property assessments. As that quality level is impacted, assessment appeals and litigation will continue to rise under current market conditions. While the real property tax remains and will likely continue as the County's single largest primary revenue source, this tax and the underlying assessed values are continually scrutinized by legislators and the public. While the economy has slowed down, Loudoun County continues to grow with new residential construction remaining at high levels, with many new subdivision lots added to the assessment rolls, and commercial construction remaining strong.

Annual Assessments

The County operates on a program of annual assessments as provided by the State and adopted by County ordinance. All work must be completed in an annual timeframe and no options exist to carry work over to a subsequent year. All new construction, reassessment work and deed transfers, etc., must be complete in order to facilitate the tax billing and receivables process. The primary focus is coupled with continued new construction and creates a burdensome workload on the County's appraisal staff. Some duties considered less essential have been pared back and field reviews are becoming more difficult to ensure that real property taxes are levied in an equitable manner and that the values pass the test of being reasonable as compared to market conditions. Growth in the number of housing units and number of land parcels, coupled with an active real estate market and increasingly complex property types, is making the property appraisal process more difficult.

Equitable Workload

The population and the housing stock have more than doubled in the last decade. The County currently has a total of 60,339 dwelling units, not including multi-family rental units. Of this number, 31,469 were constructed since 1990. This is about half of the housing stock. Efforts in some major areas of responsibility are beginning to fall short of successful due to an annually increasing workload per appraiser and other staff. Professional standards indicate that 3,000 to 5,000 parcels per appraiser is a manageable workload. The County currently imposes a workload of approximately 5,900 parcels per appraiser. This new construction creates a burdensome workload on the County's appraisal staff. Some duties considered less essential have been pared back and field reviews are becoming more difficult to accomplish. Eventually, data and the quality of data will be negatively impacted.



* Estimated projections

Planned Accomplishments/Objectives for FY 03

- Identify and assess all new construction.
- Annually assess all real property at 100% fair market value as required by the Code of Virginia.
- Conduct assessment review hearings; handle any correspondence and taxpayer questions.
- Administer Land Use Assessment and Revitalization Programs according to State Codes and County Ordinances.
- Prepare defense of assessments before Board of Equalization.

FINANCIAL SERVICES
Assessor's Office

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# of parcels revalued in accordance with State and industry standards	75,000	79,714	85,000	87,000
# of supplemental assessments generated from completed new construction permits	3,514	3,100	2,900	2,900
# of assessments of new construction	4,930	3,590	2,500	2,500
# of assessment appeals presented before Board of Equalization	225	201	250	250
# of parcels per appraiser	6,922	5,900	6,300	6,450
Industry standard for parcels per appraiser	5,000	5,000	5,000	5,000
# of field reviews of real property parcels	3,750	4,050	12,000	12,000
% of parcels (residential & commercial) reviewed	5%	5%	14%	14%

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$947,522	$1,103,680	$1,503,320	$1,676,497
Operations & Maintenance	$194,186	$243,194	$274,811	$303,178
Capital Outlay	$15,992	$0	$24,000	$0
	$1,157,700	$1,346,874	$1,802,131	$1,979,675
Departmental Revenue:				
Local Fees, Charges, Etc.	$103,300	$113,400	$81,900	$68,100
	$103,300	$113,400	$81,900	$68,100
Local Tax Funding:	$1,054,400	$1,233,474	$1,720,231	$1,911,575
FTE Summary:	19.00	21.00	28.00	27.00

FINANCIAL SERVICES
Support and Internal Control

Purpose: The purpose of the Director's Office is to ensure that Countywide fiscal, assessment and administrative policies, procedures and systems are implemented, reviewed and enhanced according to accepted and best business practices; that internal auditing and related compliance reviews are conducted on an on-going basis to assist members of the organization in the effective discharge of their responsibilities; that internal business development and customer service processes are reviewed, modified and updated as necessary to meet best business practices; and that administrative services be provided to the whole department.

Program Description. The Support and Internal Control Office assists and manages the development and implementation of fiscal, assessment and business policies and provides policy and procedural direction to all component offices and teams of the department. In addition, this office manages internal audits to include performance audits, financial related audits, follow-up reports and special reports, coordinates efforts in external financial and compliance audits and provides consultation on legislative matters that affect the County in its area of responsibility. The office has ancillary duties in other areas of financial management.

Situational Analysis:

Internal Audit and Compliance

As the County has grown and as the volume of financial transactions have increased, County operations have become increasingly more complex. Last year an internal financial auditor was approved to provide for continued improvement of internal accounting controls and operations within County agencies. That position was filled and the internal audit function was implemented late in fiscal year 2001. This is extremely important in that tests of procedures and internal accounting and operating controls should be performed, thus continually refining the internal accounting and controls and operations of the County to safeguard County assets. This ensures the integrity of financial information, assures compliance with existing fiscal policies and procedures and provides assistance to the independent auditor in the performance of the County audit. In addition, the internal audit function will include performance and financial related audits that will result in improved resource allocation, reduce the risk of loss or abuse of assets, increase productivity and correct wasteful practices. Audit recommendations can improve services to the public by making programs more efficient and effective.

Business Automation

Ad hoc office automation coordinators have been charged with the responsibility of maintaining personal computers and automated systems in addition to their primary responsibilities. Those ad hoc duties that were performed by these coordinators on a part-time basis are now handled by a full-time Systems Administrator. This enables the ad hoc coordinators to now accomplish their primary duties in a more timely and effective basis. Additionally, the completion of automated upgrades, systems enhancements, etc., can be completed more effectively.

Administrative/Customer Services

The administrative and customer service staff has been greatly challenged to provide additional services to internal and external customers resulting from the tremendous growth of the County. This staff has remained at the same resource level since 1985. Thus, the ability to function effectively and in a timely manner is beginning to suffer as the County's growth continues.

Planned Accomplishments/Objectives for FY 03

- Provide continued improvement of business operation for County agencies through internal audit and compliance reviews.
- Provide for timely completions of automated upgrades and systems enhancements.
- Continue to adhere to administrative needs of the department with accurate information and interpretation of all applicable Countywide policies for internal application. Assure that information to employees and public is uniform and timely to ensure that all departmental goals are met.
- Provide outstanding internal and external customer services.

FINANCIAL SERVICES
Support and Internal Control

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# of internal audits conducted annually	2	3	3	3
# of automated upgrades and systems enhancements installed annually	5	7	7	7
# of telephone calls received per year	20,259	21,778	22,867	24,467
# of walk-in customers per year	3,423	3,526	3,879	4,150
% of satisfied customers	90%	85%	83%	83%
# of mails received annually from internal & external customers	75,211	77,467	79,800	85,386
% of timely and accurate mail delivery	85%	83%	80%	80%

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$476,263	$619,122	$495,728	$621,318
Operations & Maintenance	$27,352	$38,728	$51,083	$54,568
Capital Outlay	$0	$0	$0	$0
	$503,615	$657,850	$546,811	$675,886
Departmental Revenue:				
Local Fees, Charges, Etc.	$0	$0	$0	$0
	$0	$0	$0	$0
Local Tax Funding:	$503,615	$657,850	$546,811	$675,886
FTE Summary:	7.00	9.12	7.00	7.00

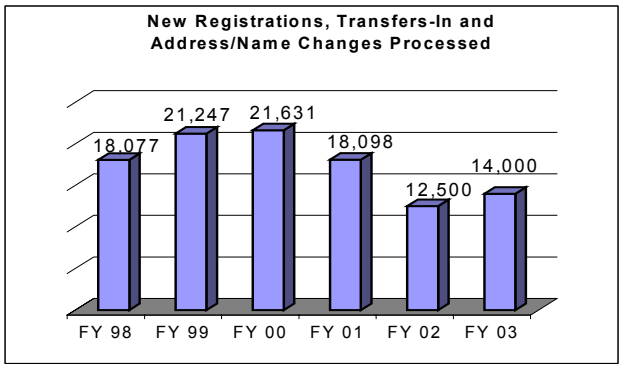
GENERAL REGISTRAR

Mission Statement: The mission of the Office of the General Registrar is to ensure the registration of all qualified persons choosing to participate in the electoral process and to provide information and assistance with voting in accordance with Section 24.2 of the Code of Virginia, the State Board of Elections and the local Electoral Board.

Description: The Department of the General Registrar is a State-mandated office whose purpose is to register voters and maintain the voter registration rolls. In addition, the department 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 citizens and candidates; accepts and certifies candidate filings; and assists the Loudoun County Electoral Board with the training of election officials.

Situational Analysis:

Since the implementation of the "National Voter Registration Act" in March of 1996, the voter rolls have increased to over 100,000 registered voters. Individuals can now register at public assistance agencies (Health Department, Social Services), disability agencies and the Department of Motor Vehicles. Applications from various DMV offices in Virginia account for 80-90% of the workload.



Voter registration has become much easier and convenient since the implementation of the "National Voter Registration Act." The office no longer offers voter registration opportunities outside grocery stores since applications can be completed and returned by mail. Voter registration applications are available at all libraries and community centers in Loudoun County and on the internet for citizens to complete and return by mail. Display boxes have been provided and the libraries and community centers are responsible for notifying the General Registrar's Office when forms are needed since resources are not available to visit each location on a regular basis.

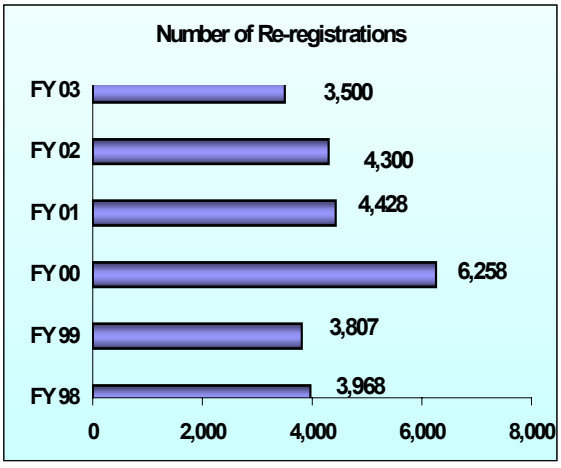
Voter Registration at the Leesburg DMV

The partnership with the Leesburg Department of Motor Vehicles has proven to be very successful. From January-December 2001, the voter registration counter staff served over 8,000 customers. Of that number 944 were already registered to vote or were not eligible to vote thus saving time and money processing these applications. Individuals simply cross out their signature and write decline on the application. The staff has been able to review the applications for completeness to ensure all applicants become registered to vote. While working the voter registration counter, the staff complete the data entry of other applications received from other DMV offices through the Commonwealth. By staffing the voter registration counter at the Leesburg DMV, the Office of the General Registrar has been able to get back into the voter registration business and is able to provide customers with information about elections and other County services that DMV personnel could not.

Extended Hours for November Election

The law requires the Office of the General Registrar to be open on the two Saturdays preceding the election to provide absentee voting. For the first time in FY 01, the office remained open Monday through Friday for two weeks prior to the November election until 8:00 p.m. to provide absentee voting services to Loudoun County voters. The office will continue the extended office hours in the future prior to each November election.

During FY 03, the Office of the General Registrar will be working to improve the information available on the website. As the Internet becomes the way of the future for many, the office needs to provide more helpful information regarding upcoming elections, deadlines, absentee voting and possible past election results. By making use of the Internet, the office hopes to cut down on Election Day telephone calls to be able to adequately handle the calls from Officers of Elections at the polls.



GENERAL REGISTRAR

Planned Accomplishments/Objectives for FY 03

- Continue to promptly and efficiently process the large number of applications received from citizens registering to vote or change their address to ensure they become eligible to participate in the electoral process.
- Partnership with the Leesburg Department of Motor Vehicles to reduce the number of duplicate registrations and incomplete applications received and reduce the number of people claiming to have registered but do not appear on the records.
- Continue our extended absentee voting services during the two weeks prior to each November election to include evening hours and a satellite location in Eastern Loudoun.

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# of applications received	27,190	24,000	25,000	27,000
# of applications received incomplete	1,892	1,700	1,700	1,900
# of applications received duplicates	4,428	4,300	3,500	3,000
# of registered voters	109,677	116,500	120,000	127,000
# of applications processed in Leesburg DMV	NA	8,869	8,900	9,000

Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$179,101	$182,493	$198,120	$273,331	$294,678
Operations & Maintenance	$30,250	$20,066	$21,019	$111,815	$32,187
	$209,351	$202,559	$219,139	$385,146	$326,865
Departmental Revenue:					
Commonwealth	$47,168	$48,252	$52,987	$53,000	$54,143
	$47,168	$48,252	$52,987	$53,000	$54,143
Local Tax Funding:	$162,183	$154,307	$166,152	$332,146	$272,722
FTE Summary:	4.45	4.45	5.77	6.77	6.77

FY 03 Board Action: The FY 03 Adopted Fiscal Plan reflects the ongoing impact of FY 02 midyear reductions while maintaining service delivery at current levels.

Departmental history can be found on page 303.

GENERAL SERVICES

Mission Statement: The mission of the Department of General Services is to enhance the service delivery and public image of the Loudoun County Government. The department provides appropriate, high quality and cost-effective facilities and vehicles to the departments and agencies of the County Government to facilitate better meeting the needs of the County's citizens.

Department Description: This department provides and maintains the physical plant necessary for the successful operation of all County departments and agencies. The physical plant includes real property, facilities, grounds, vehicles, utilities, and infrastructure. Services include the acquisition, design, construction, operation and maintenance of all facets of the physical plant. The department's mission is accomplished through five programs: Fleet Management, Public Works, Facilities Management, Space Management, and Project Management.

Situational Analysis:

Population growth continues to drive the expansion of County services and the need for additional County facilities. The increases in demand for physical plant services are directly related to the growth in number of County employees. The impact on the department is evident in three ways. First, the rapidly increasing use of existing owned and leased facilities is straining staff's capacity to provide the level of service desired by the citizens. Second, the physical condition of the buildings is depreciating at an accelerated rate. Third, funding and staffing for major maintenance has not kept pace with the capital asset replacement needs of the County's physical plant.

Moving Employees

The department currently operates and maintains over one- million square feet of space in 120 facilities. Program space is tight in facilities operated by direct customer service delivery agencies, including libraries and community centers. The approved Capital Improvements Plan addresses some of these issues during this biennium with the opening of the new Ashburn Library, and renovations to Sterling Annex and Douglass Community Centers. The greater problem, though, is space in the County's general office buildings. Ninety-two of the new positions added by the County in FY 02 are in agencies located in the Loudoun County Government Center and the Shenandoah Building. Adding leased space and reconfiguring space in these buildings to accommodate the additional employees has disrupted service delivery for agencies — 42% of employees in the Government Center and the Shenandoah Building have been moved in the last year. This lack of space has necessitated leasing space for some agencies for the next five or more years, and the County's leased space budget costs have almost tripled in the last two years.

Aging Facilities

The influx of residents has steadily increased the use of County facilities. The greater use is accelerating the aging of each facility's physical condition. Surface finishes and materials, especially in high-traffic areas, are requiring renewal or replacement sooner than planned. This is exacerbated in older facilities such as the community centers where functionality, infrastructure, and accessibility may also be problematic. The department's ability to address these issues is constrained by the availability of staff, contractors and materials.

The region's commercial and residential construction market has cooled since last year and this should benefit the County's capital construction program. The expected bidding climate will be more favorable with more contractors vying for County work and tighter ranges of bids. The higher-than-average annual cost increases the County experienced in the last biennium for maintenance materials, maintenance contracts and construction contracts should abate. Likewise, there should be increased applicant pools for technical positions in the department.

Historically, limited funding has been available for the renovation and rehabilitation of the physical plant and few staff resources have been available to manage the design and construction effort for this work. Contracted design and construction management services have been used for major projects, but smaller projects have waited until resources were available. The Capital Asset Replacement Program had an increased number of projects during the last biennium and engineering positions were added to the department to focus on these and Capital Improvement projects.

New Initiatives

The department is also responding to new initiatives related to the County's growth, as well as Federal regulations that apply to larger jurisdictions. The EPA's Phase II stormwater management regulations dictate that the County develop and implement a program by March 2003. This includes the inventory of the existing stormwater infrastructure in FY 02-03. The second initiative is the expansion of the County's public safety infrastructure. The construction of three Fire/Sheriff Stations, the new Adult Detention Center, the expansion of the Fire & Rescue Training Facility and the Public Safety Administration Building will occur in the next two years.

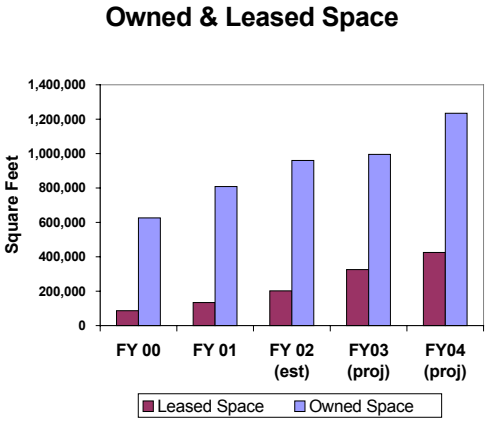
GENERAL SERVICES

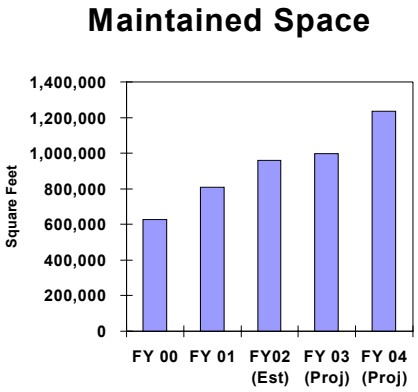
Additional information on this Department's Capital Improvement Program projects can be found on page 353, 354, and 355. Information on scheduled projects for the Capital Asset Replacement Fund can be found in tables beginning on page 448.

Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$2,058,769	$2,286,539	$2,987,635	$4,561,141	$4,985,081
Operations & Maintenance	$4,930,581	$5,469,690	$7,425,032	$11,578,989	$12,981,735
Capital Outlay	$276,279	$755,490	$869,208	$1,277,262	$1,528,870
	$7,265,629	$8,511,719	$11,281,875	$17,417,392	$19,495,686
Departmental Revenue:					
Local Fees, Charges, Etc.	$102,500	$131,650	$127,070	$131,150	$199,099
Commonwealth Funding	$0	$0	$0	$0	$0
	$102,500	$131,650	$127,070	$131,150	$199,099
Local Tax Funding:	$7,163,129	$8,380,069	$11,154,805	$17,286,242	$19,296,587
FTE Summary:	53.03	54.16	68.16	86.16	86.16

FY 03 Board Action: The FY 03 Adopted Fiscal Plan for the Department of General Services reflects the ongoing impact of FY 02 midyear reductions while maintaining service delivery at current levels. Anticipated expenditures for moving, build-out, leases, and electricity associated with full year costs on space occupied during FY 02 and new costs on space to be occupied in FY 03 are also included.

Departmental history can be found on page 303.





GENERAL SERVICES
Fleet Management

Purpose: This program provides for the administrative and maintenance management services for the County's inventory of motor vehicles; the management of the Vehicle Maintenance Facility in partnership with the Loudoun County Public Schools; and development and implementation of the County's vehicle management program, policies, and procedures.

Program Description: The Fleet Management Program provides for the acquisition, outfitting, licensing, assignment, maintenance, replacement and disposition of vehicles. This program also manages the County's vehicle operating and replacement funds, and co-manages the Vehicle Maintenance Facility.

Situational Analysis:

With a role that involves coordination with all departments and agencies, the Fleet Management Program has been impacted significantly as the County Government has expanded in response to increased community demands and a growing population. In addition to developing the motor vehicle requirements and fiscal plans with each operational group, the program has continued its key role in ensuring that the County's 901 vehicles (in FY 02) remain operational and economical. Vehicle maintenance is accomplished through a successful partnership enterprise with the Loudoun County Public Schools using both in-house and commercial resources. Initiatives of the Board of Supervisors during the past two fiscal years have mandated mid-year staff growth in the development and regulatory and public safety agencies. Providing vehicles to serve these added functions has further taxed limited program resources. The Board of Supervisors addressed increased workload resulting from fleet growth with one enhancement in FY 01.

Workload demands for this program will continue to escalate in concert with the growth of the County. The vehicle fleet size has increased 55% since 1999 with a 10-15% annual growth projection for the next few years. Managing the operations of the fleet, acquiring sufficient additional fleet vehicles to meet community service demands, and ensuring continued maintenance excellence will challenge the program this year. The increase in the County's law enforcement resources during the next biennium will require timely acquisition of up to 100 special-use vehicles. Additional fire and rescue apparatus will be added to the centrally managed vehicle fleet as part of the same effort. Extended daily maintenance operations will be necessary to support the expanded fleet. Additional resources will be needed to properly manage the fleet's maintenance operations. The County will also begin investing in alternative fuel vehicles as part of the region-wide Clean Air Program.

Planned Accomplishments/Objectives for FY 03

- Continue the scheduled inspection and preventive maintenance program for all County vehicles.
- Maintain or increase the utilization of the County's fleet with the objectives of increasing the availability of vehicles for use, and increasing the usage of each vehicle.
- Increase the use of motor pool vehicles for short-duration, short-distance trips.
- Maintain the current level of customer satisfaction.

GENERAL SERVICES
Fleet Management

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Total fleet size	795	901	950	1,000
Number of Sheriff cruisers	230	268	300	345
Annual fleet maintenance costs	$1,408,840	$1,650,000	$1,740,000	$1,840,000
Annual mileage per vehicle	8,985	9,700	9,000	9,000
Vehicle availability per month	98.2%	98.0%	98.0%	98.0%

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$139,628	$252,017	$323,540	$308,325
Operations & Maintenance	$243,130	$278,715	$360,637	$215,151
Capital Outlay	$0	$1,914	$86,568	$1,457
	$382,758	$532,646	$770,745	$524,933
Departmental Revenue:				
Local Fees, Charges, Etc.	$35,000	$25,000	$25,000	$42,000
	$35,000	$25,000	$25,000	$42,000
Local Tax Funding:	$347,758	$507,646	$745,745	$482,933
FTE Summary:	3.12	5.90	5.93	5.51

GENERAL SERVICES
Public Works

Purpose: This program provides research, project management and maintenance support to the Board of Supervisors, the County Administrator's Office and County citizens in the areas of transportation and the management of stormwater.

Program Description: This program provides for limited Public Works operations including the implementation of designated County public works infrastructure and trail projects, and the installation and maintenance of County street signs; development and implementation of the County's maintenance management services for its stormwater infrastructure; maintenance of public works structures including pedestrian underpasses; and limited public works operations management, including emergency responses to property flooding.

Situational Analysis:

Public Works' responsibilities are evolving and expanding to include stormwater management. The inventory of the existing stormwater infrastructure must be completed during FY 02 and FY 03 to satisfy EPA's program implementation schedule. Contract funding, GIS support, and limited field support for this inventory were funded as an enhancement in the FY 02 budget. Once the survey and NPDES permit process is complete, Public Works must be ready to accept the maintenance responsibilities for the stormwater structures in the system. The impact on staff and funding to implement that maintenance operation is not yet known.

The Board of Supervisors has supported a more active program to repair or replace existing public works infrastructure in the County and Public Works is changing to respond to that direction. Eighteen pedestrian underpasses, and 2.9 miles of trail segments and sidewalk sections have been added to the inspection and maintenance workload. In addition, the street address signage at over 9,540 intersections (FY 01) requires inspection, maintenance, repair or replacement annually. Staff shortages have resulted in less timely response to signage outages and some maintenance has had to be deferred.

Planned Accomplishments/Objectives for FY 03

- Integrate new and expanded public works functions into a unified, comprehensive organization.
- Inventory the County's stormwater infrastructure in compliance with the NPDES Phase II regulations of the Environmental Protection Agency.
- Successfully construct designated sections of the County's trail system within the time and budget constraints of State and Federal funding programs.
- Increase the level of preventive and routine maintenance for street signage such that all intersections are inspected annually.

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Street sign locations to be maintained	9,544	10,500	11,500	12,500
Stormwater infrastructure inventoried measured in square miles	N/A	20	60	81
Stormwater infrastructure maintained measured in square miles	N/A	N/A	N/A	20
Countywide trail segments managed in miles	2.9	2.9	3.9	5.3

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$319,999	$427,811	$642,955	$806,708
Operations & Maintenance	$480,691	$500,447	$635,487	$755,435
Capital Outlay	$71,000	$17,441	$35,693	$9,997
	$871,690	$945,699	$1,314,135	$1,572,140
Departmental Revenue:				
Local Fees, Charges, Etc.	$2,200	$2,200	$2,200	$2,035
	$2,200	$2,200	$2,200	$2,035
Local Tax Funding:	$869,490	$943,499	$1,311,935	$1,570,105
FTE Summary:	7.27	9.87	12.13	13.23

GENERAL SERVICES
Facilities Management

Purpose: This program provides for the maintenance management services for the County's inventory of owned property, ensuring the long-term use of the facilities while retaining the value of the County's physical plant investment.

Program Description: The Facilities Management Program provides preventive, routine, and emergency maintenance services for the County's physical plant. It includes the activities necessary to maintain all building systems, site improvements, grounds and landscaping at each facility. A combination of in-house and contracted resources is employed to implement the program.

Situational Analysis:

Facilities Management provides complete maintenance services for 120 County-occupied buildings, comprising over one million square feet. This inventory of occupied buildings will grow to one million square feet during the next fiscal year. Landscaping and grounds services are provided for over 1,000 acres of County-owned property. The rapid growth in the number of people working in and using County buildings causes building systems to need more frequent repair, maintenance and replacement. The County is also constructing buildings that incorporate new technologies and require a higher level of training to maintain. The combination of added maintenance requirements plus an increasing maintenance inventory had surpassed the work capacity of existing resources. Additional trade-specific maintenance staff was added in the FY 02 budget to address these increasing demands.

It was decided a decade ago to provide general, centralized maintenance by using in-house staff and to hire contract services for specialty and highly technical maintenance. The biggest challenge to delivery of services today is the availability of trained, trade-specific personnel whether by hiring or contracting. It is very difficult to find skilled labor for in-house hiring while the experience with finding competent, trade-specific contract services has been, on the whole, positive. Contractors are able to pay a higher labor rate than public agencies and this bodes well for continued reliable contractor service.

Planned Accomplishments/Objectives for FY 03

- Integrate new leased and owned facilities into the preventive, routine and emergency maintenance program.
- Increase the emphasis on arboreal and landscape maintenance with the objective of improving the physical image of the County's properties.
- Increase the specialty trade skills available in-house to complement the continued use of contracted services for specialized system maintenance.
- Increase the level of information available to customers with the objective of providing timely status of pending work and work in progress.

GENERAL SERVICES
Facilities Management

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Square feet of owned space maintained	807,925	960,000	995,500	1,234,300
Square feet of leased space maintained	50,616	69,616	69,868	73,000
Annual maintenance service requests	8,629	9,490	10,440	11,485
Amount of repair and service contracts	$824,172	$941,017	$969,250	$998,320

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$875,206	$1,085,731	$1,692,221	$1,979,398
Operations & Maintenance	$3,092,504	$3,970,299	$4,271,043	$4,962,013
Capital Outlay	$188,990	$400,714	$259,251	$1,276,225
	$4,156,700	$5,456,745	$6,222,514	$8,217,636
Departmental Revenue:				
Local Fees, Charges, Etc.	$66,150	$72,070	$76,150	$127,150
	$66,150	$72,070	$76,150	$127,150
Local Tax Funding:	$4,090,550	$5,384,675	$6,146,364	$8,090,486
FTE Summary:	22.49	25.56	35.13	34.88

GENERAL SERVICES
Space Management

Purpose: This program provides for the property and building management services for the County's inventory of owned and leased property.

Program Description: The Space Management Program includes all activities necessary to ensure adequate and appropriate space is available to satisfy the County's needs. The functions include leased property acquisition and management, development and construction of workspace, security services, housekeeping services, and management of the County's systems furniture inventory.

Situational Analysis:

The Lease Management component of this program seeks out and leases space for County use. Growth in County population and significant increases in County staff has created the urgent need for additional space that has been met by leasing an additional 116,000 square feet of office space at several locations in the past two years. Leasing additional office space appears likely as an interim solution to space needs over the next three years until a permanent solution has been determined. At the present time there is a shortage of available office space in the Leesburg area. Lease Management will continue to have a difficult time securing appropriate office space to meet the County's needs.

Office space management is responsible for managing the build-out of newly leased space and build-out when owned space is reconfigured, and provides designs and installation of the systems furniture that is used in the majority of County office space.

There is over six million dollars of systems furniture in use and it is estimated that an additional four million dollars will be spent in the next few years. Contract designers and installers are used for most systems furniture projects but availability of these contractors for the County's work is limited, and that has resulted in delays delivering new and reconfigured space. The delivery times may improve for the near future if there is an economic downturn.

Contractors provide all security services and over 81% of all housekeeping services. The contract services are expanded to include new buildings added to the inventory. This approach will be continued, although in-house housekeeping resources will be maintained for contract inspection and for cleaning restricted locations.

Planned Accomplishments/Objectives for FY 03

- Increase the level of contract housekeeping to support additional facilities occupied by the County.
- Continue to implement a rigorous in-house contract inspection program for housekeeping contracts.
- Continue to provide appropriate levels of security at designated County-occupied facilities.
- Reallocate space in the Government Center and the Shenandoah Building to accommodate program growth with the objective of providing alternate locations for one or more departments or agencies.

GENERAL SERVICES
Space Management

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Number of leased buildings	26	32	37	40
Square feet of leased space	134,633	202,033	325,033	425,033
Annual lease payments ($ x 1,000)	$1,720	$3,542	$4,248	$4,460
Average cost per square foot	$12.78	$17.53	$19.54	$20.82
Square feet of space cleaned daily	494,035	666,838	726,386	947,287
% space cleaned daily by contract	88.0%	81.4%	82.6%	86.5%
Annual housekeeping contract cost	$588,433	$725,192	$780,000	$803,400

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$505,082	$558,964	$717,985	$766,381
Operations & Maintenance	$1,406,415	$2,364,134	$5,829,528	$6,716,276
Capital Outlay	$286,714	$238,196	$645,795	$34,138
	$2,198,211	$3,161,294	$7,193,309	$7,516,795
Departmental Revenue:				
Local Fees, Charges, Etc.	$28,300	$27,800	$27,800	$27,914
	$28,300	$27,800	$27,800	$27,914
Local Tax Funding:	$2,169,911	$3,133,494	$7,165,509	$7,488,881
FTE Summary:	12.98	13.73	13.61	14.90

GENERAL SERVICES
Project Management

Purpose: This program provides management and technical advice, services and research to the Board of Supervisors, the County Administrator's Office and County agencies in the area of facility planning, design and construction.

Program Description: The Project Management Program provides for updating and implementing the County's six-year Capital Improvement Program (CIP), Capital Asset Replacement Program (CARP), and Major Maintenance Programs. Project management tasks include pre-design planning, facility design, site development, bidding, construction, outfitting and commissioning new and renovated facilities.

Situational Analysis:

In project management, new capital facilities such as the County Courts Renovation and Expansion Project and the new Adult Detention Center continue to grab most of the "headlines," but many other projects are underway involving much needed infrastructure and building systems repairs. Employees have been hard pressed to keep up with the workload. The dependence on contracted design and construction management resources remains necessary, allowing staff to merely "catch up" to a barely adequate level of workload completion and to ensure the completion of quality products. Additional staff was added in FY 02 to address this need.

The Capital Asset Replacement Program had an increased number of projects during the last biennium. The County's growing physical plant inventory is taxing the ability of staff to manage and inspect projects. Some engineering positions were added in the FY 02 budget but the tight labor market in the region continues to limit applicant pools, causing some positions to remain vacant for over one year.

Another consequence of the active construction market in Northern Virginia is the cost of construction. The County's costs of construction have escalated at 12-18% per year over the last biennium while the Capital Improvement, Capital Asset Replacement and major maintenance budgets have increased in line with the broader three percent consumer price index. Contractors have either not bid for County work or have bid at higher than expected levels. This trend should change as the building construction market softens with the economy. All capital project budgets will be assessed annually as part of the budget process to verify that adequate funding is available to accomplish the approved scope of work. Value engineering for all major projects will be continued to ensure the maximum construction value is achieved.

Planned Accomplishments/Objectives for FY 03

- Successfully advance currently approved CIP projects to the next milestone of planning, design, construction or occupancy.
- Successfully advance currently approved CARP projects to the next milestone of planning, design, or construction.
- Improve design and construction quality assurance and cost controls by improved monitoring of design and construction contract work, and by soliciting feedback from customer agencies.

GENERAL SERVICES
Project Management

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Number of capital projects in design or construction	12	13	8	6
Value of CIP Projects ($ x 1,000)	$66,150	$86,000	$18,840	$49,735
Change-order rate (CIP)	5%	5%	5%	5%
Projects meeting milestone dates (CIP)	50%	50%	75%	90%
Satisfaction rating by users	80%	90%	90%	90%
Number of CARP projects in design or construction	21	16	15	15
Value of CARP projects ($ x 1,000)	$3,505	$1,645	$1,530	$3,750
Change-order rate (CARP)	2%	2%	5%	5%
Projects meeting milestone dates (CARP)	50%	50%	50%	50%
Satisfaction rating by users	80%	90%	95%	95%

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$446,623	$663,112	$1,184,440	$1,124,269
Operations & Maintenance	$246,951	$311,436	$482,294	$332,861
Capital Outlay	$208,786	$210,943	$249,955	$207,053
	$902,360	$1,185,491	$1,916,689	$1,664,183
Local Tax Funding:	$902,360	$1,185,491	$1,916,689	$1,664,183
FTE Summary:	8.30	12.06	20.15	17.64

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 public schools.

Department Description: The Department of Information Technology provides information and office automation systems and services to the departments of the County Government and Public School System and radio communications services to the County's public safety agencies and volunteers. The department provides services on a 24-hour per day, 7 day per week basis. County information systems provide data processing and management information for key County and School activities including tax administration, public safety dispatching, student instruction, land development, fiscal management, and others. Services provided to County and School staff cover a range of activities including training, problem solving, hardware maintenance, systems development, network management, and radio communications. The department's services are provided through five programs.

Situational Analysis:

The Department of Information Technology has traditionally provided information technology (IT) services in the form of information systems design, computer programming, operation of major computers, and provision and maintenance of desktop computers (PCs). During the past five years, DIT has transitioned to the role of a major communications provider and its customer base has expanded from internal staff to now include citizens, volunteers, and external service providers.

Demand for the traditional services continues. DIT operates and supports approximately 79 major information systems and maintains approximately 2,000 PCs. New information systems continue to be requested and where feasible, packaged information systems are acquired. During FY 02, new systems were implemented for Parks and Recreation facility and program management, School Library management, and Building Permits and Inspections. The training of DIT staff to integrate existing information systems with Internet technologies began in FY 02 and continues**.**

Expanded Services

Maturing of the County Government's data networks and services, implementation of the County Government's 800 MHz radio system, and the popularity of the Internet as a communications medium, have transitioned DIT into the role of major communications services provider. DIT manages and operates in-building cable systems and wide-area networks connecting staff in 147 County Government and Public School facilities, the Offices of the Town of Leesburg and Purcellville, the State government, and the Internet. Advances in wireless technologies and the implementation the 800 MHz Public Safety Radio System during FY 02 will result in selective wireless radio and microwave data communications services. Video services will be introduced for Courts applications. The convergence of telephonic and data communications technologies will result in further integration of services in the future. The annual expansion of the network to include new County and Public School facilities is expected to continue.

Internet/Intranet Services

The Board of Supervisors' FY 01 E-Government initiative resulted in the establishment of DIT's Internet/Intranet Services Program. Provision of information to internal staff from intranet servers is being supplemented by development of Intelligent Forms (iForms) that make internal forms available on-line with integration to County information systems for real-time transaction processing.

The Internet services component of E-Government includes the operation of the County's Government's official website, which handles approximately 100,000 user sessions per month. County Internet services are transforming from an "information only" service providing information like agendas, calendars, and information about County services to a transaction processing service capable of communicating with citizens and electronically providing services directly to the public. Surveys indicated that 83% of the County households have Internet access and the acceptance of Internet tax payment services, implemented in FY 00 and used for approximately 5% of tax payments, is indicative of the public's acceptance of the Internet. Other E-Government applications that operate include land records information query, parks and recreation activity registration, public library access, purchasing, and additional tax related functions. Building Inspections and Permitting are planned for late in FY 02.

Challenges

The volatile IT job market, heavy reliance upon external service providers, technology change, growth in County staffing levels, and increasing numbers of County and Public School facilities are external factors that negatively impact DIT's service delivery. Flexible scheduling, use of modern technologies and a training program have helped maintain DIT's retention rates close to the County average. The fast pace of technology change, and the constant expansion and modification of the data network to include re-configured or new facilities complicates the provision of services and creates its own service delivery demands.

INFORMATION TECHNOLOGY

Information on scheduled projects for the Capital Asset Replacement Fund can be found in tables beginning on page 448.

Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$3,931,977	$4,184,417	$5,232,005	$6,032,937	$6,256,827
Operations & Maintenance	$2,902,990	$3,157,485	$4,565,980	$6,232,550	$5,781,976
Capital Outlay	$78,000	$170,000	$747,000	$95,000	$135,000
	$6,912,967	$7,511,902	$10,544,985	$12,360,487	$12,173,803
Public Safety Communications[1]	N/A	N/A	N/A	$677,421	$1,263,426
Local Tax Funding:	$6,912,967	$7,511,902	$10,544,985	$11,683,066	$10,910,377
FTE Summary:	63.12	63.12	74.39	79.39	79.39

Budget Analysis: The FY 03 Adopted Fiscal Plan reflects the ongoing impact of FY 02 midyear reductions while maintaining service delivery at current levels.

Departmental history can be found on page 304.

1. The Public Safety Communications Fund was established as a special revenue fund effective FY 02. Prior to the inception of the fund, E-911 revenue associated with Information Technology was included in the department's Computer Application's budget.

INFORMATION TECHNOLOGY
Technology Services

Purpose: The purpose of this program is to maintain the technical effectiveness of County Government and School staff who use personal computers, County Government data networks and related office automation technologies.

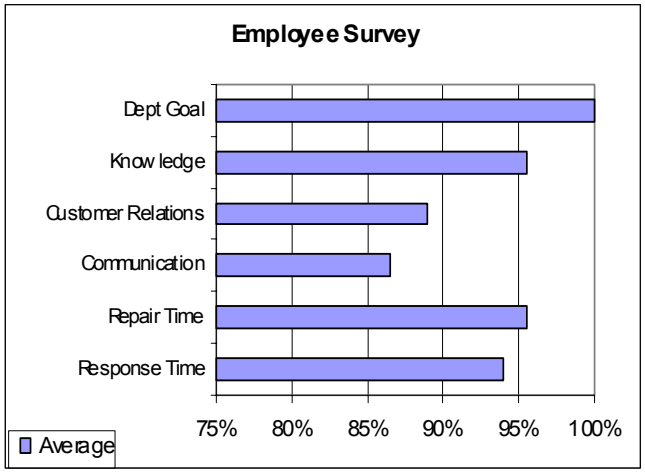
Program Description: This program provides technical support services to County Government offices, community centers, libraries, public school administrative offices, all schools, and other facilities. Services include equipment and software installation, troubleshooting and repair, training, equipment upgrades and replacements, asset control, and Help Desk services. The Town of Leesburg and the Town of Purcellville administrative offices are also connected to the Countywide area network. On-going PC software training is provided to County Government and the Public Schools.

Situational Analysis:

Impact of Population Growth

The additional County employees and the addition of 12 new schools and 11 County facilities will create increased customer service activity in FY 03/04.

The present staffing is adequate to support the installed base of computers and County networks. The addition of more County Government facilities and staff may require increased manpower to maintain the present level of support in FY 04. The customer service survey for FY 02 reflects a 93% service satisfaction level.



In order to alleviate the pressure for additional staff in future fiscal years, a centralized system for desktop PC management and problem solving by Help Desk staff is being installed and should be fully implemented by the end FY 02. Centralized software distribution has already been completed successfully, resulting in significant time and resources savings.

County Networks

The Novell Netware data networks continues to serve the County well and has provided additional levels of security as most virus activities have been directed to Microsoft Outlook and Microsoft NT servers in general. To further reduce external virus threats, hardware/software security devices have been installed in front of the County firewall as a first line of defense in FY 02. A network security audit was completed in FY 02 and recommendations will be implemented in FY 02/03.

The increased demand of bandwidth and quality of service for video conferencing, distance learning, and the possible integration of voice-over data has necessitated the costly replacement and upgrade of the County data infrastructure. In FY 01/02 most of the Wide Area Network infrastructure was upgraded from Frame Relay to ATM (Asynchronous Transfer Mode) services starting with the libraries and more recently Parks and Recreation. The remaining Frame Relay sites conversion should be completed in FY 03. The County owned fiber optic backbone that connects most Leesburg area government and public school facilities uses the dated FDDI network protocol. This is becoming difficult to maintain and support and will require upgrade in subsequent fiscal years to Sonet Gigabit technology.

Planned Accomplishments/Objectives for FY 03

- Complete Zenworks implementation.
- Plan the Fiber Distributed Data Interface to Sonet Gigabit backbone conversion.
- Convert Government Center from Token Ring to Ethernet.
- Provide technical training to staff to improve the quality of support to all County departments.
- Close 90% of service requests.

INFORMATION TECHNOLOGY
Technology Services

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Network				
# of County Government and Public School facilities networked	133	147	161	169
Desktop Computers				
% of PCs greater than 233 MHz	96%	100%	100%	100%
Computer user satisfaction rating with computer hardware	93%	93%	93%	94%
Average time to respond to personal service requests	4 hrs.	4 hrs.	4 hrs.	4 hrs.
# of Help Desk calls	9,000	9,200	9,500	9,500
Close 90% of service requests	N/A	85%	90%	90%
Personal Computer Training				
% of personal computer software training requests serviced	71%	71%	95%	95%
Employee satisfaction rating with training	92%	92%	93%	94%
Customer satisfaction rating for personal computer and network support services	93%	93%	93%	94%

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$1,187,231	$1,647,455	$1,433,993	$1,483,181
Operations & Maintenance	$1,101,372	$1,855,887	$2,412,998	$2,232,266
Capital Outlay	$0	$402,000	$0	$0
	$2,288,603	$3,905,342	$3,846,991	$3,715,447
Local Tax Funding:	$2,288,603	$3,905,342	$3,846,991	$3,715,447
FTE Summary:	19.04	21.14	20.34	20.06

INFORMATION TECHNOLOGY
Computer Operations

Purpose: The purpose of the Computer Operations Program is to operate and insure the availability of the County's major computer systems as required to transact County Government and Public School business.

Program 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 security. The County's 11 major computers operate on a 24 hour/7 day per week basis. Computer operators perform computer console operations, print and distribute reports, and back-up the major computers and approximately 60 network file servers on a nightly basis to centralized tape storage equipment. The systems programming function is responsible for ensuring that the software operating systems for the major computers are operational and up-to-date at all times. This requires the monitoring of system performance, installation of new software releases, fixing "bugs", and problem solving. The program is also responsible for administering the County's Information Asset Security Policy, which defines the information and systems security responsibilities of DIT and the departments that use the 79 major County Government and Public School information systems.

Situational Analysis:

Customer Satisfaction

Technology change combined with the requirement to continuously add computer capacity for growth has resulted in the County having relatively modern computer equipment. Only three of the County's 11 major computers/servers are more than five years old and standardization has reduced the number of operating systems supported from six to three during the past five years. Percentage of uptime for all systems is consistently in the high 90's.

While downtime on the major computers/servers has been minimal, systems programming support for the IBM Enterprise Server has been inadequate. The transfer of one existing DIT position to this function in FY 01 has improved 7 x 24 support of the system; however, the implementation of Mobile Data Computing in August 2001 has virtually eliminated the resources gained by the transfer. The total FTEs dedicated to IBM support is the same as it was in the early 90's.

Planned Accomplishments/Objectives for FY 03

- Maintain 99% on time completion of all computer processing.
- Maintain operational availability of the major computer systems at 99% or better.

INFORMATION TECHNOLOGY
Computer Operations

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# of major computer systems maintained	11	12	12	11
% of online systems availability	99.11	99.11	99.20	99.20
Total # of computer jobs processed	40,560	42,588	44,717	46,952

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$1,002,766	$1,222,938	$1,018,737	$1,128,553
Operations & Maintenance	$1,430,513	1,818,169	$1,697,294	$1,460,020
Capital Outlay	$170,000	$345,000	$60,000	$104,000
	$2,603,279	$3,386,107	$2,776,031	$2,692,573
Local Tax Funding:	$2,603,279	$3,386,107	$2,776,031	$2,692,573
FTE Summary:	15.78	17.47	13.78	14.64

INFORMATION TECHNOLOGY
Application Systems Development and Support

Purpose: The purpose of the Application Systems Development and Support Program is to maintain and enhance existing automated systems and to develop, install, and implement new systems for all County departments and the Public School system.

Program Description: The Application Systems Development and Support Program provides services for support of existing information systems and the development of new systems. Systems analysis and design, computer programming, and data base administration services provided to 33 County Government departments, the Offices of the County Administrator, County Attorney, and Board of Supervisors; the Courts; and Public School system. Seventy-nine major information systems are utilized by the County Government and Public Schools and are maintained and supported by this program. Services are provided through five teams of systems analysts assigned to two of DIT's operating divisions.

Situational Analysis:

Systems Used in the County Government

This program maintains and supports approximately 79 existing information systems. Demand for new information systems continues to be high and where feasible, packaged information systems are acquired. During FY 02, packaged systems were implemented for the Library Management, Recreation Activities Management, and for expediting payments via a Laser Check Printing system. An automation system has been specified for purchase for the Clerk of the Courts Land Records and Deeds in late FY 02. In-house systems design and programming activities remain strong. In FY 02 a Permits and Inspection System was implemented as a component of the Land Management Information System (LMIS). This is significant because of the fast paced County growth. A Cashiering system for the County Treasurer's Office was also implemented.

A consultant's study by Soza & Company provided to the Board of Supervisors in FY 02 recommended the upgrade of the County/School System Finance and Human Resource/Payroll Systems and the replacement of the Real Property Assessment System. The systems upgrades were begun in FY 02 and will continue in FY 03.

IForms

Continued requests from departments to deploy new technologies has resulted in projects to "Internet enable" new and existing systems, to add browser based interfaces to existing systems, and to integrate existing applications systems with the Intelligent Forms (iForms) under development for internal use on the County's Intranet. iForms for employee leave recordation and for employee travel expenses reporting have been implemented in FY 02.

Internet

Internet based information query and transaction processing by citizens continues to be strong. Additional requests, such as Land Records, have been received and it is anticipated that the trend to extend access to County systems through the Internet will continue. Training of existing DIT staff in Internet technologies continues at a measured pace.

Staffing Issues

Although the economy has weakened, recruitment is still a challenge for certain technical positions.

Planned Accomplishments/Objectives for FY 03

- Develop and implement 90% of systems development projects on time.
- Maintain 90% computer programming and support satisfaction rating.
- Maintain database response time at 0.5 seconds or less.
- Maintain database availability for applications at 99% or greater.

INFORMATION TECHNOLOGY
Applications System Development and Support

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
% Systems Development Projects completed on time:				
Community Services	89	94	94	96
Finance	81	86	91	93
Land Records	83	86	90	90
School	95	95	90	90
Tax Administration	75	85	85	90
% of user support satisfaction based on rating scale of 1-10 with 10 being the highest:				
Community Services	93	93	95	95
Finance	98	99	99	99
Land Records	88	90	92	92
Schools	86	88	90	90
Tax Administration	99	90	90	90
Maintain database response time at 0.5 seconds or less	0.5 sec.	0.5 sec.	0.5 sec.	0.5 sec.
Maintain database availability for applications at 99% or greater	99%	99%	99%	99%

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$1,881,572	$2,182,713	$3,044,490	$3,009,731
Operations & Maintenance	$582,555	$806,391	$968,786	$816,993
Capital Outlay	$0	$0	$0	$0
	$2,464,127	$2,989,104	$4,013,276	$3,826,724
Local Tax Funding:	$2,464,127	$2,989,104	$4,013,276	$3,826,724
FTE Summary:	27.22	32.55	37.67	36.09

INFORMATION TECHNOLOGY
Internet/Intranet Services

Purpose: The purpose of the program is the enhancement of communication, productivity and access to County information and services for the public and County employees using the Internet and Intranet.

Program Description: The Internet/Intranet Program is responsible for design, installation, and maintenance of systems that host the County Government's Internet website (www.loudoun.gov) and Intranet applications. The program develops applications that facilitate the citizens and staffs access to information on the County's major information systems. Other applications improve business processing providing for collection of taxes and other fees via the Internet as well as the facilitation of information collection and communication.

Situational Analysis:

Utilization of the Internet

During the past three years, utilization of the County Government's Internet website has increased an average of 10% per month to 100,000 users sessions. Internet applications maintained include public body meeting calendars, parcel/assessments lookup, job applications, tax payment collection, vendor registration, document search/retrieval, public library access, animal adoption pages, plus others. The services offered via the Internet are being expanded during fiscal years 2002 and 2003 to include tax account lookup, on-line bid submissions, on-line mapping, Parks and Recreation Program registration, and permit status lookup.

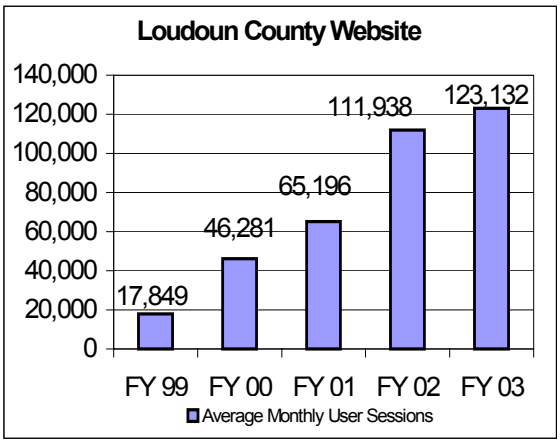
Automation

The County Government's Intranet is developing into a central communication and productivity tool. Current systems and systems to be developed allow the employees to communicate with each other through extended functions of the e-mail system and through the conversion of a large number of County forms to on-line formats. This not only facilitates the collection and routing of the forms but also provides automated data entry into other County information systems. The types of forms that will be automated include timesheets, purchase requests, budget adjustments, etc.

The Internet/Intranet Program is also assisting DIT systems analyst and computer programmers in developing interfaces for the County's major information systems that use a browser. These interfaces will replace the current terminal and client server interfaces providing the employees with a common interface to all systems.

Web Achievement

The Internet/Intranet Program was formally initiated in FY 00. The large demand for services resulted in increased staffing from two to four FTE's in FY 01. Great success has occurred in making the website "self-maintainable" by other departments and in training other DIT systems analysts and computer programmers in Web development. Given the large demand for Internet/Intranet applications and the newness of the program, resource requirements will need to be monitored and adjusted as required.



Planned Accomplishments/Objectives for FY 03

- Establish and maintain a 90% citizen satisfaction rating with the County website.
- Increase the number of Intranet users by 10%.
- Begin implementation of internet access to Clerk of the Court's Land Records to be completed in FY 04.

INFORMATION TECHNOLOGY
Internet/Intranet Services

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Average # of monthly Internet user sessions of County website	65,196	111,938	123,132	135,445
% of Internet uptime	N/A	N/A	99	99.5
Average # of monthly Intranet user sessions	N/A	25,273	28,000	30,600

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$112,848	$178,898	$350,053	$436,764
Operations & Maintenance	$43,045	$85,533	$98,198	$87,307
Capital Outlay	$0	$0	$35,000	$22,000
	$155,893	$264,431	$483,251	$546,071
Local Tax Funding:	$155,893	$264,431	$483,251	$546,071
FTE Summary:	1.09	3.17	4.28	5.28

INFORMATION TECHNOLOGY
Communication Services

Purpose: The purpose of this program is to maintain the County Government's radio communications systems and public safety E-911 related communications systems, ensuring their 24-hour per day/7 day per week operational status as required for Public Safety and other County requirements.

Program Description: This program is responsible for ensuring the working order and performance of the County Government's radio communications systems which include the radio transmitters, radio console systems, 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 the County's Dept. of Fire and Rescue Services, the volunteer Fire and Rescue Companies, the Sheriff's Dept., and the police departments for the Towns of Leesburg, Middleburg, and Purcellville.

Situational Analysis:

In December 1998, the Board of Supervisors approved the purchase of a digital 800 MHz radio communications system to replace the low band radio system technology that was used by the County for almost 50 years. The project included the specification and design of the system, acquisition of 800 MHz frequencies from the Federal Communications Commission, obtaining additional tower locations, purchase and installation of hardware and software, and the configuration of the system to serve the various needs of the County and towns' public safety departments. The new radio system relies extensively on computers and responsibility for the maintenance and administration of the system was transferred to DIT in FY 99.

The Radio Communications Services Program was formally initiated within DIT in FY 00 with the employment of a Radio Communications Supervisor for management of the program. The County's radio communications budgets, which were previously maintained by the Department of Fire and Rescue Services and the Sheriff's Department, were also transferred to DIT at that time. Because of problems associated with obtaining FCC approval for frequencies, planned operational

FCC approval for frequencies, planned operational cut-over of the 800 MHz radio system in FY 99 was delayed until FY 02. A Radio Communications Specialist position was added to the program in FY 01 to perform day-to-day hands on administration and maintenance coordination of the system. System cutover of new communications system began in Spring 2002.

Utilization of the 800 MHz radio system and its microwave equipment is expected to increase as future applications and uses are being planned. Use of mobile data terminals in vehicles by the Sheriff's Department began in FY 02 and tower-to-tower microwave transfer of data network traffic that has traditionally been serviced by leased circuits is planned.

Planned Accomplishments/Objectives for FY 03

- Completion of 800 MHz implementation and moving into maintenance and support mode.
- Continued deployment of Mobile Data Computers in Sheriff's Department vehicles.
- Decommissioning and disposal of old VHF low band fixed and mobile equipment.
- 800 MHz system performance monitoring.

INFORMATION TECHNOLOGY
Communications Services

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
800 MHz user radios supported	N/A	980	1,199	1,235
800 MHz tower/equipment sites supported	N/A	10	11	11
800 MHz system availability	N/A	99.9%	99.9%	99.9%

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	N/A	N/A	$185,664	$198,598
Operations & Maintenance	N/A	N/A	$1,055,274	$1,185,390
Capital Outlay	N/A	N/A	$0	$9,000
	N/A	N/A	$1,240,938	$1,392,988
Public Safety Communications: [1]	$0	$0	$677,421	$1,263,426
Local Tax Funding:	N/A	N/A	$563,517	$129,562
FTE Summary:	N/A	N/A	3.32	3.32

[1] The Public Safety Communications Fund was established as a special revenue fund effective FY 02. Prior to the inception of the fund, E-911 revenue associated with Information Technology was included in the department's Computer Application's budget.

MANAGEMENT SERVICES

Mission Statement: The mission of the Department of Management Services is to effectively support the provision of direct services to the citizens 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, procurement and telecommunications.

Department Description: The Department of Management Services provides centralized support to other County agencies and the County Administrator in the areas of budgeting, management, human resources, purchasing and the central support functions of telecommunications, copying services, mail, surplus store and the County's courier service. The Department's programs include: Budget Development and Management Analysis, Purchasing, Human Resources, Benefits and Training.

Situational Analysis:

Background

The Department of Management Services directly supports program operations for every County agency. Specifically, the department provides budget development and analysis, fiscal impact analysis, personnel recruitment and retention, procurement, Countywide training, management analysis and special projects analysis for County staff and officials. In addition, Management Services manages the County's central mail, copying and telephone systems. The wide range of services provided by Management Services frequently results in department staff coordinating multiple departments' services for various projects.

Keeping Up With Growth

The growing size and complexity of the County budget, an extremely challenging labor market, increases in procurement volume and growth in the demand for training services combine to play a major role in the department's workload and pace of activity. These factors are compounded by the dynamic nature of the contemporary workplace, where employee expectations for improved benefits and working conditions have evolved in concert with the growing economy. Workload and the pace of activity at the Department of Management Services are heavily influenced by continuing growth in the County population, as well as by increasing and transforming requirements for services in the community. The volume and complexity of the department's responsibilities have increased as the organization and workforce has expanded to accommodate these changes.

During FY 02, the department continued to incorporate new technologies to gain efficiencies and to improve customer service. The County budget is now available online, and a CD version has become available for the FY 03 budget. The Purchasing Division receives requisitions from departments and provides solicitations to vendors on-line; all County jobs can also be viewed and applied for over the Internet. The department has also begun implementing expanded Countywide training programs for supervisors, recruitment and development of multilingual employees, and assisting the organization in addressing diversity issues.

Support to Management

Management Services has continued to provide special projects analysis to County Administration and client agencies, including the Fire and Rescue strategic plan, agency service plans, the County government telecommuting study, and through the County's management internship program. The department also provides staff support to standing Board committees and special task forces, such as the Citizens' Committee on Real Property Assessments, the deer management plan, the communications monopole study and the Dulles and Route 28 transportation initiatives. It is not unusual for Management Services staff to be loaned to other agencies to provide support or analysis on various issues.

Agency Service Plans

A principal focus for the department during FY 02 was the agency service plan process. The service plans, which are twenty-year forecasts of operating capital resource requirements for service delivery agencies, are key to the implementation of the Board's revised General Plan. The conversion of service expectations into quantifiable resource standards is central to the County's ability to determine its long-range financial prospects. The Board will consider proposed service and facility standards beginning in the Fall of 2002.

Fiscal Impact Analysis

The tremendous challenge created by growth in both population and in commercial and industrial properties has greatly expanded the role of the Budget Office in the area of fiscal impact analysis. During FY 01, the budget staff provided support to the revision of the General Plan in the area of fiscal policy and impact analysis. Fiscal impact analysis continues to play a major role in developing implementation scenarios for the revised General Plan and in evaluating major land development applications.

This wide variety of services and special assignments is provided with minimal staff resources. Until recently, the department had experienced substantial difficulty maintaining pace with agencies' recruitment and analysis needs. Enhancements provided from FY 00-01 and with the FY 02 budget made significant headway toward relieving the gap, but challenges remain. Resource issues will continue to be an important topic as the County workforce continues struggling to maintain pace with increasingly large client populations.

MANAGEMENT SERVICES

Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$1,647,892	$2,241,716	$2,796,402	$3,663,122	$3,841,079
Operations & Maintenance	$463,425	$570,420	$999,718	$1,435,866	$1,518,441
Capital Outlay	$0	$4,000	$7,500	$25,000	$55,000
	$2,111,317	$2,816,136	$3,803,620	$5,123,988	$5,414,520
Departmental Revenue:					
Local Fees, Charges, Etc.	$1,000	$1,000	$500	$500	$25,000
Sale of Surplus Property	$1,000	$1,000	$0	$0	$1,200
	$2,000	$2,000	$500	$500	$26,200
Local Tax Funding:	$2,109,317	$2,814,136	$3,803,120	$5,123,488	$5,388,320
FTE Summary:	29.67	37.07	43.60	49.73	48.73

FY 03 Board Action: The FY 03 Adopted Fiscal Plan includes funding for the implementation of the FY 03 compensation plan and also reflects the combined impact of inflation and FY 02 midyear reductions. The adopted budget also includes the transfer of 1.00 FTE to the Office of the County Administrator during FY 02. Departmental history can be found on page 305.

MANAGEMENT SERVICES
Budget Development & Management Analysis

Purpose: The Budget Development and Management Analysis Division provides management advice, services and research to the Board of Supervisors, the County Administrator's Office and County agencies in the areas of budgeting, financial management and organizational analysis. This program operates from the philosophy that the key to effective service delivery is sound use and development of the County's financial and management resources.

Program Description: This program provides primary support to the County Administrator in development, analysis, review and implementation of the County's operating and capital projects budgets. This program also conducts management analysis, fiscal impact analysis and special projects for County staff and officials.

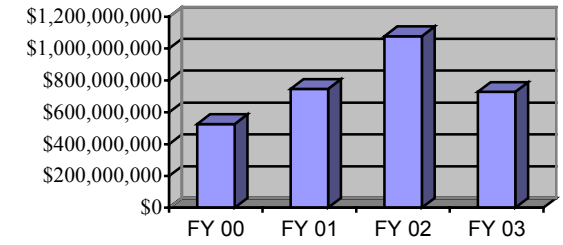
Situational Analysis:

With a role that often involves coordination of multiple departments on individual projects, the Budget Development and Management Analysis division has been impacted significantly by the County government's expansion in response to increased community demands and a growing population. Over the past year, the division has taken on a number of tasks in addition to its core responsibilities. The accelerating pace of commercial and industrial development has brought the division's role in developing the County's fiscal and economic impact analysis models to the forefront. Significant effort has been focused on providing fiscal impact analysis support for the Comprehensive Plan review process. The growing emphasis on this function necessitated the addition of a dedicated research analyst position in FY 01.

The increasing size and complexity of the County budget, which has grown by 52% since FY 98, and the impact of Federal and State mandates resulting from growth in the County's population, has placed significant strain on the division's ability to effectively monitor the implementation of the adopted fiscal plan. Significant resources must be invested in maintaining accurate data to forecast County revenue, which is central to the budget process. As departments have grown in size and provided additional services, the process of maintaining the integrity of the personnel database and budget structure has also become more challenging. The addition of a budget analyst position in FY 01 has allowed the division to redress the allocation of responsibilities among its analysts in recognition of these changes, but recent trends are liable to continue.

The division also serves as the County's primary resource for management analysis services, providing support to County Administration for a wide variety of special projects. Over the past year, the division has dedicated a significant percentage of its resources towards the development of agency service plan standards. In FY 03, resources will be directed toward the development of the FY 03-12 Capital Needs Assessment and implementation of the fire and rescue strategic plan.

The division has also played a central role in the development of organizational realignment measures to address growing transportation needs, and in support of the Citizens' Committee on Real Property Assessments. The department also provided staff support for development of the County's deer management plan and the communications monopole study. The implementation of the Countywide management internship program in FY 02 was instrumental in providing enhanced support to County management for various projects and initiatives.



Planned Accomplishments/Objectives for FY 03

- Support implementation of the Fire and Rescue Strategic Plan.
- Provide fiscal impact analysis support for the General Plan implementation process.
- Provide timely and accurate revenue and expenditure analysis to County departments and management.
- Continue development of fiscal impact models to assist in analyzing development proposals and refining long-term projections.
- Develop the FY 03-12 Capital Needs Assessment.

MANAGEMENT SERVICES
Budget Development and Management Analysis

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
General Fund Performance (actual vs. budget)				
Revenue	110%	105%	107%	107%
Expenditures	97%	94%[1]	98%	98%
Capital Requests Reviewed During Budget Process	90	115	184	195
Total Value of Adopted 6-Year CIP ($,000s)	$746,472	$1,077,418	$815,000	$895,000
Budget Development Staff per 1,000 population	0.04	0.04	0.04	0.03
Budget Adjustments Processed	2,564	2,900	3,100	3,300
Departments satisfied with Management Interns	---	100%	95%	95%

[1]Reflects the impact of FY 02 midyear budget reductions.

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$507,769	$708,372	$949,176	$947,967
Operations & Maintenance	$70,839	$289,179	$181,073	$302,525
Capital Outlay	$4,000	$0	$0	$5,000
	$582,608	$997,551	$1,130,249	$1,255,492
Local Tax Funding:	$582,608	$997,551	$1,130,249	$1,255,492
FTE Summary:	8.25	11.25	11.95	11.65

MANAGEMENT SERVICES
Purchasing

Purpose: This program provides for the economical, efficient, and effective acquisition of goods, services, and construction, in accordance with the Virginia Public Procurement Act of the Code of Virginia.

Program Description: Purchasing 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. All procurement procedures are conducted 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, Purchasing prepares and issues formal, competitive solicitations; negotiates contracts; mediates contract disputes; conducts vendor outreach programs; reallocates and disposes of surplus property; advises the Board of Supervisors and County Administration in procurement matters; and trains and advises departments on procurement issues and delegated authority.

Situational Analysis:

As the County Government grows, the volume and complexity of procurements increase. The value of procurement transactions increased by 44% from FY 00 to FY 01. The number of purchase orders issued by the County continues to increase, rising from 8,066 a year in FY 00 to 8,578 in FY 01, a 6% annual increase. Purchasing has a well-trained, nationally recognized staff backed by solid technology and automation. Over the years, the increasing workload has been accommodated through automation, process streamlining, and delegation of small purchases. Departments now handle 75% of the volume of purchases, representing 17% of the value of all purchases orders issued by the County. Purchasing resources are directed to the larger procurements where the most value can be obtained. However, the volume and complexity of major contracts and projects continues to increase.

The County now builds more facilities than in the past, requiring numerous professional services and construction procurements each year. In addition to the new jail, new libraries and community centers, and new parks and ball fields, the County is increasingly building or repairing roads, installing traffic signals, and providing stormwater management systems and services. The continuing move to a partial career fire and rescue system will require considerable more procurement for designing, constructing, outfitting, and supporting new stations. Construction is a complex field, which requires specialized contracting knowledge.

Procurement of technology has also increased dramatically. Projects include hardware and software upgrades and enhancements, consulting services and support, and new automation initiatives. Technology related contracts are unique and require specialized contracting knowledge. The local economy still offers more lucrative contracting opportunities than the government can provide and the lack of adequate competition drives prices upwards. It is sometimes difficult to generate competition for County contracts. Often, the vendors who are interested in County business fail to perform satisfactorily, resulting in a greater number of contractual disputes, terminations, and recompetition of the contract.

Changes to the Virginia Public Procurement Act, the law that governs public purchasing, are passed each year. These changes may offer new options in public purchasing, restrict the County from using certain procurement methods, or affect the County's and the vendors' rights under the law. The division's staff stays current on changes to the law and procurement methods.

Staff must also keep abreast of and adopt new technologies, such as the Internet and e-business. Purchasing currently uses the Internet to allow vendors to complete an application to be placed on the bid list and to review and download solicitations. Businesses can also find out the latest news from Purchasing, learn about the County's purchasing policies and procedures, and discover how to contact purchasing staff by e-mail, telephone, fax, or in person. In addition, Purchasing uses the Internet to solicit price quotes for some small purchases. The latest uses include e-mail notification of available solicitations and awards, and expanded web-based procurement.

Planned Accomplishments/Objectives for FY 03

- Continue centralized contracting and decentralized buying program evolution.
- Establish at least two new term contracts to facilitate delegated purchasing.
- Continue expanded use of web technologies to improve the purchasing function.

MANAGEMENT SERVICES
Purchasing

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# of IFBs/RFPs	91	100	98	100
Average number of weeks to process and ward an IFB/RFP (Benchmark – 9 wks.)	14	12	11	11
% of customers indicating satisfaction with the IFB/RFP process	100%	100%	100%	100%
% of total POSs issued by departments (Benchmark – 80%)	70%	75%	80%	80%
# of new term contracts	0	5	5	2

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$436,832	$458,492	$585,466	$602,467
Operations & Maintenance	$54,342	$58,879	$63,030	$70,500
	$491,174	$517,371	$648,496	$672,967
Departmental Revenue:				
Local Fees, Charges, Etc.	$1,000	$500	$500	$25,000
Sale of Machinery & Equipment	$1,000	$0	$0	$1,200
	$2,000	$500	$500	$26,200
Local Tax Funding:	$489,174	$516,871	$647,996	$646,767
FTE Summary:	8.41	8.41	9.95	9.80

MANAGEMENT SERVICES
Human Resources Management

Purpose: Employee productivity and commitment is the key to successful service delivery to the public. The Human Resources Division promotes fair, equitable and legal management practices aimed at attracting, developing and retaining a quality workforce.

Program Description: The Human Resources Division delivers a full range of human resources services in the areas of employment and recruitment, training and development, benefits administration, policy development and interpretation, employee relations and communications and classification and compensation. The Human Resources staff provides consulting services to achieve organizational goals.

Situational Analysis:

A slow down in economic growth and the resulting increases in unemployment rates in the Northern Virginia region places the County in a good position of attracting and retaining a highly skilled and qualified workforce. Shortages of skilled workers continue for certain job categories such as planners, engineers, librarians and some professional human services positions. County employee turnover rates have declined in the past year (12.4% FY 01 and 15.4% FY 00). This decline may be attributed in part to the economic slow down and to consistent employee salary increases over the past two years that have resulted in overall more competitive average salaries. Continued County population growth has resulted in increased service demand from citizens and the county workforce has grown about 13.5% over the past fiscal year.

Recruitment activities have been challenging with the hiring of 566 regular full and part time positions in FY 01 and about 600 projected to be filled in FY 02. The number of job applications has increased as a result of the increase in vacancies and a slow down in the economy, putting more people in the market to search for employment. The number of job applications received in FY 01 rose to 13,790, up from 11,300 in FY 00, a 22% increase. For the first half of FY 02 (7/1 through 12/31) 9,316 job applications have been received. Annualized. this represents a 35% increase for FY 02 over FY 01. Continued use of local newspapers, participation in job fairs and specific web sites enhances the pool of job applicants. The improvements in the on line job application processes and automation of internal recruitment processes over the past year have made the filling of job vacancies more efficient at a critical time when service demand has been high.

The Board's approval to implement new leadership skill training programs over the next several years will have a positive influence in the work environment and organizational culture. With increased demands from employees regarding quality of work life issues this program will strengthen the County's leadership abilities to create an environment that provides opportunities for employee growth and professional challenge, employee satisfaction, increased commitment and productivity and reduced staff turnover.

Other quality of work life programs that allow for the balancing of work and family will be promoted and encouraged. Such programs include wellness, liberal leave for family events, scheduling and telecommuting. A telecommuting program is currently being piloted in several departments.

The Board's approval of the FY 03 compensation package will continue to move the County toward the goal of recognizing satisfactory performance, providing consistent pay delivery, progressing lower paid employees more quickly through the paybands, increasing hiring rates and moving toward 95% of the primary market competition for average salaries. These actions will continue to enhance the ability of the County to attract and retain a high quality workforce, address critical retention issues and reduce employee turnover. A major compensation and classification study approved by the Board is underway. This study will evaluate the current pay structure program, job classification specifications, pay delivery practices and market position. Implementation of the study is anticipated to occur during FY 04. The management of benefit programs will continue to be a challenge especially in the changing health care environment where cost increases have moved higher and will continue to do so in the future. Future evaluation and consideration of a flexible "cafeteria style" benefits program will position the County to provide choices to a workforce where different needs will be more pervasive and can be utilized as a recruitment and retention tool.

As the County continues to evaluate methods for recruiting and retaining volunteer fire/rescue personnel, the benefits package that is offered to volunteers will be evaluated in conjunction with representatives from the Fire/Rescue Commission. A consultant will be retained to benchmark the volunteer benefit plan against other plans and a Request for Proposal will be issued to evaluate plan design, investment options, and administrative services.

Planned Accomplishments/Objectives for FY 03

- Streamline recruitment processes through continued use of automation and technology.
- Achieve 30% of applications through the County website.
- Implement pay strategies to attract and retain a highly qualified workforce.
- Implement enhanced leadership training skills to organizational leaders.

MANAGEMENT SERVICES
Human Resources Management

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# recruitments handled	530	500	450	450
Total # of job applications	13,790	17,000	19,000	21,000
% applications received via County web site	25%	28%	30%	35%
% of applications forwarded to departments within five days of close date	95%	95%	95%	95%
# of job fairs held	8	8	8	8
Average # of days from receipt of vacancy ad request to date of hire	99	105	110	115
% of enhancements filled by December 31	77.3%	70%	60%	60%
% participation in Deferred Compensation Program	*64%	69%	70%	70%
# of inquiries for benefits information	4,270	5,000	5,000	6,000
# of County-wide employee HR/Benefit meetings	14	30	35	40
# of reclassification requests	201	**50	50	50
Turnaround time (# of days) for reclassification request reviews (from receipt in HR to approval by County Administration)	130	110	90	90
Average tenure (# yrs. service) of regular, full-time and part-time employees	4.5	4.5	5	5
Department satisfaction with HR support through a customer survey	N/A	N/A	90%	90%
Countywide turnover	12%	12%	12%	12%

* *County matching contribution implemented July 2000.*
** *Reclassification freeze implemented as of April 2001.*

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$1,219,315	$1,363,638	$1,787,252	$1,853,450
Operations & Maintenance	$281,177	$433,960	$803,288	$703,747
Capital Outlay	$0	$7,500	$25,000	$50,000
	$1,500,492	$1,805,098	$2,615,540	$2,607,197
Local Tax Funding:	$1,500,492	$1,805,098	$2,615,540	$2,607,197
FTE Summary:	18.74	20.74	24.03	23.48

MANAGEMENT SERVICES
HR - Training

Purpose: Employee training and development is a critical success factor in retaining, developing and attracting a highly skilled and productive workforce. The Training Program coordinates designs and delivers programs to develop the talents of employees. The County strives to enhance employee skills and knowledge through the development and delivery of training programs in the technical, communication and managerial skill area. Major emphasis is also placed on orienting new employees to the County and developing organizational leadership.

Program Description: The training program provides services which focus on enhancing workforce productivity, quality customer service and leadership development. The training program assesses organizational needs and develops training activities to support leadership development and organizational change. The training programs deliver skills development to employees in the areas of policies, laws, and regulations; employee relations activities and customer service.

Situational Analysis:

Economic growth, the increase in demand for community services, and changing demographics have resulted in a larger and more diverse County workforce. These demands, coupled with employee turnover, have resulted in a greater need to orient and train employees. Changing employee expectations of employer sponsored development programs places greater demands on skills development to enhance the County's ability to attract and retain a productive and motivated workforce. Further, changes in technology, work environment issues and organizational goals challenge training activities to grow and develop employees in order to meet organizational needs and provide a vision for the future.

In response to the dynamics of this environment, the Training Program is enhancing and expanding its core leadership training. It will offer an additional advanced curriculum that focuses even more on leadership skills development as a key success factor in support of a work place culture that nurtures and values employees. As part of this initiative, the County has successfully completed three pilot leadership programs that involved a survey assessment and supervisory training. The Board has approved the implementation of the Ken Blanchard Situational Leadership Program and Gallop Q12 Great Managers Program. The implementation of these important leadership programs will begin in the Spring and continue over the next several years. Other programmatic priorities will include skills training in the areas of legal compliance, policies and procedures, communications and customer service. Another core area is the County's orientation program, which provides key information on the County's mission and values, as well as benefits and organizational roles and responsibilities. Enhanced employer sponsored development programs place greater demand on skills development and will enhance the County's ability to attract and retain a productive and motivated work force.

Planned Accomplishments/Objectives for FY 03

- Increased participation of supervisors in critical training areas.
- Successfully implement enhanced leadership training programs.

MANAGEMENT SERVICES
HR - Training

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Cost of training program/FTE	$224	$295	$332	$349
% of employees satisfied with training program	95%	95%	95%	95%
# supervisors trained in County policies, leadership/management skills, legal issues (other areas)	442	450	570	620
# of new hires attending orientation	598	600	450	450
Tuition assistance, dollars per FTE	$16	$74	$84	$86
# of employees participating in Tuition Assistance Program	73	110	125	130
% employees who feel they are adequately trained through customer survey response	N/A	N/A	90%	90%

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$77,800	$265,900	$341,228	$437,195
Operations & Maintenance	$153,707	$217,700	$388,475	$441,669
	$231,507	$483,600	$729,703	$878,864
Local Tax Funding:	$231,507	$483,600	$729,703	$878,864
FTE Summary:	1.67	3.20	3.80	3.80

OFFICE OF PUBLIC INFORMATION

Mission: The mission of the Office of Public Information is to make the Loudoun County Government more accessible and effective by providing information and promoting community involvement.

Department Description: The Office of Public Information coordinates a broad range of public information and community relations activities for the County Government. The office coordinates programs to promote effective communication with the public through the news media, County website, cable television, brochures, and publications, and responds to requests for information from the public. The office coordinates internal communications activities to ensure effective communication of information within the County organization. The Public Information Office also oversees community relations programs to foster effective communication between residents and the County Government, to engage Loudoun County citizens in the governmental process, and to facilitate community efforts to solve problems.

Situational Analysis:

Impact of Population Growth

The projected population growth of 28,000 over the FY 03-04 biennium will have a significant impact on the Office of Public Information. The Public Information Office will continue to look at new, innovative ways to communicate effectively with the growing number of new residents, many of whom commute to work outside the County, and who may be difficult to reach through traditional media. The growing market may lead to increases in the number of media covering Loudoun County.

E-Commerce to the Public

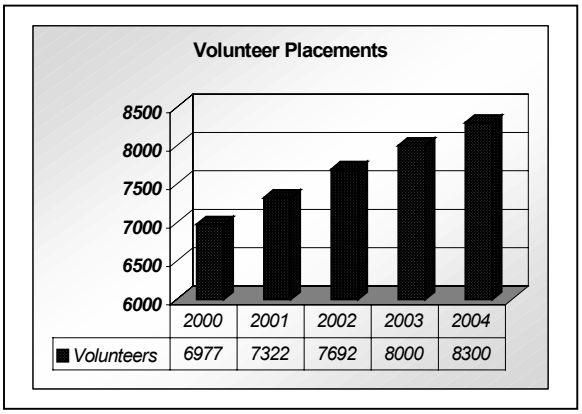
With rapidly changing technology in the field of communications, there will be increasing demands on the County Government to provide information through non-traditional means, such as the Internet and automated information systems. This demand will require a significant investment in new technology and staff to meet the public's needs for interactive communication with the County Government.

Cable Television Franchise

Beginning in FY 01, the Office of Public Information has assumed responsibility for administering the County's cable television franchise. The Board of Supervisors approved an enhancement in the FY 02 budget that will provide the necessary administrative support to carry out this responsibility. In light of the recent transfer of ownership of the cable franchise, the pending upgrade of the cable system, the support which will be required by an active Cable Television Advisory Committee, and several outstanding issues, it is anticipated that the cable franchise will be a major focus of the office's efforts over the next 2-3 years. However, additional funding and staff support will be necessary for the County Government to use cable television to communicate to the public through the creation of additional programming for the government access channel.

Community Collaborations

The population growth – coupled with political trends to increase local responsibility for dealing with social problems - will also result in an increasing need for proactive community relations and collaborations. It is anticipated that the Community Relations program will be a major priority for Loudoun County to work with towns, businesses, HOAs, communities, and County Government employees to promote improved community collaborations.



Over the next two years, the Office will be holding community forums to give community leaders and other residents the opportunity to establish dialogue and discuss issues of local importance. The Office will develop and implement strategies to enhance communication with towns, homeowners' associations, churches, businesses, and other community organizations. It is anticipated that the Leadership Loudoun program will be expanded to include a citizens' academy and different levels of leadership training. The citizens' academy would provide residents with an introduction to county processes, programs and issues, to help engage them in the public process. The academy would be aimed at new residents and emerging leaders, and would take place over a 4-5 week period. If the Board of Supervisors decides to conduct extensive community outreach on issues such as implementation of the Comprehensive Plan and revision of the Zoning Ordinance, this will require additional support from staff or consultants. It is anticipated that all of these efforts will be very important in helping the County Government enhance its communication with residents and organizations during a time of rapid population growth and change.

OFFICE OF PUBLIC INFORMATION

Planned Accomplishments/Objectives for FY 03

- Serve the public effectively by responding to as many media and public inquiries as possible within 24 hours.
- Provide information to the public through approximately eight brochures and publications annually.
- Expand and maintain the County Website by posting new information daily, helping develop new interactive uses of the Website, and helping other departments to increase their use of the Website.
- Serve the public effectively by responding to as many cable complaints as possible within 24 hours.
- Improve communication with the public by increasing the hours of cable programming produced by 10% annually, and the number of pages on the Channel 2 Bulletin Board by approximately 20% annually.
- Enhance the County's community outreach efforts through additional community forums and welcome packets for newcomers.
- Provide annual community outreach training and consultations for County departments.
- Provide new opportunities for citizen training through the Leadership Loudoun program.
- Continue to increase the number and dollar value of volunteer placements in the community by 10% annually.

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Public Information/Media Relations				
# of inquiries from the public and media	1,364	1,400	1,500	1,600
% of inquiries answered in 24 hours	97%	98%	98%	98%
# of press releases distributed	149	220	220	220
# of media placements of press releases	469	680	680	680
Website/Publications				
# of publications produced	9	12	10	10
# of Web pages posted	1,312	1,500	1,500	1,500
# of Website "user sessions"	782,353	1.5M	1.8M	2.5M
# of departments assisted with Website content	26	30	35	40
Cable Television				
# of cable TV complaints received	293	225	250	275
% of cable TV complaints responded to in 24 hours	97%	95%	98%	98%
# of pages produced for Channel 2 bulletin board	28	30	40	50
# of hours of programming produced	5	5	6	7
Community Relations				
# of community forums coordinated	5	4	5	5
# of consultations with County departments on community outreach	114	150	150	150
# of people receiving training through Leadership Loudoun	16	16	45	60
# of welcome kits distributed to new residents	256	500	550	600
Volunteer Services				
# of volunteer assistance requests	1,043	1,250	1,300	1,400
# of individual volunteer placements through Volunteer Services	7,322	7,692	8,000	8,300
# of volunteer hours donated	840,000	1M	1.1M	1.2M
$ value of volunteer work	$14.3M	$15M	$16.5M	$18M

OFFICE OF PUBLIC INFORMATION

Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$142,871	$151,204	$313,971	$381,277	$384,813
Operations & Maintenance	$32,540	$33,614	$184,472	$232,365	$281,746
	$175,411	$184,818	$498,443	$613,642	$666,559
Departmental Revenue:					
Private Grants	$0	$0	$68,528	$139,076	$155,060
	$0	$0	$68,528	$139,076	$155,060
Local Tax Funding:	$175,411	$184,818	$429,915	$474,566	$511,499
FTE Summary:	2.87	2.87	6.00	6.00	6.00

FY 03 Board Action: The FY 03 Adopted Fiscal Plan reflects the ongoing impact of FY 02 midyear reductions while maintaining service delivery at current levels.

The departmental history can be found on page 307.

TREASURER

Mission Statement: The Treasurer's Office is dedicated to serving the citizens, commercial sector, Board of Supervisors and other government agencies by facilitating, educating and disseminating personal and real property tax information in a professional and efficient manner.

Department Description: The Treasurer's Office is organized into four programs: Collection of County Revenue, Investment and Safeguarding County Funds, Disbursement of County 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 depository of funds for County agencies.

Situational Analysis:

As the population of the County continues to expand, the Treasurer's Office is consistently experiencing exceptional growth in the number of tax accounts being processed each year. This continued increase affects the workload of the entire office. Customer service answers over 76,000 telephone calls and processes over 500,000 payments per year. The collections group targets over 64,000 delinquent accounts and accounting disburses over 203,000 operating and payroll checks. The implementation of several automated systems has assisted the office in providing the basic levels of service.

The expanded use of technology is paramount to the efficient operation of the office. With the assistance of the Department of Information Technology, it is the Treasurer's intent to expand and upgrade existing systems, and develop new automated systems. The goal of these new systems is to help minimize manual processing by staff and enhance customer service. Future initiatives in the Office include providing citizens the ability to access account information online and to make payments via a touch-tone telephone. With the growth and overall change in society, these services provide added convenience to taxpayers 24 hours a day, seven days a week. The Office also plans to increase the number of electronic payments made to vendors.

The department is sensitive to changes in tax code legislation. The office educates the public of such changes and makes the necessary system enhancements. The Personal Property Tax Relief Act (PPTRA) of 1998 provides relief to individuals on non-business personal property tax up to the first $20,000 of the value of the property. The act allows for a five year phase-out which is subject to the availability of the Commonwealth's funding. The current economic conditions pose uncertainty as to the implementation of the final phase of the act in 2002. Possible modifications to the act would result in major system improvements. The office is preparing for several other tax related changes by making improvements to the Treasury Management systems.

The economic stimulus over the past years has increased the number of financial transactions in the county. The volume and complexity of the financial transactions makes it difficult to efficiently reconcile and account for all of the county's revenues and expenditures. The county's investment portfolio averages more than $130 million a month. This represents an increase of over 50% since 1999.

Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$1,272,061	$1,413,206	$1,682,776	$1,890,452	$2,025,422
Operations & Maintenance	$467,562	$521,612	$767,541	$760,729	$840,799
Capital Outlay	$0	$0	$0	$5,000	$63,000
	$1,739,623	$1,934,818	$2,450,317	$2,656,181	$2,929,221
Departmental Revenue:					
Local Fees, Charges, Etc.	$5,615,200	$6,025,700	$7,711,000	$9,863,000	$8,069,186
Commonwealth Funding	$255,000	$281,247	$299,720	$331,720	$366,720
	$5,870,200	$6,306,947	$8,010,720	$10,194,720	$8,435,906
Local Tax Funding:	($4,130,577)	($4,372,129)	($5,560,403)	($7,538,539)	($5,506,685)
FTE Summary:	31.90	33.90	37.10	38.37	38.37

FY 03 Board Action: The FY 03 Adopted Fiscal Plan reflects the ongoing impact of FY 02 midyear reductions while maintaining service delivery at current levels.

Departmental history can be found on page 309.

TREASURER
Collection of County Revenue

Purpose Statement: The purpose of the Collection section is to collect and account for all revenue coming into the County Government utilizing all available avenues.

Program Description: The Treasurer's Office is the focal point for all collection of County revenue, including real estate and personal property taxes, and serves as the depository of all cash receipts. The comprehensive program is comprised of preparing and mailing tax bills; collecting and processing revenue; issuing County decals; providing customer service relating to taxes; and accounting of all revenue from the various agencies, departments, and programs through the County.

Situational Analysis:

Over the past years, the Treasurer's Office has made several enhancements to the collection and processing of County revenue, eliminating many manual processes. Some of the technological enhancements include Automated Money Move, acceptance of tax payments over the internet and lock box services. The Office strives to improve efficiency and regularly reviews procedures for enhancements.

The Office modified the programming logic of the Unisys DP500 payment processor to permit the processing of all payments including partial and delinquent payments. In accordance with Virginia State Code, Automated Money Move (AMM) automatically moves current tax payments to prior year delinquent tax accounts. This AMM enhancement improved efficiency by eliminating manual processing of delinquent and irregular payments.

The Office's website also offers a convenient method for taxpayers to pay real and personal property taxes and decal fees by credit card or electronic check (e-check). The volume of internet payments increased by 43% from FY 00 to FY 01. The dollar value of the payments increased from $787,138 in FY 00 to over $1.5M in FY01. The volume of transactions is expected to increase as the public becomes familiar with the convenience of online tax payment services. Future initiatives to the Treasurer's Office website include providing tax history information and accepting Business License tax payments.

The Office implemented lock box services for the collection of real and personal property taxes for the 2001 deadlines. This service alleviated the workload of the staff during tax deadline periods by re-routing mailed tax payments to a bank processing center. The tax payments processed by the center automatically update the Treasury and Accounting systems and a deposit of the funds collected is made the same date as it is received. Irregular payments and exceptions specified by the Office are not processed at the center and are forwarded to the Office for manual processing. The lock box services permitted the staff to place more concentration on providing excellent customer service.

The Office implemented the first phase of the new cashiering system. All of the cashier stations have been upgraded to the Windows environment system to process over-the-counter tax payments and County revenue. The accounting module is scheduled for installation by FY 03.

The customer service division answers incoming calls and departmental e-mail relating to taxes and prepares tax payments for manual processing. The office experienced a 10% increase in the number of calls received in FY 01. This level of calls is expected to increase at the same pace over the next few years as the population in the County continues to grow.

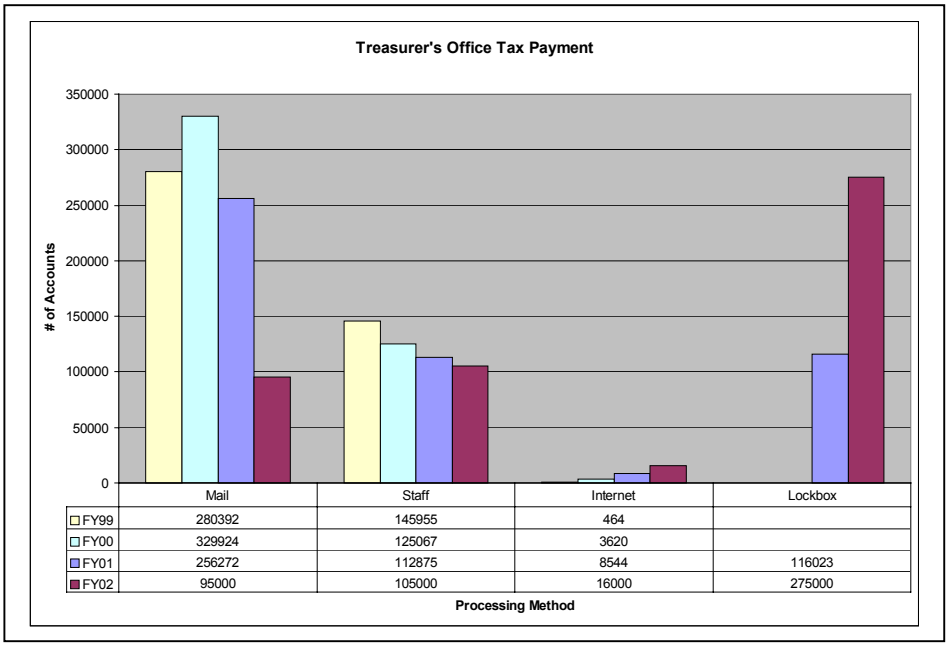
The collection division strives to minimize levels of unpaid accounts using all available collection tools, such as state set-off, tax lien, warrant, payment plan and DMV stop. In FY 02, the division began assisting other County departments with collecting outstanding invoices and returned checks.

Planned Accomplishments/Objectives for FY 03

- Bill semi-annual real estate, semi-annual prorated personal property, and annual business license taxes by mandated date, 14 business days prior to the due date.
- Maintain collection rate at 95% or better of all tax accounts, current and prior years.
- Collect, process and account for all County revenue in a timely and efficient manner.
- Provide customer service relating to taxes and other County policies and procedures.

TREASURER
Collection of County Revenue

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
% of tax bills mailed by mandated date	100%	100%	100%	100%
# of accounts billed	559,589	589,412	607,094	625,307
$ value billed	$300M	$305M	$318M	$327M
# tax liens issued	2,915	4,982	5,200	5,600
# warrants issued	2,560	3,249	3,449	3,550
# DMV stops placed	3,323	1,700	1,800	1,900
# payment plans established	622	340	400	400
# delinquent notices mailed	64,998	75,234	77,200	78,100
# billed per FTE	17,112	22,377	23,048	23,739
$ billed per FTE	$9.2M	$10.6M	$10.9M	$11.2M
Avg. # delinquent accounts per FTE	9,129	9,170	9,445	9,728
$ value collected (current and delinquent)	$277M	$275M	$283M	$291M
% of tax collected from billings	96%	95%	95%	95%
$ value collected online (credit card & e-check)	$1,569,302	$2,000,000	$2,500,000	$3,000,000
Avg. time to process payments received	24 hours	24 hours	24 hours	24 hours



TREASURER
Collection of County Revenue

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$1,076,702	$1,453,738	$1,334,149	$1,456,917
Operations & Maintenance	$445,492	$698,891	$685,897	$744,296
Capital Outlay	$0	$0	$3,000	$13,000
	$1,522,194	$2,152,629	$2,023,046	$2,214,213
Departmental Revenue:				
Local Fees, Charges, Etc.	$2,725,700	$3,136,000	$3,173,000	$3,854,186
Commonwealth Funding	$230,007	$268,000	$300,000	$335,000
	$2,955,707	$3,404,000	$3,473,000	$4,189,186
Local Tax Funding:	($1,433,513)	($1,251,371)	($1,449,954)	($1,974,973)
FTE Summary:	27.25	32.70	28.72	28.72

TREASURER
Investment & Safeguarding of County Funds

Purpose Statement: The purpose of this division is to review, modify and comply with the guidelines for safeguarding and efficient investment management of all the County's financial assets pursuant to the County's Investment Policy.

Program 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.

Situational Analysis:

Daily analysis of the County's cash position is performed to ensure timely investment of County funds to maximize the rate of return while maintaining a low level of risk. The Office implemented controlled disbursements, which provides the County with total dollar value cleared through the bank for the day by 10:00 a.m., to assist in the daily cash analysis. The service, along with short-term forecasts, permits the County to invest daily excess funds at a higher rate of return than the overnight repurchase securities. The Office regularly reviews available banking services to further assist with investing, reconciling and overall improvement of Treasury management.

The Office considers market conditions, anticipates Federal Reserve decisions, and reviews the availability of County funds when investing in longer-term securities. The investment policy stipulates that investments shall have a maximum length of maturity of 24 months. The Treasurer maintains a cash flow program, which compares historical data to future cash outlays, to assist with selecting long-term securities. The ability to forecast the County's expenditures becomes more difficult with the increasing number of financial transactions made by the County due to the level of growth within the County. The Office is researching investment software packages, which would assist with the comprehensive cash and investment analysis.

The primary objectives of the County are preservation of capital and liquidity. The Office maintains a conservative portfolio of investments, consisting of high quality securities, thereby eliminating exposure of loss of principal. All securities owned by the County, except for certificates of deposit, are held in safekeeping to further protect the principal value. As mandated by the Virginia Security for Public Deposits Act, certificates of deposit are fully collateralized with the Commonwealth by each financial institution. The County utilizes the investment portfolio's weighted average to maturity, in comparison with the associated US Treasury Bill, as its benchmark. The benchmark identifies efficiencies, or inefficiencies, in the County's investing practices. The County continues to exceed its benchmark by an average of one basis point by maximizing the use of available investment tools.

The Treasurer reports to the Finance Board on the status of County funds and forecasted cash flows; and by the 20th of each month, the Treasurer provides the Finance Board a copy of the County's monthly investment portfolio. The Treasurer regularly meets with this Board to discuss the status of the County portfolio and anticipated events affecting County funds, such as capital improvements and bond sales.

Planned Accomplishments/Objectives for FY 03

- Deposit funds within 24 hours of receipt in the office.
- Maintain 100% compliance with the County's Investment Policy.
- Meet and/or exceed established monthly benchmark in relation to the County's portfolio rate of return.
- Analyze and determine cash flows to ensure adequate funding is available to meet County's daily needs.

TREASURER
Investment & Safeguarding of County Funds

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Average $ value of investment portfolio	$135M	$139M	$143M	$143M
% of deposits made within 24 hours	99%	99%	99%	99%
Average rate of return	6.04%	3.30%	3.30%	3.80%
Average benchmark	5.02%	2.00%	2.00%	2.40%
% rate of return meeting benchmark	100%	100%	100%	100%
Average % of available funds maintained for liquidity	29%	25%	25%	25%
% of sufficient funding for cash transactions	100%	100%	100%	100%

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$130,216	$69,209	$154,467	$157,593
Operations & Maintenance	$36,272	$47,950	$38,922	$58,839
Capital Outlay	$0	$0	$0	$0
	$166,488	$117,159	$193,389	$216,432
Departmental Revenue:				
Local Fees, Charges, Etc.	$2,700,000	$3,800,000	$5,800,000	$3,200,000
Commonwealth Funding	$31,720	$31,720	$31,720	$31,720
	$2,731,720	$3,831,720	$5,831,720	$3,231,720
Local Tax Funding:	($2,565,232)	($3,714,561)	($5,638,331)	($3,015,288)
FTE Summary:	2.15	0.95	0.95	1.95

TREASURER
Disbursement of County Funds

Purpose Statement: The purpose of this division is to provide the disbursement and reconciliation of funds for payment of County and School obligations.

Program Description: The Treasurer's Office manages the disbursement of all County and School accounts, including payroll, refunds and operating expenditures. The disbursement of funds is comprised of verifying funding, disbursing of 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.

Situational Analysis:

The Office sorts and disburses the County and School system operating and payroll checks. The operating check run occurs twice a week. County payroll is issued biweekly and School payroll is disbursed semi-monthly. The volume of both operating and payroll disbursements is expected to increase by 10% each year. The implementation of a laser check writer by Financial Services significantly improved disbursement of checks and eliminated manual processes.

The Office researches each real, personal and business property account flagged for a refund due to an overpayment or exoneration. The examination verifies payee information for a refund and/or identifies delinquencies associated with the account holder. Under State Code, funds received by the County must pay the most delinquent account first. In many cases, a manual money move is necessary to move the funds to the most delinquent account. The automation of real and personal property tax refunds significantly improved the refund processing time. The business license module (BATS) is a basic system, which requires manual processing of payments, refunds and exonerations. Significant enhancements to the BATS system are anticipated for FY 03.

The Office is responsible for the monthly reconciliation of the County's primary bank accounts, including County and School System payroll, general operating and concentration accounts. The complexity of the reconciliation resulted in the County implementing positive pay to its payroll and operating accounts. The service protects the County from fraudulent issuance of checks and daily notification of unmatched check numbers and/or dollar amounts. This service has significantly improved the County's ability to reconcile 100% of activity in all of the County's bank accounts within 60 days of month-end.

The Office maintains the listing of all outstanding checks issued by the County and actively seeks resolution. The staff sends notification to the payee within 60 days of issuance, verifying the accuracy of the information listed in the system and taking subsequent actions to resolve the issue. Reorganization of procedures has improved the staff's ability to successfully notify, verify, research and resolve over 5,000 outstanding checks per month. The listing of outstanding checks is forwarded to the Commonwealth as unclaimed property by November 1st of each year for the preceding fiscal ended June 30th.

Planned Accomplishments/Objectives for FY 03

- Prepare all County and School operating and payroll checks for disbursement on check date.
- Notify parties of uncashed County checks prior to submission of Unclaimed Property report to the State.
- Reconcile of the County's bank statements within 60 days of month end.

TREASURER
Disbursement of County Funds

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# of operating checks issued	73,330	78,130	80,795	82,129
# of payroll vouchers issued	129,870	160,494	162,000	162,000
% of checks disbursed on check date	100%	100%	100%	100%
Avg. # of outstanding cks per month	4,458	4,500	4,500	4,642
# uncashed check letter mailed	1,779	2,200	1,887	1,944
% checks resolved after notification	76%	80%	80%	80%
% of time bank reconciliation complete within 60 days	99%	99%	99%	99%
Unclaimed property report filed with State	Yes	Yes	Yes	Yes

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$135,390	$83,290	$322,649	$333,069
Operations & Maintenance	$30,848	$9,200	$12,524	$11,141
Capital Outlay	$0	$0	$0	$0
	$166,238	$92,490	$335,173	$344,210
Departmental Revenue:				
Local Fees, Charges, Etc.	$0	$0	$0	$0
Commonwealth Funding	$19,520	$0	$0	$0
	$19,520	$0	$0	$0
Local Tax Funding:	$146,718	$92,490	$335,173	$344,210
FTE Summary:	2.50	1.45	5.90	5.90

TREASURER
Project Fairness

Purpose Statement: The purpose of this division is to enforce the legal registration requirements for personal property in Loudoun County.

Program Description: This program is a comprehensive effort between the Treasurer's Office and the Sheriff's Office with input from the citizenry. The Sheriff's Office issues citations on vehicles with expired, improper or missing County decals. The Treasurer's Office administers the collection of issued citations and associated personal property taxes and collection fees.

Situational Analysis:

Project Fairness was established in 1997 to enforce the compliance of displaying a valid decal. Citizens with vehicles garaged in Loudoun County are legally required to register the vehicles with the County. The program actively seeks to identify and enforce registration. Loudoun County participates in the Northern Virginia Compact for Local Motor Vehicle License Enforcement. The participating jurisdictions reciprocally enforce local motor vehicle license display requirements.

The Sheriff's Office has two full time deputies assigned to Project Fairness. On a daily basis, the Office receives notifications from residents and the deputies, identifying vehicles that do not display a valid County decal. The deputies patrol common residential neighborhoods four nights a week and issue warnings and citations.

A warning is issued to vehicles not displaying a decal and vehicles displaying valid decals from other jurisdictions. Citations are issued to vehicles with expired decals. The deputies deliver the nightly work to the Treasurer's staff who move forward on collecting taxes, violation fees and decal payments. There are several collection means utilized. This successful program has recovered over $1,000,000 in FY 01, and over $3.5M during the three years since inception, for tax and decal payments.

The current operating system for the program, SANDS, is no longer supported and operates under a DOS environment. The staff has experienced some hardware failure and has struggled to find reliable vendors. The Treasurer's Office is researching alternative software programs to replace the SANDS system in FY 03.

Planned Accomplishments/Objectives for FY 03

- Increased compliance of County personal property registration.
- Increased revenue generated for the County due to heightened awareness of Project Fairness.

TREASURER
Project Fairness

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# warning notices issued	11,939	13,300	13,965	14,663
# violation notices issued	1,045	1,000	950	950
% violation fees paid	80%	29%	29%	29%
$ decals collected on discovered vehicles	$147,935	$130,000	$100,000	$105,000
$ tax revenue collected on discovered vehicles	$1,036,539	$650,000	$750,000	$750,000
$ violations collected on discovered vehicles	$79,293	$70,000	$70,000	$75,000
# new accounts established on discovered vehicles	10,820	10,800	11,340	11,907
% decrease in noncompliance with personal property registration	10%	5%	5%	5%

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$70,898	$76,540	$79,187	$77,843
Operations & Maintenance	$9,000	$11,500	$23,386	$26,523
Capital Outlay	$0	$0	$2,000	$50,000
	$79,898	$88,040	$104,573	$154,366
Departmental Revenue:				
Local Fees, Charges, Etc.	$600,000	$650,000	$890,000	$1,015,000
Commonwealth Funding	$0	$125,000	$0	$0
	$600,000	$775,000	$890,000	$1,015,000
Local Tax Funding:	($520,102)	($686,960)	($785,427)	($860,634)
FTE Summary:	2.00	2.00	2.00	1.8

JUDICIAL ADMINISTRATION

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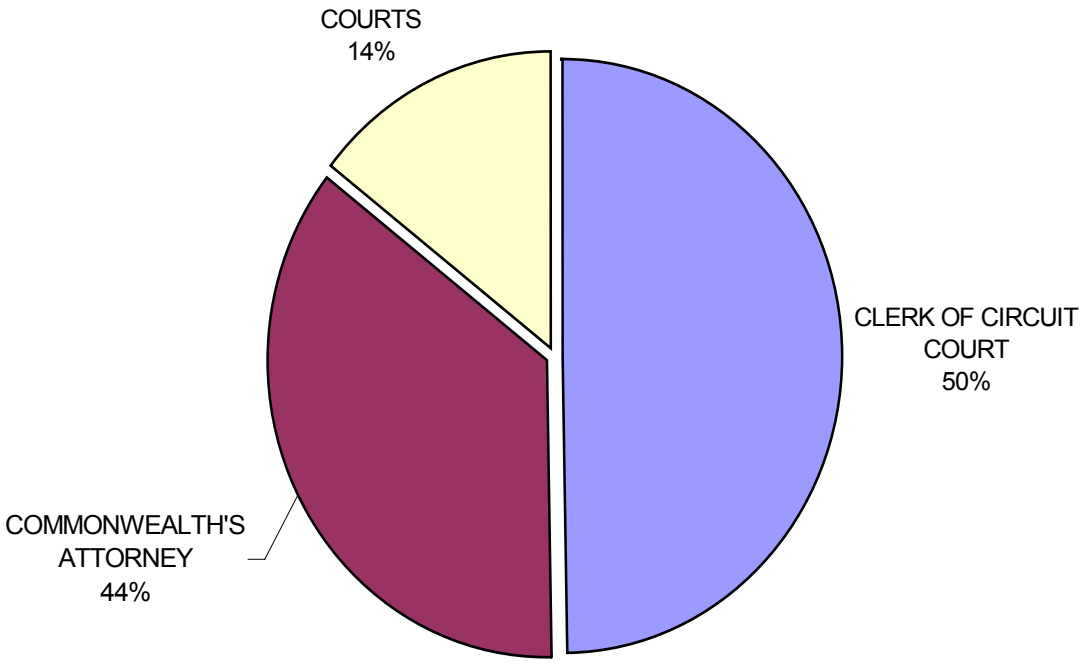
JUDICIAL ADMINISTRATION FY 2003
ADOPTED EXPENDITURES



JUDICIAL ADMINISTRATION

	FY 99 ACTUAL	FY 00 ACTUAL	FY 01 ACTUAL	FY 02 ADOPTED	FY 03 ADOPTED
CLERK OF CIRCUIT COURT	$1,240,728	$1, 457,408	$1,735,397	$3,064,522	$2,344,300
COMMONWEALTH ATTORNEY	1,429,883	1,533,344	1,822,967	2,216,630	2,461,133
COURTS	472,157	507,845	590,587	891,358	911,478
TOTAL JUDICIAL ADMINISTRATION	$3,142,768	$3,498,597	$4,148,951	$6,172,510	$5,716,911

CLERK OF CIRCUIT COURT

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

Department Description: The Office of the Circuit Court is organized into several functional divisions: Land Records – recordation, indexing and retention of land records and related documents; Probate – probating of wills and estates and preparation of legal documents; Court Services – filing and retention of court records, public inspection of court files, and the administration of services to support the Judges of the Circuit Court; Jury Management – issuance of juror questionnaires, juror summonses and other legal documents and the coordination of jury trials and grand jury; Public Services – issuance of marriage licenses, notary commissions, passport applications, concealed weapon permits, subpoenas, and the collection of court fines and costs assessed by the Court; Administration – management of office operations, budget and finance, payroll, human resources and other related administrative/managerial functions. The Clerk's Office also operates the Law Library. The Office accounts for moneys and disburses the local share directly to the locality. Local revenue collected in FY 01 for Grantor/Grantee taxes on the recordation of deeds alone was $6,018,455.

The Clerk of the Circuit Court is located in the Courts Complex in close proximity to the Circuit Court courtrooms and related facilities. Businesses and individuals have access to the Office on a walk-in basis 8 hours a day, five days a week, except on official State holidays.

Situational Analysis:

The Clerk of the Circuit Court is one of the Constitutional Offices of the Commonwealth, for which the Code of Virginia lists 800 separate responsibilities. The term of office is 8 years, reflecting the complexity and challenging nature of the office.

Automation

The Clerk's Office is document and record intensive, and automation is an important aspect of its functions. Currently, several functions are maintained using state-wide mainframe automated systems operated in conjunction with the Virginia Supreme Court. These include the Case Management System (CMS) to track and provide statistical reports in civil and criminal cases; the Financial Management System (FMS) to maintain accounts for all revenue and disbursements relating to criminal and civil cases, as well as those fees collected in performing the public service functions and taxes collected in the Land Records Indexing System (LRIS) which provides the indexing of recorded deeds and land records documents as required by the Code of Virginia. In addition, a database of more than 30,000 entries annually is maintained for jury management. The Office implemented an automated marriage license system and an automated Probate system during FY 01. Low interest rates offered by mortgage companies and banks have attracted many citizens to refinance their mortgage throughout calendar year 2001. The refinancing of mortgages has resulted in a tremendous increase of recordings in the land records division. The number of recordings in CY 01 was 95,393. The Clerk anticipates an increase of 32% in the number of recordings at the conclusion of FY 02.

Integration of those records in Loudoun County's Land Management Information System (LMIS) is important. In May of 2000, the Clerk established the position of internal IT Coordinator for the purpose of strengthening its ability to integrate available technologies within the Office. Increased automation of systems for processing and storage of records is a primary operational objective, with online remote access for the public being a long-term goal.

Population growth and economic development in the County have had a direct impact on workloads in the Office. Every building permit issued by the County represents a number of transactions that will be recorded in the Clerk's Office, such as the plat of subdivision and the deed after the sale of the land and/or structure. The location of global Internet industry leaders in the County produces hundreds of requests annually for search warrants and subpoenas for records maintained by those companies. In CY 99, 398 search warrants were issued, in CY 00 519 and in CY 01 662. Search warrants issued for America Online accounted for more than 80% of the warrants processed in the Office.

Staffing

A necessary complement to implementing more efficient systems and procedures is the need for a better-trained and more technologically advanced staff. In addition, the Clerk has reorganized the structure of the office and assigned new supervisory posts to ensure staff is better trained and to improve the services offered in the Clerk's Office. In FY 02, two new management positions were introduced to provide adequate management oversight and improve service: the Probate Manager and the Court Services Manager. With the Probate Manager position, the Clerk's Office now has staff dedicated to providing probate services to a growing number of probate customers. With the Court Services Manager, the Clerk's Office has improved oversight of the case management and court services functions of the office as well as providing better coordination with the Circuit Court judges.

Service
During FY 02 the Office moved into their new offices with the completion of Phase 1 of the courts renovation project. This has enabled the Clerk's Office to be located in the same building and adjacent to the courtrooms, leading to increased efficiency. Final completion of the facility is expected in FY 03 and the Jury Management Division will move into offices in that area.

***Public Service Division*:** Since most services provided by this division are delivered directly to the public, this division is immediately affected by population increases in the County. Almost all transactions that are handled by this division are completed by the citizen in a single trip to the Clerk's Office. This division has experienced increases in criminal cases involving the processing of fines and costs, plus an increase in lawsuits, subpoenas, and process in civil cases. There has also been in increase in the total number of transactions involving marriage licenses, notary commissions, passports, and concealed weapons permits. These increases are creating a need to find ways to automate more functions and to consider moving the civil process and intake functions to the Court Services Division when staffing levels permit.

***Probate Division*:** As the official agency for authentication and recording of an estate or last will and testament of a deceased person, the Probate function is directly impacted by increases in population, particularly in the number of aging citizens. In the past three years, there has been an increase in the population of citizens age 60 years and over with the development of retirement communities in the County. The Clerk expects to experience dramatic growth in the number of probate matters arising in the next several years. The need for initial probate advice typically arises suddenly and requires immediate attention. Any staffing shortage in this area of expertise causes difficulties for persons who require probate assistance in a timely and sensitive manner. The introduction of the Probate Manager position in FY 02 was the first step to committing staff to full-time probate responsibilities. Additional staff will be required in the future.

***Jury Management Division*:** This division is staffed by two full time deputy clerks. Increasing population has impacts on this division in two primary respects: with more residents come more criminal and civil cases filed in the courts, leading to more demands for jury trials; also, the greater the number of residents, the greater the number of questionnaires that must be processed in order to screen for eligible jurors. In 2000, a total of 30,300 questionnaires were mailed to residents of the County; in 2001, this number is expected to be 30,500. This division assembles a different Grand Jury for each month, and also summonses citizens for pools and panels for the selection of petit juries for each criminal and civil case in which a jury has been demanded. The number of jury trials demanded has increased with population growth.

***Court Services Division*:** The primary functions of this division are case management, courtroom support and records retention. There are 11 deputy clerks assigned to this division with one manager to oversee these functions and staff. There are three deputy clerks dedicated exclusively to providing courtroom assistance to the three sitting Circuit Court Judges. With the increased volume of hearings and court proceedings, the Circuit Court often enlists the assistance of a visiting judge to hear court cases. The new courts facility has four courtrooms which will enable the Circuit Court to utilize visiting and/or retired judges more frequently. To ensure proper allocation of resources to assist four or more judges in the courtrooms, the Clerk is requesting a full-time deputy clerk to be assigned to the fourth courtroom and visiting judges.

The Clerk's Office has experienced growth in the number of court cases filed and the number of court cases scheduled for hearings before the Court, court orders processed and the number of legal pleadings filed in court cases. For the period covering January – September of 2001, there was a 46% increase in the number of court cases filed as compared to the same timeframe for 2000. Since June 30, 2001, 1,005 new civil court cases have been filed and 739 criminal court cases were initiated. These figures represent a substantial increase in court cases filed in calendar year 2001 as compared with calendar year 2000. The number of concealed handgun permit cases filed with the Clerk's Office has nearly doubled during calendar year 2001, with a dramatic increase of filings since the terrorist attacks of September 11th. To accommodate the increase in court cases, court orders, court hearings and legal filings, the Clerk's Office will eventually require additional staff to ensure proper management of cases and effective services to the judges in the future.

***Land Records Division*:** The continuing increase in the number of real estate conveyances spurred by population growth will result in a proportional increase in recording and indexing transactions in the Land Records division. Additional computers for customer use and additional staff to assist the public will be required to meet this workload growth. The Clerk anticipates replacing the use of microfilm readers to access records with newer technology; this will provide efficiencies for both the staff and customers as well as providing public access from remote locations via the Internet. Because of the importance of these records in establishing legal title and real estate tax records, staffing levels and technology must consistently support a 100% accuracy standard. The land records division experienced a 24% increase in the number of legal documents recorded and a 71% increase in the number of filmed images of land records documents in FY 01. Refinancing of mortgages due to low interest rates will continue to have a direct impact on the number of legal documents recorded in the land records division. The Clerk anticipates implementing a new land records automated system in CY 02 which will improve the productivity and management of the operations and improve public access to land records.

CLERK OF CIRCUIT COURT

Planned Accomplishments/Objectives for FY 03

- Provide accurate information and services to citizens in a courteous, helpful and timely manner.
- Use new technology to aid the public with research and to make records available to other County departments through remote access beginning with the Land Management Information System.
- Increase number of public access terminals for customers' research needs and explore the use of remote access of indices and evaluate the financial impact of remote access.
- Provide improved professional services to the Circuit Court Judges.

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# court cases filed (chancery, law, criminal, juvenile appeals, adoptions)	4,306	6,667	6,787	7,400
# legal pleadings filed	40,333	43,336	47,967	49,406
# court orders processed	17,196	15,368	18,008	18,909
# subpoenas issued	4,265	4,564	4,700	4,841
# marriage licenses	1,348	1,584	1,742	1,444
# search warrants	597	642	680	733
# notary commissions	784	892	886	896
# fictitious names	818	1,197	1,316	930
# passport applications	1,973	2,340	2,574	2,273
# concealed handgun permits issued	242	520	504	554
# deeds and judgments	77,031	120,996	133,085	123,376
# wills probated and appointments	665	669	735	781
# microfilmed images	462,500	625,000	687,500	756,250
# juror questionnaires	30,300	30,500	32,000	32,000
# juror qualifications	13,324	14,100	15,250	15,500

Information on the scheduled projects for the Capital Asset Replacement fund can be found in tables beginning on page 448.

Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$903,578	$1,107,790	$1,379,796	$1,737,740	$1,960,706
Operations & Maintenance	$196,665	$200,846	$272,855	$425,602	$322,594
Capital Outlay	$98,044	$93,044	$51,930	$901,180	$61,000
	$1,198,287	$1,401,680	$1,704,581	$3,064,522	$2,344,300
Departmental Revenue:					
Local Fees, Charges, Etc.	$2,186,700	$3,238,700	$3,743,600	$5,439,400	$6,996,500
Commonwealth Funding	$1,340,960	$1,587,304	$2,108,794	$3,102,304	$3,732,930
	$3,527,660	$4,826,004	$5,852,394	$8,541,704	$10,729,430
Local Tax Funding:	($2,329,373)	($3,424,324)	($4,147,813)	($5,477,182)	($8,385,130)
FTE Summary:	21.59	26.65	31.12	34.60	37.00

FY 03 Board Action: The FY 03 Adopted Fiscal Plan includes enhancements totaling 1.0 FTE and $56,265. The FY 03 Fiscal Plan reflects the ongoing impact of FY 02 midyear reductions while maintaining service delivery at current levels. During FY 02, the State Compensation Board funded an additional clerk position and a part time position was upgraded to full time. Departmental history can be found on page 300.

COMMONWEALTH'S ATTORNEY

Mission Statement: The mission of the Commonwealth's Attorney is to investigate and prosecute felony, misdemeanor, traffic and juvenile criminal cases. The cases are presented by the following law enforcement offices: Virginia State Police, the Loudoun County Sheriff's Office, the Leesburg, Middleburg and Purcellville Police Departments, the Metropolitan Washington Airport Authority Police Department, the Loudoun County Department of Social Services, the Department of Animal Care and Control. In addition, the Commonwealth's Attorney handles criminal complaints filed by private citizens of the County of Loudoun. The Victim Witness program, also overseen by this Office, provides an interface between the judicial system and crime victims and witnesses. The program helps ensure victim/witness cooperation in the prosecution process, increases witness safety and reduces the trauma that often results from being involved in a criminal case.

Department Description: As legal counsel for the Commonwealth of Virginia, the duties of the Office are mandated by the Code of Virginia. An "on duty" attorney is available to respond to legal inquiries from law enforcement officers and magistrates and handle the prosecutor's role in any criminal emergencies. The investigators work with the attorneys and other law enforcement agencies as required on an ad hoc basis to provide detailed information that may be required in specific complex cases. An administrative staff maintains internal case files, updates legal publications, coordinates and tracks attorney court appearances, issues and cancels subpoenas, and prepares and files motions, indictments, discovery and other legal documents.

The Victim Witness program provides 24 hour crisis intervention – a member of the Victim Witness staff is always available to respond to crime scenes and to accompany sexual assault victims to the hospital if necessary. The program advises victims of their rights (as provided through the Virginia Code) and to notify them of the services the program provides. These services include, but are not limited to, the following: explanation of the court process, courtroom tours, liaison within criminal justice system, courtroom accompaniment, witness preparation, filing of claims through criminal injuries compensation fund, referral to supportive services, victim impact statements, restitution assistance, and safety planning.

Situational Analysis:

The workload of the Commonwealth's Attorney's Office is increasing as the number of cases presented by the law enforcement agencies rises. Crime is rapidly accelerating as shown by the 19% growth in the number of criminal cases which passed through the County Circuit Court, an 11% increase in the General District Court, and a 30% increase in the Juvenile and domestic Relations Court during FY 01. Not only is the volume of cases increasing, but the complexity of the cases is also. As more corporations open offices in the County, the number of complex white-collar crime (embezzlement, credit card fraud, and forgery) rises. The office expects to handle 2,500 felony cases during FY 02. The use of automation technology has become critical in the management of the scheduling of cases, in tracking the progress and status of cases and as a research tool in complex cases.

The Victim Witness program has seen a 41% increase in caseload from 1999 to 2001. This is attributed to population growth, passenger traffic at Dulles increases and more criminal complaints occurring at the County malls. Referrals from outside agencies and the public have increased due to the community outreach efforts also contributed to the workload increase. Cases involving child abuse, sexual assault and crimes against persons are generally time intensive and require specialized services. Specialized training for staff is imperative to respond professionally and appropriately to the victim's needs. The case managers in the program are taxed to meet the demand for services and an additional case manager position is included in this budget.

Planned Accomplishments/Objectives for FY 03

- Aid in increasing the reports of violent crimes against women.
- Increase the number of Victim Impact Statements.
- Increase the number of claims filed with Criminal Injuries Compensation Fund.
- Expand outreach activities to increase public awareness of crime victim's rights and the program's services.
- Adjust office workload to allocate 5% more time for felony cases to improve the success rate of felony prosecutions.
- Improve efficiency in misdemeanor cases primarily in the areas of discovery and coordination of discovery with police agencies.

COMMONWEALTH'S ATTORNEY

Performance Measures	Actual CY 00	Est. CY 01	Proj. CY 02	Proj. CY 03
# Circuit Court cases	1,681	2,077	2,500	3,000
# General District Court cases	47,743	53,667	60,650	67,000
# Juv. & Dom. Relations cases	9,012	12,985	16,800	22,000
Attorney time per felony	10.3 hrs.	8.3 hrs	6.9 hrs	5.8 hrs
Attorney time per misdemeanor and traffic	4.6 min.	3.9 min	3.3 min	2.9 min
% of felony cases ended by plea	41%	41%	41%	41%
% of felony cases ended by dismissal or non-prosecution	20%	18%	16%	14%
Victim Witness Program:	**Actual FY 01**	**Est. FY 02**	**Proj. FY 03**	**Proj. FY 04**
# outreach programs per year	25	25	25	25
# local brochures distributed	3,500	5,000	7,500	9,000
# of victims provided service	1,840	2,200	2,650	3,180
# of victim impact statements issued	80	150	200	250
# hours spent arranging, creating materials and presenting program	100	150	150	150
# of Criminal Injuries Compensation Fund claims	32	75	100	120
# of referrals to LAWS and other agencies	1,500	1,900	2,400	2,800
Reporting of violent crimes against women	784 cases	950 cases	1,100 cases	1,300 cases
% of victims and witnesses provided with direct services and referred to community resources/services as appropriate	95%	95%	95%	95%

Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$1,266,881	$1,348,366	$1,744,708	$1,976,867	$2,157,408
Operations & Maintenance	$128,984	$172,998	$192,400	$223,276	$303,725
Capital Outlay	$40,688	$14,084	$16,007	$16,487	$0
	$1,436,553	$1,535,488	$1,953,115	$2,216,630	$2,461,133
Departmental Revenue:					
Local Fees, Charges, Etc.	$19,682	$17,445	$0	$0	$0
Commonwealth Funding	$476,942	$505,582	$530,861	$557,405	$566,647
	$496,624	$523,027	$530,861	$557,405	$566,647
Local Tax Funding:	$939,929	$1,012,421	$1,422,254	$1,659,225	$1,894,486
FTE Summary:	23.53	24.00	28.00	30.00	32.00

FY 03 Board Action: The FY 03 Adopted Fiscal Plan includes enhancements totaling 2.0 FTE and $141,715. The FY 03 Fiscal Plan reflects the ongoing impact of FY 02 midyear reductions while maintaining service delivery at current levels.

Departmental history can be found on page 300.

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.

Description: The court system in Loudoun County is composed of: Circuit, Juvenile and Domestic Relations, General District Courts, and the Magistrates. The Juvenile and Domestic Relations (JDR) District Court provides the citizens of the community access to the legal system to resolve domestic disputes and adjudicate delinquent offenses. Its goal is to provide youth and families with the services needed to rehabilitate and protect the community. The General District Court Clerk's Office works as a team member with judges, law enforcement agencies, the Commonwealth Attorney's Office, attorneys and the public in an effort to provide accurate records and information and the issuance of many legal documents in a timely manner. The Circuit Court has three sitting judges and is the only trial court of record in Loudoun County. It exercises original jurisdiction in both criminal and civil cases as well as all appeals from the two lower courts (District and Juvenile and Domestic Relations).

Situational Analysis:

Phase one of the construction of the Courts renovation and expansion project was completed during FY 02. Phase two of the project will be started during FY 02 and will take 12 months to complete. The project will provide 54,068 sq. ft. of renovated space and 89,537 sq. ft. of new construction.

The General District Court processes all traffic and criminal cases for all law enforcement in the County. It hears preliminary hearings for felony cases, all tax cases for the Treasurer, all civil litigations up to $15,000, and has a small claim's court that handles claims up to $1,000. The staff of this Clerk's Office are all state employees. The County funds the office's operating expenditures.

The Clerk of the JDR Court is responsible for processing all criminal and civil complaints filed through the Court Services Unit of the Court. The Court also processes all civil attorney pleadings concerning custody, visitation and support. The Court continues to experience significant increases in caseloads; during calendar year 2001 there were 6,570 new cases and 14,685 court hearings. The Court has one full time judge and a second judge who assists 4 to 5 days a month. Due to the increasing demands, the dockets are generally booked months in advance. Effective January 9th, 2002, the Court will have an additional judge sitting each Wednesday to assist with the backlog. The staff of this Clerk's Office are all state employees. The County funds the office's operating expenditures.

The Magistrate's Office is under the supervision of the Chief Circuit Court Judge and the Supreme Court of Virginia. Magistrates issue warrants of arrest, conduct bail bond hearings, commit offenders to jail and release prisoners from jail. The Office is open 24 hours a day. The staff of this Clerk's Office are all state employees. The County funds the office's operating expenditures and pays the Magistrates a 50% match of their state salaries.

The Circuit Court judges began holding court in the new facility in December, 2001. A steady increase in caseload over the last several years has occurred and is anticipated for the future. The judges are state employees; the County provides support staff and operating funds.

Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$235,851	$301,150	$363,968	$523,586	$556,804
Operations & Maintenance	$195,844	$227,746	$310,204	$326,893	$323,674
Capital Outlay	$17,000	$21,000	$40,879	$40,879	$31,000
	$448,695	$549,896	$715,051	$891,358	$911,478
Departmental Revenue:					
Local Fees, Charges, Etc.	$0	$0	$0	$0	$0
Commonwealth Funding	$0	$0	$0	$0	$0
	$0	$0	$0	$0	$0
Local Tax Funding:	$448,695	$549,896	$715,051	$891,358	$911,478
FTE Summary:	3.53	4.00	6.00	6.00	6.00

FY 03 Board Action: The FY 03 Adopted Fiscal Plan maintains service delivery at the current standards.

Information regarding scheduled Capital Asset Replacement Fund projects for the Courts may be found in tables beginning on page 448. Departmental history can be found on page 301.

PUBLIC SAFETY

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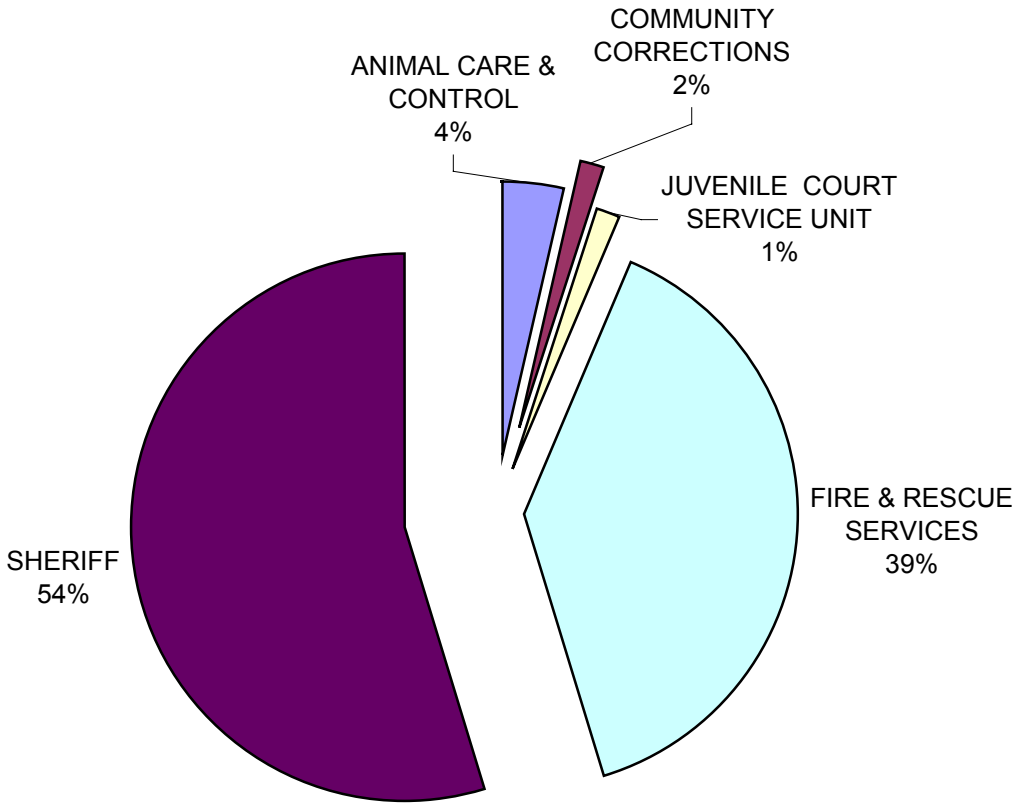
PUBLIC SAFETY FY 2003 ADOPTED EXPENDITURES



PUBLIC SAFETY

	FY 99 ACTUAL	FY 00 ACTUAL	FY 01 ACTUAL	FY 02 ADOPTED	FY 03 ADOPTED
ANIMAL CARE & CONTROL	$809,295	$1,060,704	$1,347,979	$1,882,729	$1,840,369
COMMUNITY CORRECTIONS	324,609	461,020	557,951	839,672	956,963
JUVENILE COURT SERVICE UNIT	304,796	307,147	438,020	712,502	906,441
FIRE AND RESCUE SERVICES	6,700,872	9,163,935	11,950,759	20,408,512	24,207,033
SHERIFF	17,149,589	19,494,356	21,353,168	30,664,704	33,564,917
TOTAL PUBLIC SAFETY	$25,289,161	$30,487,162	$35,647,877	$54,498,119	$61,475,723

ANIMAL CARE AND CONTROL

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

Department Description: The Department of Animal Care and Control is organized into two divisions; Animal Shelter Operations and Animal Control. The Animal Shelter, located near Waterford, is staffed 365 days a year to care for resident animals and is open to the public for animal surrenders, adoption, lost and found identification and other business. Animal Control Officers (ACO) provide law enforcement services to citizens in the community 7 days a week and are available for emergency calls 24 hours every day. Administrative staff provide direct customer service by telephone and support to both divisions. Additionally they provide dispatch services to ACOs and operate the volunteer and public information program (web-page). The Animal Advisory Committee, appointed by the Board of Supervisors, provides advice and program guidance to the department.

Situational Analysis:

The Department and shelter have undergone tremendous change in the past three years as a result of shelter remodeling and construction, significant staff turnover and changes in business operations. Despite these significant changes, the Department can point to important accomplishments including improved animal control service levels, an increased adoption rate and increased public hours of operation.

Animal care and control services are state mandated public safety services and currently react to over 41,000 phone contacts and 48,000 visitors to the shelter. These numbers represent 33% and 42% increases respectively over FY 01. ACOs were dispatched to over 3,100 complaints from citizens about animals which involve citizen's exposure to rabies, injury from aggressive animals, destruction of livestock by dogs, endangerment by wildlife and reports of animal nuisances. (Sheriff's deputies and Town police officers handled another 1,000 related calls). Complaints received during the first half of FY 02 are increasing at a rate of 13% annually and the number of emergency complaints has increased 63% over FY 01. Service hours have been expanded based on the FY 02 enhancement adding two additional customer service/dispatch staff. The goal of the program is to create a more active presence of animal control officers in the community during daylight hours when most complaints are made.

Construction and renovation of the shelter was completed in May, 2001. The animal adoption/return to owner rate continues to increase rising from 57% in FY 00 to 63% in FY 01. Almost 1,200 animals were adopted to new homes. Customer and telephone traffic to the shelter has steadily increased through the period.

Service and adoption hours were expanded in January 2002. Shelter adoption and viewing hours expanded from 29 a week to 43 hours a week. Business hours expanded to 63 during the winter and 69 hours in the summer when daylight savings time is in effect.

The remote location of the shelter continues to be a problem for the growing population in the East and creates staff inefficiencies due to long travel time while responding to calls. Plans are underway to house ACOs in an eastern Loudoun public safety center to reduce this inefficiency.

ANIMAL CARE AND CONTROL

Additional information on this Department's Capital Improvement Program projects can be found on page 363. Information on scheduled project for the Capital Asset Replacement Fund can be found in tables beginning with page 448.

Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$600,868	$778,341	$1,053,477	$1,438,949	$1,466,942
Operations & Maintenance	$175,890	$293,581	$329,860	$394,280	$373,427
Capital Outlay	$3,000	$3,000	$1,000	$49,500	$0
	$779,758	$1,074,922	$1,384,337	$1,882,729	$1,840,369
Departmental Revenue:					
Local Fees, Charges, Etc.	$86,415	$98,297	$107,600	$103,500	$113,500
Commonwealth Funding	$0	$0	$0	$0	$0
	$86,415	$98,297	$107,600	$103,500	$113,500
Local Tax Funding:	$693,343	$976,625	$1,276,737	$1,779,229	$1,726,869
FTE Summary:	15.40	20.40	26.40	33.40	32.36

FY 03 Board Action: The FY 03 Adopted Fiscal Plan reflects the ongoing impact of FY 02 midyear reductions while maintaining service delivery at current levels. During FY 02 all positions except the Director, an Administrative Assistant and a Program Specialist were changed from 1.0 FTE to 1.07 FTE and two 1.07 FTE positions were eliminated.

The departmental history can be found on page 299.

ANIMAL CARE & CONTROL
Animal Control Officers

Purpose: The purpose of the Animal Control Division is to protect the citizens and animals and to promote their welfare and coexistence through enforcement of animal laws, assistance in the community and public education.

Program Description: Animal Control Officers (ACOs), a.k.a. Animal Wardens, enforce animal laws and remove potentially dangerous animals that may pose a threat to citizens when requests for assistance are received. ACOs deal with suspected rabid animals, aggressive animals, wildlife that pose a threat to humans or domestic animals, and dogs attacking or killing livestock. Emergency services performed 24 hours a day include rescue of sick or injured animals, removing aggressive or potentially rabid animals, removing dogs from livestock and support to law enforcement and fire/rescue personnel. Reports of cruelty to animals are investigated and resolved. Educational presentations for school and youth groups on bite prevention and animal care are given when staff are available.

Situational Analysis:

The demand for animal control services continues to exceed the Department's ability to keep up, although service response and staffing has improved over last year. The Department has hired and is training new staff and productivity and efficiency will continue to improve. Inability to fill several of the key night time positions during the past year has caused the rescheduling of officers intended to work during the day to night assignment. This impacts the ability to maintain sufficient staff and to strategically place ACOs at locations around the county. This is a goal, that when realized will enable proactive efforts to prevent problems and provide a quick response once the problems occur.

The goal of the Department is to decrease the present standard emergency response time of up to 45 minutes from the time a call is received to the time an ACO is on the scene. Positioning trained staff in neighborhood patrol sectors close to population centers will reduce this time. At the current ACO staffing level, with scheduling rotations, time spent in court, training and other factors, there is an average of 3.2 ACOs on duty at any time and a staffing ratio of one ACO for 25,000 people.

The Department has instituted the provision of overnight and holiday emergency response by Field Technicians three days a week. The Field Technicians, who receive basic ACO training, staff the animal shelter at night, perform cleaning and animal care functions and are available for immediate emergency response from the shelter location. ACOs continue to provide evening and overnight response on the nights when the Field Technicians are not scheduled which decreases the total work hours available for daytime work. Only two of the eight ACOs live in the County which eliminates the ability to provide after hours emergency response using a traditional 'on-call' rotation.

Animal bites countywide have declined slightly over FY 01 in some part due to an increased presence of animal control officers in the community. Over 8,000 dog licenses were sold in FY 01. The estimated number of dogs in Loudoun, 43,563, is based on a 2001 national pet owners survey and is higher than previous estimates. Using these estimates, there are 46,914 owned cats in Loudoun and many more that are feral or 'wild'.

Planned Accomplishments/Objectives for FY 03

- Increase the total number of licensed dogs.
- Increase the number of hours spent in the community preventing animal related problems.
- Decrease the response time for routine calls for assistance and for emergency aid to provide better service to animals and people.
- Provide advanced training to the ACOs in animal rescue, animal cruelty investigation and similar topics.
- Return licensed dogs found lost or straying directly to their owner whenever possible.
- Increase public education efforts about co-existing with wildlife.

ANIMAL CARE & CONTROL
Animal Control Officers

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Animal Control				
Total # of emergency responses	717	900	1,100	1,200
Total # of citizen complaints received	3,112	3,517	3,974	4,490
Total # of investigations conducted	1,014	2,200	2,500	3,000
Estimated # Dogs (APPMA)*	43,563	45,931	48,805	51,679
Total # of dog licenses issued	8,000	10,104	12,919	13,436
Estimated % of dog population licensed	23%	22%	25%	26%
# Animals biting humans	313	330	340	350

**American Pet Products Manufacturing Association-National Pet Owners Survey-2001-2002. Based on average 1.7 dogs per household nationwide. Households based on Department of Economic Development Service Plan Demographic data; 9/6/01*

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$396,871	$446,288	$527,431	$577,482
Operations & Maintenance	$149,783	$123,284	$171,790	$154,192
Capital Outlay	$0	$0	$48,500	$0
	$546,654	$569,572	$747,721	$731,674
Departmental Revenue:				
Local Fees, Charges, Etc.	$65,697	$55,100	$64,500	$72,000
Commonwealth Funding	$0	$0	$0	$0
	$65,697	$55,100	$64,500	$72,000
Local Tax Funding:	$480,957	$514,472	$683,221	$659,674
FTE Summary:	8.90	8.90	9.50	9.13

ANIMAL CARE & CONTROL
Animal Shelter

Purpose: The purpose of the Animal Shelter is to provide humane care and housing for stray and unwanted animals and to facilitate their disposition by return to their owner, adoption, or humane euthanasia.

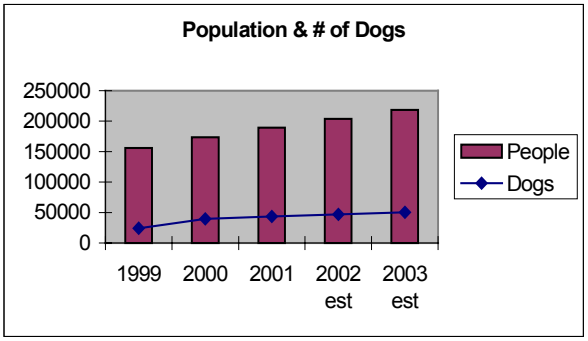
Program Description:. The Shelter promotes humane care and treatment of animals, spay/neuter and responsible pet ownership through public education. Shelter renovation was completed in May 2001 and now has 'single occupancy' capacity for up to 45 dogs, 90 cats, and numerous rabbits, reptiles, and small rodents. Stray or abandoned livestock are also sheltered at the facility in increasing numbers. The shelter operates a lost and found service when reports are received by telephone or e-mail and also maintains this information on the internet. Animals receive medical care from local veterinarians, when necessary and staff vaccinate against contagious diseases, treat for parasites and fleas and install microchips. All adopted dogs, cats and rabbits are spayed or neutered before going to new homes and are implanted with a microchip to facilitate identification if lost. Volunteers assist with animal care, cleaning, web page updates and community outreach efforts.

Situational Analysis:

The animal shelter has undergone a major renovation which included an expansion of kennel runs, cat cages and upgrading of heating and cooling equipment. Animal housing now meets or exceeds the minimum standards of the State Veterinarian for the first time in twenty years and the shelter is one of the finest in the state. The facility is staffed 24 hours daily to provide emergency response. Four days a week the overnight duty is performed by ACOs who only respond to emergency calls during the night hours. The other three days a week Field Techs work an overnight shift to maintain the facility and provide animal care so that the adoption areas can be opened to the public earlier in the day.

Approximately 30% of animals received and not reclaimed by their owners cannot be made available for adoption because of poor health, aggressive behavior, unpredictability, or lack of socialization with humans. Adoption rates of suitable animals continue to improve and will increase even more with increased marketing and expanded shelter hours providing increased convenience to potential adopters. Increasing numbers of exotic reptiles, agricultural livestock and unusual animals are being brought to the shelter adding new demands for facilities and staff expertise to provide care.

Adoption fees and spay/neuter fees are competitive regionally due to the continued support of local veterinarians. The volunteer program, averaging over 70 continuously changing participants, provides support to the staff in animal care, adoption counseling, dog exercising and customer service. The Department's web-site includes photos of animals for adoption and is maintained by the staff and volunteers.



Planned Accomplishments/Objectives for FY 03

- Maintain the improved facility with the objectives of reducing disease transmission in the resident animals so that the number euthanized due to illness will be reduced and providing additional kennels so animals may be held longer while waiting to be adopted.
- Maintain or increase the animal adoption rate by providing means of increasing public awareness and expanding the number of potential adopters.
- Maintain the current level of customer satisfaction.
- Provide increased staff training to ensure continuing quality animal care and customer service.

ANIMAL CARE & CONTROL
Animal Shelter

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Animal Census				
Animals Sheltered	2,765	3,000	3,200	3,400
Animals Returned to their Owner or Adopted	1,742	1,920	2,080	2,210
Animal Adoption/Returned to Owner Rate	63%	64%	65%	65%
Animals Euthanized- % of Total Received	37%	36%	35%	35%
Customer Service & Public Education				
Total # of phone contacts per year	33,252	41,324	51,241	64,051
Total # of shelter visitors per year	45,240	48,000	48,500	49,000
Total # of website updates	156	156	156	156
Shelter business operating hours per week	60	69	69	69
Shelter adoption viewing hours per week	29	43	43	43

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$381,471	$607,189	$911,517	$889,460
Operations & Maintenance	$143,797	$206,576	$222,490	$219,235
Capital Outlay	$3,000	$1,000	$1,000	$0
	$528,268	$814,765	$1,135,007	$1,108,695
Departmental Revenue:				
Local Fees, Charges, Etc.	$32,600	$52,500	$39,000	$41,500
Commonwealth Funding	$0	$0	$0	$0
	$32,600	$52,500	$39,000	$41,500
Local Tax Funding:	$495,668	$762,265	$1,096,007	$1,067,195
FTE Summary:	11.50	17.50	23.90	23.23

COMMUNITY CORRECTIONS

Mission Statement: The mission of the Community Corrections Program (CCP) is to promote public safety and reduce crowding in the local adult detention center by offering the judiciary bonding and sentencing alternative services for locally responsible, nonviolent defendants and offenders.

Department Description: The Local Probation and Pretrial Services (CCP) Programs serve the Loudoun County Judiciary by providing investigation and supervision services for locally responsible defendants and offenders. Probation and Pretrial Officers supervise probationers and enforce all general and special conditions ordered by the court. Pretrial Officers conduct bond investigations and make recommendations to the court concerning defendants suitability for release and monitor defendants placed in the program by the court.

Situational Analysis:

Localities are required by the Virginia Department of Criminal Justice Services to have local probation and pretrial services programs if they are to receive State funds for new jail construction. These programs also affect the locality's funding formula for money received for inmates in the local jail.

In general, it follows that criminal activity increases with population growth. This places greater stress on the local courts and the local detention center. As this occurs, additional prosecution and sentencing avenues have to be developed and utilized. Both create a greater need for the services that the CCP offers. The total number of cases supervised in the Local Probation Program increased in excess of 100% from FY 1998 to FY 2001. Fortunately, the number of cases has somewhat leveled off in the past twelve months. At least half of these offenders would serve at least one day in jail if they were not placed on probation.

The Pretrial Program, like the Local Probation Program saw its workload grow 100% from FY 1998 to FY 2001. At least half of these defendants would be incarcerated anywhere up to six months if not for the Pretrial program. The Sheriff's Department indicates that the cost of incarceration is $81.44 per inmate per day. It is estimated that the probation and pretrial programs save the County $1,417,056 annually in jail expenditures.

Many victims of crimes are owed financial compensation for crimes committed against them. Also, offenders are assessed fines and Court costs as part of their sentence. This office is actively involved in the collection and monitoring of these payments. In FY 01, a total of $154,373 in fines, costs and restitution was collected.

The Loudoun Courts place offenders in the CCP and require all probationers and defendants to adhere to the orders of the court and that all violations are reported immediately. The Program reports program progress to the Courts at the CCJB meetings and staff also meets periodically with the judges to insure the Program is performing to their satisfaction. The Courts, the Commonwealth Attorney's Office, the Public Defender's Office and the CCP are working together to set up a "Drug Court" to deal with the increasing number of substance abuse offenders. The Program began a "house arrest" program with electronic monitoring equipment to offset the limited number of jail beds available. The Global Positioning Satellite system serves both local probation offenders and pretrial defendants.

Present office space is sufficient for the program due to the expansion during FY 02 into additional rental office space. The program is exploring the idea of opening an Eastern Loudoun satellite office. With the majority of supervised cases living in Eastern Loudoun, having staff at a satellite office would meet the needs of clients who have lost their driving privileges and have no way to get to the Leesburg office.

Local Probation: The purpose of the this program is to supervise locally responsible offenders placed on probation by the Courts and insure that all general and special conditions of probation are adhered to. Some of the special conditions may involve substance abuse treatment, anger management or other types of treatment. Supervision involves meeting with the offenders periodically, testifying in Court as needed, administering drug tests, conducting criminal record checks, verifying their participation in treatment and monitoring community service work. Each probation officer in this program has a caseload in excess of 90, which is over the State recommended caseload by 30.

Pretrial: The purpose of the pretrial program is to assist the Loudoun judiciary in making sound bond decisions regarding incarcerated pretrial defendants and supervising those placed in the program by the Courts and magistrates. The pretrial officers assure the defendants comply with all general and special conditions of their bond by intensely supervising them in the community instead of waiting trial in the local jail. Special conditions may require the defendants to remain alcohol and drug free, or stay away from the victims of the alleged offense. Each pretrial officer has a caseload in excess of 50, which is over the State recommended caseload by 25.

Life Skills: The purpose of the life skills program is to provide special skills and training for probationers that are in need of services not normally provided by regular probation to assist them in living productive lives. The probation officer meets with the offender after reviewing the offender's record and pre-sentence reports and develops a "life plan" for the offender. The offender is then referred to the appropriate agencies for the technical assistance needed, such as financial counseling or GED training and testing.

The offender is supervised by the probation officer until the offender's period of probation is complete. This program began in January 1999.

House Arrest: The House Arrest Program began in September 2001. It allows selected non-violent offenders to serve their sentences at home under "house arrest" as opposed to taking up jail space. The offender must remain at home at all times unless authorized by the Court to leave for special conditions such as work, treatment, and school. The offender wears an electronic ankle bracelet that is monitored by a satellite. Any movement by the offender is reported immediately to the Program by the monitor. Pretrial defendants are also eligible to participate.

Planned Accomplishments/Objectives for FY 03

- Open 1,000 new probation cases.
- Refer 150 offenders to anger management counseling.
- Maintain a success rate of 80% for closed local probation cases.
- Monitor 16,000 hours of community service work.
- Maintain a success rate of 90% of closed pretrial cases.
- Save jail space by opening 600 new pretrial cases.
- Interview and evaluate 700 incarcerated pretrial defendants.
- Maintain a success rate of 50% for Life Skills Program.

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Pretrial Services				
Total No. of referrals to supervision	564	580	600	625
Total No. interviews and evaluations conducted	586	600	620	650
% of supervised defendants successfully completing the program	91%	90%	90%	90%
Avg. # jail beds saved daily	75	80	85	90
Local Probation				
Total No. of new cases opened	885	900	950	1,000
Total No. of community service hours worked	16,432	14,008	15,000	16,000
Total $ value of community service hours worked	$98,592	$84,048	$90,000	$96,000
Success rate of closed cases	84%	80%	80%	80%
Avg. # jail beds saved daily	40	45	50	55
Total # of offenders referred to anger management counseling	109	120	135	150
Life Skills				
Total No. of new cases	15	15	15	15
Success rate of closed cases	N/A	55%	50%	50%

COMMUNITY CORRECTIONS

Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$298,220	$366,664	$559,511	$698,860	$825,558
Operations & Maintenance	$67,479	$71,131	$71,091	$140,812	$131,405
Capital Outlay	$0	$0	$0	$0	$0
	$365,699	$437,795	$630,602	$839,672	$956,963
Departmental Revenue:					
Local Fees, Charges, Etc.	$0	$0	$0	$0	$20,000
Commonwealth Funding	$294,739	$302,227	$400,676	$457,438	$418,510
	$294,739	$302,227	$400,676	$457,438	$438,510
Local Tax Funding:	$70,960	$135,568	$229,926	$382,234	$518,453
FTE Summary:	6.70	8.10	10.00	12.53	13.59

FY 03 Board Action: The FY 03 Adopted Fiscal Plan reflects the ongoing impact of FY 02 midyear reductions while maintaining service delivery at current levels. The Department received State funding for a Criminal Justice Planner position during FY 02.

Departmental history can be found on page 300.

JUVENILE COURT SERVICE UNIT

Mission Statement: The mission of the Virginia Department of Juvenile Justice is to protect the public through a balanced approach of comprehensive services that prevent and reduce juvenile delinquency through partnerships with families, schools, communities, law enforcement and other state agencies, while providing the opportunity for delinquent youth to develop into responsible and productive citizens.

Program Description: The Juvenile Court Services Unit (JCSU) is a statutorily mandated agency which carries out the directions of the Court for professional supervision and services. The JCSU has three basic components: Probation which includes monitoring and supervising juveniles and their families per the order of the Court; Intake which is the "taking in" and processing of new complaints and cases; and Special Programs, which includes an array of specialized services to restore juveniles and their families to law abiding behavior. The Office provides services on a 24 hour on-call basis after regular business hours.

Situational Analysis:

The JCSU joins the many other agencies that are significantly impacted by Loudoun's population growth, especially since much of that growth is occurring in the juvenile age group. Although the rate of crime has decreased locally and nationally, the growing population has ensured that the number of cases has remained fairly consistent and continues to grow modestly. State funding has not provided for that growth and the County has had to fill in the gaps.

Domestic violence complaints have increased almost 17% over FY 00 (from 115 to 135). There is a vital gap in the JCSU ability to assist the Court and the community in these cases while combating other dangerous adult behaviors. Current monitoring of domestic violence offenders is erratic and inconsistent. The JCSU is a principal member of the inter-community domestic violence coordinating council.

There is an increased need to identify which juvenile sex offenders can be rehabilitated within the community and which need to be isolated. The JCSU has an opportunity to participate in a multi-agency effort to provide a more comprehensive assessment and protocol in dealing with this increasing segment of the juvenile delinquent population.

The JCSU may have an opportunity to participate in a federally funded school probation project which would involve closer supervision and prevention services on-site in the county's schools. This would tend to reinforce the protective factor of swift consequences to court-involved youth and neutralizing the negative peer effect on more impressionable youth. Coordinating efforts with the School Resource Officers (SROs) would also enhance prevention activities.

The JCSU is actively engaged with other agencies to provide a continuum of services for at risk youth and those actually offending. Some of these services are Electronic Monitoring, Family Counseling, Law Related Education (LRE), Leadership Education Awareness for Parents (LEAP), Life Goals Program, Restitution, and Substance Treatment Opportunity Program (STOP). Currently the JCSU leads or participates in strategic activities to respond to increasing demands; the consistent building of that continuum is a hallmark for a youth and family friendly community.

Planned Accomplishments/Objectives for FY 03

- Continue full implementation of increased intake services.
- Continue to develop alternatives to formal court adjudications using the Prevention Intervention Team.
- Develop a County-wide protocol for assessing, consequencing, treating, and supervising youthful sex offenders.
- Assist in the inter-agency efforts to assist parents in regaining leadership with their rebellious teenagers.
- Initiate and provide monitoring and enforcement activities for 65 domestic violence protection cases.
- Implement Anger Management Program and provide services to 100 juvenile offenders.

JUVENILE COURT SERVICE UNIT

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Est. FY 04
Total Intake Complaints	**2,365**	**2,601**	**2,861**	**3,147**
By Penalty				
Felony	340	374	411	452
Domestic	804	884	972	1,069
Misdemeanor	918	1,010	1,111	1,221
Special Penalty	271	298	328	361
Miscellaneous	32	35	39	43
Total Annual Active Cases	861	939	1,033	1,136
Cases per Probation Officer	96	105	103	114

Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$230,111	$286,594	$481,333	$587,560	$677,932
Operations & Maintenance	$52,456	$64,298	$77,535	$103,942	$210,009
Capital Outlay	$8,500	$8,500	$8,500	$21,000	$18,500
	$291,067	$359,392	$567,368	$712,502	$906,441
Departmental Revenue:					
Local Fees, Charges, Etc.	$0	$0	$0	$0	$0
Commonwealth Funding	$190,525	$237,586	$197,586	$197,586	$267,586
	$190,525	$237,586	$197,586	$197,586	$267,586
Local Tax Funding:	$100,542	$121,806	$369,782	$514,916	$638,855
FTE Summary:	5.87	7.09	8.56	11.26	12.30

FY 03 Board Action: The FY 03 Adopted Fiscal Plan includes enhancements totaling 1.07 FTE and $200,048. The FY 03 Fiscal Plan reflects the ongoing impact of FY 02 midyear reductions while maintaining service delivery at current levels.

Departmental history can be found on page 304. Information related to the Department's Capital Improvement Program project may be found on page 372 (Juvenile Probation Residence).

FIRE AND RESCUE SERVICES

Mission Statement: The Department of Fire and Rescue Services provides Loudoun County residents and visitors with efficient and cost-effective fire protection, rescue and emergency medical services, responds to hazardous materials incidents, and provides related life-safety functions. The department maintains staff of well-trained volunteer and career personnel located in strategically placed facilities 24 hours per day, seven days per week.

Department Description: Fire and Rescue Services is organized into five divisions: Field Services, Training, Communications, Fire Marshals and Volunteer Coordination and Support. Since FY 02, the Communications division has been included in the Public Safety Communications Special Revenue Fund, but is included in this narrative for ease of reference. The department provides administrative support to the County's 17 volunteer fire companies and the Fire and Rescue Commission and supports volunteer personnel with career staff where needed. In addition, Fire and Rescue maintains the County's Emergency Communications Center, conducts all code-related fire inspections and investigates the causes and origins for fires, explosions and hazardous materials incidents.

Situational Analysis:

Loudoun has a long and storied history of strong volunteer fire and rescue companies. Seventeen independent companies provide operational fire and rescue services. The volunteer companies own all of the operational fire and rescue stations and most of the rolling stock, which includes 31 fire engines, 29 transport ambulances, three ladder trucks and other specialized apparatus.

Volunteer Demographics

The volunteer fire and rescue system includes approximately 1,195 volunteers, of whom 66% are considered operationally active. The number of active volunteers has remained relatively constant over the past five years. Retention is a major issue; during FY 01, although 210 volunteers joined the fire-rescue system, 174 left. Time pressures including jobs, family, substantially increased training requirements, fund-raising demands, and increased call volume have had a measurable impact on retention.

While the County's daytime work population has continued to grow, changing demographics have greatly reduced the number of volunteers available during this time period. During FY 02, the County will provide daytime career support in 12 of the 19 fire and rescue stations. The FY 02 budget provided additional career staff for Arcola, South Riding, Loudoun Rescue (Leesburg), Sterling Fire, Aldie, Lucketts, Round Hill, and Broadlands. A temporary facility that was opened in South Riding in December 2001 requires career staff coverage round the clock to augment volunteer recources. In addition, a full-time career advanced life support unit was put into service in May 2001.

New Service Demands

From FY 99-01, emergency call volume increased from 15,874 to 18,254 incidents. The construction of huge campus-like facilities and other large buildings has created different types of potential hazards and new demands for proactive inspections. In 2002, the fire and rescue system must be able to handle urban as well as rural hazards. In the eastern end of the County several new stations are required to address the needs of the working population centers and the new residential centers. The western end of the county has also been experiencing increased residential construction, which has generated higher call volumes and rural water supply issues. Fire and Rescue also provides a number of ancillary services, such as car seat safety inspections and public fire and life safety education.

Funding Volunteer Companies

Historically, several volunteer companies have obtained an annual stream of revenue through the proffer process. Concerns raised at the State level regarding the proffer process prompted the Board of Supervisors in FY 02 to substitute local tax funding in anticipation of the elimination of operating proffers for these stations. The FY 03 budget continues this practice. Several companies are also experiencing capital construction and equipment acquisition issues.

Growth of the Department

Fire and Rescue has grown considerably in recent years to address these issues, from 56.5 FTE in FY 93 to 254.83 FTE in FY 03. In the future, additional career personnel will be needed to provide weekend and holiday coverage, and in some cases, provide 24 hour coverage. Although positive steps are being taken to meet these new challenges the Department of Fire and Rescue is very much an adolescent. In order to progress from the current stage, the system needs to focus on the development and implementation of a strategic plan so that growth can be managed in a more proactive manner. Recruitment, training and retention of career fire fighters and EMTs will also continue to be a challenge in the competitive employment market. The County Fire and Rescue (EMSSTAR) study, currently under consideration by the Board of Supervisors and the volunteer companies, represents an effort to address these long term needs.

Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$4,451,564	$7,072,617	$8,884,581	$12,212,147	$15,286,835
Operations & Maintenance	$2,709,223	$2,633,517	$3,924,713	$7,525,742	$8,678,744
Capital Outlay	$27,120	$211,000	$508,360	$1,102,623	$241,454
	$7,187,907	$9,917,134	$13,317,654	$20,840,512	$24,207,033
Departmental Revenue:					
Local Fees, Charges, Etc.	$955,600	$311,433	$446,472	$85,000	$95,945
Commonwealth	$136,357	$136,392	$156,071	$160,753	$165,579
Federal	$36,100	$36,100	$31,634	$32,529	$34,741
TOT Transfer	$0	$0	$0	$0	$74,024
	$1,128,057	$483,925	$634,177	$278,282	$370,289
Public Safety Communications:[1]	N/A	N/A	N/A	$871,472	$1,569,908
Local Tax Funding:	$6,059,850	$9,433,209	$12,683,477	$19,690,758	$22,266,836
FTE Summary:	88.38	132.65	176.81	215.97	254.83

Budget Analysis: The Board of Supervisors approved enhancements totaling 28.63 FTE in the General Fund and 1.12 FTE in the Public Safety Communications Fund, totaling $4,089,990 in additional local tax support. The adopted budget also reflects the ongoing impact of FY 02 midyear reductions while maintaining service delivery at current levels and the implementation of the FY 03 compensation plan.

Departmental history notes can be found on page 302. Information related to the Department's Capital Improvement Program project may be found on pages 364, 365, 366, 367, 368, and 369. Information regarding the scheduled Capital Asset Replacement Fund projects for the Department may be found on tables beginning with page 448.

[1] The Public Safety Communications Fund was established as a special revenue fund effective FY 02. Prior to the inception of the fund, E-911 revenue associated with Fire and Rescue was applied to the department's General Fund operations budget.

FIRE AND RESCUE SERVICES
Volunteer Coordination & Support

Purpose Statement: In order to provide the county with a strong volunteer fire and rescue system, the volunteer coordination program coordinates County-wide volunteer retention, recruitment, training and benefits for the Fire-Rescue System.

Program Description: This program provides oversight and support for volunteer recruitment and retention through the following program components: recruitment advertising, referrals, retirement points, personal property tax reduction, County vehicle decals, awards, physicals, system-wide newsletters, leadership seminars, business discounts and other special projects. The program also provides staff support to the Fire and Rescue Commission's Benefits Committee and the Volunteer Retention and Recruitment Committee, who develop new programs to enhance the combination (volunteer and career) system.

Situational Analysis:

This component of the fire and rescue system is comprised of 17 volunteer agencies strategically located throughout the County. All volunteer fire and rescue stations, equipment, fire trucks and ambulances are owned and maintained by the volunteers. Some of the companies are organized primarily to provide fire suppression services, some provide emergency medical and rescue services and some are structured to provide both. Each company operates as a chartered independent agency responsible for developing its own operational and administrative polices and managing its own budget.

Financial Performance

Financially, each company secures funding for facilities, equipment and apparatus. In recent years, volunteer income has fallen short of actual expenditures, due largely to the elimination of annual proffer payments and the impact of inflationary increases. In FY 02, County subsidies will account for approximately 77% of the volunteer companies' annual operating expenses.

Recruitment

During the late eighties and early nineties efforts were made to assist with volunteer recruitment and retention. As a result, volunteer enrollment has grown substantially, although these increases have not kept pace with the rate of population growth in Loudoun County. The following table illustrates the steady decline in the number of volunteers per County resident.

Volunteers per Capita

Fiscal Year	Population	Total Volunteers	Volunteers Per Thousand
FY 04	202,921	1,290	6.36
FY 03	193,483	1,254	6.48
FY 02	184,044	1,218	6.62
FY 01	181,999	1,195	6.57
FY 00	169,599	1,119	6.46
FY 99	156,374	1,100	7.03
FY 98	141,756	1,075	7.58
FY 97	132,349	1,048	7.92
FY 96	121,596	1,039	8.54
FY 95	112,843	965	8.55
FY 94	104,966	944	8.99
FY 93	97,779	881	9.01
FY 92	92,337	859	9.30
FY 91	89,931	816	9.07

Research indicates that, on average, only 60% of the active volunteers meet the point criteria for retirement benefits and personal property reduction. Juggling the multiple demands incumbent in modern life places a significant strain on many volunteers; many leave within the first few years of service. Statistics indicate that the total number of volunteers leaving the system will exceed those being recruited by 2013.

Planned Accomplishments/Objectives for FY 03

- Maintain the volunteer fire-rescue system by continuing to conduct retention and recruitment activities.
- Continue the delivery and enhancement of emergency and non-emergency services through cost-effective and efficient support of the volunteer fire and rescue companies.
- Ensure facilities, equipment and apparatus are maintained in a safe manner, enabling them to continue to meet applicable standards.
- Implement a comprehensive volunteer benefits programs.
- Assist in the implementation of recommendations from the County Fire and Rescue study as directed by the Board of Supervisors.
- Reduce the number of occupational injuries and illnesses and exposures to communicable diseases through increased training and implementation of policies.

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Volunteers Recruited	210	250	275	300
Volunteers Leaving Service	174	175	160	150
Total Active Volunteers	1,195	1,270	1,385	1,535
Volunteers Meeting 80-Point Criteria	777*	800	872	967
% Eligible Volunteers Meeting Point Requirements	66%*	63%	63%	63%
Volunteers Receiving Personal Property Tax Reduction	706*	727	792	879
Total Injuries/Illnesses	150	120	120	120
% Increase/Decrease of Occupational Injuries/Illnesses from previous fiscal year	32%	20%	0	0
# of significant/frank exposures reported	8	6	4	2
# of mandated annual refresher trainings held	14	15	16	17
Federal/State Mandate met	YES	YES	YES	YES
# of true exposures to personnel	7	4	4	2
# of Emergency Medical Incidents	11,664	12,562	13,493	14,424
# of Fire Incidents	4,738	5,071	5,448	5,825
Total Emergency Incidents Dispatched	16,402	17,633	18,941	20,249
# of Public Service and Other Incidents	1,852	1,687	1,569	1,451
Total Incidents Dispatched	18,254	19,321	20,511	21,700
Total Emergency Responses	25,118	27,174	29,640	32,106
Average companies responding per incident	1.38	1.41	1.45	1.48

**This is an estimate based on previously established trends. Actual data is being compiled at this time.*

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$807,518	$1,001,776	$908,833	$994,269
Operations & Maintenance	$1,814,821	$2,665,533	$5,520,050	$6,116,418
Capital Outlay	$20,000	$280,000	$20,000	$20,600
	$2,642,339	$3,947,309	$6,448,883	$7,131,287
Departmental Revenue:				
Commonwealth	$136,392	$156,071	$160,753	$165,579
	$136,392	$156,071	$160,753	$165,579
Local Tax Funding:	$2,505,947	$3,791,238	$6,288,130	$6,965,708
FTE Summary:	1.05	1.05	1.04	1.70

Program Purpose: The field services program ensures timely and effective responses to emergency fire and medical incidents with County personnel and performs ancillary duties to benefit the community.

Program Description: This program provides weekday 12-hour (6:00 a.m. to 6:00 p.m.) staffing and response in fire and rescue stations and maintains operational readiness for fire and medical situations. Field services also provides 24-hour coverage at the South Riding station and to an Advanced Life Support unit in the Leesburg/Ashburn area. Other activities that support the readiness and effectiveness of response, i.e. training, public education, car seat safety inspections, building surveys, and street mapping, are included in field services' scope of work.

Situational Analysis:

Field Operations

Currently the County provides daytime coverage (6:00 a.m. to 6:00 p.m.) to 12 of the 19 volunteer stations. In addition, the County provides 24 hour/7-day coverage for 2 stations, namely the new South Riding station and an Advanced Life Support unit in the Leesburg/Ashburn area. The number of authorized field staff has increased from 13 in FY 96 to 139 currently. Career staff have been assigned to volunteer stations at the request of the volunteer companies, usually in response to daytime coverage problems or increases in call volume. Career staff involvement in emergency calls rose from 6,016 in 2000 to an estimated 7,200 in FY 03. In FY 02, 29 additional firefighter/EMT positions were approved for staffing in the Sterling, Aldie, Round Hill, Lucketts stations, as well as the future Broadlands station. The FY 02 budget also included funding for two battalion chiefs to begin implementation of intermediate management for the career staff.

EMS Services

All field staff are cross-trained to provide fire fighting and emergency medical services. Cardiac technicians and paramedics are trained to a higher standard and are allowed to practice advanced life support procedures, including the use of medications and advanced cardiovascular procedures. Recruitment of fire fighters and paramedics continues to pose a challenge for the department. Surrounding jurisdictions, faced with a high volume of retirements, have been recruiting in earnest. In the past, fully trained personnel were hired, given an orientation to the department assigned to a station. Beginning in 1999, the department began a recruit academy program as an attempt to deal with the changing job market. The school, which lasts 22 weeks, is designed to teach all the requisite skills for beginning fire fighters and EMT's. Attracting and retaining qualified personnel will continue to be a priority for this program.

Public Education

With development increasing, particularly in the form of large campus complexes, high rises, residential communities and commercial properties, this division's ancillary duties have increased dramatically, and the need exists for precise address mapping and tactical pre-planning. Population growth increased the demand for public education provided by the field staff. During FY 01, field staff conducted over 2,100 child safety seat inspections and held about 400 fire safety talks with approximately 10,000 attendees. It is anticipated that this number will increase slightly in FY 02 as services are expanded into the South Riding community.

As station coverage has become more integrated, the system's telecommunications infrastructure has limited the department's ability to take advantage of automation advancements that are available in other worksites. Installation of sufficient data transmission capacity will continue to be an issue affecting the physical integration of the fire and rescue system.

Planned Accomplishments/Objectives for FY 03

- Continue the provision of emergency services in a manner that ensures the utmost safety to the public and Division staff.
- Continue to carry out "new hire" recruitment and career development programs to meet minimum staffing requirements and to support staffing increases approved by the Board of Supervisors.
- Refine and deliver a more comprehensive "in station" training program to ensure "on going" proficiency.
- Increase the number of Cardiac Technician/Paramedic personnel from 17 to 23.

Performance Measures	Actual. FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Total system emergency incidents	18,254	19,321	20,511	21,700
# emergency incidents (6 a.m. to 6 p.m. M-F)	8,584	8,886	9,330	9.774
# emergency incidents (6 p.m. to 6 a.m.)	9,670	10,435	11,181	11,926
Of total emergency incidents (6 a.m. to 6 p.m., M-F)				
# of responses by career-staffed stations	7,338+	8,687+	10,030+	11,372+
# of public education programs delivered	310	345	373	401
# of clients served	9,200	9,693	10,113	10,533
# of car seat inspections completed	2,153	2,200	2,250	2,300
Estimated Fire loss $$$ (millions)	$2.6 M	$3.2 M	$3.2 M	$3.1 M

\+ *Number for career response has been estimated since data is still being compiled.*

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$4,055,826	$5,524,575	$7,986,323	$10,789,739
Operations & Maintenance	$259,876	$489,156	$868,216	$1,183,316
Capital Outlay	$137,000	$164,660	$430,400	$199,612
	$4,452,702	$6,178,391	$9,284,939	$12,172,667
Departmental Revenue:				
Federal	$16,100	$11,634	$12,529	$14,741
	$16,100	$11,634	$12,529	$14,741
Local Tax Funding:	$4,436,602	$6,166,757	$9,272,410	$12,157,926
FTE Summary:	90.74	129.10	157.26	198.06

Program Purpose: The Fire Marshal's Office provides a safe working and living environment for workers, residents and travelers and minimizes the threat of loss to life or property through enforcement of the related laws of the Commonwealth and County.

Program Description: The Loudoun County Fire Marshal's Office is responsible for investigation of all fires, explosive ordinance disposal and explosions, hazardous materials incidents, and related environmental crimes as mandated by local, State, and Federal law. In addition to investigations, the Fire Marshal's Office performs fire and life safety inspections on all Loudoun County businesses. This program is organized into two sections: Inspections and EOD, which is primarily responsible for routine code enforcement activity and which houses the Department's Bomb Squad, and Special Operations which has primary investigation responsibility. The Division operates three specialized canine units, one for arson detection work and two for explosive detection

Situational Analysis:

Investigations

Between FY 00 and FY 01, the total number of fire investigations increased by 6.4%. With 2,969 investigations conducted during FY01, the Division has maintained a criminal conviction rate of 72%, which exceeds the National average of 38%. Fire loss for the same period was $7,570,670, an increase of nearly $2,916,434 over the previous fiscal year. This increase was a direct result of six major fires in multi-family dwellings under construction.

Inspections

During the same period, the volume of fire and life safety inspections decreased by 17.1%, from 6,976 in FY 00 to 5,779 in FY 01. The decrease is attributed to the need to reallocate personnel from the inspection section to assist with the investigation of 34 arson fires that occurred during a 90-day timeframe last summer, resulting in a property loss of $834,000.

Juveniles

The Juvenile Fire Intervention program continues to grow dramatically. Upon determination that a juvenile started a fire, the child is brought in for counseling and education. During this process, determination is made as to whether the child continues in the program or is referred to the County mental health authorities for further counseling. The number of children participating in the program grew by 35.5%, from 71 in FY 00 to 110 in FY 01, with 0% recidivism to date.

Bomb Disposal

Between FY 00 and FY 01, the total number of explosive-related emergency responses increased by 41.2%, from 213 to 362. The FBI accredited bomb squad has five certified bomb technicians, and includes an ATF-certified canine unit.

Planned Accomplishments/Objectives for FY 03

- Investigate and determine the cause of every structure, vehicle and outside fire, explosion, hazardous material and environmental incident as mandated by local, State and Federal law.
- Eliminate any loss of life resulting from violations occurring in inspected facilities.
- Complete over 80% of the required annual inspections in non-permitted facilities toward a standard of 100% as outlined by National Fire Protection Association (NFPA) standards for fire safety inspections.
- Continue to train and develop the explosives ordnance division (bomb squad).
- Work with the Sheriff's Office, Metropolitan Washington Airports Authority and the City of Winchester to develop response for incidents involving explosive devices.

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Investigations				
# of fire, explosives, hazardous materials, incidents, and code complaints investigated	2,969	3,100	3,200	3,300
Inspections				
# of properties requiring annual life-safety inspections	7,800	8,000	8,100	8,200
# of annual inspections completed	5,779	7,100	7,500	7,790
% of properties actually inspected per year	75%	89%	92%	95%

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$686,205	$704,656	$897,761	$1,128,942
Operations & Maintenance	$144,614	$198,503	$255,388	$284,122
Capital Outlay	$44,000	$0	$63,127	$0
	$874,819	$903,159	$1,216,276	$1,413,064
Departmental Revenue:				
Local Fees, Charges, Etc.	$94,000	$75,000	$85,000	$95,945
	$94,000	$75,000	$85,000	$95,945
Local Tax Funding:	$780,819	$828,159	$1,131,276	$1,317,119
FTE Summary:	12.56	12.74	15.01	15.29

Program Purpose: This program provides comprehensive and effective fire, rescue, and emergency medical training, personnel development, project management and fire and life safety public education.

Program Description: This program is subdivided into training and public education. Prior to FY 02, this program included departmental planning activities. For the FY 03 budget, this function has been integrated into departmental administration. Training responsibilities include the coordination and delivery of EMS, fire, technical rescue, hazardous materials and safety related training to all system personnel, as well as professional development educational programs in areas such as leadership and instructional theory & practices and facilitation of departmental quality assurance and quality improvement. Public education activities include coordination of all fire and life safety public education initiatives, coordination of community-based training delivery, collaboration with other public and private sector partners in community safety education, and support of activities such as station tours, citizen CPR classes, and child safety seat inspections. This program provides liaison to various local, regional, state, and national work groups and committees and coordinates special service-related programs such as the department's EMS bike and A.F.T.E.R. teams.

Situational Analysis:

Training

The training section supports a career and volunteer staff of over 700 qualified firefighters and EMT's, as well as more than 130 certified paramedics. The daily increase of large-scale corporate developments continues to present new firefighting challenges requiring specialty training. Recurrent delivery of basic certification courses of three to six months duration each and enrollment levels totaling 150-200 students per year are required to ensure maintenance of adequate system staffing levels, as the average two year "service life" of a volunteer responder produces continual turnover. Recruitment of qualified applicants to fill Board-authorized training positions has been difficult given the competitive regional labor market.

Public Education

The public education program emphasizes community outreach and delivery of public education programs targeting County residents. Ongoing coordination of the department's child safety seat program, community outreach and creating effective partnerships with the school system, public safety agencies and other civic organizations are among the program's priorities. A balanced approach to program delivery integrates direct citizen contact, media releases, and the development of a team of allied fire and life safety educators. The "File-of-Life" Program, funded through a private-sector grant, assists the Emergency Management Program in developing the "A.F.T.E.R." team, which will aid organizations like the American Red Cross in providing assistance to residents suffering fire loss. The department's role in facilitating community defibrillation programs and ensuring their seamless integration with community EMS resources will also continue to play an important role in this section's work program.

Special Operations

Coordination of the department's hazardous materials response team was assigned to this program in FY 00. Program management is also assigned to this section. Increased frequency of special events requiring EMS Bike Team support and an expanded team roster will see an increase of assets necessary to meet demand for this specialty unit throughout FY 03 and into FY 04. Personnel safety is a paramount concern as the department rapidly grows in response to service demands. The mission of the department is an inherently dangerous one that leaves "zero tolerance" for gaps in safety.

Planned Accomplishments for FY 03

- Deliver basic, specialty, and advanced training programs necessary to develop and maintain an effective force of volunteer and career fire-rescue personnel, maintaining a pass rate of 95% and student satisfaction rating of 4.5 (1-5 scale).
- Maintain a comprehensive program of continuing education, certification maintenance, and career enhancement for the department's rapidly growing field services division and volunteers.
- Facility management of the Fire-Rescue Training Center.
- Ensure effective response to and mitigation of hazardous material response emergencies.
- Diminish the risk of accidental fire and injury in the community by contacting key target groups representing Loudoun's citizenry with public education programs, including a comprehensive citizen CPR and "early defibrillation" effort.
- Expand the EMS bike team to permit coverage of multiple simultaneous events.
- Ensure a safe work environment that complies with OSHA and other governing standards.

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Total number of students	3,375	3,600	3,816	4,044
Total number of student hours	71,257	75,600	80,136	84,944
Cost per student trained	N/A	$669	$709	$752
Total # of child safety seats inspected	2,458	2,600	2,730	2,866
Total # of public education hours delivered	600	950	1,000	1,050
Total # of public education activities	190	270	280	290
Total # of citizen contacts via public education	22,500	29,500	30,000	31,000
# of HEAT team incidents/training exercises	25	35	40	45
# of EMS Bike Team deployments/exercises	14	20	30	35

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$651,148	$684,406	$1,095,518	$887,334
Operations & Maintenance	$284,214	$389,099	$674,726	$844,291
Capital Outlay	$0	$30,740	$528,487	$18,742
	$935,362	$1,104,245	$2,298,731	$1,750,367
Local Tax Funding:	$935,362	$1,104,245	$2,298,731	$1,750,367
FTE Summary:	7.33	12.44	16.04	10.93

Program Purpose: The Communications program provides for the prompt and efficient processing of requests for emergency services and disseminates the information to the appropriate service providers. This program also administers the County's emergency management program, which includes mitigation, preparedness, response and recovery activities associated with major emergencies and disasters.

Program Description: This program serves the initial point of contact for fire, rescue and police incidents using the County's Enhanced 911 (E-911) system. Emergency and non-emergency fire and rescue calls are processed and the appropriate fire and/or rescue apparatus dispatched to respond to the situation. Police related calls are received and transferred to the appropriate law enforcement agency. This program also provides a means of handling man-made and/or natural disaster situations with regards to preparedness, mitigation, response and recovery.

Situational Analysis:

The Department of Fire and Rescue is responsible for the operations of the Public Service Answering Point (PSAP), the primary 911 answering point for the County. Fire and rescue dispatchers answer all calls made through the 911 system in Loudoun County. Calls requiring law enforcement are forwarded to dispatch centers for the County Sheriff, Leesburg Police or State Police.

Emergency Communications Center

The Emergency Communications Center operates 24 hours per day. Each shift includes at least one dispatcher who is trained in emergency medical dispatch procedures. It is not unusual for dispatchers to be called upon to provide medical instructions prior to emergency personnel arriving at the scene.

With the proliferation of cellular phones there has been a marked increase in the number of calls made to the 911 Center. It is not unusual for a single incident to generate as many as 30 calls. Cellular calls account for 39% of the emergency phone calls handled by the Center. Dispatch operations are assisted by the County's computer aided dispatch system (CAD). The CAD system provides dispatchers with location information on landline calls and provides constant updates on the status of units sent to the scene. Maintaining an accurate database is essential to the proper operation of the CAD system. The FY 02 Adopted Fiscal Plan included a systems analyst to manage this process.

During the next year, the County's communication system will be updated to a digital, 800 MHz system. This upgrade will give public safety personnel clear voice and data communications in the field. The upgraded radio system will allow for multiple transmissions and will require changes in dispatch practices and procedures. The new communications system was implemented beginning in Spring 2002.

Emergency Management

The Communications Division is also responsible for the County's emergency management program, which includes preplanning for emergencies, response, remediation, and repair. Given the location of the County, advance planning and training is needed for a variety of potential crises. Pre-planning is an essential component of a County's ability to handle threats to public health and safety. Emergency management will play a key role in the newly formed Special Events Planning Committee assisting event organizers to plan for a safe and successful event while minimizing the impact the event will have on the surrounding communities. The FY 03 budget includes an enhancement to provide dedicated resources for this function.

Planned Accomplishments/Objectives for FY 03

- Process and dispatch emergency incidents in an average of 90 seconds.
- Process and dispatch 50% of emergency incidents within 60 seconds.
- Coordinate one state mandated Countywide disaster training drill.
- Update the County's Emergency Management Plan.
- Provide GIS/Mapping support to police, fire & rescue, and other public safety entities.

FIRE AND RESCUE
Communications

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Non-emergency phone activity				
# of phone calls processed	109,096	110,700	112,328	113,980
Emergency phone activity				
Calls processed, landline 911 & Emergency phones	49,214	51,000	52,107	53,384
Calls processed, cellular 911 phones	33,057	33,100	37,248	40,370
Total # of Emergency calls processed	82,271	84,100	89,355	93,754
Total number of calls processed (emergency and non-emergency	191,367	194,800	201,683	207,734
CAD incidents processed				
Total of # incidents handled	18,254	19,321	20,511	21,700
Emergency incident processing time				
Average processing time	0:01:05	0:01:05	0:01:05	0:01:05
Percentage of incidents processed in less than 60 sec.	54.48%	54.54%	54.54%	54.54%
Percentage of incidents processed in less than 45 sec.	25.52%	24.96%	24.96%	24.96%
Percentage of incidents processed in less than 30 sec.	3.77%	3.37%	3.37%	3.37%

***** *This statistic was not available during previous fiscal cycles.*

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$905,371	$1,018,220	$1,323,712	$1,486,551
Operations & Maintenance	$139,480	$195,763	$207,362	$250,597
Capital Outlay	$10,000	$32,960	$60,609	$2,500
	$1,054,851	$1,246,943	$1,591,683	$1,739,648
Departmental Revenue:				
Local Fees, Charges, Etc.	$217,433	$371,472	$0	$0
Federal	$20,000	$20,000	$20,000	$20,000
TOT Transfer	$0	$0	$0	$74,024
	$237,433	$391,472	$20,000	$94,024
Public Safety Communications:[1]	N/A	N/A	$871,472	$1,569,908
Local Tax Funding:	$817,418	$855,471	$700,211	$75,716
FTE Summary:	21.06	22.27	26.61	28.85

[1] The Public Safety Communications Fund was established as a special revenue fund effective FY 02. Prior to the inception of the fund, E-911 revenue associated with Fire and Rescue was applied to the department's General Fund operations budget.

SHERIFF'S OFFICE

Mission Statement: The Sheriff's Office exists to ensure the safety of, and provide the highest quality service to the citizens of Loudoun County. This is achieved by maintaining a high degree of professionalism in all services undertaken by this office to include: the prevention of crime, the successful investigation of crimes, the diligent enforcement of traffic laws, the promotion of public safety through community education, the provision of humane and secure correctional services for those persons remanded to the custody of this Office; the provision of courtroom and courthouse security and service of legal process, contributing to the swift and impartial adjudication of all criminal and civil matters before the court.

Department Description: The Sheriff is a constitutional officer by virtue of the Virginia Constitution, Article VII, Section 4. The Sheriff is elected every four years and has responsibilities, which are outlined by the General Assembly in the form of state statutes. The Sheriff and 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 serves the entire population of Loudoun County with the exception of the Towns of Leesburg, Middleburg and Purcellville. The Towns of Leesburg, Middleburg and Purcellville, which are entities within the County, have their own police departments. The Sheriff's Office consists of an Administration Bureau and an Operations Bureau. Contained within the Administration Bureau is the Office of the Sheriff, the Corrections/Court Security Division and the Administrative/Technical Services Division. Contained within the Operations Bureau are the Field Operations Division, Criminal Investigations Division and Special Operations Division. The Office of the Sheriff oversees the activities and programs within these divisions. The office of the Sheriff consists of the Sheriff, two Chief Deputies, Internal Affairs, Budget, Human Resources, Buyer and an Administrative Assistant.

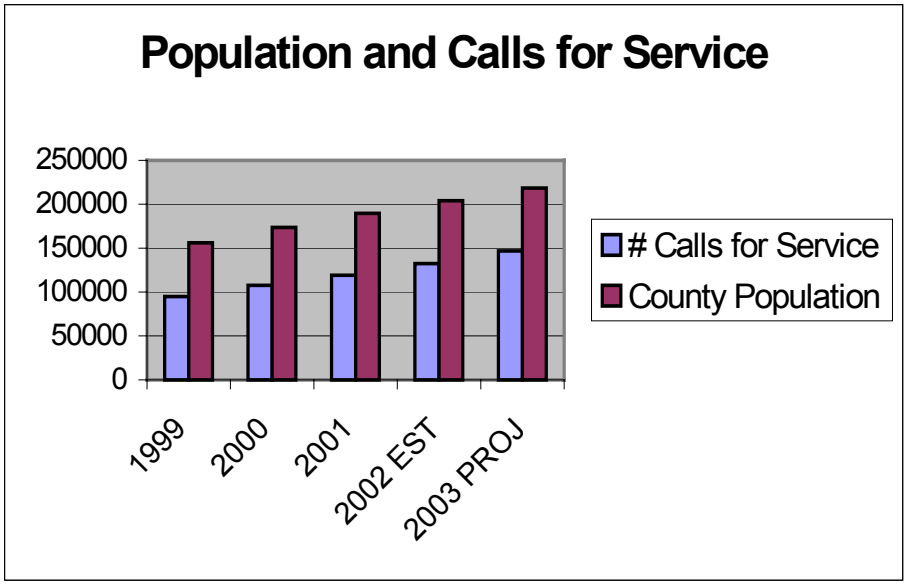
Situational Analysis:
The Sheriff's Office has seen tremendous growth within the agency as well as the increase in population growth of the community, which continues to make additional requests for service from this agency. Calls for service, rate of crime, number of automobiles on the highways, number of traffic accidents, inmate population, number of civil process requests, all continue to increase as the population grows. This growth is also felt internally as it continues to challenge management. The Office has built a solid foundation and now needs to secure its management position to better be prepared for future needs. To that end, the Office reorganized the upper management structure to be in a better position to meet these new challenges head on without sacrificing services provided to the community.

Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$14,032,768	$15,522,249	$18,536,196	$23,519,938	$26,515,506
Operations & Maintenance	$3,411,700	$3,620,658	$3,986,488	$4,989,852	$6,179,911
Capital Outlay	$271,100	$624,700	$575,800	$2,154,914	$869,500
	$17,715,568	$19,767,607	$23,098,484	$30,664,704	$33,564,917
Departmental Revenue:					
Local Fees, Charges, Etc.	$1,487,054	$1,945,642	$2,482,539	$2,152,957	$2,564,212
Commonwealth Funding	$4,962,059	$5,526,332	$6,149,341	$6,695,634	$6,216,978
Federal Funding	$243,588	$271,438	$69,628	$1,500	$0
	$6,692,701	$7,743,412	$8,701,508	$8,850,091	$8,781,190
Public Safety Communications:	N/A	N/A	N/A	$502,200	$1,311,967
Local Tax Funding:	$11,022,867	$12,024,195	$14,396,976	$21,312,413	$23,471,760
FTE Summary:	294.31	321.25	356.87	428.18	444.58

* The County's Personnel Policy authorizes non-exempt (FLSA) sworn law enforcement personnel for the Sheriff's Office to work a permanent 40-hour workweek. This equates to 1.07 FTE. Sheriff's Office dispatch staff work a permanent 42 hour workweek which equates to 1.12 FTE.

FY 03 Board Action: The FY 03 Adopted Fiscal Plan includes enhancements totaling 13.91 FTE and $1,326,207. The FY 03 Fiscal Plan reflects the ongoing impact of FY 02 midyear reductions while maintaining service delivery at current levels. During FY 02, a Criminal Investigator position was added and the Office underwent a reorganization of management with several positions moving from 1.00 FTE to 1.07 FTE.

Departmental history can be found on page 307. Information related to the Department's Capital Improvement Program project may be found on pages 364, 365, 366,367, 369, 370, and 371. Information regarding the scheduled Capital Asset Replacement Fund projects for the Department can be found on tables beginning with page 448.


Population and Calls for Service
250000
200000
150000
100000
50000
0
1999
2000
2001
2002 EST
2003 PROJ
Calls for Service
County Population

SHERIFF'S OFFICE
Field Operations

Purpose Statement: The purpose of the Field Operations Division is to provide continual law enforcement services to the citizens, businesses, and visitors of Loudoun County to maintain a safe and favorable environment.

Program Description: This program is responsible for the initial response to all citizen calls for service and to patrol the County 24 hours day, 365 days a year. Included in those initial responses are criminal and traffic investigations, arrests, community relations, community policing, and proactive patrol. This program frequently augments specialized programs such as Criminal Investigations and Special Operations when those programs needs exceed their capabilities. Support is also provided to the town police departments, Virginia State police, Animal Care and Control, Virginia Department of Alcohol Beverage Control, and federal law enforcement agencies.

The Situational Analysis:

Patrol

Current population rates severely tax this division due to increased calls for service. The staffing ratio which was adopted by the previous Board of Supervisors is .8 deputies per 1,000 population; due to population growth and the addition in FY 03 of only 5 field deputy positions, the actual ratio will drop to .76 deputies per 1,000 population. The average deputy in the County answered 1,115 calls for service in FY 01, as compared to a desired average of 750. Mandatory arrest for certain crimes, time spent in court, (3 court dates per month), annual and sick leave all take deputies away from patrol and leave limited time for proactive enforcement. These factors directly relate to the staffing ratio.

As of July 1999, the Northern Virginia Criminal Justice Academy increased the training period for a deputy sheriff from 19 weeks to 26 weeks, thus extending the total training time for a new deputy including the 12-week field training to 38 weeks. The average time from recruitment to full utilization of a trained deputy is one year.

Dulles Town Center Mall

Presently an authorized staff of five is responsible for providing law enforcement services for the Mall, parking areas and commercial businesses located on the property and surrounding access roadways. During FY 01, these deputies responded to 1,969 calls for service, an increase 67% percent over FY 00. Many of these calls involved white-collar crime that required extensive off site investigations, thus taking the deputies away from proactive patrol there. When completed, the Dulles Town Center retail area will encompass 1.2 million square feet. As development of the property surrounding the mall increases, so will the calls for service. This high density of retail and commercial businesses has begun to attract criminal activity, as it has in surrounding jurisdictions. Organized groups that participate in shoplifting and fraud travel the entire Metro and mid-Atlantic region targeting large malls. By having deputies visible and accessible at the mall, the Sheriff's Office is proactively countering this and the need has arisen for additional deputies.

Homeland Security

After the terrorist attacks of 2001, the priorities for all levels of law enforcement have shifted. Calls for service for suspicious packages, substances, vehicles and people have increased dramatically, as have the investigative time and effort associated with these calls. Special events have added security, making a huge increase for hiring requests for deputies. These requests can only be handled by off-duty deputies, and it is becoming increasingly difficult to fill them due to the increasing number of assignments and employee stress and burnout. The Sheriff has designated several assignments as public safety issues that must be staffed at all times, and mandatory overtime and recalls often have to be initiated. Two of the most pressing assignments are assistance at Dulles Airport with checkpoint security, projected to last until at least 2004, and the coverage of Middleburg until the Middleburg Police Department fills their vacant positions.

Planned Accomplishments/Objectives for FY 03

- Maintain an average response time of 10:40 minutes for non-emergency calls.
- Maintain an average response time of 8:25 minutes for all emergency calls.
- Decrease the annual average calls per deputy per year.
- Continue proactive patrol in service areas.
- Maintain proactive patrol at the Dulles Town Center Mall.

SHERIFF'S OFFICE
Field Operations

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Number of Calls for Service	119,296	138,000	151,000	164,000
Annual average number of calls for service per deputy	1,115	1,000	1,071	1,163
Average response time for emergency calls	8:25 min.	8:25 min.	8:25 min.	9:00 min.
Average response time for non-emergency calls	10:40 min.	10:40 min.	10:40 min.	11:00 min.

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$5,798,451	$6,439,075	$8,211,165	$9,163,655
Operations & Maintenance	$1,294,996	$1,557,093	$1,757,548	$2,034,513
Capital Outlay & Acquisition.	$528,000	$380,000	$1,207,615	$697,000
	$7,621,447	$8,376,168	$11,176,328	$11,895,168
Departmental Revenue Sources:				
Local Fees, Charges, Etc.	$649,348	$702,899	$655,000	$924,160
Commonwealth Funding	$3,021,388	$2,146,021	$2,285,059	$2,081,592
	$3,670,736	$2,848,920	$2,940,059	$3,005,752
Local Tax Funding:	$3,950,711	$5,527,248	$8,236,269	$8,889,416
FTE Summary:	109.99	118.34	149.78	154.21

SHERIFF'S OFFICE
Criminal Investigations

Program Purpose: The purpose of the Criminal Investigations Division is to provide professional and intensive investigations to serious and difficult cases to enhance the Sheriff's Office ability to successfully close such criminal cases.

Program Description: The Criminal Investigations Division (CID) provides for the intensive follow-up investigation of criminal cases referred from the Field Operations Program which 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, Social Services, and the Commonwealth's Attorney's Office. The division is separated into four sections – Major Crimes, Vice-Narcotics, Juvenile Investigations and School Resource Officers (SRO). The SHOCAP program is included within the Juvenile Investigations section.

Situational Analysis:

Major Crimes

During FY 02, high profile homicides and bank robberies consumed much of the division's resources. The tragedy of the terrorists acts of September 11th severely taxed CID. Hate crimes and assaults spiked and the follow up for suspicious acts and packages created a workload that was impossible to prepare for. As suspected anthrax cases became more common, CID was forced to assign 3 investigators full time to suspected anthrax and suspicious package cases. With several homicides still under active investigation, 3 of 15 major crime investigators were assigned exclusively to them, limiting the pool for assigning new cases. At the same time period a major burglary ring was disrupted, using 5 staff full time. Early in FY 02, a series of pharmacy robberies occurred with the target being the drug Oxycontin. The increase in reported juvenile sex and abuse cases has necessitated assigning a third investigator to these cases. Most property, financial and other juvenile crimes were returned to the patrol division due to lack of CID staff. Major crimes worked 1,665 cases in FY 01 and in the first 6 months of FY 02 1,734 cases were received.

During FY 01 homicides, malicious woundings, sexual assaults, and robberies all increased in numbers and FY 02 is showing the same trend. Financial crimes have nearly doubled. Auto thefts have continued to increase dramatically during the past few years. Auto theft is a regional problem and suspects frequently reside outside of this jurisdiction. Attempts to start an auto theft squad were once again unsuccessful due to the prioritization of cases, with too many crimes against persons occurring to devote investigators to property crimes. Computers are becoming more prevalent as evidence and investigative tools, and a 2nd full time computer forensics investigator will be needed to seize, analyze, document and testify to the use of computers in criminal investigations.

Four additional investigators are included in the adopted budget in the major crimes section. An investigator position was added during FY 02 as a result of the workload jump after September 11th. A Caption and 3 additional sergeant positions are needed for adequate supervision in this section.

Juvenile Investigations

This section investigates violent crimes and property crimes involving juvenile suspects and strives to maintain an average caseload of approximately 107.4 per investigator. This section is comprised of an administrative support staff person, four sergeants, two 2nd lieutenants, 13 SROs, five juvenile investigators and 10 narcotics investigators. A Captain position is needed for the supervision of this section.

SRO Section

Two SRO positions are included in FY 03 for the brand new Riverbend Middle School and Harmony Intermediate School. It is the goal of the Board of Supervisors to provide a SRO for all middle and high schools, and these additional positions will maintain that standard for FY 03. Partial funding for a SRO for Heritage High School in Leesburg is included in the Regional Organizations section of this document.

Narcotics Section

The Narcotics section continues to seize large amounts of ecstasy, which has become the number one drug problem in Loudoun County. The street price for ecstasy has dropped from $25-$30 per pill to $10-$15 per pill. Investigators are routinely making cases involving thousands of pills, whereas last year a 100 pill case was considered large. Abuse of prescription drugs, specifically Oxycontin, has further increased the already large caseload.

Planned Accomplishments/Objectives for FY 03

- Investigate completely and professionally every major criminal case and assigned case, all complaints of narcotics possession and distribution within Loudoun County, and all criminal cases which occur in Loudoun County Public Schools, in a timely and efficient manner.
- Maintain a case closure rate for index crimes greater than the national average of 21% and comparable to Fairfax County (21%) and Prince William County (21%-last year available 2001).

SHERIFF'S OFFICE
Criminal Investigations

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Major Crimes				
Number of cases assigned	1,665	3,468	3,815	4,227
Avg no. of cases per investigator	104	204	224	222
Closure rate, UCR Index Crimes	36.4%	34%	30%	28%
Closure rate, all case investigated	65%	70%	63%	57%
Narcotics				
Number of cases assigned	472	636	712	802
Avg no. of cases per investigator	78.6	90.85	89	100
Closure rate for vice/narcotic cases	85%	79%	75.1%	70%
School Resource Officers				
Total number of cases assigned	**477	580	685	750
Number of SROs	9	11	13	14
Cases per SRO **	53	53	53	53.5
Closure rates of cases investigated by SROs	*58%	75%	75%	75%
Referrals-Mental Health, substance abuse, alcohol abuse, peer mediation	115	130	150	175

**Numerous cases from FY 01 remain open and closure rate should be substantially higher after they are closed by arrest or other means.*

***SROs also accumulate a caseload during summer months when school is not in session. This is not counted in SRO estimates. During the summer months, SROs work bike patrol in problem areas or tactical alcohol/narcotic enforcement of juvenile offenders.*

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$2,008,016	$2,588,342	$3,210,105	$4,014,468
Operations & Maintenance	$397,283	$413,759	$477,417	$639,739
Capital Outlay & Acquisitions	$59,000	$156,000	$247,654	$154,600
	$2,464,299	$3,158,101	$3,935,176	$4,808,807
Departmental Revenue Sources:				
Local Fees, Charges Etc.	$4,300	$11,680	$11,000	$11,000
Commonwealth	$606,318	$707,322	$898,324	$823,384
Federal	$105,234	$68,128	$0	$0
	$715,852	$787,130	$909,324	$834,384
Local Tax Funding:	$1,748,447	$2,370,971	$3,025,852	$3,974,423
FTE Summary:	34.69	44.74	52.95	59.97

SHERIFF'S OFFICE
Corrections

Purpose Statement: The Corrections Division maintains and operates the Adult Detention Center and the Work Release Facility to ensure the security, safety, health and welfare of persons incarcerated while also protecting public interests.

Program Description: Staff at both the ADC and Work Release Facility manages the County's inmate population twenty four hours a day, seven days a week. Staffing at the ADC is broken into two major components. Security staff maintains the day to day security operations of the facility, while Program staff conducts various programs such as Classification and Records, Education, Recreation, and Transportation. Staff at the Work Release Facility operates the Work Force Program and makes job checks in the field for Work Release individuals allowed to maintain their jobs to pay off fines, restitutions, and court ordered child support as well as providing family support. This program reduces public monies needed to support inmates' families.

Situational Analysis:
The Corrections Program has greatly benefited from the County's market adjustments to the salary scale. The agency recently hired several experienced corrections personnel from neighboring jurisdictions, and created a solid foundation of knowledge and expertise. The program continues to optimize the use of sworn personnel. Some sections, including Classification and Records, could employ civilian staff to permit the reassignment of sworn officers. In past budget submissions, civilian enhancements have failed, resulting in a more costly method of operation.

Inmate daily population in the Adult Detention Center continues to increase. The agency continues to transfer Loudoun inmates to other facilities to decrease severe overcrowding and the risk of inmate litigation. Unfortunately, the agreement with New River Valley Regional Jail has reached maximum capacity with no further inmate beds available. This agreement costs the County $20 per day per inmate. Although admission requirements at Peumansend Creek Regional Jail are currently under review, the agency is close to utilizing its maximum bed allotment at that facility as well. The overcrowding and transfer of inmates affects several areas within Corrections, including increased demands on the Transportation section, difficulty in inmate management within the ADC, and increased spending to other jurisdictions.

The Adult Detention Center has successfully worked with the Courts to include weeknights in alternative sentencing to reduce the weekend inmate population and continues to work closely with Community Corrections in employing additional means of alternative sentencing. To accommodate the increasing inmate population, Management is exploring various temporary housing options at the Work Release Facility until the new jail opens in 2004.

New ADC
Corrections staff continues its planning for a new Adult Detention Center to open in FY 04. To ensure a smooth transition into the new facility, a dedicated Transition Team is in order. Currently, personnel have been reassigned to the transition effort, resulting in the increased use of overtime, as well as intense strain on supervisory personnel. The team must rewrite all operating procedures and general orders, and plan complete training courses to prepare staff for the change to direct supervision methods. The team must remain in place past 2004 to deal with post-transitional concerns. Consulting experts and staff have carefully analyzed staffing requirements for the new jail. Additional staff, including a shift relief factor, must be employed to maintain the integrity of the Corrections program. The new ADC will also operate a centralized Booking Desk that will require five dedicated sworn officers.

Work Release
Despite aggressive screening during FY 01, the Work Release Program experienced a decline in participation. A committee evaluated the program's entrance criteria, but decided to maintain the standards for eligibility at current levels, for the safety and protection of the community. Due to the increasingly violent nature of offenses, there was a considerable decrease in the number of inmates eligible for participation in the Work Release Program. In addition, many inmates who completed the program had fewer outstanding fines. Staff will continue their intensive screening during FY 03 and will continue to strive for a 65% completion rate.

Planned Accomplishments/Objectives for FY 03
- Intensify Transition Team efforts to ensure that procedures and General Orders are in place for the new facility in accordance with Department of Corrections standards and that staff is fully trained in new direct supervision methods by FY04.
- Evaluate current staffing requirements and duties to maximize the effectiveness of sworn personnel.
- Reassign housing areas at the ADC and Work Release Facility to enable minimum-security inmates to be kept outside the jail to manage overcrowding. Maintain aggressive screening of inmates for Work Release eligibility to achieve a program completion rate of 65%. Maximize cooperation with the Courts and Community Corrections Program to continue alternative sentencing efforts.
- Finalize staff requirements and duty assignments for the new jail.
- Outline new terms for the medical services contract applicable to the new jail.

SHERIFF'S OFICE
Corrections

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
ADC				
Avg. Total Inmate Population[1]	174	187	198	206
Avg. Population at ADC[2]	117	129	138	144
Avg. # Inmates at New River Valley	11	11	11	8
Avg. # Inmates at Peumansend Creek	23	24	26	31
# of Inmate Bookings	4,137	4,758	5,472	6,183
# of Inmate Releases	4,105	4,721	5,429	6,135
# of Non-Consecutive Confinements[3]	528	540	550	565
Security Staff	39	39	39	39
Adult Transports[4]	1,007	1,158	1,332	1,505
Juvenile Transports[5],	554	330	363	396
Work Release				
Total Program Participants for Year	65	70	74	78
# of Successful Completions for Year	40	45	48	51
% of Successful Completions for Year	61.5%	65%	65%	65%
Average Daily Population	23	23	23	23
Work Force Annual Hrs of Labor	5,762	6,338	6,972	7,599
Cost Savings of Work Force Program	$40,510	$44,561	$49,017	$53,428
Fines & Costs Recovered	$16,343	$18,794	$21,613	$24,423

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$3,191,655	$3,565,434	$4,154,070	$4,489,871
Operations & Maintenance	$1,216,969	$1,197,007	$1,489,995	$1,697,489
Capital Outlay & Acquisitions	$37,700	$11,800	$13,900	$0
	$4,446,324	$4,774,241	$5,657,965	$6,187,360
Departmental Revenue Sources:				
Local Fees, Charges, Etc.	$746,610	$781,950	$905,185	$970,250
Commonwealth	$573,435	$1,760,764	$1,557,949	$1,501,231
Federal	$1,500	$1,500	$1,500	$0
	$1,321,545	$2,544,214	$2,464,634	$2,471,481
Local Tax Funding:	$3,124,779	$2,230,027	$3,193,331	$3,715,879
FTE Summary:	67.85	70.53	71.21	73.91

[1] *Includes Work Release Center.*
[2] *Projections from Powell Consulting Community Corrections Study, April 2000.*
[3] *Included in total number of bookings. Non-consecutive confinements are alternative sentences allowing inmates to serve time in several increments of days, as opposed to one full confinement period, allowing inmates to maintain their jobs. The ADC is handling its maximum capacity for non-consecutive sentences.*
[4] *Inmate transports to/from outside jurisdictions, local appointments, and psychiatric hearings.*
[5] *Court Security assumed responsibility for all juvenile transports to/from court in FY01.*

SHERIFF'S OFFICE
Court Services

Purpose Statement: The Sheriff, under State statute, is responsible for serving all civil process papers and providing security for all courts in addition to escorting prisoners to and from court and processing all releases from custody from the court.

Program Description: The Civil Process Program serves all legal documents originating from Loudoun County Circuit Court, General District Court, and Juvenile and Domestic Relations Court. The unit also serves legal processes initiated from outside jurisdictions to persons located within the County, all five day notices including evictions, and all Loudoun County Treasurer tax paper notices. The Court Security Program provides security for all courtrooms and judges as well as all of the public buildings and grounds on the Courts. Court Security also transports inmates between the adult and juvenile detention centers and the court buildings on a daily basis, and manages an inmate holding facility at the court.

Situational Analysis

Civil Process

The population continues to grow at an unprecedented rate, with an increase in both Loudoun residents and the daily professional population. The number of tax papers served has increased, and the number of civil enforcement papers remains high. Deputies must often make several attempts to serve one document. In the western portion of the County, one document can take up to thirty minutes to serve. Evictions often require three hours to complete.

As required under Virginia code, the Civil Process section currently returns 100% of civil documents with either evidence of personal service, posted service, or failure to locate the individual. This has been accomplished by assigning the Sergeant a region for paper service. There are four full-time authorized servers in the section. Additional servers will be requested in the future budget submissions, to allow the Sergeant to perform supervisory duties.

Court Security

Phase I of the Courts opened in FY 02, adding two additional courtrooms. Phase II of the project will be completed in Spring 2003.

Significant changes in daily procedures were implemented for the new Court facility. With the approval of the second sergeant position in FY 01, Court Security duties were restructured to include separate teams for Courtroom and Court facility security. The section plans to institute security at the main entrance to include screening of all individuals entering the courts, using x-ray and magnetometer screening of all packages. A central control room is now operational, and perimeter inspections are performed twice daily. Inmates scheduled for court appearances are held in a secure facility within the Court facility that accommodates both adult and juvenile offenders.

In addition to these measures, Court Security continues to perform many other duties that strain its available personnel. Four additional deputies are included in this budget to ensure all responsibilities are met. A significant increase in the number of special justice hearings, warrant service, daily bank escorts for court clerks, and demands for assistance from the Transportation Section of the Adult Detention Center are among the challenges faced by the section. In FY 01, the section assumed responsibility for all juvenile court transports. Thirteen high-risk trials and ninety-six visiting judge days required security by the section. In addition, Court Security Deputies are spending more time assisting the public with court paperwork and delivering emergency protective orders, which reduces their ability to perform their assigned duties. Overtime requirements will continue to rise to handle the large increase in workload. With the new Adult Detention Center scheduled to open across town in FY 04, inmate transports will take longer to complete, which will greatly add to the time demands of Court Security Deputies. Security of the Courts must remain the top priority of the section.

Planned Accomplishments/Objectives for FY 03

- Maintain 100% return of Loudoun County legal documents and tax paper notices.
- Reassign geographic areas for Civil Process servers to maximize the effectiveness of existing sworn personnel.
- Screen all persons and packages entering the courts using x-ray and magnetometer technology, and control all points of ingress and egress.
- Assure all inmates arrive to court proceedings on time at the presiding judges' request and/or by court orders.
- Devise an inmate transportation schedule before the opening of the new Adult Detention Center in FY04.
- Increase utilization of video technology available at the Adult Detention Center for inmate court arraignments and hearings.

SHERIFF'S OFFICE
Court Services

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Civil Enforcement				
Total papers to be served	29,968	32,965	34,613	36,344
Total service attempts by Sheriff's Office	33,699	37,069	38,922	40,868
Total papers successfully served by Civil Unit	27,069	29,776	31,265	32,828
Total service attempts by Civil Unit	30,689	33,758	35,446	37,218
# of authorized servers	5	5	5	5
Average number of papers/served/server/day*	21.7	23.8	25.0	26.3
Court Security				
Total number of court cases**	107,594	112,974	118,623	124,198
Total number of courtrooms	6	8	8	8
Total number of security posts	16	22	26	26
Total adult inmate transports ***	2,678	2,919	3,211	3,362
Total juvenile inmate transports ****	547	597	657	716
Total # of special justice hearings	110	135	160	175
Total # of Emergency Protective Orders served	255	280	302	323
Total # of bank escorts	578	700	822	937
Total # of Arrests & Warrant Services	153	242	332	422
# of bailiffs	17.5	20.5	24.5	24.5

* *Based on 250 work days/year.*
** *Includes general district, circuit, juvenile and domestic relations, and supplementary courts*
*** *Inmate movements to/from the jail and courthouses and throughout the court complex.*
**** *Court Security assumed responsibility for all juvenile transports in April 2001.*

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$1,155,271	$1,385,532	$1,756,294	$2,077,797
Operations & Maintenance	$78,821	$104,764	$127,422	$181,726
Capital Outlay & Acquisitions	$0	$0	$35,750	$12,900
	$1,234,092	$1,490,296	$1,919,466	$2,272,423
Departmental Revenue Sources:				
Local Fees, Charges, Etc.	$7,907	$7,200	$7,907	$250,907
Commonwealth	$477,431	$640,443	$664,291	$629,413
	$485,338	$647,643	$672,198	$880,320
Local Tax Funding:	$748,754	$842,653	$1,247,268	$1,392,103
FTE Summary:	24.78	27.66	32.89	36.99

SHERIFF'S OFFICE
Administrative & Technical Services

Purpose Statement: The Administrative and Technical Services Division provides administrative and technical services to support the functions of the five other divisions within the Sheriff's Office.

Program Description: The Administrative and Technical Services Division disseminates all orders, rules, regulations, and policies for the administration of the Sheriff's Office and provides support and necessary service to the remaining five divisions of the Sheriff's Office. The Administrative and Technical Services Division provides seven separate services to the agency and community. These services consist of the Emergency Operations Center (Communications), Records Section, Property and Evidence Section, Training Section, Crime Analysis Unit, Applicant Section, and Support Staff, i.e. secretarial support, payroll and benefits, and management of agency accreditation.

Situational Analysis:

Applicant Investigations

Current staffing levels of this section include one supervisor, two background investigators, one full time and one part time polygraph operator, and one administrative assistant. It is important that the investigative process be thorough and comprehensive to ensure quality and morality standards, and integrity within the law enforcement agency. The polygraph operators divide their duties among pre-employment, criminal investigation, and internal affairs polygraphs. During FY 01, this section processed a total of 1,124 applications and conducted 302 polygraph examinations. Based on the depth of each investigation, only one in seventeen applicants are offered employment.

Records Section

Certain records, by law, must be maintained and sent to various Federal and State agencies. Computer entries must be accurate in order to generate accurate reporting. These documents include offense reports, arrest reports, fingerprints, accident reports, and traffic citations. This section processed over 45,500 documents and records in FY 01. It also issues various county permits such as concealed weapon permits. The section runs criminal history checks and fingerprints citizens who are applying for jobs that require fingerprinting. Based on the increased number of county citizens as well as patrol deputies, it is anticipated that the workload for this section will increase 15% annually.

Property/Evidence Section

Three civilian employees maintain these two separate services. Property Section tasks include ordering from many different vendors, maintaining, and inventorying departmental property such as uniforms, weapons ammunition, badges, shoes, hats, nameplates, rank insignia, flares, first aid kits, and forms. Evidence Section tasks include processing found and seized property, illegal contraband, and evidence for criminal cases. The section has seen a 39% rise in the submission of evidence since FY 99. The evidence data must be entered into the Computer Aided Dispatch System. Due to a backlog in this entry, as well as processing and storing evidence for the Fire Marshal's Office, another clerk was added in FY 02.

Training Section

Three deputies comprise this section. One deputy is assigned to the Northern Virginia Criminal Justice Academy as an instructor who supervises the Loudoun County deputy recruits and provides training and instruction to other law enforcement recruits attending the academy. The section maintains training records of all employees, registers employees for in-service and out-of-state specialized training, and provides career counseling. They make repairs to service weapons and shotguns, provide other remedial weapons training and ensure that agency personnel are trained in laws, policies, and legal decisions regarding deadly force.

Crime Analysis Unit

The function of the Crime Analyst is to extract viable information, patterns, and trends from over 20,000 reports written by patrol deputies and investigators that reflect crime and complaints against county citizens. These patterns, trends and statistics are invaluable to the deputies as they formulate plans and strategies to combat crime. Another analyst was added in FY 02 to track arson complaints for the Fire Marshal's Office and provide data for fire investigators.

Support Services

These support services must provide accurate and timely services for agency personnel and county-related services. These services consist of payroll and benefits, secretarial support and reception, and the accreditation process. Payroll and benefits process over 400 time and leave records biweekly. One receptionist greets and directs the public at the administration building and handles all incoming telephone calls, as well as files and sorts the mail. This division is responsible for maintaining and updating over 140 General Orders and policies for senior staff review.

Planned Accomplishments/Objectives for FY03

- Develop a waiting list of applicants for sworn and civilian positions within the agency.
- Fully implement the switchover database of written reports to laptop computers.

SHERIFF'S OFFICE
Administrative & Technical Services

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Records				
# of citations	18,731	19,480	20,259	20,867
# of accidents	2,668	3,201	3,842	4,495
# of arrests	4,379	5,254	6,252	7,252
# of offense reports	15,363	15,750	16,537	17,198
# of warrants	4,610	5,055	5,842	6,426
# Records processed annually/staff	9,150	6,962	7,533	8,034
% of records processed within 24 hours	50%	75%	70%	70%
% of errors on all reports processed	5%	5%	5%	5%
Applicant				
# Applicants processed	1,124	1,180	1,245	1,307
# of applicants hired	76	55	45	50
# polygraph exams administered	302	330	350	370
# of applicant investigators	2	3	3	4
# of polygraph examiners	2 p/t	2 p/t	1.5 f/t	1.5 f/t

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$923,302	$1,088,256	$1,646,595	$1,560,135
Operations & Maintenance	$382,593	$413,403	$499,796	$843,755
Capital Outlay	$0	$0	$128,892	$0
	$1,305,895	$1,501,659	$2,275,283	$2,403,890
Departmental Revenue:				
Local Fees, Charges, Etc.	$25,785	$29,675	$37,335	$35,895
Commonwealth Funding	$345,674	$435,765	$312,509	$287,205
Federal Funding	$131,839	$0	$0	$0
	$503,298	$465,440	$349,844	$323,100
Local Tax Funding:	$802,597	$1,036,219	$1,925,439	$2,080,790
FTE Summary:	22.05	23.17	31.40	29.14

SHERIFF'S OFFICE
Communications

Program Description: The Emergency Communications Center (ECC) is a 24 hour a day mandated component of the Sheriff's Office. This section's primary objective is the management and delivery of law enforcement service requests in Loudoun County. The realization of this mission requires activity in three key areas. **Telecommunications** responsibilities include answering all emergency (E-911), non-emergency and administrative telephone lines dedicated to the Sheriff's Office. Personnel also answer emergency and non-emergency calls made to the Purcellville and Middleburg Police Departments. **Radio communications** activities include real-time tracking of all on-duty law enforcement personnel and the prioritization and dispatching of emergency and non-emergency calls for service to those officers. **Support** functions comprise the final duty of Communications staff. Typical tasks include the maintenance of multiple databases within the Computer Aided Dispatch (CAD) system and management and entry of information in and out of the Virginia Criminal Information Network (VCIN) and National Crime Information Center (NCIC) computer systems.

Situational Analysis:

Telecommunications

Telecommunications takes all emergency (E-911) and non-emergency calls directed to the Sheriff's Office. This particular area continues to experience dramatic increases due to residential and commercial population developments, Sheriff's Office manpower and program growth, and technological advancements. The ECC receives approximately 300,000 telephone calls per year requesting a service or information. During FY 01 there were 119,296 calls requiring dispatch of law enforcement personnel, which is an 11% increase over FY 00. The ECC also receives approximately 15,000 inquiries from law enforcement and federal agencies requesting information or requiring action from the ECC staff. Population is the main factor that affects the workload in the ECC. Secondary factors include the crime rate and the number of users on the radio system.

Internal growth has also impacted this area of responsibility. This section acts as the primary answering point for several county and state agencies after normal business hours. Increased service demands for Animal Wardens, Social Services workers, Game Wardens and many others created calls which Communications staff handles. As a result, the number of referrals and amount of time spent explaining to citizens who and how to contact the appropriate agency or official has increased significantly.

Radio Communications

During FY 02 significant changes will occur to the internal operations of the ECC due to the implementation of the 800 MHz system, the addition of Mobile Data Terminals (MDT) to Sheriff's Office cruisers, new computers, and a new space and monitor configuration within the center. The transition to a multiple channel operation has been an essential move that was necessary for the security of agency personnel and the efficient delivery of public safety services to the citizens. Radio channels are now split so ECC dispatchers can be evenly distributed among two or more channels.

Support

This section receives and transmits thousands of VCIN/NCIC messages every month. Communications personnel are responsible for entering all stolen property, runaways, stored vehicles, and a portion of wanted persons into the regional and national crime computer systems. ECC staff accomplishes any official request or communication with another agency anywhere in the world.

The ECC maintains a computerized list of thousands of telephone numbers. Communication personnel maintain the information necessary to provide referrals to the appropriate agency.

SHERIFF'S OFFICE
Communications

Planned Accomplishments/Objectives for FY 03

- Completely and thoroughly update and revise the Emergency Communications Center Policies and Procedures Manual to recognize the new technological capabilities.
- Transition all personnel into a multi-channel radio operation.
- Provide initial VCIN certification and VCIN re-certification for all agency MDT users.

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# of 911 calls received (land-line)	9,040	10,006	11,075	12,293
# of 911 calls received (cell phone)	14,423	18,846	24,625	30,781
Total annual 911 calls	23,463	28,852	35,700	43,074
# of CAD incidents	163,758	174,402	185,738	197,811
# of other calls made or received	267,449	307,998	354,694	407,898
Total annual calls	290,912	336,850	390,394	450,972

.

Program Financial Summary	FY 00 Adopted*	FY 01 Adopted*	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$1,010,399	$1,202,924	$1,277,516	$1,463,282
Operations & Maintenance	$49,370	$60,509	$45,525	$68,498
Capital Outlay	$0	$0	$3,200	$0
	$1,059,769	$1,263,433	$1,326,241	$1,531,780
Departmental Revenue:				
Local Fees, Charges, Etc.	$220,000	$502,200	$0	$0
Commonwealth Funding	$190,170	$252,252	$231,981	$219,813
Federal Funding	$32,865	$0	$0	$0
	$443,035	$754,452	$231,981	$219,813
Public Safety Communications:	----	----	$502,200	$1,311,967
Local Tax Funding:	$616,734	$508,981	$592,060	$0
FTE Summary:	22.76	28.39	25.68	29.12

**Includes allocation of Sheriff's Office administrative costs and personnel because the ECC was part of the Sheriff's General Fund budget during that time. In FY 02, the ECC budget was moved to a Special Revenue Fund and no allocation of administrative costs are included in FY 02 or FY 03's ECC budget or personnel.*

SHERIFF'S OFFICE
Special Operations

Purpose: The Special Operations Division provides advanced law enforcement services through its use of specialized equipment and personnel with specialized training in various fields. Special Operations main focus is supporting the Field Operations Division and Criminal Investigations Division in reaching successful conclusions to investigations or emergency incidents and providing the public with specialized services not available through other avenues of the Sheriff's Office.

Program Description: The Special Operations Division is composed of all special service units within the Sheriff's Office. The Special Operations Division is responsible for supporting Field Operations and the Criminal Investigations Division through its staff of highly trained personnel in specialized fields. Special Operations is organized around four general categories. They include Traffic Safety and Enforcement, Field Operations Support, Response Teams, and Community Service and Education. The Special Operations Division consists of the teams such as the bicycle patrol, crossing guards, project fairness, dive, bomb response, hostage negotiations, SERT, K-9, DARE, Command Unit, Crime Scene Investigations Unit, and Honor Guard.

Situational Analysis:

Background

Both the resident and daytime populations of Loudoun County are increasing dramatically which has translated into increased calls for service and increased service demands for the special operation functions. To address the increase in special service demands, the department consolidated the specialized units by creating the Special Operations Division in November of 1999.

Traffic Enforcement Unit

This unit is broken down into three sections: Traffic Safety, Crossing Guards and Project Fairness. Currently the Traffic Safety section has one 2nd lieutenant, one sergeant, one traffic analyst, two deputies assigned to motor carrier safety inspections, five deputies assigned to accident investigation, and four motorcycle deputies who are charged with the duties of traffic enforcement, traffic control, escorts and other traffic related duties.

Transportation issues are clearly the number one concern of County citizens. The Traffic Safety Unit is constantly called upon to look into roadway hazards, design issues, statistics and enforcement. The Sheriff's Office currently has 277 law enforcement positions and thirteen of those deputies work in truck safety. The Crossing Guard section is one program consisting of a program manager, one assistant program manager and 52 part time crossing guards. They handle the crossing and safety of school children at 44 different posts. Project Fairness is staffed by two deputies. These deputies work closely the Treasurer's Office to collect delinquent vehicle taxes by issuing citations. With the assistance of these deputies the Treasurer's Office has been able to collect $3,272,303 from the first of the year to present date.

DARE Program

As with any school-related program, the numbers facing DARE program are significant. With **21** new schools scheduled to be built in the next five years, the unit will be severely taxed regardless of manpower increases.

Special Teams and Units

Approximately one half of the units under Special Operations are staffed by deputies who perform these job duties in addition to their normal patrol duties. With the calls for specialized service increasing, deputies such as the crime scene technicians spend less and less time patrolling their sectors and more time processing crime scenes. As a result of this the Sheriff's Office has created a five man full time Crime Scene Investigation Unit. With the events of September 11th and the ensuing anthrax threat, there was an increase of calls regarding suspicious letters and packages. To handle these potential biohazard threats, a joint task force was formed with the Department of Fire Rescue Services. This was done to provide a uniform response to a potential biohazard, to reduce the manpower required to handle the calls since all of them have been false to this date, and to ensure that the personnel handling the items have been appropriately trained.

Community Policing

The Community Policing Program, begun in FY 00, currently has six deputies assigned and provides service to Pembrooke, Sugarland, Welbourne, and Newberry. The Countryside commercial area including the Countryside Shopping Center and the Park City Shopping Center are also within the section's area of responsibility. New reporting methods have been created to enhance accountability by providing better tracking of the large volume of non-criminal related issues and complaints that are handled daily by the section. Although non-criminal issues that affect the quality of living are a major focus of the section, stepped up law enforcement and criminal accountability will also be a cornerstone of the program. Although in an organizational phase, the section has already began to create strong bonds with the public. An effort to strengthen the relationship with the Patrol Division is also a priority. This will enable both Patrol and Community Policing to supplement each other in the attainment of a common goal. Department wide community policing training is also being planned and implemented.

SHERIFF'S OFFICE
Special Operations

Planned Accomplishments for FY 03

- Continue to investigate accidents, perform truck safety inspections, and perform traffic enforcement seeking voluntary compliance to enhance highway safety.
- Obtain 100% staffing of crossing guards to assure children's safety to and from school.
- Increase specialized training and enhance technology for incident response teams.
- Keep pace with the growing school population to deliver the DARE program.
- Introduce law enforcement to areas of the County not readily accessible by vehicle through the use of the Sheriff's Bicycle Patrol Team.
- Conduct crime and safety presentations to the citizens at the same level of service.
- Increase the number of volunteers to the Sheriff's Auxiliary and increase their presence in the community.
- Increase training and tools for crime scene evidence technicians.

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Traffic Safety				
# of traffic summons issued	10,800	11,700	13,200	13,200
# of accidents investigated	1,338	1,400	1,491	1,491
# of summons per deputy	1,200	1,200	1,200	1,200
# of patrol calls handled	909	950	1,050	1,050
# of truck safety inspections completed	1,771	1,750	1,900	1,900
# of special assignments handled	1,289	1,325	1,475	1,475
Dare and Crime Prevention				
Public/private elementary Schools served	40	42	45	46
Total elementary presentations	2,210	2,346	2,550	2,605
Total elementary students taught	3,851	4,051	4,251	4,376
Middle Schools served	7	8	9	10
Total middle school presentations	930	1,110	1,290	1,470
Total middle school students taught	3,183	3,643	4,093	4,543
Total McGruff camp students	180	180	180	180
Total crime and safety presentations	422	537	612	699
Total crime awareness and prevention presentations	55	385	420	455
# of staff assigned to program	6	7	7	8
# of presentations per deputy	1,054	1,088	1,013	1,403
K-9 Team/Patrol				
# calls for scene security/searches	101	215	230	290
# narcotics/explosives searches	60	70	80	90
# of tracks followed	38	43	48	53
# of community relations demonstrations	10	15	20	25
K-9 Team/Bloodhound	48	50	50	50
# of tracks followed				
Crossing Guard				
# of crossing guard posts	44	44	50	50
# of incidents of injury	1	0	0	0
# of accidents	0	0	0	0
Community Policing				
# of communities implemented	4	4	5	10
# of deputies in program	3	5	6	6
# of community meetings attended	72	120	120	120

SHERIFF'S OFFICE
Special Operations

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$1,435,155	$2,266,633	$3,264,193	$3,746,298
Operations & Maintenance	$200,626	$239,953	$592,149	$714,191
Capital Outlay & Acquisition.	$0	$28,000	$517,903	$5,000
	$1,635,781	$2,534,586	$4,374,245	$4,465,489
Departmental Revenue Sources:				
Local Fees, Charges, Etc.	$291,692	$446,935	$536,530	$372,000
Commonwealth	$311,916	$206,774	$745,521	$674,340
	$603,608	$653,709	$1,282,051	$1,046,340
Local Tax Funding:	$1,032,173	$1,880,877	$3,092,194	$3,419,149
FTE Summary:	39.34	43.94	62.12	61.24

HEALTH AND WELFARE

Extension Services Page 135

Health Services Page 143

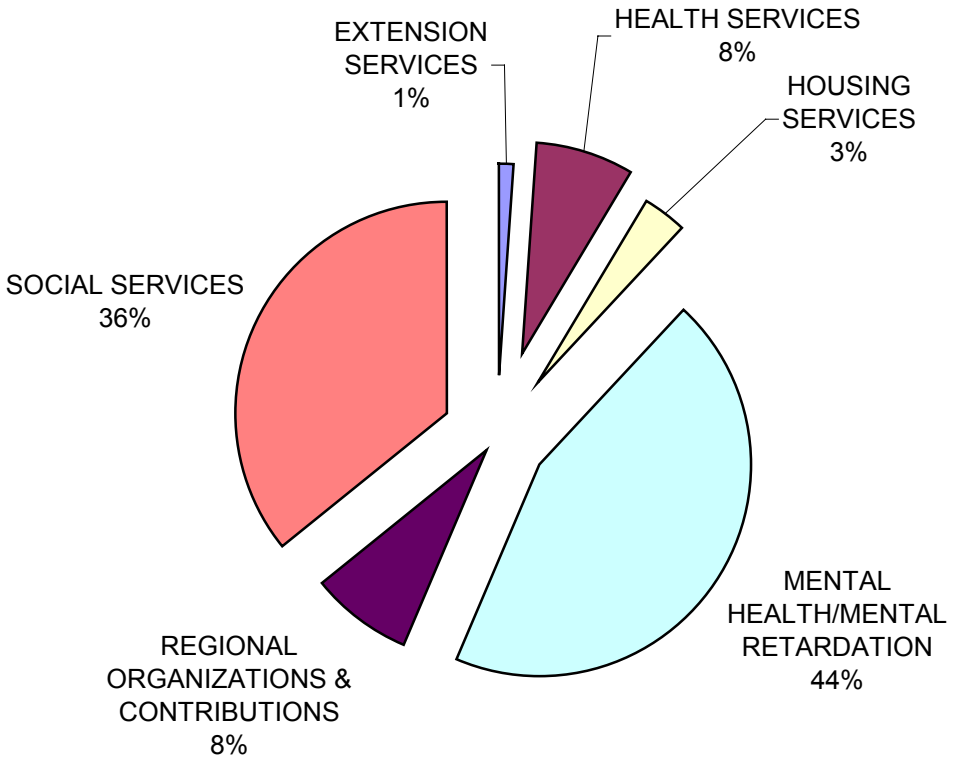
Housing Services Page 150

Mental Health, Mental Retardation, and Substance Abuse Services Page 158

Regional Organizations & Contributions Page 184

Social Services Page 192

HEALTH AND WELFARE FY 2003 ADOPTED EXPENDITURES



HEALTH AND WELFARE

	FY 99 ACTUAL	FY 00 ACTUAL	FY 01 ACTUAL	FY 02 ADOPTED	FY 03 ADOPTED
EXTENSION SERVICES	$312,992	$271,069	$324,562	$449,692	$472,370
HEALTH SERVICES	1,488,223	1,536,723	2,135,177	3,100,950	3,116,428
HOUSING SERVICES	1,035,696	1,220,889	2,555,308	7,999,355*	8,020,367*
MENTAL HEALTH/MENTAL RETARDATION	9,270,897	10,581,732	13,146,244	18,212,856	20,411,256
REGIONAL ORGANIZATIONS & CONTRIBUTIONS	2,198,337	1,845,892	2,331,373	3,294,396	2,816,453
SOCIAL SERVICES	10,159,464	11,650,810	12,276,346	14,684,721	15,294,789
TOTAL HEALTH & WELFARE	$24,465,609	$27,107,115	$32,769,010	$41,025,989	$50,131,663

*Includes Public Housing Fund

EXTENSION SERVICES

Mission Statement: The mission of Loudoun Cooperative Extension is to provide educational information and resources to Loudoun citizens through an educational process which utilizes scientific, research-based knowledge to address relevant issues and needs.

Department Description: Loudoun Cooperative Extension is an educational partnership between the U. S. Department of Agriculture, Virginia Tech and Virginia State Universities (Land Grant Universities), and local government. Trained Extension 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 & Consumer Sciences, and 4-H Youth Development. Local program delivery is also enhanced by hundreds of volunteers who receive training by Extension personnel.

Situational Analysis:

Historically, Loudoun Extension programs have had a strong agricultural emphasis. However, in the face of the changing Loudoun community from rural to urban, Extension has shifted its emphasis from traditional agriculture and rural family issues to comprehensive community issue based programming. There is an increasing demand for non-agricultural Extension programs in the areas of Family & Consumer Sciences and 4-H Youth. Extension has always been innovative with the funds and resources from the State and County in order to effectively conduct our programs. Some of our innovations include securing grants to assist with programming, and training and utilizing volunteers to deliver educational programs. Some of the major issues facing Loudoun Extension:

Agriculture

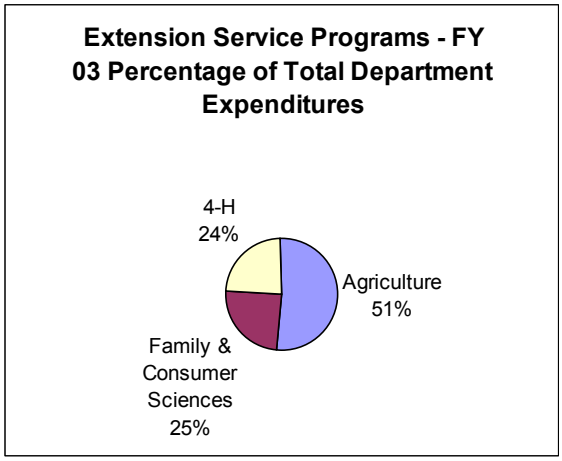
Extension is committed to maintaining the rural character of the County. While the average farm size and agricultural acreage continues to decline, the number of farms continues to increase. Agricultural diversity of production continues to shift from commodity crops (corn, wheat, soybeams and cattle) to horses, hay, and specialty crops. Cooperative Extension continues to be the primary source of technical information for agricultural production with the County. A Commercial Horticulturist was hired in August 2001 to provide technical assistance in the production of specialty and alternative agricultural crops; these crops can generate high profitability on a per acre basis which will enhance the rural economy. Requests for ornamental horticulture and environmental information continue to increase. The Urban Horticulture Program trains a new class of Master Gardener volunteers each year; the volunteers help meet this demand through the operation of the Master Gardener Helpline three hours a day, year round.

Family & Consumer Sciences (FCS)

Extension's FCS Agent offers programs to assist families in the areas of child care, financial stability, food safety, and nutrition. Extension cooperatively works with other agencies such as the Loudoun Child Care Network, Social Services, and the Health Department to meet the demands for services in these areas. The FCS Agent has obtained grants to assist with the child care issue and the Financial Counseling Program.

4-H Youth

Loudoun 4-H has a strong traditional program, with high enrollment in livestock and horse projects. 4-H sees a need to provide programming for a growing urban clientele and has been very successful in implementing non-traditional projects such as the Outdoor Adventure Club, two non-ownership livestock clubs. In addition, 4-H is currently working with the Department of Juvenile Justice, Douglas School, and Parks and Recreation on providing programming for at risk youth.



EXTENSION SERVICES

Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$165,705	$158,419	$196,340	$316,718	$327,053
Operations & Maintenance	$124,017	$166,700	$95,501	$132,974	$145,317
Capital Outlay	$0	$0	$18,500	$0	$0
	$289,722	$325,119	$310,341	$449,692	$472,370
Departmental Revenue:					
Commonwealth	$0	$0	$0	$0	$2,000
	$0	$0	$0	$0	$2,000
Local Tax Funding:	$289,722	$325,119	$310,341	$449,692	$470,370
FTE Summary:	10.38	10.28	9.25	11.63	11.63

Note: The FTEs presented include both County Government funded and State Government funded positions.

FY 03 Board Action: The FY 03 Adopted Fiscal Plan reflects the ongoing impact of FY 02 midyear reductions while maintaining service delivery at current levels. The Commonwealth revenue relates to a Gypsy Moth Monitoring Program.

Departmental history can be found on page 301.

EXTENSION SERVICES
Agriculture Program

Purpose: The purpose of the Agriculture Program is to provide educational information and resources to enhance agricultural preservation and production practices.

Program Description: Extension's agricultural program focus is to provide farmers, landowners, and the agricultural infrastructure access to research based information to support production, profitability, and to preserve the rural economy. Topics may include farm policy, agricultural law, taxes, estate planning, business planning, budgeting, farm management, farm record keeping, enterprise and record analysis, crop production and management, pesticide management, labor/personnel management and natural resource conservation. Loudoun Extension Services is the lead agency providing this technical information to the local agricultural industry.

Situational Analysis:

Agriculture

Agriculture is a major contributor to Loudoun's economy. It continues to generate more than $50 million annually, comprises the largest land base (184,988 acres) of any industry within the County, and has a productive asset value of over $1.5 billion. Extension's educational programs provide production and marketing information to over 3,400 farmers and landowners managing livestock, crop and pasture land. Rural Loudoun is developing into smaller tracts, with more "first generation" landowners who lack the knowledge of farm management, animal production, and land stewardship. Program delivery is diversified to offer assistance to producers of varied experience levels and types of agricultural operations.

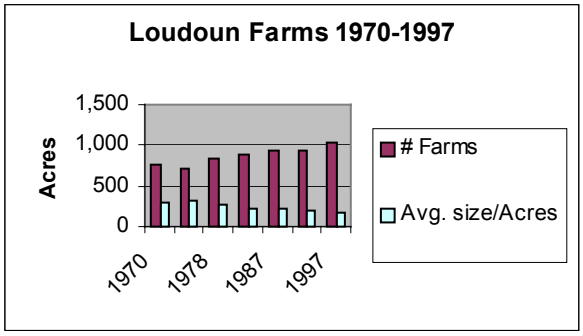
Commercial Horticulture

Specialty and alternative agricultural crops such as wine grapes, Christmas trees, nursery and greenhouse crops, small fruits, and contemporary market gardens are experiencing an expansion in acreage of existing operations as well as an increase in new operations. A Commercial Horticulturist was hired (FY 02) to provide technical assistance in the production of these crops. Newly available services include on site technical consultation, educational programs, orientation of new enterprises, and collaborating with Agricultural Development Office's marketing campaigns to promote local crops. Production classes are being developed to meet the educational needs of each specialty crop commodity and to further assess the future and ongoing needs of these industries. Leaders of local production associations are being organized into a Loudoun Horticultural Crops Advisory Board to confront the broad issues relevant to all commodities of commercial horticulture.

Urban Horticulture

Demand for ornamental horticulture and environmental information continues to increase. Master Gardener Volunteers maintain a demonstration garden used for teaching environmentally sound methods of growing fruits, vegetables, and ornamentals. Classes are held at the Demonstration Garden throughout the growing season. Master Gardeners also participate in many other activities where they provide educational materials and answer questions. Loudoun Ag Expo, the Leesburg Flower and Garden Festival, the Goose Creek Herb Guild Fair, and Arbor Day are some examples.

Note: Figures based on U.S. Census of Agriculture; latest available 1997. Next Agriculture Census will be in 2002.



Planned Accomplishments/Objectives for FY 03

- Provide technical agricultural resource and production information to 2,474 producers; 96% will adopt recommended practices.
- Provide technical support and leadership to 68 Boards, Commissions, and Committees to promote agricultural viability within Loudoun County.
- Conduct a Forest Landowner Short Course series for 50 landowners to develop a land stewardship plan for their properties.
- Provide technical horticultural and environmental information to 450 producers and managers and 1,875 citizens.
- Develop and present four production and marketing seminars for those involved in production of vegetables, small fruits, greenhouse, and Christmas trees.
- Conduct seminars where Master Gardener volunteers teach Best Landscape Management Practices to first time homeowners and new Loudoun residents.

EXTENSION SERVICES
Agriculture Program

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Agriculture:				
# agricultural educational programs	23	27	28	28
# participants at programs	1,416	1,200	1,400	1,400
# lab analysis (soil, forage, plant disease)	170	200	250	250
# onsite farm consultations	62	100	100	100
Commercial Horticulture:				
# commercial horticultural educational programs	11	19	22	25
# participants in programs	495	813	854	854
# lab analysis (soil, plant insect and disease, nematode)	64	150	170	190
# onsite farm consultations	*N/A	115	120	120
Urban Horticulture:				
# Master Gardeners trained	27	25	27	30
# volunteer hours	2,930	3,130	3,400	3,700
# educational programs conducted	40	40	45	50
# participants at educational programs	360	400	450	550
# Help Desk calls/visits	780	850	1,000	1,200
# lab analysis (soil, plant insect & disease)	408	400	425	450

** Prior to FY 02, the Horticulturist position covered programming for Commercial and Urban Horticulture. The Commercial Horticulture position was not filled until FY 02; and the programming effort was not covered for six months, due to vacancy.*

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$96,399	$106,353	$170,155	$178,036
Operations & Maintenance	$107,041	$28,739	$55,456	$64,298
Capital Outlay	$0	$18,500	$0	$0
	$203,440	$153,592	$225,611	$242,334
Departmental Revenue:				
Commonwealth	$0	$0	$0	$2,000
	$0	$0	$0	$2,000
Local Tax Funding:	$203,440	$153,592	$225,611	$240,334
FTE Summary:	3.75	2.75	3.75	4.10

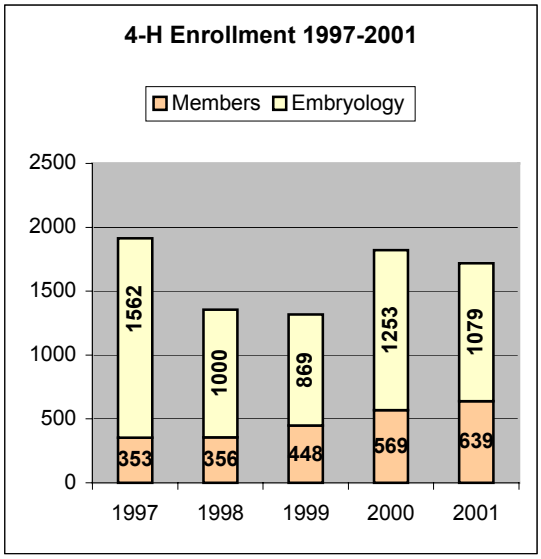
EXTENSION SERVICES
4-H Program

Purpose: The purpose of the 4-H Program is to assist youth in becoming self-directed, contributing and productive members of the community.

Program Description: Extension's 4-H Program utilizes experiential learning opportunities to teach the latest researched based subject matter while facilitating the development of skills for successful living. They include 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.

Situational Analysis:

As the population grows, the needs and issues facing youth change. Historically, the trend is toward the traditional agricultural projects, such as Beef (39) , Sheep (43), Swine (28), and Horse Clubs (75). While enrollment for these projects is high, we see a need to provide programs for a growing urban clientele. Loudoun's community is met with the issues of after school care and/or the lack of after school supervision. Loudoun has one 4-H Extension Agent and one 4-H Program Assistant (new FY 02 position) who are working to address some of these needs. Community 4-H Clubs (ages 9-19) have been started in Sterling and South Riding and Cloverbud Clubs (ages 5-8) in Ashburn, South Riding, Leesburg and Purcellville. Project specific programs are also growing and developing such as the Outdoor Adventure 4-H Club, Forestry & Wildlife Club, Temple Hall Livestock Club (non-ownership program), and Cooking Club. A very successful Vet Science Short Course (enrollment 64) was conducted last winter at vet clinics in eastern & western Loudoun. A new program for FY 02 is the Ayrshire Farm Non-Ownership Livestock Program which will involve 24 youth in beef, swine and dairy projects. Each of these new programs provides an opportunity for youth from a broader geographical area, and with a wider variety of interest to get involved in this life skill building, youth development program. 4-H is working with the Department of Juvenile Justice on the TRAILS (Teamwork, Responsibility, Achievement, Integrity, Leadership, and Sportsmanship) Program to provide positive opportunities for juvenile offenders. 4-H, PRCS and the Douglas School are developing a program to utilize 4-H Adventure Programming and 4-H Character Curriculum in a leadership program for at risk students at Douglas School.



Planned Accomplishments/Objectives for FY 03

- Assist 773 Loudoun County youth to develop knowledge, life skills, and attitudes through community, project, cloverbud, and special interest clubs in supporting activities and events supported by 160 adult volunteer leaders.
- Involve 120 youth in camping program, focusing on group coping skills, independent living, development of responsibility, and environmental education programs.
- Provide 4-H project training and resource materials to 53 Loudoun County teachers to enhance school curriculum of 1,337 Loudoun County youths.
- Collaborate with Juvenile Probation officers to involve youth on probation with life skill enhancing exercises of the Adventure Program.
- Collaborate with the Douglas School and PRCS to involve at-risk students in 4-H Character Education Curriculum and life skill development of Adventure Programming.

EXTENSION SERVICES
4-H Program

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# individually enrolled 4-H'ers	639	703	773	850
# new program offerings	3	3	5	5
% increase individually enrolled 4-H'ers	23%	10%	10%	10%
# youth attending Junior Camp	125	120	120	120
# hours of education at Junior Camp per youth	12	12	12	12
% youth completing projects after camp experience	30%	30%	30%	30%
# teachers receiving training & resource materials	46	50	53	56
# children reached by Embryology Program	1,161	1,250	1,337	1,431

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$25,577	$29,087	$74,295	$75,727
Operations & Maintenance	$25,752	$28,638	$37,715	$38,938
	$51,329	$57,725	$112,010	$114,665
Local Tax Funding:	$51,329	$57,725	$112,010	$114,665
FTE Summary:	2.20	2.15	3.15	3.00

EXTENSION SERVICES
Family & Consumer Sciences Program

Purpose: The purpose of the Family and Consumer Sciences Program is to enable individuals to improve their lives by promoting quality child care, financial stability, safe food handling, and improved dietary health.

Program Description: Family & Consumer Sciences is organized into four major areas: Child Care, Financial Counseling, Food Safety, and Nutrition/Dietary Health. Child care relates to recruitment and training of providers in establishing home-based child care businesses and providing quality child care. Financial Counseling provides assistance to families in establishing spending priorities to improve their financial stability. Food safety provides training of restaurant personnel and temporary food vendors to increase proper food handling practices to reduce incidences of foodborne illnesses. Nutrition/Dietary Health focuses on improving knowledge and skills in food selection and preparation to promote optimal health.

Situational Analysis:

Calls and requests for information and services to help families/businesses improve their economic and social viability is increasing.

Child Care

The demand for child care has escalated, creating a shortage of regulated child care providers. FCS has addressed this issue since 1996 by recruiting and training providers to start home-based child care, which resulted in a 700% increase in regulated providers from 22 to near 150. Training to increase the competency of providers is important to improve the quality of child care. Parents are seeking information on selecting and monitoring quality child care.

Financial Counseling

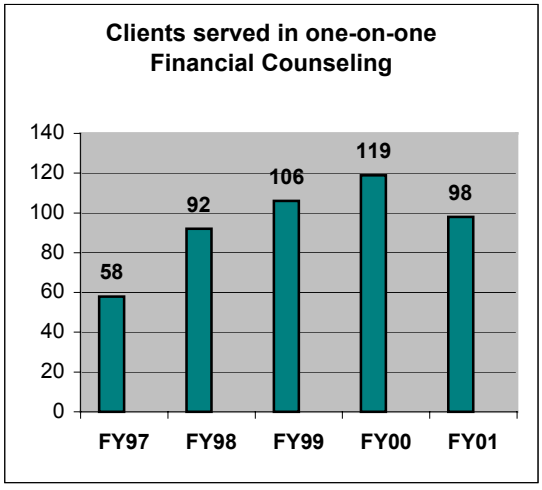
Many families are in financial distress and having difficulty meeting obligations for basic needs and saving for long-term goals. Personal bankruptcies are at record high levels. The average consumer debt load of families served by Financial Counseling is $10,165. As individuals become self-sufficient, it impacts County fiscal resources by decreasing public assistance dependency, bankruptcies, and unpaid tax revenues.

Food Safety

Most food-borne illnesses occur because of mishandling of food. Though food safety certification is not mandated in Loudoun (as it is in many neighboring jurisdictions), FCS has addressed this issue which has resulted in nearly 300 food managers receiving certification. Training of food vendors serving food at temporary events is an issue also addressed.

Nutrition/Dietary Health

Heart disease, cancer, strokes, diabetes, and arteriosclerosis account for 67% of deaths in Virginia. The cost of treatment for any one of these diseases averages around $30,000. Individuals are provided with information to help them make informed decisions and adopt good nutrition practices.



Planned Accomplishments/Objectives for FY 03

- Provide training for 60 individuals interested in starting a family child care business.
- Provide information to assist 1,100 parents in selecting child care through a Child Care Fair.
- Provide training for 70 child care providers to improve the quality of the child care environment.
- Improve financial stability of 150 individuals through one-to-one financial counseling.
- Increase knowledge of 250 individuals to effectively manage their financial resources.
- Train 30 volunteer financial counselors to assist families.
- Secure grant funding to maintain part-time staff for Financial Counseling Program.
- Certify 40 or more food service managers from restaurants in ServSafe Program of National Restaurant Association.
- Train 75 food vendors for fairs and community events on proper food handling.
- Provide information on food preservation and safety to 325 consumers.
- Increase nutrition knowledge of 150 individuals on improving dietary health.

EXTENSION SERVICES
Family & Consumer Sciences Program

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Child Care Program:				
# individuals trained on starting child care businesses	53	60	60	60
# child care providers trained	65	70	70	70
% of providers reporting improved knowledge	98%	100%	100%	100%
# parents provided information at Child Care Fair	1,000	1,100	1,100	1,100
Nutrition & Dietary Health:				
# individuals provided nutrition information	139	150	150	150
Food Safety Program:				
# food service managers trained	33	40	40	40
% food service managers receiving certification	94%	95%	95%	95%
Financial Counseling Program:				
# of individuals assisted through one on one counseling	90	150	150	150
# of financial counseling volunteers	58	65	75	75

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$36,443	$60,900	$72,268	$73,290
Operations & Maintenance	$33,907	$38,124	$39,803	$42,081
	$70,350	$99,024	$112,071	$115,371
Local Tax Funding:	$70,350	$99,024	$112,071	$115,371
FTE Summary:	4.33	4.35	4.73	4.53

HEALTH DEPARTMENT

Mission Statement: The Loudoun County Health Department exists to enhance and ensure the health of all Loudoun County residents. This is achieved by working with our partners in the Loudoun County and town governments, with State and Federal agencies, with private organizations, and with our residents to protect our environment, to prevent disease, and to promote health.

Department Description: The Health Department is responsible for public health services in Loudoun County. Included are such population-based services as communicable disease and bio-terrorism surveillance and treatment, immunizations, restaurant and swimming pool inspections, vital statistics, and environmental protection. The Department also provides essential individual-based services to residents who would otherwise be unable to receive medical care and to county employees to ensure that they may safely perform their jobs.

Situational Analysis:

Changing Environment

As with other Loudoun County government agencies, the Health Department has been experiencing an unprecedented increase in demand for all of its services. The Rural Environmental Health section, for example, has seen a four-fold increase in well and septic permits, while the number of restaurants and pools permitted by the Health Department continue to rise at over 10% each year and the number of residents' complaints handled increase 15% each year. Use of Public Health Clinic services has increased at a much faster pace than the increase in the population in the last decade. The Department has had to address the introduction of West Nile virus and the continuing increase in Lyme disease cases, as well as an anthrax incident in the County. The department must also be responsive to and effectively incorporate health related mandates from the County, the Commonwealth of Virginia, and the Federal Government. This requires the integration of a variety of governmental systems including: mandated environmental and community health operational procedures, information technology, personnel, and fiscal administration.

The Loudoun County Health Department has three major divisions: Community Health, Environmental Health, and Occupational Health:

1. Community Health: provides individual and population based health care to all residents and patrons of Loudoun County.
2. Environmental Health: provides essential environmental protection services and is divided into Rural and Urban sections.
   - The Urban section inspects and regulates food establishments, municipal pools and other public facilities, resolves complaints, and investigates possible outbreaks.
   - The Rural section monitors, evaluates and directs repairs of environmental hazards, wells, and septic systems.
3. Occupational Health: provides periodic medical evaluations, screenings and other health care services to County employees and volunteers.

Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$453,810	$437,142	$673,879	$1,290,547	$1,331,042
Operations & Maintenance	$1,150,341	$1,212,730	$1,286,491	$1,748,706	$1,773,689
Capital Outlay	$0	$0	$1,648	$61,697	$11,697
	$1,604,151	$1,649,872	$1,962,018	$3,100,950	$3,116,428
Departmental Revenue:					
Local Fees, Charges, Etc.	$306,271	$340,015	$367,147	$495,989	$474,188
	$306,271	$340,015	$367,147	$495,989	$474,188
Local Tax Funding:	$1,297,880	$1,309,857	$1,594,871	$2,604,961	$2,642,240
FTE Summary:	44.40	48.00	56.50	63.50	66.50

Note: The FTE presented include both County Government funded and State Government funded positions.

FY 03 Board Action: The FY 03 Adopted Fiscal Plan for the Health Department reflects the ongoing impact of FY 02 midyear reductions while maintaining service delivery at current levels. Health Department staffing in the FY 03 Adopted Fiscal Plan consists of 41.50 State employees and 25.00 County employees.

Department history found on page 303.

HEALTH DEPARTMENT
Community Health

Purpose: To enhance and ensure the health of all Loudoun County residents through direct, indirect and population-based health care services.

Program Description: Community Health programs are focused on maintaining and improving the health of all Loudoun County residents through disease surveillance, community health promotion and disease prevention efforts, and direct patient care. Provision of these services are primarily driven by Federal and State mandates. Local need also plays an important role in services provided to the community, as demonstrated in our decision to provide dental and foreign travel care. To best meet the need of our customers, many of the services are provided either on an appointment or walk-in basis.

Situational Analysis:

Community Outreach

Community Outreach surveillance efforts serve as the early warning system for new infections entering our community. Field public health nurses communicate with local health care providers about illnesses and infections such as rubella, meningitis, hepatitis, tuberculosis, cancer, and recently anthrax. In the event that a doctor suspects an unusual disease in the community, nurses immediately investigate the incident and, in consultation with the doctor, the Health Department Director and State and Federal experts, provide recommendations on how to best treat the affected patient(s) and how to prevent the spread of disease.

Community Outreach also works closely with other County agencies, such as Social Services, Area Agency on Aging and Mental Health/Mental Retardation and with other partners to provide such services as helping to place elderly residents in nursing facilities, visiting newborn babies, following up on patients seen in the Health Department clinic and providing health education to schools, churches, community groups and businesses.

Clinic Services

The Health Department's Clinic provides services that are targeted both towards improving the health of the whole community and services specifically aimed at residents at the highest risk of health complications. Regardless of income, all Loudoun County residents can receive free childhood immunizations or be evaluated for a communicable disease at the Health Department to help prevent the spread of disease throughout the community. Additionally, all Loudoun County residents can receive family planning to prevent unwanted pregnancies. They are also offered well child care to make sure our children remain healthy. Charges for these services are based on their ability to pay. Nutrition, dental and maternity services are also provided at no cost to Loudoun County residents but due to budget limitations, these services are presently limited only to our residents at highest risk of disease and poor birth outcomes. Adult immunizations, such as influenza, Lyme and tetanus vaccinations, and travel vaccinations are provided to all residents for a flat fee.

Clinic services are available by appointment or on a walk-in basis (depending on service) from 8:30 a.m. to 4:30 p.m. each weekday except for Tuesday, when clinic hours are 11:00 a.m. to 6:30 p.m.

Situational Analysis: Loudoun County has experienced rapid growth in the past decade. Use of Public Health Clinic services by foreign-born residents and children has increased at a rate greater than the population growth. The Health Department has responded to this growing and changing demand by increasing bilingual capacity, efficiency, and ability to identify and serve those who may have difficulty accessing care**.**

Planned Accomplishments/Objectives for FY 03

- Increase the number of public presentations on significant health issues to the community.
- Provide mandatory services to 100% of income eligible Loudoun residents seeking services.
- Provide dental services to 95% of income eligible Loudoun County children aged 0-21 years seeking services.
- Minimize vaccine-preventable diseases.

HEALTH DEPARTMENT
Community Health

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Health Education:				
Total # of public presentations	57	60	60	45
Medical Services:				
Total # of income eligible clinic visits for mandated services*	17,645	17,882	18,000	18,487
Total # of vaccine preventable diseases reported (for example tetanus, measles, mumps, etc.)	1	4	0	0
% of income eligible patients receiving prenatal care in the first trimester of pregnancy	84%	84%	85%	84%
Total # of low-birth weight infants born to prenatal patients	7	7	7	7
Total # of premature infants born to prenatal patients	9	9	9	9
Total # of community contacts for communicable disease surveillance, i.e. Local medical physicians, hospitals, day care centers, schools, and county residents	50	425	415	415
Dental Services:				
Total # of income eligible children provided dental services (non-mandated)	N/A	950	950	950
Total # of children participating in dental screening in elementary schools	5,500	6,000	6,500	7,000
Total # of dental clinic visits	1,545	1,545	1,545	1,545
Women Infant and Children (WIC) Services:				
Total # of participants	11,510	11,750	12,000	11,500

** Includes cancer, child health, family planning, maternity, immunizations, communicable diseases, and pre-nursing home screenings.*

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$77,417	$181,365	$310,165	$319,492
Operations & Maintenance	$563,334	$598,118	$737,119	$738,313
Capital	$0	$0	$0	$10,000
	$640,751	$779,483	$1,047,284	$1,067,805
Local Tax Funding:	$640,751	$779,483	$1,047,284	$1,067,805
FTE Summary:	22.67	27.59	27.30	30.37

Note: The FTE presented include both County Government funded and State Government funded positions.

HEALTH DEPARTMENT
Employee Health

Purpose: To prevent and detect illness and injury in current and prospective Loudoun County employees.

Program Description: The Employee Health Services program provides direct medical evaluations to prospective and current public safety, career Fire-Rescue and other county employees to help ensure their continued wellness and fitness for duty, and to meet various State and Federal requirements. All appropriate new Sheriff's Department, appropriate career Fire-Rescue, Animal Care and Control, and Social Services applicants receive a pre-employment examination to determine whether they are fit for their prospective job. Additionally, law enforcement and career Fire-Rescue employees undergo periodic wellness examinations to ensure their continued fitness and to promote a healthier workforce.

Employee Health Services also provides immunizations, such as tetanus and influenza, to Loudoun County employees, evaluates those who may have been exposed to bloodborne pathogens, and determines fitness for returning to duty.

Situational Analysis:

As Loudoun County has grown, so too has the demand for employee-related services. Those served are on the front lines of protecting our residents from crime, injury and illness; the Health Department continues to place its highest priority on providing timely, efficient, and expert services to these men and women so they may safely perform their essential roles of keeping Loudoun County residents safe.

Demand for Employee Health services over the next few years will continue to increase. The extent of growth will depend on the rate of increase in Loudoun County's public safety workforce, the classes of employees for which the Health Department will be requested to provide physical examinations, and possible changes in the Fire and Rescue personnel structure. Demand for services will also be driven by the extent to which Loudoun County's public safety departments move to wellness programs that focus on maintaining and promoting the health of their employees.

Planned Accomplishments/Objectives for FY 03

- Provide pre-employment physicals for 100% of appropriate career Fire and Rescue, Sheriff's Office, Social Services, and Animal Care and Control personnel.
- Provide yearly retention physicals to 100% of appropriate public safety personnel.
- Provide return to duty physicals to 100% of requested public safety personnel.

HEALTH DEPARTMENT
Employee Health

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# of pre-employment physical exams provided*	220	180	190	190
# of retention physical exams (Sheriff and Fire and Rescue)	171	191	200	200
# of return to duty physicals	6	6	6	6
Total # of county employees assessed for bloodborne pathogen exposure.	8	12	6	6
Percentage of physical exams completed within 10 days of appointment.	N/A	100%	100%	100%

** Includes appropriate Career Fire and Rescue, Sheriff's Office, Animal Care and Control, and Social Services.*

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$60,566	$68,962	$94,133	$97,966
Operations and maintenance	$168,945	$174,964	$200,983	$191,281
	$229,511	$243,926	$295,116	$289,247
Local Tax Funding:	$229,511	$243,926	$295,116	$289,247
FTE Summary:	1.87	1.97	1.79	1.78

Note: The FTE in this program are entirely County Government funded.

HEALTH DEPARTMENT
Environmental Health

Purpose: To decrease or eliminate the risk of disease transmission in Loudoun County by increasing surveillance, awareness and enforcement of potential environmental hazards that effect human health.

Program Description: Environmental Health programs are geared towards maintaining and improving the health of all Loudoun County residents through disease surveillance, community health promotion and disease prevention efforts. West Nile, Lyme disease and rabies surveillance, well and septic system evaluations, and restaurant and pool inspections are some of the functions provided by Environmental Health that Loudoun County residents rely on.

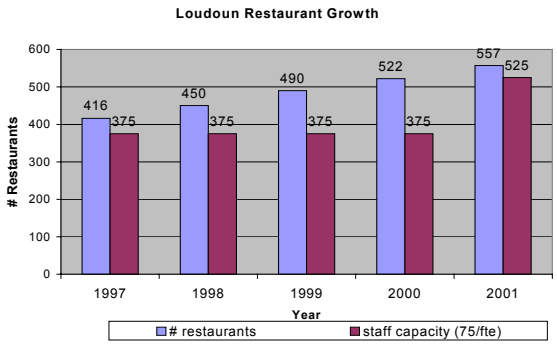
Loudoun County is able to blend the best aspects of both rural and urban life; these components shape how the Environmental Health division is organized. The primary role of the Urban Section is to manage those environmental issues associated with areas of increased population density, such as vector control, communicable disease surveillance, food protection, recreational safety, and nuisance problems. Generally, this is accomplished by interpreting and enforcing local and State health codes while conducting onsite investigations and assessments, enforcement inspections and plan reviews, and with positive interactions with the community through mediation and education.

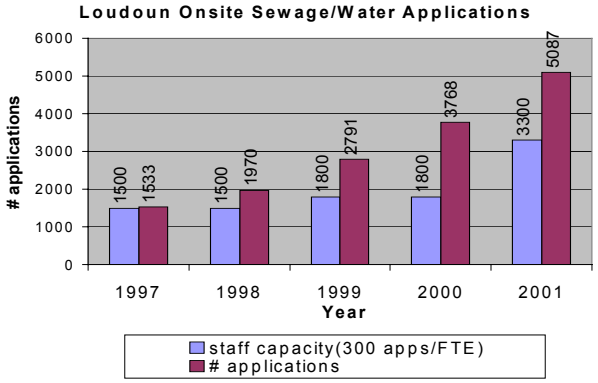
The Rural Section is focused on protecting ground and surface water supplies and preventing disease transmission by managing those programs associated with sewage disposal and potable water protection. The Rural Section evaluates applications for, and inspection of, sewage disposal and potable water systems. This section is also responsible for responding to and resolving complaints concerning sewage disposal and water quality or contamination by interpreting and enforcing State and local laws, regulations and policies.

Situational Analysis:

The County's dramatic population growth has led to a significant increase in requests for evaluating, permitting and inspecting well and septic systems, food establishments and swimming pools. The significant urban expansion has brought with it increased public awareness of associated environmental and public health threats and increased neighbor complaints.

Both the Urban and Rural sections have seen continuously increasing demand for services each year. Despite this increasing demand, Environmental Health continues to ensure that Loudoun County residents receive timely, professional and knowledgeable services. All available alternatives have been utilized to accomplish this goal, including maximizing efficiency, providing overtime payments, and contracting with the private sector.





Planned Accomplishments/Objectives for FY 03

- Maintain a 90% inspection compliance of surveillance for foodborne illnesses by conducting comprehensive sanitation inspections of public establishments including foodservice facilities, hospitals, long term care facilities, childcare and adult care homes, public and private schools, swimming pools, and tourist establishments.
- Continue to provide assistance to Loudoun County residences in dealing with public health issues and concerns by resolving 100% of the urban environmental health complaints.
- Protect the citizens from sewageborne illness by conducting thorough evaluations of Adopted and existing sewage disposal systems and water supplies.
- Reduce the backlog of individual onsite sewage disposal system applications.

HEALTH DEPARTMENT
Environmental Health

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Urban Environmental Health:				
# of permitted public establishments*	745	834	840	1,046
# of inspections of public establishments completed	2,105	2,612	2,895	3,243
Average # of public establishments inspections per specialist	351	435	482	541
# of foodborne illness investigations	23	22	22	22
# of food establishment complaints	116	113	100	116
# of urban complaint investigations (high weeds, animal feces, pesticide sprayings)	600	875	875	875
# of confirmed foodborne outbreaks	1	1	1	1
# of unconfirmed foodborne outbreaks	0	0	0	0
# of human rabies cases confirmed	0	0	0	0
Rural Environmental Health:				
Average wait for individual water supply permit	45 days	30 days	30 days	30 days
Average wait for individual sewage disposal system permits	21 days	21 days	21 days	21 days
Average wait for subdivision evaluations	60 days	60 days	60 days	60 days
# of sewageborne illnesses reported	0	0	0	0
Workload				
Permit Applications				
# of individual sewage disposal system and water well applications evaluated	2,100	2,300	2,500	2,725
# of subdivision sites evaluated	1,976	2,100	2,300	2,500
Total Applications	4,076	4,400	4,800	5,225
Existing Systems				
# of sewage disposal systems inspected	850	925	1,010	1,090
Efficiency (Apps/Specialist, with no additional Spec pos.)				
Permit Applications				
Applications evaluated	191	210	227	248
Subdivision sites evaluated	179	190	209	227
Total Applications Evaluated Per Specialist	370	400	436	475
Existing Systems				
Systems inspected	77	84	92	99

** Restaurants, pools, saunas, day care facilities, schools, hospitals, etc.*

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$299,159	$423,552	$886,249	$913,584
Operations & Maintenance	$480,450	$513,409	$810,604	$844,095
Capital Outlay	$0	$1,648	$61,697	$1,697
	$779,609	$938,609	$1,758,550	$1,759,376
Departmental Revenue:				
Local Fees, Charges, Etc.	$340,015	$367,174	$495,989	$474,188
	$340,015	$367,147	$495,989	$474,188
Local Tax Funding:	$421,790	$556,938	$1,262,561	$1,285,188
FTE Summary:	23.47	26.94	34.41	34.35

Note: The FTE presented include both County Government funded and State Government funded positions.

HOUSING SERVICES

Mission Statement: The mission of Loudoun County Housing Services is to assist low to moderate-income households in acquiring safe, decent and affordable housing while fostering self-sufficiency. The mission is structured in a manner to ensure that the housing needs of citizens who live or work in the County are met through a partnership between the Federal/State/local governments, not-for-profit, and private for profit organizations.

Department Description: Housing Services is charged with the provision of a continuum of housing services ranging from homeless intervention to first time homebuyers opportunities with all services designed to foster self-sufficiency in community members within a stable economic and social system; and to remediate water/sewer problems for at-risk communities in partnership with Federal, State and local agencies. The three departmental programs are Homeless Housing Services, Housing and Community Development Services, and Rental Assistance.

Situational Analysis:

Low-income Housing Needs

In March 2000, the U.S. Department of Housing and Urban Development (HUD) released a report to Congress on Worst Case Housing Needs, which indicates a worsening of the situation for households in the rental market. Major findings are consistent with Loudoun County needs: 1) despite robust economic expansion a growing number of renters paying over half of their income toward housing; 2) available housing for low income Americans continues to shrink; 3) lower income families in the suburbs face the most severe rent burden; and 4) housing needs continue to be a persistent problem for all demographic groups particularly among the elderly/disabled and children.

The Commonwealth of Virginia, through the Virginia Housing Study Commission, the Department of Housing and Community Development (DHCD) and the Virginia Housing and Development Authority (VHDA) is actively addressing housing issues across the State. Loudoun County works with these State entities as well as the Washington Metropolitan Council of Governments (COG) and the Northern Virginia Regional Commission to address housing concerns from a regional perspective. All entities acknowledge the need for homeownership, which stabilizes a community, while being committed to creating a vibrant rental market for those who cannot afford to buy a home.

Loudoun County Vision

Affordable housing in Loudoun County is targeting the housing needs of residents with incomes ranging from 30% to 70% of the County median household income *(*Loudoun County Comprehensive Plan, 2001). The 1990 and 2000 Housing Needs reports form the basis of these goals and is described further under the Housing and Community Development Services program description.

In 1993, the Board of Supervisors adopted a revised Zoning Ordinance that included inclusionary zoning requirements. This program has been instrumental in developing affordable housing for moderate-income households. Research studies indicate that community integration is the key variable for improving education test scores of minority and/or low-income children and reducing poverty.

In 2000, the Board of Supervisors adopted a Vision for Loudoun County which articulated a goal that "People working in the County can afford to live here, and that creative innovative solutions to the County's housing needs are adopted and supported. Balancing the private property rights of individuals with the public interest and the shared values of the community." Affordable housing, tied to the economic development goal of increasing the commercial/industrial tax base is a vital component to attracting businesses.

Concerns of Business and Private Agencies

Both public and private sector agencies realize the negative impact that the lack of affordable housing has on quality of life issues, and economic and socioeconomic stability, in the County. In August 1999, a Human Services Summit attended by public, private and non-profit service providers identified the lack of affordable housing as a significant issue. This group continues addressing areas of concern and has formed the Loudoun Human Services Network. In addition, a Loudoun Leader's forum, representing 50 community leaders, was held July 7, 2000. Two-thirds of participants identified that lack of affordable housing as one of the top three priorities.

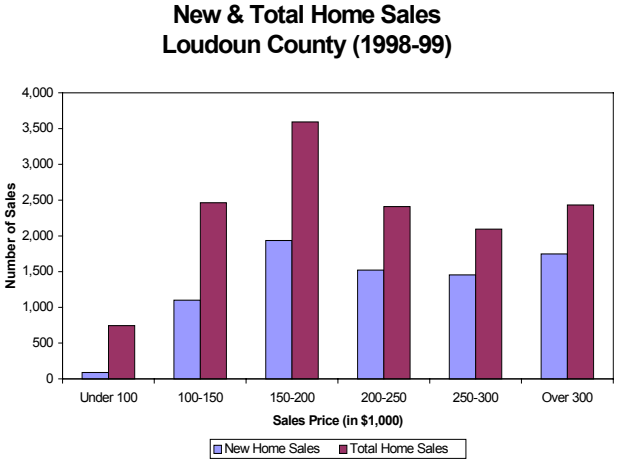
There currently exists a large unmet affordable housing need as well as community development needs such as adequate water/sewer and indoor plumbing facilities in the County. Only 5% of the new homes (houses, townhouses, and condos) in the County are affordable to households earning less than $42,000 while almost one quarter of the County households will earn $42,000 or less in 2005. Over seven hundred rent-burdened families (those for whom over 50% of income goes towards housing costs) are waiting two to three years before receiving rental assistance. The Capital Needs Assessment identifies sixteen communities that lack adequate sewer/water supplies at a cost liability of $3.4 million (FY 02 dollars). In addition, there are over 550 households in the County who lack complete indoor kitchen/bathroom facilities.

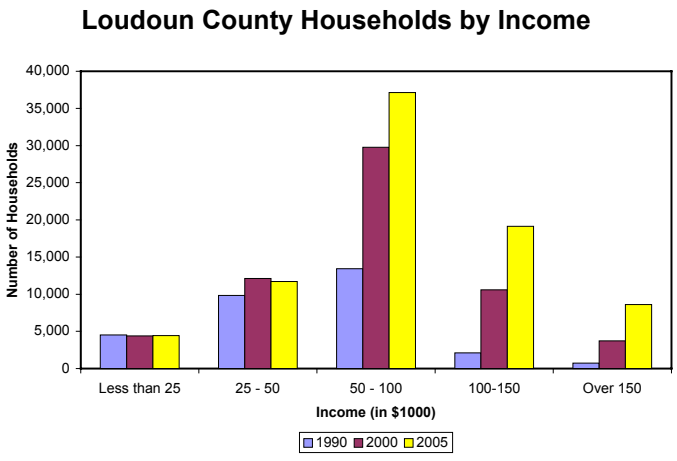
HOUSING SERVICES

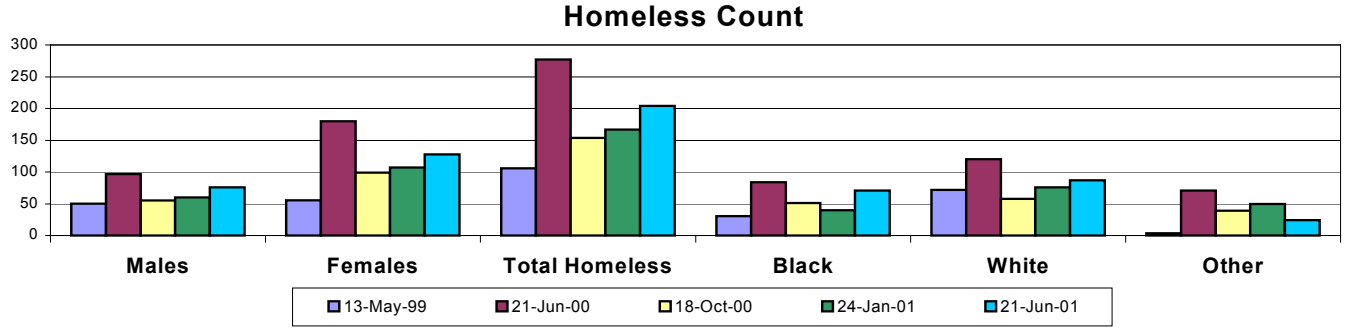
Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures					
Personnel	$421,957	$683,456	$852,628	$1,249,638	$1,324,538
Operations & Maintenance	$867,213	$560,242	$635,698	$6,215,892	$6,637,469
Capital Outlay	$14,869	$15,225	$12,592	$12,970	$58,360
	$1,304,039	$1,258,923	$1,500,918	$7,478,500	$8,020,367
Departmental Revenue:					
Local Fees, Charges, etc.	$2,640	$3,840	$4,400	$7,400	$15,165
Commonwealth	$163,884	$145,000	$164,611	$156,253	$219,647
Federal	$657,627	$600,494	$702,767	$365,167	$475,858
	$824,151	$749,334	$871,778	$528,820	$710,670
Rental Assistance Fund:	N/A	N/A	N/A	$6,195,126	$6,241,931
Local Tax Funding:	$479,889	$509,589	$629,140	$754,554	$1,067,766
FTE Summary:	9.00	14.33	18.00	24.00	25.00

FY 03 Board Action: The FY 03 Adopted Fiscal Plan for Housing Services includes enhancements totaling 1.0 FTE and $173,982 in Local Tax Funding. The FY 03 Adopted Fiscal Plan reflects the ongoing impact of FY 02 midyear reductions while maintaining service delivery at current levels. The Rental Assistance Fund, started in FY 02 with the advent of direct administration of Section 8, was shown separate from the Housing Services Department in the FY 02 Adopted Budget. Since it is being shown combined in FY 03, it has been combined for FY 02 as well on this Financial Summary for more meaningful comparison.

The Rental Assistance, Aldie Sewer, Broad Run Sewer, and Hamilton Sewer Funds can be found on pages 479, 445, 446, and 467, respectively. Departmental history can be found on page 303.







HOUSING SERVICES
Homeless Housing Services

Purpose: The purpose is to provide safe shelter to homeless households through emergency and transitional homeless shelters, to permit them to alter their life situation, obtain adequate housing and re-enter mainstream society.

Program Description: This program contains two components that are both contracted to non-profit organizations for operations. The Transitional Housing Program (THP), which began serving clients in May 1991, is a County and Federally funded program designed to provide housing and support services to assist homeless families and individuals in Loudoun County become self-sufficient. Volunteers of America is contracted to operate the program. In 1997, the Transitional Opportunities Program (TOP) expanded the transitional housing resources and is also contracted with Volunteers of America. The expected length of stay in transitional housing is one to two years and the two transitional programs can serve up to 75 persons. Housing Services also provides operational monitoring with the Good Shepherd Alliance who is contracted to operate three, County owned, emergency homeless shelters. These shelters are designed to provide temporary housing for 30-90 days and assist persons to identify more permanent housing. The homeless shelters, which began operation in May 1993, can house up to 24 persons.

Situational Analysis:

Unaffordable Housing

Loudoun is one of the fastest growing counties in the United States, experiencing 100% population growth over the last ten years. The economic expansion increased the gap between housing costs and the lower income wage earners ability to afford the housing. The recent economic downturn has not resulted in a significant reduction of housing costs but has increased layoffs. The average sales price of a single family detached home is $380,067 (requiring $152,000 in annual income) and the average price for a townhouse is $221,283 (requiring over $89,000 in annual income). The average rent for a two-bedroom apartment is $1,010 per month, excluding utilities (requiring over $40,404 in annual income). There are 2,864 families who earn less than 30% of the area median income of $25,700 and the average income for homeless intervention clients is under $23,800. Clients on welfare and the average Section 8 recipient make considerably less. Viewed from an hourly wage viewpoint, estimates indicate that an individual would need to earn $19.43 per hour in full-time employment in order to support a two-bedroom apartment in the County, while the 2,864 families, who earn less than 30% of the area median income, only earn $12.36 per hour.

Addressing the Underlying Issues

All the underlying issues of homeless persons must be addressed, not just the need for roofs over their heads, if the homeless cycle is to be interrupted. The Continuum of Care Strategy (HUD funding requirement) for homeless people, addresses service gaps, prevents duplicated services and develops a collaborative service strategy. The key service delivery gaps identified are lacks of: permanent and affordable housing, transitional housing/supportive services, public transportation, affordable day care providers and sustainable employment training.

Homeless Count

On June 20, 2001 the fifth County homeless count (in the last three years) was conducted. The number of homeless, in general, is increasing as the population increases. In addition, many persons are relocating to the area in search of the great job opportunity only to learn that they can not afford housing. The homeless count found 204 homeless persons, of whom 71 were children, a 92% increase of homeless persons since the first count in May 1999. This survey supports the Continuum of Care service need priorities of targeting transitional housing for the homeless and the need for affordable permanent housing. In addition, service providers are noting an increase in homeless young single parents and 50-55 year old women (with medical conditions preventing them from working) who are unable to access Social Security.

Three County owned houses are used for emergency homeless shelters but no County funding is provided for operational costs. The contracted non-profit that runs these shelters has struggled to raise the necessary capital to provide for facility maintenance and adequate professional staffing. The shelters are not staffed around the clock by trained employees. This is a significant service gap that hampers intervention in the cycle of homelessness.

Planned Accomplishments/Objectives for FY 03

- Provide shelter and intensive skill training to increase self-sufficiency (Transitional Housing and Transitional Opportunities Programs) to individual households within a two-year period.
- Provide shelter to 86 persons per year and assist them to increase self-sufficiency through the THP/TOP Programs.
- Provide homeless emergency shelter to 190 persons per year (Woods Road Shelters) and referral assistance to support households and individuals to strive toward self-sufficiency during the 30-90 day stay.
- Provide shelter, case management, and training to extent funding and space is available.

HOUSING SERVICES
Homeless Housing Services

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Transitional Homeless Programs: (1)				
Number of referrals to program per year (2)	109	119	130	143
Average number on waiting list (2)	22	24	27	29
Number of clients served per year (2)	86	95	104	114
Total number of bed days	12,272	12,886	13,530	14,206
Average length of stay	6.5 mos	6.5 mos	6.5 mos	6.5 mos
Program cost per client	$3,673	$3,553	$3,553	$3,553
Number of case management hours/clients	1,110	1,229	1,361	1,506
Number of skilled training hours received by clients	354	372	391	411
Number of volunteer hours donated to support program	3,600	4,200	4,433	4,680
Value of donations (cash/materials) (estimate)	$89,000	$89,000	$89,000	$89,000
Number of referrals to supportive services	179	191	203	216
Successful discharges	83%	90%	90%	90%

(1) Two year program, however in FY01 Loudoun County received over 100 new rental assistance vouchers which resulted in shorter stays due to moves into permanent housing.
(2) Waiting list not applicable in emergency situations and clients denied admissions due to space availability.

Emergency Homeless Program:				
Number referred to shelter by Housing or Social Services per year (3)	286	286	286	286
Number of persons turned away (3)	96	96	96	96
Number of admissions per year (3)	190	190	190	190
Occupancy Rate	99%	99%	99%	99%
Average length of stay in days	49	49	49	49
Number of citizen volunteer hours received by clients (estimate)	2,086	2,100	2,100	2,100
Value of donations (cash/materials) (estimate)	$37,060	$50,000	$50,000	$50,000
Number of referrals to supportive services	285	285	285	285
Persons utilizing transitional services upon discharge	19%	19%	19%	19%
Persons obtaining permanent or subsidized housing upon discharge	81%	81%	81%	81%
Persons obtaining job training and/or employment placement (4)	87%	88%	89%	90%

(3) Some clients not immediately served do not go on the waiting list.
Projection is clients served (based on available funding), not persons in need.
(4) Employment placement means full time employment maintained for six months

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Operations & Maintenance	$217,269	$217,607	$217,608	$516,985
	$217,269	$217,607	$217,608	$516,985
Departmental Revenue:				
Commonwealth	$0	$0	$0	$44,560
Federal	$101,360	$104,401	$104,400	$187,852
	$101,360	$104,401	$104,400	$232,412
Local Tax Funding:	$115,909	$113,206	$113,208	$284,573
FTE Summary:	0	0	0	0

HOUSING SERVICES
Housing and Community Development Services

Purpose: Develop, coordinate and provide services, directly and in partnership with other governmental, private and non-profit agencies, to low to moderate-income eligible households to assist them in obtaining decent, safe, and affordable housing.

Program Description: This program provides services for low to moderate income households by providing rental assistance grants, eviction and foreclosure prevention through no interest loans, rental/homeownership opportunities through the local zoning and codified ordinances, home sharing, and a variety of loan and grant programs to improve household water/sewer/septic services. All services are designed to promote maximum self-sufficiency and are provided through a continuum of services using Federal, State, local and private funding sources. Programs include Affordable Dwelling Units (rental/for-sale), Homeless Intervention Program, Operation Match, Goal: Homeownership, Down Payment Closing Cost Program, Community Sewer/Water projects and On-site Septic Repair.

Situational Analysis:

County Housing Policies

The current County comprehensive plan includes clear affordable housing policies. There are 23 Housing Policies in the 2001 Comprehensive Plan, which are organized into Legislative, Land Use, and Program Development categories. These policies are designed to encourage a variety of housing types and innovative designs in mixed-use communities and improve the existing housing stock. Th structures as affordable dwelling units.

Special populations include residents with incomes below 30% of the County household median, elderly residents requiring congregate care, disabled residents, and the homeless. The provision of special needs housing often requires heavy subsidies, which have historically been provided by the Federal/State governments. County policy is that whenever possible, housing for special populations should be integrated within existing/planned residential communities and should be provided within walking distance of shopping and employment opportunities.

Unmet Housing and Sanitation Needs

The growth of the County has resulted in expanded need for affordable housing for the homeless as well as low to moderate income households. In 2001, there were 11,852 income eligible households in the County (earning 30-70% of median income) and another 2,864 households who earned less than 30%. Within this group there are over 700 families on the Section 8 rental assistance waiting list whose annual income averages $12,800. There are also 153 households on the Affordable Dwelling Unit waiting list. In FY 01, referrals to homeless shelters increased to 286 persons, and there were 275 rental evictions and mortgage foreclosures prevented. While the average new/existing townhouse cost is $221,300 and requires an income of $88,500, the average income of the Homeownership Opportunities Program waiting list is $38,166. Some Loudoun communities lack adequate water/sewer facilities. The Capital Needs Assessment identifies these community needs at $3.4 million (FY 02 dollars). This does not address households with problematic septic systems scattered throughout the County or the more than 550 who lack complete indoor kitchen/bathroom facilities. The County is in the process of developing policy guidelines and the cost implications of an aging inventory of septic systems across the County.

Entitlement Funding Status

The County currently does not access Federal Community Development Block Grant, Homeownership Opportunities Made Equal, and other Federal funds directly, as it is not entitled. Entitlement can be achieved when the population threshold reaches 200,000. Direct access to these funds would permit annual formula appropriations of approximately $550,000 (as calculated by HUD in 1999 based on the population at that time) to target sewer, water, housing rehabilitation, community facilities and affordable housing for low to-moderate income households. It is anticipated that the County will apply for entitlement status during FY 03.

Housing Trust Fund

The utilization of the existing Housing Trust Fund will be vital to future success in leveraging and/or funding projects. At present, the Trust Fund has limited capital and no steady funding source. The 2001 Comprehensive Plan has policy direction to establish capitalization of the Trust Fund, an issue that will be addressed in the Service Plan currently being updated.

Increasing Diversity

As Loudoun grows, the increasing diversity in the population has resulted in cultural and language barriers. Training for existing staff, hiring interpreters, and recruiting bi-lingual staff are all part of overcoming these barriers.

Affordable Housing Needs: Not just the "Poor"

The income level needed to purchase a very modest home ($42,000) is beyond the hiring salary of many occupational groups, including schoolteachers, nurses, police officers, retail clerks, building trades workers, and secretaries. Loudoun County Schools and government recruited over 900 new positions in FY 01, as well as the same level in FY 02, and the high cost of housing may be a deterrent to some job applicants.

HOUSING SERVICES
Housing and Community Development Services

Planned Accomplishments/Objectives for FY 03:

- Implement and monitor all current housing rental/ownership assistance programs for residents; develop and implement outreach program for owner/renter education/property damage prevention and Fair Housing compliance.
- Serve 150 new households per year, administer Affordable Dwelling Unit Program (rental and homeownership) and respond to Land Use Application zoning referrals.
- Execute 20 Down Payment/Closing Cost Loans.
- Increase housing assistance options for targeted lower income and other eligible households.
- Increase affordable housing units by 15% and obtain Federal entitlement status for the County during FY 03.
- Improve sewer/septic infrastructure for at risk citizens and hook up four indoor plumbing rehabilitation houses per year.
- Ensure full implementation of the Loudoun County Employment and Public Service Compliance with Disability Legislation: Self-Evaluation and Transition Plan.
- Ensure County 100% disability reasonable accommodations are executed per adopted plan.

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Homeless Intervention Program:				
Number of rental evictions or mortgage foreclosures prevented	275	300	327	356
Operation Match:				
Number Operation Match cases	235	247	259	272
Number of successful matches	71	95	99	104
Referrals/Intake:				
Number information and referral calls	20,899	22,673	24,599	26,687
Number referrals to other supportive services	4,060	4,164	4,271	4,380
No. elderly/handicapped/disabled households assisted with housing	184	194	204	215
ADU (Rental & Homeownership/Loan Assistance:				
Number affordable dwelling unit & down payment/closing cost clients	468	515	567	623
Number on waiting list	153	168	185	204
Loan repayments per year (HIP/DPCC/On-site)	1,644	1,808	1,989	2,188
Affordable dwelling unit occupancy	100%	100%	100%	100%
Sewer-Septic Infrastructure Programs:				
Community amelioration projects	5	6	3	4
Number Households with improved sewer/septic systems	44	52	72	122
Disability Legislation Compliance:				
Number of technical assistance requests	104	100	100	100
Disability compliance requirements met per year	43%	40%	40%	40%

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$683,456	$852,628	$644,837	$704,809
Operations & Maintenance	$342,973	$418,091	$407,959	$498,282
Capital Outlay	$15,225	$12,592	$12,970	$58,360
	$1,041,654	$1,283,311	$1,065,766	$1,261,451
Departmental Revenue:				
Local Fees, Charges, Etc.	$3,840	$4,400	$7,400	$15,165
Commonwealth	$145,000	$164,611	$156,253	$175,087
Federal	$499,134	$598,366	$260,767	$288,006
	$647,974	$767,377	$424,420	$478,258
Local Tax Funding:	$393,680	$515,934	$641,346	$783,193
FTE Summary:	14.33	18.00	12.44	12.44

HOUSING SERVICES
Rental Assistance

Purpose: The purpose is to provide safe and affordable housing to low-income families and elderly/disabled persons through rental subsidies and self-sufficiency programs.

Program Description: The Section 8 Rental Assistance Program (Housing Choice Voucher Program), funded by the U.S. Department of Housing and Urban Development (HUD), is intended to provide low income families with decent, safe, and sanitary housing at prices which they can afford. The program provides rental assistance subsidies for eligible low-income families and handicapped or elderly persons. All types of housing are available (i.e., single-family homes, duplexes, condominiums and apartments) providing they meet Housing and HUD Quality Standards.

Situational Analysis:

In 1977, Loudoun County Housing Services executed its first agreement with the Virginia Housing and Development Authority (VHDA) to serve as the local administering agency to administer the Section 8 Rental Assistance Program. This federal Rental Assistance Program is funded by U.S. Department of Housing and Urban Development (HUD) and through FY 01 funding was passed through VHDA to Loudoun. The program provides a rent subsidy to landlords above the required tenant portion to meet rent requirements. Under the pass-through agreement with VHDA, Loudoun County received 60% of the federally funded administrative fee and VHDA received 40%. Loudoun County was responsible for initial intake, annual income verification, lease execution, Housing Assistance Payment contract execution, rent calculations, on-site Housing Quality Standard inspections, database management, landlord/tenant mediation and rent payment resolutions. VHDA issued the rent checks and completed the annual HUD budget and reporting.

Loudoun County executed agreements with VHDA and HUD to transfer the administration of the Section 8 Program from passing through VHDA to direct County administration with HUD. This change became effective July 1, 2001 (FY 02). There are several advantages to County direct administration for program clients and participating landlords. The County will control the process of issuing the rent checks, an area in which VHDA has historically had problems with timeliness and accuracy. Preference will be able to be given to Loudoun County residents and employees, whereas under VHDA administration all State residents had equal standing on the list. Loudoun County also gained the eligibility to apply directly to HUD for additional grant funding rather than competing for a share of the funding received by VHDA from HUD.

As a direct administrator, Loudoun receives the full administration fee to operate the program. This results in an increase from $46.50 per month per unit to $71.49 per month per unit with direct administration. The FY 02 revenue generated by the administrative fee at this higher rate is forecasted at $561,000, which is sufficient to fund the Section 8 operations and increased staffing required to ensure proper HUD regulated administration. It is forecasted that in FY 02, $4,764,000 in rent subsidies will be received as revenue from HUD and the same amount will be issued as rent checks to landlords. All Section 8 expense, revenue, and FTE, including the rent subsidy payment pass-through, were placed in the Section 8 Rental Assistance Fund as a result of the FY 02 transfer to direct administration with HUD.

Planned Accomplishments/Objectives for FY 03:

- Apply for new voucher funding to reduce waiting list by 10%.
- Increase lease up rate to 98%.
- Decrease client dependency on welfare programs by assisting 70% of FSS clients to obtain self-sufficiency objectives.

HOUSING SERVICES
Rental Assistance

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Rental Assistance:				
Number rental assistance applications annually	1,368	1,448	1,534	1,624
Number of vouchers available (or anticipated to be available)	687	688	788	888
Number on rental assistance waiting list	742	799	861	927
Rental assistance caseload (Clients/FTE)	131:1	105:1	105:1	105:1
% rental assistance occupancy	80%	96%	98%	98%
Family self-sufficiency caseload (Clients/FTE)	72:1	75:1	75:1	75:1
Recertifications processed by deadline	98%	95%	95%	95%
Households successfully obtaining/maintaining permanent housing (1)	70%	80%	80%	80%
Households moving toward self-sufficiency within one year	70%	70%	70%	70%
Households obtaining self-sufficiency within five years of submission	85%	85%	85%	85%

(1) Success is obtaining/maintaining permanent housing without additional Federal subsidy within five years

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	N/A	N/A	$604,801	$619,729
Operations & Maintenance	N/A	N/A	$5,590,325	$5,622,202
Capital Outlay	N/A	N/A	$0	$0
	N/A	N/A	$6,195,126	$6,241,931
Departmental Revenue:				
Local Fees, Charges, Etc.	N/A	N/A	$0	$0
Commonwealth	N/A	N/A	$0	$0
Federal	N/A	N/A	$6,195,126	$6,241,931
	NA	NA	$6,195,126	$6,241,931
Local Tax Funding:	N/A	N/A	$0	$0
FTE Summary:	N/A	N/A	11.56	11.56

MENTAL HEALTH, MENTAL RETARDATION, AND SUBSTANCE ABUSE SERVICES

Mission Statement: The mission of the County's Community Services Board, through the Department of Mental Health/Mental Retardation/Substance Abuse Services, is to prevent or minimize the effects of mental illness, mental retardation and substance abuse, and to enhance the quality of life of County residents affected by these conditions.

Department Description: The Community Services Board consists of fifteen members appointed by the Board of Supervisors, and through the Department, is responsible for the public mental health, mental retardation and substance abuse services system. The Department provides a wide variety of services for persons of all ages with a focus on stabilizing acute situations and promoting self-sufficiency and successful community living for persons with longer-term disabilities. Services are designed to address unique needs in each of the three disability areas and respond to State and Federal mandates and local policy. In addition, the Department provides specialized services that supplement, complement, and facilitate the work of other agencies, including the Adult Detention Center, the Juvenile Detention Center, the Youth Shelter, Young Adults Program, schools, Courts, Probation and Parole, Community Corrections, Child Protective Services, and others.

The Department's programs are: mental health outpatient services, mental health/substance abuse emergency services, mental health residential, mental health day support services, mental health/substance abuse outreach and prevention services, substance abuse outpatient services, substance abuse residential services, mental retardation case management services, mental retardation employment and day support services, mental retardation community support services, mental retardation group home services, and parent infant education program.

Situational Analysis:

Many factors influence demand for services for these three disabilities. Population growth is a primary factor, as certain percentages of the population will experience difficulties in each of these three areas. Changing demographic factors that have disproportionate influences are the County's high birth rate, increasing school age and aging populations, increasing crime, and ethnic diversity.

Trends Impacting the Department

Some trends which influence the capacity to fulfill its mission:

- The State's expanding use of Medicaid, including the Mental Retardation Medicaid Waiver and selected Mental Health and Substance Abuse Services, presents opportunities to fund services but regulations, definitions of services, requirements for documentation, and approval processes restrict its use.
- The State is moving away from general funding to funding services for individuals in identified priority populations, which restricts local flexibility and adds considerable administrative activity.
- The State has increased requirements for measuring, tracking and reporting services on priority populations and staff activity.
- The shift from long term confinement in State facilities to living in the community continues to be successful.
- Staff turnover in certain positions and a competitive labor market lead to difficulties in keeping positions filled.
- Advances in psychotropic medications continue to increase the possibilities that people with mental illness will live successfully in the community.

Mental Retardation Services provides support throughout the consumer's life -- from housing and personal assistance to employment, recreation and case management. The critical issues facing MR Services are the aging out of families who have been primary caretakers, backed up demand for residential services, increasing demand for respite care and the need for case management for children and services for students exiting the school system into adult services.

Mental Health and Substance Abuse Services include prevention and progresses from short-term acute/emergency, through traditional outpatient and intensive treatment, to acute inpatient and longer-term residential programs. There has been no expansion of Substance Abuse programs in recent years. The demand for many of the Mental Health and Substance Abuse services within the array consistently outpaces available service capacity. In particular, there are lengthy waits for Mental Health and Substance Abuse outpatient services, and adult residential programs. Demands for discharge planning from State psychiatric hospitals are straining current service capacity. There is no capacity for Substance Abuse inpatient treatment for adolescents. Similarly the demand for both school based and community based outreach/prevention services cannot be met with the existing service capacity.

FY 2001 Donations of Volunteer Hours & Gifts:

Medications worth $145,000 were donated in FY 01. For Mental Retardation, volunteer hours donated were valued at $2,272 and gifts and donations were $2,250. Mental Health had $9,692 or 512 hours volunteered in the Prevention and Community Outreach Program. Mental Health Residential received $5,000 in donations. Mental Health/Substance Abuse Services received 3,960 hours or $96,822 volunteered by Masters Level Interns.

MENTAL HEALTH, MENTAL RETARDATION, AND SUBSTANCE ABUSE SERVICES

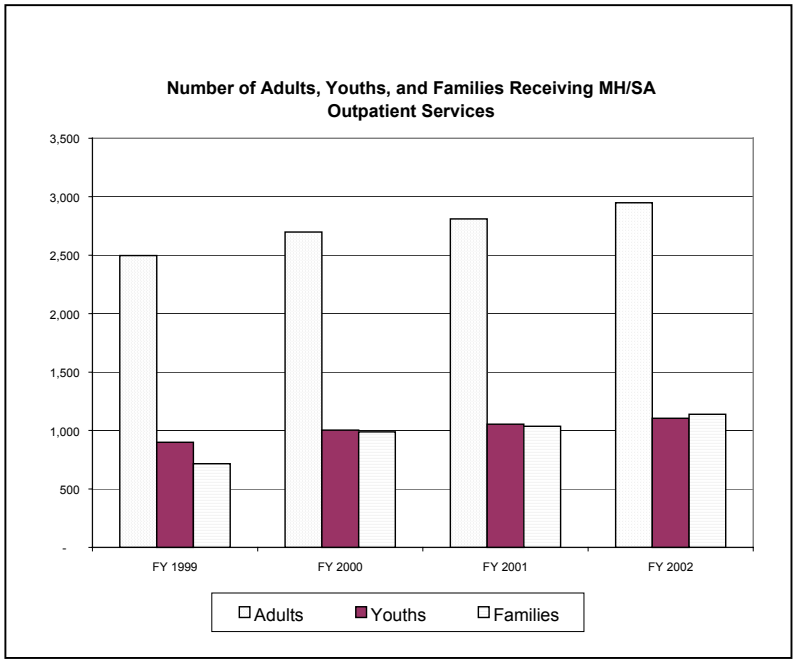
Additional information on this Department's Capital Improvement Program projects can be found on pages 375, 376, 377, 378, 379, and 380. Information on scheduled projects for the Capital Asset Replacement Fund can be found in tables beginning on page 448.

Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$7,939,769	$8,784,590	$11,329,738	$14,042,868	$15,617,654
Operations & Maintenance	$2,284,175	$2,587,583	$3,980,997	$4,149,413	$4,753,852
Capital Outlay	$0	$40,500	$140,000	$20,575	$39,750
	$10,223,944	$11,412,673	$15,450,735	$18,212,856	$20,411,256
Departmental Revenue:					
Local Fees, Charges, Etc.	$2,808,248	$3,049,183	$3,694,963	$2,943,041	$2,757,840
Commonwealth	$1,506,719	$1,487,913	$1,774,858	$2,577,214	$2,521,491
Federal	$329,025	$336,593	$357,575	$389,815	$477,886
	$4,643,992	$4,873,689	$5,827,396	$5,910,070	$5,757,217
Federal Foster Care Reimbursement*	N/A	N/A	N/A	N/A	$300,459
Local Tax Funding:	$5,579,952	$6,538,984	$9,623,339	$12,302,786	$14,353,580
FTE Summary:	175.05	192.35	232.07	261.33	281.34

** For more information on the Federal Foster Care Reimbursement see page 466.*

FY 03 Board Action:: The FY 03 Adopted Fiscal Plan for the Department of Mental Health, Mental Retardation, and Substance Abuse Services includes enhancements totaling 12.00 FTEs and $887,774. $201,600 of the Adolescent Day Treatment Program enhancement and $98,859 of the Family Connections Program enhancement is covered by the Federal Foster Care Reimbursement Fund. The FY 03 Adopted Fiscal Plan reflects the ongoing impact of FY 02 midyear reductions while maintaining service delivery at current levels. In addition, the Adopted budget includes anticipated expenditures associated with increased costs for professional health services contracts, medical and laboratory supplies, and increased overtime. During FY 02, the department has received additional grant-funded positions.

Departmental history can be found on page 306.



MENTAL HEALTH, MENTAL RETARDATION, AND SUBSTANCE ABUSE SERVICES
Mental Health Outpatient Services

Purpose: Mental Health Outpatient Services provides timely and comprehensive treatment services to children, adolescents, and adults who reside in Loudoun County to facilitate health and safety by reducing the effects of psychiatric impairment, psychological trauma, and severe psychosocial stressors.

Program Description: This program provides assessment, referral, case management, medication evaluation, medication management, discharge planning and psychotherapy services. Treatment services are provided through individual, couples, family, group, and intensive in-home therapy. Staff provide clinical services to those with serious mental illness and serious emotional disturbance; youth-at-risk for serious emotional disturbance, victims of trauma, perpetrators of abuse, or those experiencing significant emotional and/or situational problems. Services required are often intensive in nature and are provided in other locations and agencies throughout the County and the region. Outpatient staff collaborate with numerous agencies and organizations to coordinate and maximize services and to develop efficient community resources. Employee Assistance Services, i.e. assessment and referral, are also provided to County Government employees and their families.

Situational Analysis:

Demand for Services/Current Environment

In FY 01, 3,339 consumers and family members were served by Mental Health Outpatient Services, an increase over the 2,719 served FY 00. Except in critical situations, the wait for medication evaluation by a psychiatrist and/or ongoing therapy services has been six to eight weeks, creating a hardship for clients and additional case management responsibilities for clinical staff. This waiting period far exceeds the best practice for provision of clinical care within one week of request for service. The public sector has always served the uninsured and the medically indigent. However, due to managed care, persons with inadequate insurance are also seeking our services. The downsizing of State psychiatric hospitals has resulted in more stringent admission criteria, increased pressure for short hospital stays, and the need for additional community-based services.

Demand for this program's services to children and adolescents and their families has steadily increased, particularly for services that are school based or provided to youth involved in the criminal justice system as well as to youth who are emotionally disturbed. Services provided at the Adult Detention Center remain limited to evaluation and crisis and medication management. There is no capacity to provide MH treatment or pre-release planning that would facilitate community reintegration of inmates. As the Spanish speaking population continues to grow, the need to provide Spanish language clinical services also increases. Community need for services related to the events of the September 11th and subsequent terrorist and governmental activities is expected to create additional demand for flexible, accessible, highly customized services. Increasing regulatory and State-mandated administrative and documentation demands surpass administrative resources and significantly erode capacity for clinical services.

MH/SA Staff Role in Aftermath of Terrorist Attacks

In the wake of the crash of flight 77 into the Pentagon, staff from Loudoun County Mental Health (LCMH) met immediately to assess, plan, and respond to the acute and projected mental health needs of Loudoun County. This planning enabled staff, especially those who had disaster mental health and crisis intervention training, to provide a variety of services upon request to Loudoun's schools, the Pentagon, and at Dulles Airport.

Eleven LCMH outpatient and substance abuse and prevention staff worked with guidance counselors and teachers at two high schools and nine elementary schools across the County. MH staff also worked directly with children, reassuring them and providing support and clinical expertise as needed.

Responding to a request from the Red Cross, twelve LCMH clinicians provided MH disaster services as needed at the Pentagon. Working eight-hour shifts, three shifts a day, for over four days, staff talked with fire and rescue, police, and military personnel doing some counseling and bridging the gap until Red Cross volunteer therapists could arrive from around the country. At the request of the Red Cross, six LCMH staff were sent to Dulles Airport where the families of passengers from the American Airlines plane that crashed into the Pentagon were gathering. There, staff helped with a variety of activities including grief management and counseling the family members.

Planned Accomplishments/Objectives for FY 03

- Maintain treatment in least restrictive setting.
- Maintain minimal psychiatric hospital utilization and appropriately short lengths of stay.
- Maintain effective MH treatment services as evidenced by standard indicators; e.g. Global Assessment of Functioning Scale.
- Maintain transfer rate of 48% of youth shelter residents into ongoing MH Center based services.
- Participation of four staff in at least four hours per week of Spanish language training.

MENTAL HEALTH, MENTAL RETARDATION, AND SUBSTANCE ABUSE SERVICES
Mental Health Outpatient Services

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Service/Treatment Related:				
# of adult consumers receiving mental health outpatient services	1,831	1,831	1,831	1,831
# of youth consumers receiving mental health outpatient services	736	736	736	736
# of consumers' family members served	772	772	772	772
# of persons served in Facts and Feelings group for Seriously Mentally Ill	25	50	50	50
Average State psychiatric hospital utilization rate per 100,000 of population	4.8	6.8	7.8	10.8
% of persons discharged from psychiatric hospitals who are scheduled for aftercare services within seven days	92%	90%	85%	80%
Transfer rate of Youth Shelter residents into ongoing MH Center based services	48%	50%	55%	50%
% of consumers whose functioning has improved by completion of treatment as measured by Global Assessment of Functioning Scale (GAF)	78%	81%	81%	81%
% of consumer satisfaction surveys at the "very satisfied" or "mostly satisfied" levels	87%	90%	90%	90%
# of clinical and administrative staff participating in 4 hours per week of Spanish language training	9	5	5	5

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$1,535,427	$1,959,196	$2,432,352	$2,296,083
Operations & Maintenance	$363,903	$385,390	$430,860	$609,473
Capital Outlay	$736	$0	$18,429	$0
	$1,900,066	$2,344,586	$2,881,641	$2,905,556
Departmental Revenue:				
Local Fee, Charges, Etc.	$408,929	$505,001	$667,033	$414,283
Commonwealth	$227,895	$294,582	$41,675	$59,155
Federal	$0	$0	$12,328	$3,008
	$636,824	$799,583	$721,036	$476,446
Local Tax Funding:	$1,263,242	$1,545,003	$2,160,605	$2,429,110
FTE Summary:	31.62	37.64	43.46	36.53

MENTAL HEALTH, MENTAL RETARDATION, AND SUBSTANCE ABUSE SERVICES
MH/SA Emergency Services

Purpose: Mental Health/Substance Abuse Emergency Services provide immediate mental health and substance abuse crisis intervention and crisis stabilization services to Loudoun County consumers on a 24-hour per day, 7-days per week basis. The goal is to facilitate restoration of pre-crisis level of functioning, in the least restrictive environment. Consumers are defined as individuals, families, groups, or organizations residing in, or currently located within, Loudoun County.

Program Description: Emergency Services is State-mandated and provides immediate clinical services to individuals of all ages, families, groups, and organizations experiencing a psychiatric and/or substance abuse emergency. Service is provided in person and/or by telephone. After hours, weekend, and holiday service is accessed through an answering service. A return telephone call by a clinician is made to the client within five minutes of answering service receipt of the call. Assessment and consultation services are provided at the Loudoun Hospital Emergency Room. This arrangement allows for medical clearance of Emergency Services clients and MH/SA crisis services for the emergency room. Services are also provided at the Adult Detention Center (ADC), the Juvenile Detention Center (JDC), Youth Shelter, and at the three private psychiatric facilities within Loudoun's geographic boundaries.

Emergency Services facilitates admission to State and local hospitals, and provides State mandated evaluations of persons involved in civl commitment processes. Substance abuse assessment and evaluations for detoxification services are also provided. The program provides mental health assistance to local Fire & Rescue and law enforcement personnel through participation in Loudoun County's Critical Incident Stress Management Team (CISM). An adaptation of the CISM model is utilized for serving other community groups experiencing a sudden and devastating event. Additionally, the program provides consultation to local law enforcement in hostage/barricade (crisis negotiation) situations and assessment of juvenile fire setters referred by the Fire Marshal's Office.

Situational Analysis:

In FY 00, Emergency Services served 1,287 consumers; in FY 01 that number increased 41% to 1,824. It is anticipated that demand will continue to grow faster than the County's population. While a substantial number of emergency contacts are with consumers who do not have medical insurance, emergency services increasingly is responding to the needs of insured consumers for whom the private sector does not provide a comparable service.

The addition of two clinical positions in FY 00 has helped maintain compliance at 98% with the service standard of responding to emergencies within five minutes. However, the increase in the number of consumers served in FY 01 resulted in a decrease to 96% of emergencies responded to within five minutes.

The as-yet-unknown residual psychological effects of the terrorist attacks of September 11th and subsequent acts of terrorism, as well as the anticipated normal growth in the number of service requests in the next two years, will continue to increase service demand for this program. The residual psychological effects from the terrorist attacks may not appear until 6 months or longer.

Both the Sheriff and Leesburg Police Department have expressed a need for mobile crisis assistance for mentally ill and substance abusing individuals as well as other difficult situations such as domestic disputes. This is a service that is not currently provided.

Requests from community organizations for CISM-type interventions and presentations on mental health/substance abuse issues continue to increase.

Planned Accomplishments/Objectives for FY 03

- Respond to 96% of requests for emergency service within five minutes.
- Continue to respond to requests for Emergency Services in an average of two minutes 30 seconds.
- Continue case management of complex emergency cases until appropriate services are available.
- Increase number of Critical Incident Stress Management (CISM) debriefings by 30%.

MENTAL HEALTH, MENTAL RETARDATION, AND SUBSTANCE ABUSE SERVICES
MH/SA Emergency Services

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
% of requests for emergency service responded to within five minutes	96%	96%	96%	96%
# of Critical Incident Stress Management (CISM) debriefings conducted	4	6	8	10
# of emergency contacts	3,947	4,657	5,495	6,484
# of emergency consumers	1,824	2,115	2,453	2,845
% of public safety personnel participating in CISM debriefing who express satisfaction with the service	100%	100%	100%	100%

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$653,762	$646,170	$728,436	$769,508
Operations & Maintenance	$84,261	$331,575	$343,145	$369,570
Capital Outlay	$304	$0	$122	$0
	$738,327	$977,745	$1,071,703	$1,139,078
Departmental Revenue:				
Local Fees, Charges, Etc.	$24,850	$47,060	$61,300	$46,500
Commonwealth	$198,587	$199,612	$634,199	$707,318
	$223,437	$246,672	$695,499	$753,818
Local Tax Funding:	$514,890	$731,073	$376,204	$385,260
FTE Summary:	13.04	12.28	12.34	11.84

MENTAL HEALTH, MENTAL RETARDATION, AND SUBSTANCE ABUSE SERVICES
Mental Health Residential Services

Purpose: Mental Health Residential Services ensures that Loudoun citizens with serious mental disabilities maximize their ability to live in the community by providing assertive community treatment, support and/or housing.

Program Description: This program provides individualized, assertive community treatment and support to County citizens with serious mental illness, mental retardation and those with multiple disabilities. Services include but are not limited to: health and medication maintenance, behavioral management, improving communication and interpersonal relationships, problem solving, money management, personal hygiene, and cooking and housekeeping. Counselors also provide direct supervision of consumers, transportation and crisis intervention. The program is available to enrolled consumers 24-hours/day through on-call program staff and on-site supervision.

Situational Analysis:

Demand for Services

The demand for residential services has always exceeded the Department's capacity to provide the service in a timely manner. The November 2001 waiting list includes 24 persons in immediate need of housing and support services. New referrals have been increasing at a rate of 10 per year. At this rate, the wait for residential services may exceed five years if there is not an increase in service capacity. The waiting list through FY 03 is estimated to be 34 consumers. 85 consumers and 36 family members of consumers are projected to be served in FY 02.

Housing for Mentally Disabled

For the second year in a row, Loudoun County has experienced an average rental increase of $100/month per two-bedroom apartment since January 1, 2001. Coupled with the scarcity of available rental housing, this price increase has made it virtually impossible for persons with mental disabilities on Social Security disability to locate and afford housing. The Department has developed a public/private partnership with the Friends of Mental Health, a local, non-profit organization that provides rental subsidies and other financial assistance to persons with Serious Mental Illness. This has provided some needed rental assistance; however, it does not fund support services necessary for the consumers.

Changing Environment

Due to managed care and State psychiatric hospital downsizing, public and private psychiatric hospitalization stays have been significantly reduced for persons who are Seriously Mentally Ill. Consequently, the mental health needs of consumers admitted to this program over the past several years have been increasingly more challenging. Over the past four years, there has been a 10-fold increase in the number of consumers requiring multiple daily contacts from counselors to remain psychiatrically stable in the community.

Planned Accomplishments/Objectives for FY 03

- Open two group homes at Mirror Ridge.
- Expand existing public/private partnerships to financially support citizens with mental disabilities to obtain and maintain successful residences in the community.
- Maintain low rate of acute hospitalization (less than 14 days per year) for MH Residential consumers.
- Increase the number of consumers who remain in housing for at least one year.
- Purchase a home with already appropriated State funds to house four persons.

MENTAL HEALTH, MENTAL RETARDATION, AND SUBSTANCE ABUSE SERVICES
Mental Health Residential Services

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
% of residential consumers hospitalized for less than 14 days per year as stipulated by local standard	95%	97%	97%	98%
% of residential consumers remaining in housing for at least one year	95%	98%	98%	98%
% of emergency status consumers receiving residential services within 90 days of request	10%	5%	2%	1%
% of non-emergency status consumers receiving residential services within one year of request	10%	5%	2%	1%
# of consumers on waiting list	42	24	34	44
# of consumers served	70	85	88	88
# of consumers' family members served	30	36	42	48
% of consumer satisfaction surveys at "very satisfied" or "mostly satisfied" levels	95%	95%	95%	95%

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$977,017	$1,686,968	$3,047,509	$3,265,539
Operations & Maintenance	$259,320	$219,925	$235,198	$242,080
Capital Outlay	$522	$0	$570	$0
	$1,236,859	$1,906,893	$3,283,277	$3,507,619
Departmental Revenue:				
Local Fees, Charges, Etc.	$368,761	$340,421	$346,761	$175,750
Commonwealth Funding	$178,450	$318,298	$803,985	$537,628
	$547,211	$658,719	$1,150,746	$713,378
Local Tax Funding:	$689,648	$1,248,174	$2,132,531	$2,794,241
FTE Summary:	22.43	35.73	57.85	58.25

MENTAL HEALTH, MENTAL RETARDATION, AND SUBSTANCE ABUSE SERVICES
Mental Health Day Support Services

Purpose: Day Support Psychosocial Rehabilitation Services helps Loudoun citizens with serious mental illnesses maximize their ability to maintain themselves in the community, avoid psychiatric relapse and/or return to the workforce by providing structure, training and support services.

Program Description: This program provides individualized supportive and rehabilitative services in a day-support/clubhouse setting (Friendship House). Services include but are not limited to: interpersonal communication, life skills training, community integration activities, vocational assessment, training, job placement, support and follow-up, medication monitoring, and family support and education. Counselors provide case management, advocacy, individual and group therapy, transportation, and crisis intervention.

Situational Analysis:

Demand for Services/ Changing Environment

The County's population increase, trends in mental health managed care, and State psychiatric hospital downsizing have increased the demand for this program. Eighty-four consumers were served in FY 99, 82 in FY 00, 100 in FY 01 and the program expects to serve 115 in FY 02. It is estimated that an additional 15 consumers will request services in FY 03. There is no waiting list for this program's services. The course of treatment in private psychiatric hospitals involves rapid stabilization and discharge within a week of admission. There is similar pressure for short lengths of stays at State hospitals. Persons with serious mental illness have only progressed through the acute phase of their illness before release, requiring large amounts of support upon discharge. Psychosocial Rehabilitation (PSR) is often the treatment of choice to help recovering consumers to become productive in the community.

The mental health needs of consumers enrolled in this program over the past several years have become more challenging. Many more consumers require one-to-one supervision from counselors while participating in the program. This increase in service intensity has placed pressure on the caseload capacity at PSR.

The expansion of Mental Health Residential Services adds to the demands placed upon this program. Generally, every new consumer admitted to residential requires Psychosocial Rehabilitation programming during the day.

Vocational Program at Friendship House

The vocational program based at Friendship House needs to expand to appropriately serve the growing number of consumers with Serious Mental Illness. Employment greatly enhances recovery from serious mental illness, increases community tenure, reduces costly and unnecessary institutionalization, reduces the demand on more costly Emergency Mental Health Services, and will enable these adult citizens to contribute to their community in an effective manner. Job Link and Virginia Department of Rehabilitation Services staff provide vocational services for 25 consumers. However, by the end of FY 02, it is anticipated that 50 additional members at Friendship House will need the service.

Planned Accomplishments/Objectives for FY 03

- Maintain persons with Serious Mental Illness in the community.
- Maintain the percentage of Friendship House consumers hospitalized for 14 days or less at 97%.
- Increase the community living skills of Friendship House members as demonstrated by the global assessment of functioning scale.
- Provide intake to 70% of adults within standard of one week of request for service.
- Increase the number of consumers for whom vocational development plans are prepared within standard of two weeks of entering vocational services.
- Maintain the number of consumers achieving competitive employment.
- Maintain the number of consumers remaining employed for at least 90 days.

MENTAL HEALTH, MENTAL RETARDATION, AND SUBSTANCE ABUSE SERVICES
Mental Health Day Support Services

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# of consumers receiving MH Day Support services	100	115	130	145
# of consumers' family members served	60	65	70	75
% of adults scheduled for intake within one week of request for service	58%	70%	75%	80%
% of consumers hospitalized for less than 14 days per year as stipulated by local standard	96%	96%	97%	97%
% of consumers demonstrating an improved level of functioning as measured by the global assessment of functioning scale (GAF)	80%	80%	85%	85%
% of consumers receiving a vocational development plan within two weeks of entering vocational services	90%	90%	95%	95%
% age of consumer employed for more than 90 days as stipulated by the State Department of Rehabilitative Services standard	85%	85%	87%	90%
% of consumer satisfaction surveys at the "very satisfied" or "mostly satisfied" levels	95%	95%	95%	95%

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$275,793	$467,987	$465,251	$565,002
Operations & Maintenance	$76,551	$111,458	$108,426	$125,378
Capital Outlay	$150	$0	$92	$0
	$352,494	$579,445	$573,769	$690,380
Departmental Revenue:				
Local Fees, Charges, Etc.	$99,335	$136,245	$127,000	$127,000
Commonwealth	$82,251	$82,938	$16,675	$16,675
	$181,586	$219,183	$143,675	$143,675
Local Tax Funding:	$170,908	$360,262	$430,094	$546,705
FTE Summary:	6.46	10.15	9.35	10.47

MENTAL HEALTH, MENTAL RETARDATION, AND SUBSTANCE ABUSE SERVICES
MH/SA Outreach & Prevention Services

Purpose Mental Health/Substance Abuse Outreach & Prevention Services provide mental health education and substance abuse and violence prevention programs designed to reduce the occurrence of mental illness and substance abuse in Loudoun County.

Program Description: This program provides education to the general public with programs that target high-risk populations and with particular emphasis on children and adolescents. Outreach & Prevention staff make presentations, conduct workshops, train other agency staff as trainers and prevention group facilitators and lead groups at the request of schools, community organizations, businesses, civic groups, and public agencies. The range of topics includes stress management, substance abuse prevention, anger management, conflict resolution and mediation, grief and loss, parenting, and suicide prevention. School-based programs, such as the Conflict Mediation Program, are a collaborative effort of this program and Loudoun County Public Schools. Prevention staff also represent the Loudoun County Community Services Board on numerous community coalitions dedicated to the prevention of mental illness, substance abuse, and high-risk behavior by youth.

Situational Analysis:

Demand for Services/Operating Environment

This program is serving 22 schools. There is a waiting list to provide services to public schools. Eight more schools will be built by 2003 and 17 more by 2004, which will further increase requests for services. This need is substantiated by results from the latest Youth Risk Behavior Survey. For example, in the area of violence-related behavior, the percentage of students who reported staying home from school because they felt unsafe jumped from fewer than 5% in 1997 to over 20% in l999. Outreach & Prevention staff offer conflict resolution, mediation training and anger management groups to address these issues.

In the areas of suicide and depression, nearly one-third of respondents to the Survey reported chronic feelings of sadness or hopelessness that interfered with normal activities and nearly one fourth of female students reported suicidal thoughts. Slightly over 10% of students reported actual suicide attempts during the last 12 months. Outreach & Prevention staff provide training in the Question, Persuade, Refer program, an effective suicide prevention program, to both students and school staff. They are also active members of the Loudoun Suicide Prevention Coalition.

In Eastern Loudoun, there is a minimum of 240 children who would benefit from outreach services. The most requested program is the Neighborhood Prevention Initiative, which serves 60 children in the Northeast quadrant of Leesburg, many of whom are Hispanic. Services include alternative activities with a focus on athletics and intensive case management to involve children in violence and substance abuse prevention education. The waiting list for this program in Leesburg is 60 children.

Family Connections Program

MH/SA Division staff started to participate in a collaborative effort with the Department of Social Services, Department of Parks, Recreation, and Community Services, the Loudoun Public School System, and Juvenile Court Services Unit in the development and implementation of a parent skills training/family therapy pilot project which commenced in January 2002. The Family Connections Program, developed by Scott Sells, Ph.D. of the Savannah Family Institute focuses on teaching parenting skills for dealing with extreme behavior problems of their teenage children and providing family therapy to those families requiring a more intensive level of intervention. In the Division of MH/SA, 18 clinicians and two prevention staff are participating in this pilot program training.

The program offers a practical guide for understanding and controlling negative and destructive adolescent behavior. Division clinicians will be primarily responsible for the provision of family therapy while prevention staff will focus on parent skill training. The Federal government has expressed a strong interest in partnering with Loudoun on evaluating the short-term and long-term outcomes resulting from the program.

Planned Accomplishments/Objectives for FY 03

- Maintain the hours per week of substance abuse prevention and mental health education services provided to the school system.
- Increase by 50% the number of 14-18 year olds served by Leesburg Northeast Quadrant Program's homework club and teen groups.
- Develop a Sterling Coalition with representatives from County agencies and community members who provide ancillary prevention services to Sterling children and their families.
- Expand the Neighborhood Outreach Prevention Initiative Program to two sites in Eastern Loudoun.

MENTAL HEALTH, MENTAL RETARDATION, AND SUBSTANCE ABUSE SERVICES
MH/SA Outreach & Prevention Services

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
School Based Services:				
# hours of SA prevention and MH education services provided to the school system	800	800	800	800
# of youth receiving Suicide Prevention Training (QPR)	280	420	420	420
% of successfully mediated conflicts conducted in school based conflict mediation program	95%	96%	95%	96%
# of children and adolescents served in the school system	3,000	3,000	3,000	3,000
Maintain a 1:8 ratio of Prevention staff to schools	1:51	1:56	1:62	1:62
# of schools served/waiting	22/13	22/17	22/17	22/17
Community Based Services:				
# of 14-18 year olds served by the Leesburg Northeast Quadrant Homework Club and teen groups	5	10	10	10
# of children in the Leesburg Northeast Quadrant Program receiving Case Management services	10	10	20	20
# of children and adolescents served in the community	60	60	60	60

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$202,209	$222,991	$200,967	$438,908
Operations & Maintenance	$25,760	$21,199	$22,827	$74,502
Capital Outlay	$98	$0	$32	$0
	$228,067	$244,190	$223,826	$513,410
Departmental Revenue:				
Local Fees, Charges, Etc.	$39,000	$8,660	$0	$0
Commonwealth	$31,939	$32,626	$36,488	$16,675
Federal	$61,700	$61,700	$86,700	$86,700
	$132,639	$102,986	$123,188	$103,375
Federal Foster Care Reimbursement:	N/A	N/A	N/A	$98,859
Local Tax Funding:	$95,428	$141,204	$100,638	$311,176
FTE Summary:	4.22	4.23	3.24	7.31

MENTAL HEALTH, MENTAL RETARDATION, AND SUBSTANCE ABUSE SERVICES
Substance Abuse Outpatient Services

Purpose: Substance Abuse Outpatient Services provides timely and comprehensive treatment services to Loudoun County children, adolescents and adults in order to facilitate health and safety and to reduce the effects of chemical dependency on individuals, their family members and the community.

Program Description: Substance Abuse Outpatient Services provides assessment, referral, case management, psychiatric and psychotherapy services to substance abusing and/or addicted individuals and their affected family members. Treatment is provided through individual, group, couples and family therapy. Assessment and treatment services are provided at both Mental Health Centers, the Adult Detention Center (ADC), the Juvenile Detention Center (JDC), middle and high schools, the Work Release Center, the Youth Shelter, Young Adults Project, the Community Corrections Program and at numerous community locations. Detoxification and inpatient/residential treatment are provided through contracted providers located outside of the County. Individuals are referred to inpatient treatment based on a variety of clinical factors including repeated lack of success in achieving recovery while attending outpatient treatment. Individuals dually diagnosed with substance abuse disorders and other psychiatric disorders are also served within this program.

The program focuses on the disease concept of addiction and supports the philosophy of family recovery. Participation in self-help groups such as Alcoholics Anonymous, Narcotics Anonymous, and Al-Anon is integrated into the family's recovery plan.

Situational Analysis:

Demand for Services

The demand for Substance Abuse Outpatient Services has increased every year in the past decade. The waiting period for service of five weeks exceeds the reasonable standard for provision of care within one week of request for service (managed care/insurance industry/State discharge planning standard). In FY 00, 2,008 consumers and family members were served and 2,085 in FY 01. Of the total number served in FY 01, 533 were children and adolescents. Referrals are received from a variety of local agencies including the School System, Courts, Department of Social Services and hospitals. Requests for expanded treatment services at the Young Adult's Project, the JDC, Loudoun County Public Schools and the ADC were not met due to a lack of resources. In particular, treatment needs within the JDC have increased considerably due to changes made by the Virginia General Assembly. The demand for additional school based services will increase with the opening of five new secondary schools within the next two years.

Changing Environment

New juvenile and adult legislation mandate that more criminal justice involved clients be evaluated, using instruments and assessment techniques that require more clinician time and expertise. While new funding was made available for the Post Disposition Program to be implemented at the JDC, treatment services were funded at half the original request. New State reporting requirements make similar demands for all clients seeking services. Demands for treatment services through contracts (CCP and Adult Probation and Parole) continue to increase.

Planned Accomplishments/Objectives for FY 03

- Maintain the number of middle and high schools receiving four hours of Student Assistance Services (SAS) per week.
- Maintain treatment services for criminal justice system at current level.
- Maintain the percentage of youth and adults whose alcohol and drug use is decreased at discharge from treatment.

MENTAL HEALTH, MENTAL RETARDATION, AND SUBSTANCE ABUSE SERVICES
Substance Abuse Outpatient Services

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
% of youth whose alcohol and drug use is decreased at discharge from treatment	50%	60%	60%	60%
% of adults whose alcohol and drug use is decreased at discharge from treatment	75%	75%	75%	75%
# of middle and high schools receiving four hours of SAS per week	13	14	14	14
% of middle and high schools receiving four hours of SAS per week	100%	100%	82%	74%
# of adult consumers served	1,050	1,050	1,050	1,050
# of youth consumers served	533	533	533	533
# of consumers' family members served	502	502	502	502
# of clients waiting for adolescent day treatment	67	73	78	83

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$1,075,850	$1,468,147	$1,453,388	$1,845,976
Operations & Maintenance	$148,240	$324,767	$309,529	$294,588
Capital Outlay	$558	$0	$261	$21,250
	$1,224,648	$1,792,914	$1,763,178	$2,161,814
Departmental Revenue:				
Local Fees, Charges, Etc.	$188,875	$231,132	$209,472	$348,332
Commonwealth	$360,896	$475,518	$479,380	$587,050
Federal	$110,820	$7,809	$7,809	$0
	$660,591	$714,459	$696,661	$935,382
Federal Foster Care Reimbursement:	N/A	N/A	N/A	$201,600
Local Tax Funding:	$564,057	$1,078,455	$1,066,517	$1,024,832
FTE Summary:	23.96	29.85	26.53	36.13

MENTAL HEALTH, MENTAL RETARDATION, AND SUBSTANCE ABUSE SERVICES
Substance Abuse Residential Services

Purpose: Substance Abuse Residential Services provides detoxification, inpatient and time limited (9-12 months) supported living services to Loudoun County adolescents and adults. Substance Abuse Residential Services allows individuals with chemical dependency, who have been unable to succeed in outpatient services, to live in a drug-free environment with others in recovery in order to maximize efforts for a drug free lifestyle and healthy transition to productive citizens.

Program Description: This program provides safe, drug free environments for clients to work on recovery as well as individual and group treatment. The program is divided into two separate components: Contracted Services and the Supervised Apartment Program. Contracted Services are funded with Federal, State and local funding which is available for detoxification, and inpatient treatment for adults and adolescents. Substance Abuse outpatient staff provide assessment, prescreening, monitoring, aftercare and discharge planning in support of consumers in Contracted Services. The Supervised Apartment Program supports eight chemically-dependent adult clients in four apartments. Staff provide direct treatment and case management services as well as supervision of clients, transportation and crisis intervention. Case management services include monitoring for compliance with treatment and self help meetings, linking to appropriate educational and/or employment services, advocating for client needs with probation/parole or other involved agencies, drug testing and planning for the client's complete transition into the community.

Situational Analysis:

Research shows that clients who remain in treatment longer, live in a drug-free environment, are gainfully employed or in school, and who have the support of family and others in recovery stand a greater chance of remaining alcohol and drug free and becoming productive citizens. For those involved in the criminal justices system, there is also greater compliance to probation and parole conditions and reduced recidivism.

Contracted Services: In FY 01, 48 adults and one adolescent received Substance Abuse inpatient treatment services. Due to funding restrictions, the average inpatient treatment needs of 30 adults and 24 adolescents (not Comprehensive Services Act "CSA" eligible) could not be met. Adolescent inpatient treatment requests will increase even more in future years and funding through CSA for substance abuse treatment is limited.

Requests for all inpatient/residential (short and long-term) treatment are currently funded through a combination of Federal, State and local funds. Each funding source, with the exception of local funds, has limitations on which clients may be served based on income, priority populations, and drug of choice. In FY 00, the total budget available for these services was $72,337 and $73,957 in FY 01. The FY 02 budget for these services is $61,260, a reduction of 17%. Increases in personnel costs covered by grant funding limits the amount of grant funding available for non-personnel expenditures. It is anticipated that funds from State and Federal grants will continue to decrease while demands for this service increase. Local funds contributing to contracted services are $12,500.

Supervised Apartment Program: The Supervised Apartment program began in FY 00 and is funded by State and Federal funds. Prior to addition of this program, Substance Abuse Services were limited to outpatient treatment and contracted inpatient treatment. Future concerns include the scarcity of available housing, rising rental prices, increasing costs for operations and increased demand for these services.

Planned Accomplishments/Objectives for FY 03

- Provide supervised apartment services to eight consumers.
- Fully utilize all contract funds available to support consumers requiring detoxification, inpatient and/or residential treatment.
- Maximize use of Supervised Apartment Program by maintaining, at a minimum, 80% occupancy rate.
- Transition 75% of consumers from inpatient/residential treatment to outpatient services.
- Maintain a rate of 90% of consumers who remain employed and/or in school while in the Substance Abuse Supervised Apartment Program.

MENTAL HEALTH, MENTAL RETARDATION, AND SUBSTANCE ABUSE SERVICES
Substance Abuse Residential Services

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Occupancy rate of SA Supervised Apartment Program	80%	95%	95%	95%
# of consumers who could have used inpatient treatment services, if the services were available (adults/youth)	0/24	*30/26	32/28	34/30
# of consumers' family members served in SA Supervised Apartment Program	11	8	8	8
% of inpatient residential consumers successfully transitioning to outpatient services	72%	75%	75%	75%
% of consumers remaining employed and/or in school while in supervised apartment program	87.5%	90%	90%	90%
# individuals served in supervised apartments	7	8	8	8
# served in inpatient treatment - adults/youths	56/0	47/0	39/0	33/0

** Last four years, averaged 30 adults per year not funded for treatment.*

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$0	$0	$0	$0
Operations & Maintenance	$83,835	$205,421	$205,421	$186,777
Capital Outlay	$0	$0	$0	$0
	$83,835	$205,421	$205,421	$186,777
Departmental Revenue:				
Local Fees, Charges, Etc.	$1,250	$1,000	$1,000	$2,500
Commonwealth Funding	$21,644	$10,822	$10,822	$0
Federal Funding	$174,177	$174,777	$174,777	$174,777
	$197,071	$186,599	$186,599	$177,277
Local Tax Funding:	($113,236)	$18,822	$18,822	$9,500
FTE Summary:	0.00	0.00	0.00	0.00

MENTAL HEALTH, MENTAL RETARDATION, AND SUBSTANCE ABUSE SERVICES
MR Case Management Services

Purpose: Mental Retardation Case Management assists mentally retarded adults and children in accessing supports and services in the community. These supports are essential to develop a consumer's desired lifestyle, enhance quality of life, and provide opportunities for participation in all aspects of community life, respecting individuality and preferences. Case Management's purpose is to assist consumers/families with their daily living circumstances while preventing as many crises situations as possible from occurring.

Program Description: Case Management staff develop and coordinate supports and services for mentally retarded consumers to maximize their participation in community life, ensure their health and safety, prevent crisis situations such as homelessness, maintain least restrictive living arrangements and recreational and employment opportunities.

Situational Analysis:

Case Management serves 152 adults. In October 2001, 38 people are waiting for services. This number is expected to increase by 18 each year.

The number of children being referred for Case Management services is increasing. In FY 00 there were 11 served; in October FY 02 there were 12 served with 45 waiting for service. The number waiting is expected to increase by 18 each year.

Additional supports and services are needed in order to ensure that these individuals have opportunities to participate in all aspects of community life.

The MR Medicaid Waiver partially funds these services.

Planned Accomplishments/Objectives for FY 03

- To increase community integration opportunities for consumers.
- To maximize utilization of MR Medicaid Waiver services for consumers.
- To provide the necessary support to consumers in their community in order to maintain least restrictive living arrangements and reduce the incidences of homelessness.
- To maximize consumer quality of life and level of consumer satisfaction.

MENTAL HEALTH, MENTAL RETARDATION, AND SUBSTANCE ABUSE SERVICES
MR Case Management Services

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# of consumers receiving case management services/# waiting for service	152/40	152/58	152/76	152/94
# of consumers receiving MR Medicaid Waiver services/# waiting for services (eligible, but not receiving services)	60/56	60/76	60/96	60/116
# of children receiving/# of children waiting for service	12/59	12/77	12/95	12/113
% of adult consumers living in the least restrictive community setting	90%	92%	92%	92%
# of adult consumers who become homeless	2	2	0	0
% of adult consumers involved in least restrictive employment opportunities	65%	70%	70%	70%
% of adult consumers/families satisfied with MR services that they are involved with	80%	90%	90%	90%

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$388,542	$417,377	$708,850	$515,292
Operations & Maintenance	$31,286	$33,972	$45,746	$46,201
Capital Outlay	$161	$0	$112	$0
	$419,989	$451,349	$754,708	$561,493
Departmental Revenue:				
Local Fees, Charges, Etc.,	$83,000	$91,660	$116,000	$106,000
Commonwealth	$43,302	$70,591	$16,675	$16,675
Federal	$0	$0	$0	$0
	$126,302	$162,251	$132,675	$122,675
Local Tax Funding:	$293,687	$289,098	$622,033	$438,818
FTE Summary:	6.90	6.91	11.39	8.52

MENTAL HEALTH, MENTAL RETARDATION, AND SUBSTANCE ABUSE SERVICES
MR Employment and Day Support Services

Purpose: Mental Retardation Employment and Day Support services provide job or activity support for mentally disabled citizens in order to increase their independence and participation in the community.

Program Description: Employment and day support services are a mixture of contractual and directly operated services providing a range of support levels to best meet the needs of consumers with mental disabilities:

- Job Link helps people obtain and retain regular jobs in the community using the individual supported employment model,
- Group or enclave employment service is provided through a contractual arrangement,
- Day support is provided to severely disabled consumers and involves volunteer participation in other community activities, and
- Services for medically fragile consumers are provided through a contractual arrangement.

Situational Analysis:

Individual supported employment (JobLink) is barely able to keep pace with the demand for service. There is an increasing number of students leaving school who require adequate transition into adult services. Providing adequate employment and transition services will require additional resources.

Medicaid funding for day support and supported employment services requires maintaining State licensure for directly operated programs. Additionally, maintenance of Department of Rehabilitation Services vendorship for funding for supported employment services requires achieving and maintaining CARF accreditation. CARF is a nationally recognized organization that reviews and accredits rehabilitation programs. In November 2000, a pre-CARF survey had been conducted; a formal survey will follow.

There are increasing numbers of mentally retarded people with significant medical needs such as physical therapy/occupational therapy, positioning, sensory stimulation, feeding and toileting. Many of these needs can best be met in a service specifically for the medically fragile. Services to the medically fragile have been provided since July 2000 through a contract with ECHO.

Planned Accomplishments/Objectives for FY 03

- Provide opportunities for employment that is representative of the job market in Loudoun and reflective of client preferences.
- Maintain job retention rate of consumers employed for more than 90 days at 75%.
- Establish/maintain medically fragile services for up to 7 consumers.
- Maintain CARF accreditation for JobLink.
- Successfully complete Medicaid utilization review for the Community Access Program (CAP).
- Maintain licensure for CAP.
- Provide day support clients meaningful opportunities for community involvement.
- Meet transitional service needs of 16% of students.

MENTAL HEALTH, MENTAL RETARDATION, AND SUBSTANCE ABUSE SERVICES
MR Employment and Day Support Services

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
MR Employment Services:				
% consumers employed for more than 90 days as stipulated by the State Department of Rehabilitative Services standard	75%	75%	75%	75%
Average hourly wage of those in group employment services (ECHO)	$0.90	$0.90	$0.90	$0.90
# enrolled for employment services/# waiting for services	121/17	121/24	121/30	121/36
# of students receiving transition services/# waiting for service	2/12	2/13	2/16	2/16
Day Support:				
# enrolled for day support/# waiting for services	20/26	20/28	20/32	20/40
# of medically fragile consumers served/requesting the service	7/7	7/7	7/7	7/7

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$719,880	$667,535	$908,280	$1,231,986
Operations & Maintenance	$909,940	$1,250,051	$1,306,682	$1,358,715
Capital Outlay	$403	$100,000	$183	$0
	$1,630,223	$2,017,586	$2,215,145	$2,590,701
Departmental Revenue:				
Local Fees, Charges, Etc.	$335,000	$390,342	$333,000	$145,100
Commonwealth	$111,037	$117,258	$90,875	$47,675
Federal	$0	$0	$0	$0
	$446,037	$507,600	$423,875	$192,775
Local Tax Funding:	$1,184,186	$1,509,986	$1,791,270	$2,397,926
FTE Summary:	17.33	14.98	18.56	24.75

MENTAL HEALTH, MENTAL RETARDATION, AND SUBSTANCE ABUSE SERVICES
MR Community Support Services

Purpose: Mental Retardation Community Support Services provides a variety of supports in the community to mentally disabled persons and their families. These supports allow people to live in a community setting, prevent them from being institutionalized, and maximize their quality of life.

Program Description: This program provides training, supervision, assistance with personal care needs, and opportunities for community access, based on an assessment of individual needs. The services are provided through MR Adult Foster Care, Respite Care, Family Support and In-Home Support Services. Services are designed to meet the preferences and assessed needs of each consumer. County staff and private vendors provide services at the times that best meet the needs of the consumer or family member.

Situational Analysis:

In-Home Support Services

In FY 01, In-Home Support Services was able to respond to increased demand as additional Medicaid funding became available. 4 FTE's and two temporary positions were hired in FY 02 to meet more of the demand. Funding has not kept pace with the increasing demand which include emergency situations, the needs of children and families with elderly caregivers, and increased support needs for current clients. Additional positions will be needed to meet the demand for services for non-Medicaid and Medicaid Waiver eligible consumers, as additional funding becomes available.

Respite Care Program

The Respite Care Program has not been used to capacity due to a lack of providers willing to accept the low reimbursement scale for this service. However, emergency needs have been met. Having a larger pool of qualified providers would enable the program to meet the requests for services. **In FY 00, 50 families requested respite care and 20 received respite care services.**

Adult Foster Care Program

The Adult Foster Care Program is a less costly alternative to placement in a community Group Home or a State institution. Four individuals are being served through this program. This alternative works for consumers who have low to moderate personal care, behavioral, and medical needs. A higher reimbursement rate would likely increase provider interest and participation in the program.

Family Support Program

Funding for the Family Support program comes from the State and provides reimbursement to families for equipment, supplies, medical and dental care, and respite to assist with the cost of maintaining a disabled adult or child in the home. In FY 99 and FY 00, the State increased funding for children in the Family Support program. In FY 00, l36 families were served.

Planned Accomplishments/Objectives for FY 03

- Add five new contracted Respite Care providers.
- Increase Adult Foster Care Program by two additional provider homes.
- Provide Medicaid Waiver and Non-Waiver In-Home Supports to 11 consumers.
- Increase the Respite Care Program's ability to meet the increasing need for respite in the homes of families.
- Increase outreach in the community to recruit Adult Foster Care and Respite Care providers.

MENTAL HEALTH, MENTAL RETARDATION, AND SUBSTANCE ABUSE SERVICES
MR Community Support Services

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
% of approved Medicaid hours billed	90%	85%	90%	90%
# of families registered for respite	65	85	100	115
% of respite requests met	75%	85%	90%	95%
# of people on the Adult Foster Care waiting list	2	0	6	8
# of people in Adult Foster Care	5	4	6	6
# of people receiving Medicaid Waiver In-Home Support/# of people requesting services	9/32	9/37	14/68	16/88
% of consumers/families satisfied with Medicaid Waiver In-home supports	100%	100%	100%	100%
% of Adult Foster Care providers satisfied with program supports	100%	100%	100%	100%
% of consumers satisfied with the Adult Foster Care program supports	100%	100%	100%	100%
# of consumers receiving in-home supports having to be placed outside of their home due to a lack of available services	0	0	0	0

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$1,060,477	$1,045,172	$1,067,794	$1,417,889
Operations & Maintenance	$322,265	$113,729	$183,572	$235,342
Capital Outlay	$591	$40,000	$206	$0
	$1,383,333	$1,198,901	$1,251,572	$1,653,231
Departmental Revenue:				
Local Fees, Charges, Etc.	$589,303	$344,395	$139,475	$160,475
Commonwealth	$114,306	$43,482	$109,050	$135,749
Federal	$0	$6,588	$1,500	$0
	$703,609	$394,465	$250,025	$296,224
Local Tax Funding:	$679,724	$804,436	$1,001,547	$1,357,007
FTE Summary:	25.39	23.81	20.91	26.90

MENTAL HEALTH, MENTAL RETARDATION, AND SUBSTANCE ABUSE SERVICES
MR Group Home Services

Purpose: Mental Retardation Group Homes Services (MR Group Homes) provides training, support and assistance to mentally retarded adults in home and community environments that will allow maximum pursuit of their desired lifestyles, enhance the quality of their lives and focuses on their individual goals and preferences.

Program Description: This program provides training, supervision, assistance with activities of daily living and opportunities for community access, based on the needs and desires of each resident. The MR Group Home system is a mix of County-owned and operated (directly operated) and private vendor operated residences. MR Group Home Services develop and implement individual service plans with input from the individual resident, family and/or guardian 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 with staff on duty at all times. Much of the funding for the system comes from the MR Medicaid Waiver.

Situational Analysis:

MR Residential Facilities

The MR Group Home system directly operates five residences serving 27 consumers; there are 12 additional consumers in vendor-operated residences. In FY 02, two vendor-operated residences were opened (serving five individuals) with a third residence opening soon. Utilizing the Medicaid Home and Community Based Waiver makes it possible for consumers to be served in directly-operated or vendor-operated group homes as an alternative to staying on a waiting list for years. It is anticipated that consumers will continue to be served in both directly operated and vendor operated residences.

Demand for Services

The demand for group home placement far exceeds the current ability of the MR Division to directly provide the services. There are currently 80 people on the group home waiting list and it is estimated that 10 consumers will be added each year. Consumers on the MR Group Home waiting list are classified as being in "immediate need" or "future need". For example, immediate need would be a consumer whose aging parents are no longer able to be primary caregivers or whose situation is changed by death or disability. There are 17 consumers on the immediate waiting list and the average waiting time is four years. With the opening of a 4-bed Group Home in FY 02, the waiting list will be reduced to 76, of which 13 would be immediate need.

There are 64 consumers identified on the future need waiting list. A Residential Services Manager and a Group Homes Operations Manager have been added to the Division to manage and support expansion of directly operated residences and monitoring of vendor-operated residences. Oversight of care for persons in vendor-operated programs is a necessary and critical function of Mental Retardation Services.

In FY 01, some external review of directly-operated Group Homes is being implemented via a contract. The Medicaid Home and Community Based Waiver is the primary source of funding for group homes. The division will continue to maximize the utilization of Medicaid Waiver funding which reduces the need for local funding.

The MR Group Home system continues to experience difficulty recruiting and retaining staff in today's job market.

Planned Accomplishments/Objectives for FY 03

- Open one new four-bed MR Group Home.
- Provide comprehensive training to staff to maximize resident health and safety and meet Medicaid requirements.
- Increase quality of services in MR Group Homes.
- Recover 95% of charges billed to Medicaid Waiver.

MENTAL HEALTH, MENTAL RETARDATION, AND SUBSTANCE ABUSE SERVICES
MR Group Home Services

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# of consumers being served in MR Group Home Services	41	45	49	53
# of training sessions available to staff	4	10	20	25
% of Medicaid Waiver $ recovered compared to billed amount	95%	95%	95%	95%
Average number of years consumers wait for service	4	4	4	4

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$1,448,632	$2,069,964	$2,337,177	$2,481,998
Operations & Maintenance	$171,995	$853,283	$828,050	$1,100,548
Capital Outlay	$793	$0	$462	$0
	$1,621,420	$2,923,247	$3,165,689	$3,582,546
Departmental Revenue:				
Local Fees, Charges, Etc.	$816,880	$1,539,384	$880,500	$1,154,900
Commonwealth Funding	$28,152	$101,035	$320,715	$380,216
	$845,032	$1,640,419	$1,201,215	$1,535,116
Local Tax Funding:	$776,388	$1,282,828	$1,964,474	$2,047,430
FTE Summary:	33.06	44.86	46.89	48.46

MENTAL HEALTH, MENTAL RETARDATION, AND SUBSTANCE ABUSE SERVICES
Parent Infant Education (PIE)

Purpose: Parent Infant Education Services (PIE) helps developmentally delayed children, from birth to three years old, reach their maximum potential. Early Intervention Services must provide or make available federally mandated services to eligible infants and toddlers and their families.

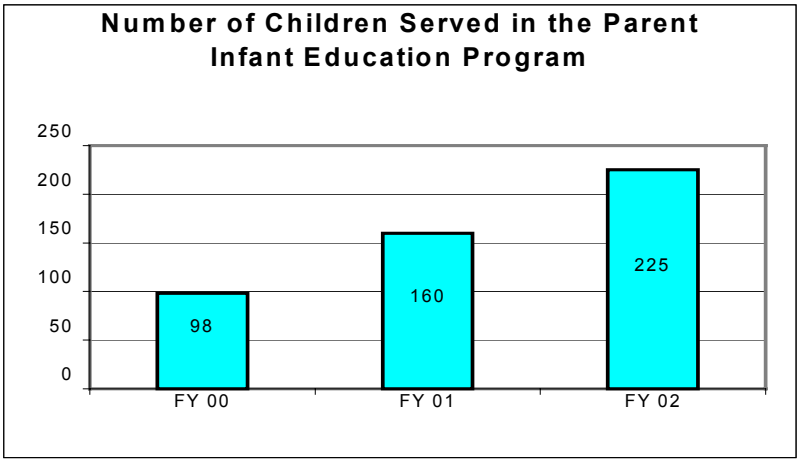
Program Description: PIE is mandated to provide or make available the 17 early intervention services listed in the Federal Law, Part C of the Individuals with Disabilities Education Act to infants and toddlers aged 0-3 and their families. Each eligible child and family has an Individualized Family Service Plan (IFSP) developed by a team which includes therapists and the family. This plan delineates services that are necessary to assist that child and family in achieving the outcomes determined by the family's priorities. Services are provided in the child's natural environment (home, daycare setting), with emphasis on training the primary caregivers on strategies to promote that child's development to the maximum extent. PIE directly provides speech, occupational and physical therapy, as well as special instruction to parents.

Situational Analysis:

The number of consumers served by PIE increased from FY 00 to FY 01 by 64%. The 0-3 aged population served by PIE is one of the fastest growing segments of the population in Loudoun County. Further, in FY 00, Loudoun County had the highest birthrate in Virginia.

The program is Federally mandated to serve all eligible children within 45 days from the time of the agreement with the parents to evaluate the child. About 75% of the children who are screened/evaluated are eligible for services. In order to serve the increasing demand and continue to comply with the Federal mandate that children be seen in their natural environment, PIE will need to hire additional staff or contract for services. The cost of contractual services is about 50% higher than staff costs. The program has added 1.5 staff each year for the past two years in order to meet demands.

Under a new Federal requirement, the program will soon undergo a State monitoring process to assure that it is in compliance with State and Federal regulations.



Planned Accomplishments/Objectives for FY 03

- Maintain compliance with Part C of Individuals with Disabilities Education Act (IDEA) State and Federal regulations.
- Increase total number of children/families receiving early intervention services.
- Increase the percent of birth to one year olds of the total number of 0-3 year olds served by 5% each year.
- Increase the percent of families who report they are satisfied with services from 80% to 90%.
- Increase the number of public awareness activities to ensure that total need is met.

MENTAL HEALTH, MENTAL RETARDATION, AND SUBSTANCE ABUSE SERVICES
Parent Infant Education (PIE)

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# of referrals for PIE Services	253	300	360	400
# of children served	160	225	270	300
% increase in 0-1 year olds served by PIE Services	5%	5%	10%	15%
% of families who report that they are satisfied with PIE Services received	80%	90%	90%	90%
# of public awareness activities	4	4	4	6

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$447,001	$678,231	$692,864	$789,473
Operations & Maintenance	$110,226	$130,227	$129,957	$110,678
Capital Outlay	$36,185	$0	$106	$18,500
	$593,412	$808,458	$822,927	$918,651
Departmental Revenue:				
Local Fees, Charges, Etc.	$48,000	$59,660	$61,500	$77,000
Commonwealth	$32,441	$28,092	$16,675	$16,675
Federal	$92,307	$106,701	$106,701	$213,401
	$172,748	$194,453	$184,876	$307,076
Local Tax Funding:	$420,664	$614,005	$638,051	$611,575
FTE Summary:	7.94	11.63	10.81	12.18

REGIONAL ORGANIZATIONS AND CONTRIBUTIONS

Description: Regional Organizations are a number of separate organizations to which the County is either a member or contributes as a funding resource. For example, the Metropolitan Washington Council of Governments is a multi-governmental organization that supports many of Loudoun County's planning efforts. The Northern Virginia Regional Park Authority, as another example, is a collective effort of all Northern Virginia governments to provide recreational and park opportunities for the member jurisdictions. Other organizations contribute to the education, health and/or well being of Loudoun citizens.

The County Government has neither the resources nor the expertise to directly provide certain specialized services, so through contributions, support is given to diverse non-profit organizations.

Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Operations & Maintenance	$1,836,092	$1,781,609	$2,225,790	$3,294,396	$2,904,453
	$1,836,092	$1,781,609	$2,225,790	$3,294,396	$2,904,453
Departmental Revenue:					
Local Fees, Charges, Etc.	$0	$0	$0	$0	$0
	$0	$0	$0	$0	$0
Local Tax Funding:	$1,836,092	$1,781,609	$2,225,790	$3,294,396	$2,904,453

FY 03 Board Action: The FY 03 Adopted Fiscal Plan reflects the ongoing impact of FY 02 midyear reductions while maintaining service delivery at current levels.

Departmental history can be found on page 307.

CONTRIBUTIONS

The following organizations are funded by Loudoun County on a discretionary basis by the Loudoun Board of Supervisors:

The **All-Night Graduation Parties** program provides graduating high school seniors a safe, supervised all-night graduation celebration in an alcohol-free and drug-free environment. Activities, contests, prizes and food are offered to the students. The participating Loudoun County High Schools include: Broad Run, Loudoun County, Loudoun Valley, Park View, Potomac Falls, and Stone Bridge.

American Red Cross, Loudoun County Chapter receives County funds to cover the difference between the cost of operating their transportation service for senior citizens and the grant received under the Older Americans Act. The program is an important life-line to the necessary medical, pharmaceutical, and shopping needs of Loudoun County seniors. The County's contribution is funded by local gasoline tax funds. See local gasoline tax budget section (page 481).

Founded in 1976, the **Bluemont Concert Series** is organized to encourage and present high quality cultural events and activities in the communities of Loudoun County and the region. The funding supports the continuation and enhancement of the established Cooperative Marketing Program, which identifies and works with existing local tourism entities including the Loudoun Convention and Visitors Association (LCVA), Loudoun County government, and business interested in promoting Lodoun County, their services, and/or attractions. Basic services include planning/presentation/logistics for community events, Artist-In-Education Programs in County schools, and outreach benefits at hospitals, nursing homes and senior centers. Major programs include: Summer Courthouse Concerts, Bluemont-in-Eastern Loudoun, First Night Leesburg, August Court Days, Artist-in-Education, and Bluemont Country Dance series.

Blue Ridge Speech and Hearing Center provides affordable speech evaluations and therapy, hearing evaluations and hearing aids to those unable to afford them. Free speech and hearing screenings are provided to pre-schools and at health fairs. Also provided is a hearing aid bank and hearing aid loaner program. Of the total client base, the organization serves 90% of Loudoun residents.

Brain Injury Services is committed to assisting individuals with brain injuries in Northern Virginia in maximizing their independence and quality of life. The funds requested from Loudoun will assist in funding long-term case management, contracted services, support groups, mental health services, recreation, and professional services. Each of these services is on-going in Loudoun.

The **Children's Home Society of Virginia** is committed to finding homes for children and provides professional counseling on issues and problems related to untimely pregnancy and adoption procedures. The County's contribution provides pregnancy counseling, birth parent services, foster care, and adoption services to Loudoun residents.

The Dulles Area Transportation Association (DATA) is a transportation management association dedicated to improving transportation mobility in the Dulles Airport/Route 28 employment center (Fairfax, Loudoun, and Prince William Counties). Members include employers, property owners, local governments, and other groups concerned with reducing traffic generation and mitigating traffic congestion in the Dulles area. DATA assists members by assessing transportation needs; identifying transportation issues; formulating strategies to meet those needs, and providing a forum within which all interested parties can work cooperatively to formulate policies, plans, and programs to create an effective transportation network in the tri-county DATA area of operations. The organization conducts "Share-the-Ride" days with employers to identify candidates for the Loudoun Ride-Share Coordinator and Sterling Commuter Bus; surveys employer firms for bus and van pool riders from communities to the west; cooperates with County planners regarding land use and transportation plans; provides Guaranteed Ride Home transportation for ride-share employees of member firms; and supports County efforts (i.e., Dulles Toll Road Extension, Smithsonian Air and Space Museum extension, and comparable activities). The County's contribution is funded by local gasoline tax funds. See local gasoline tax budget section (page 492).

Every Citizen Has An Opportunity (ECHO)'s mission is to assist persons with disabilities in securing and maintaining integrated community-based employment. The County's contribution helps support transportation operational costs in transporting ECHO clients to their place of employment. The County's contribution is funded by local gasoline tax funds. See local gasoline tax budget section (page 492).

Each year, **First Night Leesburg** provides a five-hour celebration of the arts on New Year's Eve, emphasizing quality entertainment from local residents and top quality entertainers for a family oriented, alcohol-free event. Support from the County helps maintain a low entry fee, which allows people from all lifestyles to enjoy this program.

Greater Washington Initiative is the exclusive regional economic development marketing organization representing Northern Virginia, suburban Maryland, and the District of Columbia. The Initiative markets Loudoun County's much business and lifestyle attributes to national and international business executives and site selection consultants. The Initiative's goal is to create economic prosperity in Loudoun County by increasing the number of jobs through business attraction. The Initiative works with the department of Economic Development to facilitate visits by corporations that are evaluating a move to the region, which includes Loudoun County.

CONTRIBUTIONS

The Initiative was created in 1994 as a five-year marketing program and includes local government jurisdictions and private corporations.

The **Health System Agency of Northern Virginia** plans for the orderly development and efficient operation of health care facilities and services in Loudoun County and the rest of Northern Virginia. The Agency also provides data, technical analyses and advice, and other information to individuals, hospitals, nursing homes, and health departments. The agency carries out Health Services planning and regulation under the Virginia health planning program and the Virginia Medical Care Facilities Certificate of public need law. Approximately 12% of all those served by the Health System Agency are Loudoun citizens.

The mission of **Hospice of Northern Virginia** is to make quality hospice care available to all terminally ill persons and their families by focusing on pain management and sympton control. The organization ensures the physical, emotional, and spiritual comfort and care of patients. In addition, family members of patient may receive bereavement services that include individual counseling, bereavement workshops, and support groups for up to 13 months after the death of a patient.

Legal Services of Northern Virginia is a not-for-profit organization providing a variety of civil legal services to low-income, elderly and other disadvantaged residents of Loudoun County and all of Northern Virginia. The mission is to serve individuals who, without legal assistance, will lose a critical human need, such as food or shelter. LSNV provides legal advice, representation in administrative hearings and in court to those who are unable to afford private legal counsel. Major legal areas are family, child, advocacy, employment law, public benefits, elder law, housing, consumer, and AIDS/HIV issues.

The **Loudoun Abused Women's Shelter** is a not-for-profit organization that serves women and children who are victims of domestic violence, sexual assault, and child abuse. LAWS advocates for women and children by educating the community about these issues and working towards the elimination of personal and societal violence. LAWS provides temporary emergency shelter, food, emotional support, and a wide range of additional services to women and children who are survivors of personal violence.

The **Loudoun Arts Council** is an independent, not-for-profit organization, which represents the cultural and artistic interests of the citizens of Loudoun County. Major programs include the annual Loudoun County Artists and Art Organizations Directory, of local artists, writers, musicians, etc.; Quarterly Newsletter, Art Life; Awards for Excellence in the Arts; and Art in the Library program.

Loudoun Community Free Clinic provides healthcare for Loudoun County residents who do not have health insurance and do not qualify for federal or state health care coverage. Free Clinic provides medical services including a physical examination, laboratory testing and dispensing of pharmaceuticals for the specific diagnosis. When appropriate, the physician refers the patient for further tests if warranted. Loudoun County funds provide support staff and medications for the patients.

The **Loudoun County Transportation Association** provides on-demand responsive transportation service mostly to elderly and disabled persons in Loudoun County. The service includes bus transportation to the general public 10 hours per day, five days per week and limited weekend service over the entire County. The County's contribution is funded by local gasoline tax funds. See local gasoline tax budget section (page 492).

Loudoun Fair & Associates goal is to foster and to encourage the youth in agriculture, home economic, forestry, and other clubs through the showcase of youth achievements at the yearly County fair. The contribution helps pay for the carnival waiver fee.

Loudoun Interfaith Relief provides nutritionally dense, balanced groceries, and emergency food assistance to family in need in Loudoun County. Groceries are packed according to family size and are available twice a month to Loudoun families in need. Bread and highly perishable items are available daily on a walk in basis. The County's contribution helps fund the Distribution Center Program, which is the grocery distribution program.

The primary mission of the **Loudoun Literacy Council** is to teach basic reading and writing skills to Loudoun County residents whom require such help, thereby increasing the quality of life in the County. The Council also helps children grow in literacy and a love of reading through partnerships with other service and educational organizations. The instruction includes English as a Second Language, GED preparation, Basic Literacy (grades 0-4), mathematics, citizenship, and elementary computers. The instruction is integrated to the individual's life skills such as map reading, filling out forms, using a telephone book or dictionary, passing the Commercial Driver's Test or the GED are built into lessons. The Council also trains tutors to teach literacy skills to adults and monitors the tutor/student's progress and provides support where needed.

Loudoun Museum preserves, protects and conserves the County's material heritage and serves as Loudoun's main artifact repository, while at the same time providing access to collections to residents and the general public through displays and special programs. The Museum also functions as a major educational resource center on local historic information, with a particular emphasis on in-school programming. The Museum also works closely with the business community to develop events and

programs to help stimulate tourism to the County. The funds received from the County are dedicated to fund staffing at the Museum property maintenance.

The mission of the **Loudoun Convention and Visitors Association** is to promote Loudoun County as a leisure destination and commercial meeting and conference site. Its goal is to enhance the local tax base supported by revenues from travel related retail sales. The Loudoun Convention and Visitors Association is a public-private corporation receiving operational funding for public relations, marketing, advertising and a daily operated Visitor Center assisting with traveler information and local business referral.

The **Loudoun Small Business Development Center's** mission is to educate and assist small business owners and to increase their opportunity for entrepreneurial success. The Center offers management counseling, technical assistance, and training to small businesses that need assistance. The Center has expanded its services, which includes Agricultural Business, to address the growing rural economy in Loudoun. The services provide a guidance to business competencies that include accounting and taxation, banking and financing, business planning, website design, ebusiness, human resources, business law, site location and development.

Loudoun Volunteer Caregivers provides direct assistance to elderly and disabled Loudoun County citizens by mobilizing volunteers to provide assisted transportation to medical and other appointments, grocery shopping, meal preparation, chores, visiting, respite, lawn mowing and other services which do not require the skills of a nurse or a nurse's aide.

The **Metropolitan Washington Ear** promotes the independence of blind, visually impaired and handicapped people to be well-informed members of their families, communities and the workplace. Provided free of charge are broadcast readings from over 200 publications including local and national newspapers. Funds received from Loudoun County will assist the organization in providing basic radio reading service for the residents of Loudoun. It is estimated that it costs the MWE $100 annually to provide the services to one listener.

Mother Net/Healthy Families Loudoun – is a program designed to address the special needs of pregnant women, new mothers and families with young children. The goal is to prevent the devastating financial, emotional and social costs of unhealthy birth outcomes and subsequent abuse and neglect.

Northern Virginia Family Service - Empower individuals and families to improve their quality of life by promoting community cooperation and support in responding to family needs. The County's contribution is for the Loudoun Medical Care for Children Project, which provides comprehensive primary medical care to low income children through private physicians who agreed to accept reduce fee.

Northern Virginia Resource Center for Deaf and Hard of Hearing Persons – This group serves as a catalyst in the empowerment of persons who are deaf and hard of hearing. Services include information, education, outreach, advocacy, and a community center. The County's contribution provides the contract position of Loudoun County Outreach Specialist and materials, supplies, education, and central office staff/contractor support for services to Loudoun County residents.

Teen Regional Partnership – is a program designed to provide adult supervision for after school activities (3-7 PM) for teenagers, including "at risk" teens. This program will provide adult supervision in a 7,000 sq. ft. "state of the art" facility, food, recreation, games, computer internet access, tutoring assistance, etc.

The **Town of Hamilton (Playground)** is considered a regional organization contribution. The contribution helps pay a portion of the replacement of the wooden playground in the Town of Hamilton Community Park. This new playground will serve children age 5-12 and will meet current playground design and safety guidelines.

The contribution to the **Town of Hamilton (Sewer)** is considered a regional organization contribution. The contribution helped pay a portion of the Town of Hamilton's debt service on a $2.8 million loan from the Virginia Department of Environmental Quality. The loan, which has an interest rate of three percent and a term of 20 years, is for the construction of sewer lines and improvements to the Hamilton Sewer plant.

The **Town of Leesburg (SRO)** is considered a regional organization contribution. The contribution helps pay (50% of the cost) for the School Resource Officers (SRO) at Simpson Middle School, Harper Park Middle School, and Heritage High School.

The **Washington Airports Task Force** is a non-profit, Virginia corporation dedicated to increasing the region's international air service at Washington Dulles International Airport. Funding from Loudoun County assists in the development of air services to build Washington Dulles International Airport into a major international crossroads, as well as into a major international gateway for the United States and the mid-Atlantic region. Contribution amount is based on Loudoun's population and Loudoun's number of air travelers. Funding for this organization was not included in the Adopted FY 03 Fiscal Plan.

CONTRIBUTIONS

The **YMCA of Loudoun County** provides community programs to help nurture the healthy development of children, encourage positive behavior, and strengthen families. The outreach programs are focused on developing self-esteem and building confidence. The County's contribution is for the YMCA's Big Friends program, which is an adult/child mentoring program for children aged 7 to 15 from single parent and/or dysfunctional families.

The following organizations are those in which Loudoun is a participating member and for which there is a formal contract/agreement for funding:

The **Metropolitan Washington Council of Governments (COG)** is a regional organization of the Washington area's major local governments including the District of Columbia, Virginia jurisdictions, and Maryland jurisdictions. As the official regional planning organization for the Washington Metropolitan area, COG works on regional issues such as growth, transportation, the environment, public safety and housing. Loudoun's general local contribution is based on its pro-rata share of the population of the metropolitan area (3.3%). Loudoun's share of the various COG regional funds in which it participates is based on sharing arrangements voted by the participating member jurisdictions.

The mission of the **Northern Virginia Community College (NVCC)** is to ensure all 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 Louduon's share is based on an approved population-based formula by contributing jurisdictions of which Loudoun County is a participating member.

Northern Virginia Health Center/District Home (Manassas) provides nursing home services to indigent and low-income residents of the region. The organization provides nursing care in a 180 bed nursing home licensed by the Virginia Department of Health. The home for adults, which is primarily for indigent and low-income residents of the region, is licensed by the Virginia Department of Social Services. This request will be used to cover operating costs for Loudoun residents under a service agreement. The cost is based on actual bed usage of Loudoun residents, which are not covered by General Relief Grants. Loudoun can use up to 17 beds at the District Home and up to 12 beds at the health center.

Northern Virginia Regional Commission (NVRC) formerly called Planning District Commission (NVPDC) 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, provides professional and technical services and analyses at the request of member governments. The work of the Commission is supported by annual contributions from member local governments by appropriations from the Virginia General Assembly and by grants from Federal and State governments and private foundations.

The **Northern Virginia Regional Park Authority (NVRPA)** is a multi-jurisdictional special purpose agency established for the purpose of providing a system of regional parks for the Northern Virginia area. The Authority strives to offer regionally significant parks, open space and recreation opportunities and facilities not provided by the local parks and recreation departments. NVRPA presently operates 19 regional parks and several additional recreation facilities. There are approximately 2,418.5 acres of NVRPA's Parks and Easements that are utilized and preserved in Loudoun County. NVRPA earns 80.17% of its gross revenues for operations, relying on member jurisdictions to provide the remaining 19.83%. The amount requested from each jurisdiction is based on the most current population figures provided by the U. S. Census Bureau. Loudoun County is a participating member jurisdiction since 1972.

The Watershed Monitoring Program (Occoquan) is a multi-jurisdictional program established for the purpose of monitoring and protecting water quality. The County's contribution is determined from a 1988 funding agreement with the Occoquan Watershed Monitoring Subcommittee of the Virginia State Water Control Board.

Peumansend Creek Regional Jail Authority Service Agreement: The County entered into the regional jail service agreement, along with the Cities of Alexandria and Richmond, and the Counties of Arlington, Caroline, and Prince William. The medium security regional detention facility is located on Fort A. P. Hill in Caroline County. The land for the construction of the jail has been donated by the Federal Government. It is a 350 bed facility, of which Loudoun has been allocated 40 beds. Each of the participating jurisdictions is committed to fund a portion of the capital and operating costs, based on the prorata share of the total costs of the facility. Revenue bonds were issued by the Authority to finance the capital costs of the facility. The County will be billed annually for its prorated share of the operating costs.

During its consideration of the FY 02 TEA-21 application process, the Board of Supervisors directed the County Administrator to include matching funding for engineering work associated with grants already awarded for the **Waterford Utility Undergrounding** project. $95,200 has been included for this purpose. This project will implement utility undergrounding and streetscape improvements in the Waterford historic district. The entire project is estimated to cost $5 million, which the Waterford Foundation proposes to obtain with in-kind donations, fundraising and additional TEA-21 grants.

REGIONAL ORGANIZATIONS AND CONTRIBUTIONS

Funding History (General Fund Contributions)

Organization	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
All-Night Graduation Party	$2,500	$2,500	$3,000	$3,000
Bluemont Concert Series (Note A)	0	0	40,000	40,000
Blue Ridge Speech & Hearing	102,060	107,660	113,260	113,260
Brain Injury Services Partnership	17,945	17,945	17,945	17,945
Children's Home Society of VA	778	778	778	778
District Home/NoVA Healthcare Center	181,000	179,179	187,242	210,204
First Night Leesburg	0	0	2,500	2,500
Greater Washington Initiative	25,000	25,000	25,000	25,000
Hamilton Community Park (Play Ground)	0	0	10,000	0
Health System Agency	4,386	4,825	5,308	5,308
Hospice of Northern Virginia	6,998	6,998	6,998	6,998
Leesburg-Simpson/Harper Park MS SRO	0	0	37,900	75,800
Legal Services of NoVA	41,000	63,100	69,410	69,410
Loudoun Abused Women's Shelter	37,908	37,908	337,908	37,908
Loudoun Arts Council (Note A)	2,041	2,245	2,470	2,470
Loudoun Community Free Clinic	0	49,500	109,000	46,148
Loudoun Fair & Associates	0	0	500	500
Loudoun Literacy Council	972	6,069	6,676	6,676
Loudoun Museum (Note A) (Note B)	0	87,786	258,046	258,046
Loudoun Small Business Development Center	50,000	115,000	115,000	115,000
Loudoun Volunteer Caregivers, Inc.	0	0	27,800	27,800
Metro. Washington Council of Govt.	98,281	101,383	136,380	142,000
Metro. Washington Ear	687	756	832	832
Mother Net/Healthy Families Loudoun	0	0	25,000	25,000
NoVA Community College	101,786	107,649	172,703	187,111
NoVA Family Services	0	0	15,000	15,000
NoVA Regional Commission	50,861	54,891	56,585	63,814
NoVA Reg. Park Authority	407,961	580,059	633,997	667,393
NoVA Resource Center for Deaf	13,350	28,000	28,000	28,000
Peumansend Creek Regional Jail	486,426	521,173	564,418	564,418
Stone Bridge HS Concession Stand	0	20,000	0	0
Teen Regional Partnership	0	0	30,000	0
Town of Hamilton Sewer District Contribution	88,000	88,000	88,000	88,000
Washington Airports Task Force	14,411	14,411	14,411	0
Waterford Utility Undergrounding	0	0	95,200	0
Water Monitoring Program (Occoquan)	7,258	8,475	8,729	9,734
YMCA of Loudoun County	40,000	44,000	48,400	48,400
TOTAL EXPENDITURES:	**$1,781,609**	**$2,275,290**	**$3,294,396**	**$2,904,453**

Groups whose expenditures are covered by Local Gas Tax Funds (see Local Gas Tax Budget section):

American Red Cross	$44,098	$44,098	$54,500	$61,040
Dulles Area Transportation Association	6,000	6,000	6,000	6,000
ECHO	18,300	19,600	19,600	20,800
Loudoun Co. Transportation Assoc.	160,000	198,000	206,400	212,592
Northern VA Transportation Commission	0	6,610	7,138	11,688
Washington Area Bicyclist Association	0	0	0	0
Total Payment from Local Gas Tax Fund	**$228,398**	**$274,308**	**$293,638**	**$312,120**

Groups whose County Government contributions are covered by Restricted Transient Occupancy Tax (Special Revenue Fund): See separate listing of these groups funded for FY 01 in Restricted Transient Occupancy Tax Fund Section.

Note A: These groups are also receiving Restricted TOT funding for FY 01.
Note B: Loudoun Museum funding has increased from $87,786 in FY 01 to $258,046 in FY 02. The increase of $170,260 reflects the current operating expenditures.

Landfill Fee Waivers

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

1. Grant requests are confined to those organizations currently receiving the fee waiver or parties expressing interest in receiving the fee waiver.

2. Organization must be a Governmental entity or nonprofit organization with Internal Revenue Service 501.c.3. status.

3. Organization must provide a service for the public good. This must be explained in writing on the application for the fee waiver.

Organizations interested in applying for the fee waiver and organizations currently receiving the fee waiver apply for the landfill fee waiver on a biennial basis. On November 19, 2001, the Finance Committee reviewed and approved the 50 eligible applications for the FY 03/04 landfill fee waiver submitted by organizations to the Budget Office. On December 3, 2001, the full Board of Supervisors approved the FY 03/04 landfill fee waivers for the organizations recommended by the Committee. The fee waiver was approved for 50 organizations for the FY 03/04 Biennium, which covers the period from July 1, 2002 through June 30, 2004. The organizations included Loudoun County Government groups, Towns in the County, Fire and Rescue Companies, Other Government Entities, and Nonprofit Organizations. The total estimated annual landfill fee waiver for FY 03 is $999,925 and $1,134,885 for FY 04, based on the projected amount of waste per the landfill fee waiver applications. Most of the anticipated waivers for FY 03/ 04 (approximately 53%) relates to Loudoun County Government Groups, the Public School System, and Town Governments that applied for the waiver.

REGIONAL ORGANIZATIONS AND CONTRIBUTIONS

Organizations Approved for the Landfill Fee Waiver for FY 01, FY 02 and Adopted FY 03	Total Estimated Annual Landfill		
Organization	Fee Waiver – FY 01	Fee Waiver – FY 02	Fee Waiver – Adopted FY 03
Loudoun County Government and Public Schools:			
Loudoun Animal Care & Control	$1,100	$1,100	$55
Loudoun Central Garage	75	75	400
Loudoun County Volunteer Rescue	75	75	48
Loudoun General Services - Facilities Management/ Project Management/ Public Works	26,750	30,350	6,875
Loudoun Housing Services/Elk Lick Com. Project	2,105	0	4,680
Loudoun Solid Waste Management Enforcement/ Landfill Operations	10,845	12,070	17,900
Loudoun Parks & Recreation Dept.	10,250	12,475	14,500
Loudoun Sheriff's Community Workforce	1,288	1,288	1,615
Loudoun County Public Schools	391,305	473,375	507,415
Loudoun Social Services Dept.	55	55	55
Total County Govt. and Public Schools Waiver	$443,848	$530,863	$553,543
Towns in County:			
Town of Hamilton	$1,210	$1,320	$5,940
Town of Hillsboro	0	0	910
Town of Leesburg	10,300	10,600	53,250
Town of Lovettsville	0	0	150
Town of Middleburg	2,200	0	435
Town of Purcellville	5,550	6,050	8,360
Town of Round Hill	550	550	705
Total for Towns	$19,810	$18,520	$69,750
Loudoun Fire and Rescue Companies:			
Arcola Volunteer Fire & Rescue Co.	$0	$0	$200
Ashburn Volunteer Fire & Rescue Co.	790	790	285
Lovettsville Volunteer Fire & Rescue Co.	960	0	6,875
Lucketts Volunteer Fire Co.	240	240	240
Middleburg Volunteer Fire Co.	23	30	240
Neersville Volunteer Fire Co.	770	825	710
Philomont Volunteer Fire Co.	30	230	160
Purcellville Volunteer Fire Co	0		200
Round Hill Volunteer Fire Co.	45	45	240
Total Fire and Rescue Companies	$2,858	$2,160	$9,150
Other Government Entities:			
Fairfax City Goose Creek Water Treatment Plant	$115	$115	$175
Federal Aviation Administration	875	875	320
Loudoun Co. Sanitation Authority	2,700	2,700	15,850
No. Va. Community College	685	780	990
No. Va. Regional Park Authority	10,450	10,450	9,335
VPI -- Middleburg Agricultural Center (Virginia Tech. Univ.)	190	190	320
VPI – Marion dePont Equine Medical Center	4	0	240
Virginia Department of Transportation	335,000	335,000	279,870
Total Other Government Entities	$350,019	$350,110	$307,100
Nonprofit Organizations:			
Blossom & Bloom	$0	$0	$55
Christmas in April	400	400	800
George C. Marshall International Center & Dodona Manor	0	0	320
Glaydin School & Camps	510	510	640
Good Shepherd Alliance	2,100	3,680	17,600
Gradyon Manor	30	30	8,175
Highroad Program Center	550	825	1,100
Hillsboro Ruritan Club	2,750	3,025	2,860
Jeremiah House	44	44	80
Keep Loudoun Beautiful	880	880	2,957
Ladies Board - Loudoun Hospital Center	26,000	28,110	4,400
Loudoun 4-H & Associates	1,000	1,000	630
Loudoun Abused Women Shelter	160	160	95
Loudoun Library Foundation	275	275	275
Loudoun Museum	135	135	135
Lucketts Ruritan Club	16,500	16,500	15,125
Middleburg Community Center	2,550	2,550	4,800
Paxton Child Development Center	95	95	160
Sterling Ruritan Club	48	48	175
Total Nonprofit Organizations	$54,027	$58,267	$60,382
Grand Total Landfill Fee Waivers	**$870,562**	**$959,920**	**$999,925**

SOCIAL SERVICES

Mission Statement: The mission of Social Service is to improve the quality of life for Loudoun residents. The Department of Social Services encourages families and individuals to become self-sufficient through programs and services that emphasize personal responsibility; help protect and advocate for vulnerable adults and children; collaborate with business, government and community resources to deliver effective and efficient services; foster and support professional growth and development among staff.

Department Description: The seven-member Social Services Board is appointed by the Board of Supervisors and, through the Department of Social Services, is charged with the responsibility for the social welfare of County residents and for fostering the financial independence of residents in need. The Department administers a wide variety of programs and services that are mandated by State and Federal law or required by local policy and is responsible for determining financial eligibility for those programs.

The Department is organized around four major functional areas: **Benefits Programs** include Public Assistance, Family Services, and Career Support Services, including participation in the Regional Workforce Investment Board. **Services** include Adult Protective Services, Children Protective Services, Emergency and Supportive Services and Foster Care and Adoption. **Youth Programs** include the Youth Shelter, the Juvenile Detention Center, the Young Adults project, Delinquency Prevention and Intervention, Young Parent Services, Contract and Program Accountability, and the administrative staff for the Comprehensive Services Act. **Special Projects and Resources** include the Holiday Program, On-Demand Transportation, the Human Services Group, and multiple initiatives and projects developed in collaboration with other public, private, non-profit and religious organizations.

Situational Analysis:

The major factors that influence the mission of Social Services are population, demographics, family and social problems, and the economy.

Impact of Economy

While a thriving economy may lead to the conclusion that the need for social services is diminished, Loudoun's experience is quite different. The significant growth in population has led to an increase in the demand for services and greater expectations of local government on the part of newly arriving residents.

Families with children increasingly request services from County youth programs and elderly residents have unique needs that impact several County systems, including healthcare, housing, companion care, nursing home care and protective services. These families look increasingly to the County government for assistance and support when faced with unmanageable problems and difficulties.

Welfare Reform

Loudoun County has had remarkable success with welfare reform and continues to lead the region and State in all aspects of the program. Concerns do exist, however, about the impact of any future economic recession and the growing gap between the costs of housing, daycare and transportation and the entry-level salaries earned by people with little or no work experience, few skills and little education.

Increasingly, the Department sees residents who have arrived from Latin America, Eastern Europe, and Southeast Asia who speak little or no English and may not be literate in their own language. The need for bilingual staff continues to grow.

Youth Issues

The decision in 1998 to operate the Youth Shelter under a contract with a private provider has proven to be a great success. The shelter has received an outstanding review and was awarded a three-year certification, the maximum granted by the State.

The number of intakes of Loudoun youth at the Juvenile Detention Center continues to increase. While small in relation to the entire youth population, there are a growing number of young people who demonstrate a propensity for more serious criminal behavior, violence, and drug and alcohol abuse.

Impact of the Federal and State Government

The current strong economy and recent national and local welfare reform efforts that emphasize employment have resulted in some caseload reductions. Yet, other factors have been added to the equation, such as new Federal and State mandates, new programs, and additional reporting requirements. As a result, caseload has become less accurate in determining workload. The complexities of different family and economic situations, changing community expectations, variables of human behavior, new initiatives, and changing Federal and State demands all contribute to determining staff workload.

Department resources and community resources are straining to meet the additional service demands while staffing levels and funding have remained virtually constant over the past several years.

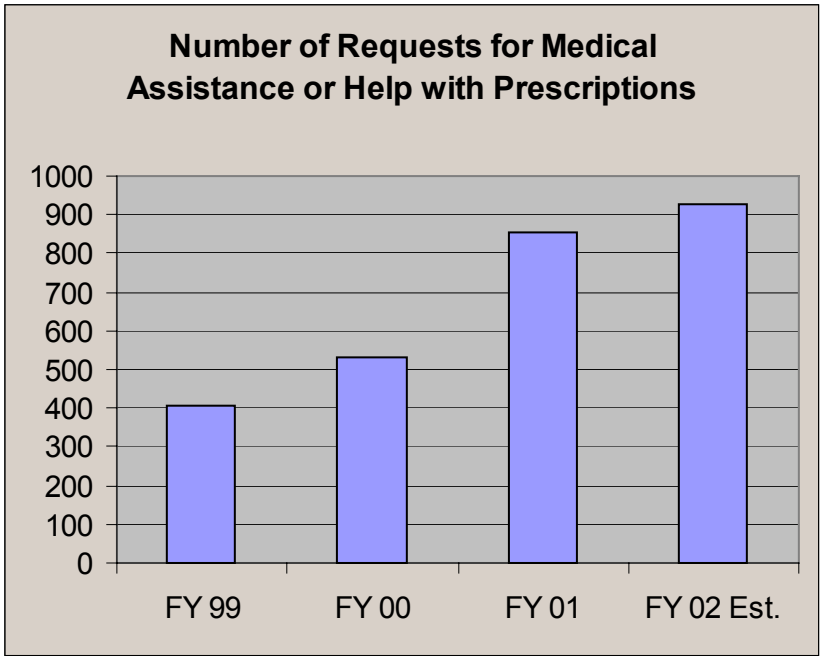
Additional information on this Department's Capital Improvement Program projects can be found on pages 381 and 382. Information on scheduled projects for the Capital Asset Replacement Fund can be found in tables beginning on page 448.

Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$5,516,134	$5,577,485	$6,357,747	$7,526,675	$7,879,458
Operations & Maintenance	$5,662,474	$6,426,460	$6,628,780	$7,158,046	$7,400,806
Other	$1,500	$1,500	$0	$0	$0
Capital Outlay	$2,000	$3,500	$63,157	$0	$37,000
	$11,182,108	$12,008,945	$13,049,684	$14,684,721	$15,317,264
Departmental Revenue:					
Local Fees, Charges, Etc.	$603,400	$496,200	$469,761	$317,475	$318,975
Commonwealth	$2,196,092	$2,523,598	$2,709,362	$2,681,177	$2,752,122
Federal	$2,450,721	$2,783,305	$2,985,679	$2,959,515	$3,004,406
Gas Tax Transfer	$85,000	$85,000	$39,200	$39,200	$0
	$5,335,213	$5,888,103	$6,204,002	$5,997,367	$6,075,503
Federal Foster Care Reimbursement*:	N/A	N/A	N/A	N/A	$184,687
Local Tax Funding:	$5,846,895	$6,120,842	$6,845,682	$8,687,354	$9,057,074
FTE Summary:	121.55	122.55	128.08	136.30	138.30

** For more information on Federal Foster Care Reimbursement see page 466.*

FY 03 Board Action: The FY 03 Adopted Fiscal Plan for the Department of Social Services includes enhancements totaling 2.00 FTE and $184,687, all of which is funded by the Federal Foster Care Reimbursement Fund so there is no local tax support for these enhancements. The FY 03 Adopted Fiscal Plan reflects the ongoing impact of FY 02 midyear reductions while maintaining service delivery at current levels.

Departmental history can be found on page 308.



SOCIAL SERVICES
Special Projects/Resource Development

Purpose: The purpose of the Special Projects/Resource Development Unit is to develop partnerships and collaborations in the community to meet needs not addressed by other services.

Program Description: The Special Projects/Resource Development Unit develops community-based partnerships and collaborations that meet human service needs not covered by government funding.

The process used in most cases requires identification of a need and gathering of a group of stakeholders in a problem area. Staff works together as a part of the stakeholder group until the viable, stand-alone organization is formed and then withdraws from active membership while maintaining active support.

Projects of the Unit include the Community Holiday Program, the On-Demand Transportation Program and management of the Preserving Safe and Stable Families Program.

Situational Analysis:

Demand for Services

The rapidly increasing population of the County affects the work of the Special Projects Unit in several areas. In the area of transportation the large growth in the senior population has led to an increase of 30% in the number of trips provided by the On-Demand Transportation Program for the last two calendar years. With the aging of the population during the next decade, this upward trend is expected to continue. On-Demand Transportation is currently limited to medical trips, and transportation for dialysis patients alone is projected to cost $100,000 for FY 01.

Prescription Drug Program

Another area affected by the aging population is prescription drugs. Locally, Special Projects has worked to develop a case management program that will help people to access free and reduced price prescription drugs from pharmaceutical companies as well as tap into small pots of money locally for purchase of medications. This is a need that will continue to grow. The program receives funding through grants from the United Way and the Salvation Army. In addition to prescription drugs, development of resources to meet the identified need for access to affordable and/or free health and dental care occupies a great deal of staff time and energy

Changing Demographics of County

Overlaying all of these areas is the growth in the Hispanic population and the need for Spanish translators.

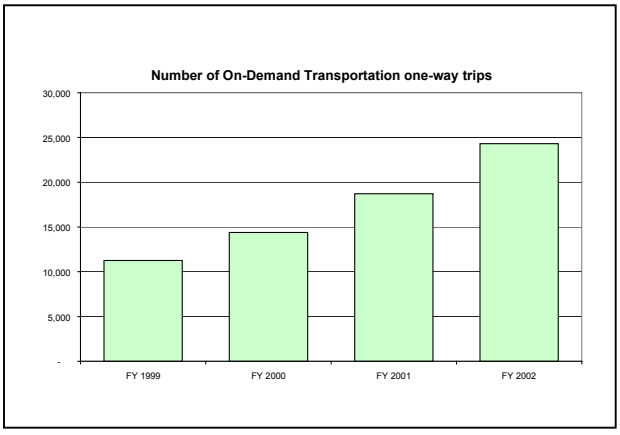
Planned Accomplishments/Objectives for FY 03.

- Maintain and increase if necessary the number of one way trips and unduplicated clients served by the On-Demand Transportation Program for five human service agencies who meet eligibility requirements.
- Maintain and increase if necessary the number of families served by the Community Holiday Coalition through coordination activities of the Unit.
- Maintain existing partnerships of community organizations and businesses and assist in the development of one new partnership by FY 02 that meets identified, but unfunded human services needs.

SOCIAL SERVICES
Special Projects/Resource Development

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# of one-way trips provided through On-Demand Transportation	18,795	19,358	19,938	20,536
Total cost of the program	$225,727	$344,210	$354,536	$365,172
# of donated gifts for the Community Holiday Coalition	25,099	25,852	26,628	27,427
# of pounds donated food items for Community Holiday Coalition	103,303	106,402	109,594	112,881
# of families served (unduplicated count)	931	959	988	1,017
Total Value of the Community Holiday Coalition	$644,702	$664,043	$683,964	$704,482
# of on-going partnerships/collaborations of businesses and organizations initiated by the department	8	8	9	9

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$166,445	$181,650	$196,872	$203,311
Operations & Maintenance	$170,030	$266,464	$455,930	$411,489
	$336,475	$448,114	$652,802	$614,800
Departmental Revenue:				
Local Fees, Charges, Etc.	$20,000	$15,000	$15,000	$0
Commonwealth	$16,141	$16,723	$17,557	$0
Federal	$103,432	$66,803	$62,521	$47,336
Gas Tax Transfer	$85,000	$39,200	$39,200	$0
	$224,573	$137,726	$134,278	$47,336
Local Tax Funding:	$111,902	$310,388	$518,524	$567,464
FTE Summary:	4.34	3.84	3.80	3.80



SOCIAL SERVICES
Benefits Programs

Purpose: The purpose of the Benefit Programs Division is to determine eligibility and administer the Federal, State and local public assistance programs while promoting personal responsibility.

Program Description: The Benefit Program Specialists screen individuals for eligibility, interview applicants, process applications, conduct periodic reviews and redetermine eligibility for public assistance programs including Temporary Assistance to Needy families (TANF), Medicaid, Food Stamps, General Relief, State-Local Hospitalization, Auxiliary Grants, Foster Care, Refugee and the Energy Assistance programs. Eligibility for each program is based on Federal and State policies.

Situational Analysis:

Welfare Reform

The implementation of welfare reform has caused a shift in the way applicants for public assistance are processed. The emphasis is now to focus the family on methods to achieve self-sufficiency and to promote their obligation for personal responsibility. This shift has led to a new way of working with families. Currently, the initial work with applicants is to assist them in seeking ways to become self-sufficient, with their long-term goal being to only use welfare as a short-term supplement.

Staffing Issues

Staff turnover and vacancies have caused numerous shifts in workload in the unit over the past year. This unit is currently fully staffed for the first time since 1995. The strong economy has caused the food stamp caseload to drop by nearly 10%. However, beginning in mid 2001, a slowdown in the economy is causing a reversal in that trend. The tragic events in September 2001 are already being felt in the increased number of inquiries for public assistance program information.

Other factors affecting casework includes a major policy change requiring food stamp cases with earnings to be reviewed every 3 months; two newly created categories of assistance in the Medicaid program; and the State of Virginia remains under a class action lawsuit, Robertson vs. Jackson, which requires at least 97% of all food stamp cases to be processed within the policy guidelines of either 7 or 30 days**.** Despite the turnover, vacant positions, new programs and changing caseload, the Benefit Programs unit has been able to maintain a high level of State quality-control ratings and meet the processing requirements of the court order.

Planned Accomplishments/Objectives for FY 03

- Maintain the Food Stamp timely case processing rate at 97% or above.
- Maintain at least an 85% accuracy record in State Quality Control case readings.
- Screen all citizen inquiries for assistance information within 24 hours.

SOCIAL SERVICES
Benefits Programs

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
% of food stamp cases processed timely	98%	98%	99.0%	99.0%
% of Quality Control cases with no worker error	77%	80%	85%	90%
Monthly citizen inquiries for assistance information	431	450	480	525
% of citizen inquiries screened within 24 hours	100%	100%	100%	100%

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$873,188	$935,693	$1,138,257	$1,153,753
Operations & Maintenance	$806,081	$819,493	$741,998	$713,063
	$1,679,269	$1,755,186	$1,880,255	$1,866,816
Departmental Revenue:				
Commonwealth	$620,337	$651,204	$684,999	$759,930
Federal	$448,185	$495,612	$486,113	$527,158
	$1,068,522	$1,146,816	$1,171,112	$1,287,088
Local Tax Funding:	$610,747	$608,370	$709,143	$579,728
FTE Summary:	22.26	21.57	23.16	23.13

SOCIAL SERVICES
Career Support Services

Purpose: The purpose of the Career Support Services Program is to administer employment and training programs as required by Federal, State and local regulations, focusing on long-term employment, family stability and long-term family self-sufficiency.

Program Description: The Career Support Services Counselors are responsible for providing available employment and training services. This includes employability assessments; case management; eligibility for programs; assisting with physical, mental and family issues; coordinating educational and training opportunities; and assisting with career development training. These Counselors are responsible for implementing the Welfare Reform initiative by performing intensive case management with an emphasis on employment.

Situational Analysis:

The Career Support Services Unit became a part of Social services in a multi-departmental reorganization in 1997. The Career Support Specialists and Counselors serve the participants in the Virginia Initiative For Employment not Welfare Program (VIEW), the Workforce Investment Act (WIA), Welfare to Work (WtW) and the general job-seeking public.

Virginia Initiative for Employment not Welfare Program (VIEW)

The VIEW program has been successful in moving families from welfare to work, consistently ranking in the top five localities in the State in percent employed, average monthly earnings and percent employed five months or longer. While the Career Support Services unit has been providing services focusing primarily on department recipients, they are now experiencing an increase in people that are hard to serve and have chronically complex cases. These cases require workers to spend a large amount of time on each case. Contributing to the complexity of these cases is the fact that many of the people in VIEW were receiving assistance supplements such as childcare and Medicaid in order to meet the high cost of living in Northern Virginia. Those supplements are ending, and the families are now finding it difficult to earn the salaries needed to live in this area, as well as not having jobs with benefits, such as insurance and sick leave. These issues will cause recipients to return to the Career Support Services Unit for assistance in seeking training for new jobs and careers.

Workforce Resource Center

The unit is responsible for the operation of the Workforce Resource Center where any resident can come to search for jobs, work on resumes and contact employers. The center is open 40.5 hours a week; is open until 7:30 P.M. on Tuesdays and is averaging over 500 visits per month since July 2001.

In July 2000, the Job Training Partnership Act (JTPA) was replaced with the Workforce Investment Act. This is a Federal program that provides employment services to economically disadvantaged, aged or disabled adults and youths. The Career Support Services Unit is responsible for administering this program. The Workforce Resource Center will apply for designation as the One-Stop Employment Center under the Workforce Investment Act for Loudoun. This means that all employment-related services for this target population will be coordinated by the Career Support Services staff through the center. The Workforce Resource Center will remain open to the public for use by any interested job seeker.

Planned Accomplishments/Objectives for FY 03

- Develop partnerships with organizations to provide services to the hard-to-serve population.
- Meet the mandates of the Workforce Investment Act.
- Increase the utilization of the Workforce Resource Center (WRC) by the general public.
- Increase the hourly wage of participants in the Virginia Initiative for Employment not Welfare (VIEW) programs.
- Increase the percentage of employed VIEW recipients to 75%.
- Promote community awareness on the issues surrounding Welfare Reform.

SOCIAL SERVICES
Career Support Services

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Number of monthly customers visiting the Workforce Resource Center	287	500	550	600
Average hourly wages of VIEW participants	$8.47	$8.70	$9.00	$9.30
% of VIEW recipients employed	72%	75%	78%	80%
# of people attending training workshops	80	120	130	140

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$396,477	$476,473	$493,231	$519,316
Operations & Maintenance	$256,157	$372,730	$347,133	$395,788
Capital Outlay	$0	$0	$0	$0
	$652,634	$849,203	$840,364	$915,104
Departmental Revenue:				
Local Fees, Charges, Etc.	$0	$0	$0	$0
Commonwealth	$270,735	$384,435	$322,574	$373,675
Federal	$20,936	$48,008	$18,878	$131
	$291,671	$432,443	$341,452	$373,806
Local Tax Funding:	$360,963	$416,760	$498,912	$541,298
FTE Summary:	9.45	10.04	9.70	9.68

SOCIAL SERVICES
Family Services

Purpose: The purpose of the Family Services Unit is to administer the Temporary Assistance for Needy Families (TANF) program to families who participate in the Virginia Initiative For Employment not Welfare Program (VIEW) and to coordinate child care assistance to eligible families.

Program Description: The Benefit Program Specialists screen individuals for eligibility, interview applicants, process applications, conduct periodic reviews and redetermine eligibility for public assistance recipients in the TANF program. These recipients are required to participate in the VIEW program as part of welfare reform. They must seek and maintain employment in order to continue receiving their benefits.

Day Care Specialists are responsible for determining eligibility for families to receive a child care subsidy; process the payment to the child care centers; recruit child care providers and offer training to providers; and provide information and conduct workshops on child care for the public.

Situational Analysis:

Virginia Initiative for Employment not Welfare (VIEW)

The staff of the Family Services division are responsible for administering payments under the Temporary Assistance for Needy Families (TANF) program for recipients that are mandated to participate in the welfare reform called the Virginia Initiative for Employment not Welfare (VIEW) and six childcare assistance programs. Eligibility for each childcare program is based on varying criteria established by either the Virginia Department of Social Services and/or the Loudoun Department of Social Services. For example, the maximum monthly income level to receive assistance for a family of three is currently $2,250. State funding for each childcare program is adequate except for the Non-VIEW Childcare Fee System.

Non-VIEW Childcare Fee System Program

The Non-VIEW Childcare Fee System program provides a childcare subsidy for families that meet the income criteria and need childcare while working or in an approved education and training program. The families are responsible for paying a co-payment of 10% of their gross income toward the cost of the childcare. The State funds allocated to the Fee System program are not sufficient to meet the demand, and a waiting list for services has been maintained for several years. The current waiting list is 178 families. To provide childcare to all children on the waiting list would cost approximately $1.9 million per year. The list would then start to form again.

Childcare Issues

The department is mandated to assist eligible families in paying for child care to the extent that funds are available, and is committed to improving the quality of care by providing resources such as Books and Beyond, a lending library for providers, and through sponsoring training sessions for day care providers and their staff.

The demand for quality childcare that is both affordable and accessible will continue to increase as the population and workforce in Loudoun grows. The need for adequate childcare for the growing workforce is an issue that is just beginning to get the attention of businesses as they struggle to hire workers at all levels. The Loudoun United Way has taken the lead in raising this issue in the community, but they need the support of businesses and other human service organizations.

Planned Accomplishments/Objectives for FY 03

- Sponsor at least 30 workshops for childcare providers in the community.
- Redesign the list of childcare providers and make it accessible electronically.
- Increase the involvement of community organizations in providing childcare to the economically disadvantaged.
- Promote community awareness on the issues surrounding welfare reform.
- Publish and distribute a quarterly newsletter for childcare providers and parents.

SOCIAL SERVICES
Family Services

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# of childcare workshops provided	21	24	27	30
# of regulated childcare providers in Loudoun	223	245	269	296
# of monthly inquiries regarding childcare services	77	85	94	103
# of newsletters published	0	1	4	4

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$396,445	$478,811	$548,023	$571,024
Operations & Maintenance	$2,108,017	$2,035,092	$2,110,309	$2,185,329
Capital Outlay	$0	$18,500	$0	$0
	$2,504,462	$2,532,403	$2,658,332	$2,756,353
Departmental Revenue:				
Commonwealth	$498,506	$546,057	$508,521	$535,458
Federal	$1,364,359	$1,470,829	$1,533,417	$1,680,365
	$1,862,865	$2,016,886	$2,041,938	$2,215,823
Local Tax Funding:	$641,597	$515,517	$616,394	$540,530
FTE Summary:	9.23	10.05	10.23	10.22

SOCIAL SERVICES
Adult Protective Services

Purpose: The purpose of Adult Protective Services is to protect elderly and disabled adults in Loudoun County from abuse, neglect and exploitation and to provide an array of services to assist vulnerable adults to remain in their homes when possible and to assist with other services when home is no longer a possibility.

Program Description: The Adult Protective Services (APS) unit is mandated by the *Code of Virginia* to investigate complaints of abuse, neglect and exploitation of elderly and disabled adults and to provide services where appropriate. Approximately 82% of investigations involve the elderly, and 18% are disabled adults under the age of sixty. The unit is also mandated to provide on-call services 24 hours a day, 7 days a week in order to receive and investigate complaints. Other legal mandates of this unit include guardian report reviews, Medicaid nursing home and personal care prescreening and placement planning services, as well as adult care residence prescreenings. Social workers also provide case management services to income-eligible vulnerable adults requesting services, whether or not they are in need of protective services.

The Companion Program is a part of Adult Protective Services, providing in-home care through a private contract with The Medical Team Inc. to income-eligible, moderate-to-high-risk, vulnerable adults. This program's social workers conduct assessments for companion services and provide service monitoring for those receiving these services. This program also provides homemaker services, which include hygiene and consumer education, personal care, nutrition education, budgeting, transportation, and follow through on medical needs, to eligible adults who are generally more vulnerable and at higher risk than those in need of companion services.

Situational Analysis:

Demand for Services

Over the past four years, the number of investigations of abuse, neglect and exploitation rose 152%. An investigation is a lengthy, arduous process requiring many hours of interviews, fact collection, field work, legal consultation, family consultations and advisement, consultations with a variety of professionals, to include doctors and other service providers, etc., in order to offer the services that will best meet the needs of the person or persons involved. With increasing service demands, many services have been reduced in order to meet State mandates.

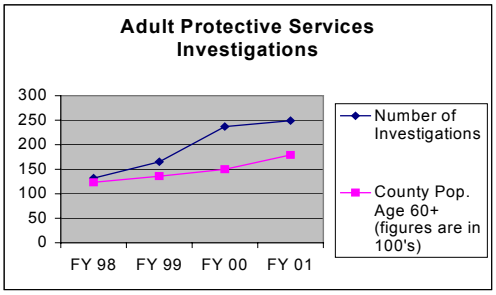
Impact of Elderly Population

Along with this increase in investigations has come an increase in cases where elderly and disabled adults experience high-risk situations but are not in need of protection due to abuse, neglect and/or exploitation. These cases involve elderly and/or disabled adults who are vulnerable due to medical needs, housing problems, or other needs related to a myriad of problems.

In addition, the need for Companion Services has continued to increase. In FY 01, 135 vulnerable adults received Companion assistance.

The increased demand in the APS program is directly affected by the population increase as well as the increasing population of seniors who are aging in place. After youth, the senior population is the fastest growing segment.

Many elderly and disabled adults do not have means to provide sufficiently for themselves in order to remain in their homes. Many family members cannot bear the costs related to the needs of a vulnerable adult relative and become at risk of losing their jobs and homes if assistance cannot be provided.



Planned Accomplishments/Objectives for FY 03

- Meet the State compliance rate of 90% for Adult Protective Services investigations completed within 45 days.
- Eighty percent of clients who accept services will not have a repeat incidence of abuse, neglect or exploitation.
- Prevent abuse, neglect and exploitation of vulnerable clients in cases where there has been no founded complaint, but where intensive services have been provided.
- Meet or exceed the State rate of 90% of Medicaid Nursing Home and Personal Care Pre-screenings and Adult Care Residences assessments within 14 days of request.

SOCIAL SERVICES
Adult Protective Services

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
APS Investigations				
# valid complaints received	249	263	276	290
#/% investigations completed within 45 days	215/87%	229/90%	244/90%	261/90%
APS Founded Cases				
# APS investigations with "founded" complaints	92	94	96	98
# cases in which clients accept services	78	74	75	72
#/% clients receiving services who had another founded complaint within one year	14/17%	15/17%	16/17%	12/17%
Vulnerable Clients With No Founded Cases				
# vulnerable clients with no founded cases known to APS	7	12	17	17
# clients who accepted intervention services	7	12	17	17
# clients who would have been assessed for nursing home or ACR if intervention services were not provided	6	11	11	11
#/% vulnerable clients for whom there were subsequent founded complaints within one year	1/10%	1/10%	1/10%	1/10%
Medicaid Nursing Home and Personal Care Pre-screenings and Adult Care Residences Assessments				
# referrals for pre-screenings and assessments	72	76	76	76
#/% meeting State guidelines of 14 days	70/97%	71/94%	71/94%	71/94%
Companion Services				
# eligible clients requesting services	141	*210	*231	*254
# clients who received services	135	135	135	135
# eligible clients at risk of institutionalization without services	62	78	78	78
# who received services and later placed in a nursing home or Adult Care Residence	19	24	24	24
#/% clients who received services and were maintained in the family home	100/74%	100/74%	100/74%	100/74%

** These numbers do not represent total need as the number served is determined by the program funding available.*

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$521,455	$589,148	$701,225	$720,619
Operations & Maintenance	$1,028,563	$1,077,480	$1,190,433	$1,251,048
Capital Outlay	$0	$18,500	$0	$0
	$1,550,018	$1,685,128	$1,891,658	$1,971,667
Departmental Revenue:				
Commonwealth	$24,453	$28,290	$30,231	$14,273
Federal	$165,914	$151,044	$151,107	$133,465
	$190,367	$157,531	$181,338	$147,738
Local Tax Funding:	$1,359,651	$1,527,597	$1,710,320	$1,823,929
FTE Summary:	10.05	10.48	10.94	10.93

SOCIAL SERVICES
Child Protective Services

Purpose: The purpose of Child Protective Services is to protect children in Loudoun County from abuse and neglect and to provide services that enhance the abilities and skills of caretakers to provide safe and nurturing homes for children.

Program Description: This is a State-mandated program that receives and responds to complaints of child abuse/neglect on a 24-hour basis. Social workers investigate or assess complaints, determine if abuse/neglect has occurred, and provide services to assure that children are protected. A primary goal is to preserve the family unit whenever possible. When children cannot be protected in their own homes, they may be removed by court order and placed with relatives or in foster care.

This unit also provides case management and home-based services to families that have been assessed as high risk for abuse, but who may or may not have had a finding of abuse or neglect. Some of these families are referred for services through the Family Assessment and Planning Team under the Comprehensive Services Act. This program also works closely with law enforcement and conducts joint investigations on cases that involve child sexual abuse or if an injury to a child warrants a criminal investigation.

In 1997, Loudoun Child Protective Services was one of five localities selected to pilot a new system for providing protective services. While all serious complaints of abuse, particularly child sexual abuse, are investigated and findings made, less serious complaints may be evaluated for services through family assessments. In FY 00, the Virginia legislature voted this model (the Differential Response Model) as the standard for Child Protective Services in Virginia.

This program also provides respite services to high-risk families, which are defined as families with sporadic employment, a history of alcohol or substance abuse, poor parenting skills, and unstable housing, through a contract with a private volunteer organization made up of trained families who are able to care for children for up to three weeks.

Situational Analysis:

Demand for Services

Prior to FY 2000, the number of complaints of abuse and neglect against children in Loudoun had remained fairly stable over the last few years at an average of about 350 complaints a year that are investigated and/or assessed for services. In FY 2000, this number rose to 374 and spiked to 512 in FY 2001.

Work Environment

The vast majority of the work is performed in the field; i.e., in the homes of families, in facilities that care for children, in court or in the community gathering information or setting up services. Program workers often encounter a great deal of hostility while conducting investigations in that most people do not understand the legal constraints of Child Protective Services and the limited authority that the social workers have to make certain decisions. Citizens sometimes use the media as a way of airing concerns, and this places enormous pressure on social workers who are trying to investigate a sometimes sensitive complaint.

The work of this unit is compounded by alcohol and substance abuse issues in families, as well as cultural differences that sometimes have conflicting definitions of child abuse and neglect. This unit has not been fully staffed for more than three years. Turnover of social worker positions is high in Child Protective Services statewide. Since April of 1998, Loudoun's program has turned over a total of twelve positions.

State Case Management System

Adding to the stress inherent in the job, as well as worker turnover, is the State-required computer case management system (OASIS) that requires workers to duplicate documentation and is difficult and time consuming to use. OASIS does not yet provide the statistical information back to local agencies, thereby requiring the manual gathering of statistics by social work staff. This is a statewide problem that is well known and dependent on the State Department of Social Services for resolution.

Planned Accomplishments/Objectives for FY 03

- Investigate and/or assess all valid complaints of child abuse and neglect.
- Make findings in investigations that support the standard of evidence as reflected in a low rate of overturned findings on appeal.
- Reduce the incidence of a second complaint of abuse and neglect by providing family needs assessments and optional services.
- Provide services that enable children to remain with their family unit and to avoid foster care placement.

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Investigations/Assessments				
# valid complaints	512	550	575	625
# complaints taken as investigations	131	140	150	170
# complaints assigned to the assessment track	381	410	425	455
Statewide average for completing investigations and assessments within 45 days *	66%	67%	70%	70%
#/% investigations/assessments completed within 45 days	304/60%	375/69%	400/73%	450/72%
Local Appeals				
# investigations completed	131	140	150	170
# appealed findings	4	6	7	9
#/% of appeals where CPS findings were upheld	2/40%	4/67%	5/71%	6/67%
Second Complaints				
# families on whom there is a valid complaint	512	550	575	625
# families receiving a family needs assessment and optional services	381	410	425	455
#/% families receiving a family needs assessment with a second complaint within one year	27/6%	33/6%	33/6%	33/6%
Prevent Foster Care Placement				
# children involved with CPS who were assessed in need of preventative or respite care services	150	175	200	225
# of those children who received services	90	115	135	155
#/% of children receiving services who entered foster care	14/16%	16/14%	18/14%	20/13%

* *This number is an estimate due to the new State computerized system's inability to feed back statistical information. This information will be kept manually in the future.*

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$562,031	$595,960	$667,103	$681,765
Operations & Maintenance	$68,859	$99,794	$109,458	$130,287
Capital Outlay	$0	$0	$0	$0
	$630,890	$695,754	$776,561	$812,052
Departmental Revenue:				
Commonwealth	$26,679	$17,243	$18,077	$586
Federal	$225,517	$264,939	$261,893	$262,980
	$252,196	$282,182	$279,970	$263,566
Local Tax Funding:	$378,694	$413,572	$496,591	$548,486
FTE Summary:	10.62	10.51	10.51	10.50

SOCIAL SERVICES
Emergency and Supportive Services

Purpose: The purpose of Emergency and Supportive Services is to help stabilize families in Loudoun County to the extent that they can regain control over their immediate problems and achieve some level of self sufficiency.

Program Description: The Emergency and Supportive Services (ESS) unit provides services to address emergency and crisis situations. The emergencies that are prevalent among families and individuals are lack of or inadequate shelter, no heat source, a lack of funds for immediate medical care and prescription needs, and lack of food. Other problems that seriously impair the functioning of families are also resolved in this unit, such as the need for car repairs, medically needed phone service and equipment and supplies (apnea monitors, diabetic supplies, etc.), clothing, transportation, school supplies, and a myriad of other needs related to inadequate income. All assistance is based on income eligibility standards and the availability of funds and resources.

This unit works very closely with a large number of community organizations including the Salvation Army, Interfaith Relief, Good Shepherd Alliance, the Housing Office, LINK, the Leslie Fund, other private concerns, and local churches to provide eligible customers with resources that are not available through the Department. Much of social workers' time is spent accessing community resources for citizens who cannot pay for their emergency needs.

This program has two main components: emergency assistance and long-term case management for those families and individuals who have chronic problems and need on going services.

Situational Analysis:

Community Resources

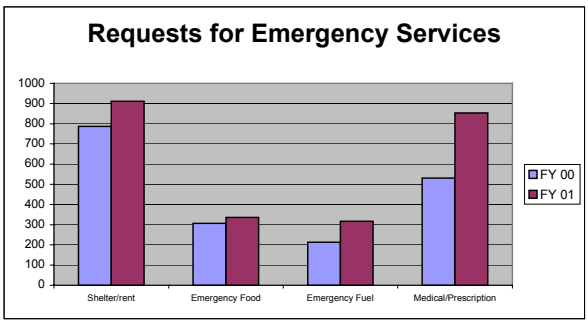
Due to the staff's effectiveness in accessing and identifying community resources and the close coordination with the faith community and other service providers, requests for assistance for emergency needs have been fairly stable over the past three years, ranging from 912 to 1,008 requests per year. These organizations provide over $3,000 per month to assist clients referred by the program.

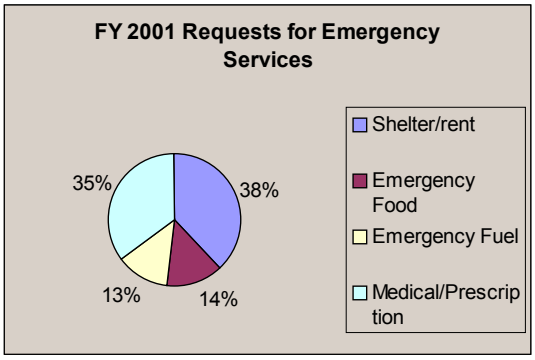
Types of People Served

Other factors that have influenced the nature of the work in this unit are the increasing numbers of families affected by mental illness and drug and alcohol abuse. In addition, the numbers of homeless families and individuals are rising. In FY 99, 147 families and single adults were referred to homeless shelters. In FY 00, 255 families and single adults were referred to homeless shelters. In FY 2001, this number rose to 292. Many other families are piecing together shelter by moving from one friend or relative to another.

Diverse Population

Another significant factor in service delivery is the increase in families from other countries who speak very little or no English and are in need of assistance. The largest ethnic group represented among these is Hispanic. This unit has two social workers who speak Spanish fluently, and they often must leave their own work to assist others. Cultural differences often make service delivery a long and tedious process for all concerned. The last two to three years have seen larger numbers of families from the Middle East, Eastern Europe and Asia in need of assistance.





Planned Accomplishments/Objectives for FY 03

- Meet emergency requests of eligible clients for shelter, fuel and food assistance based on available resources.
- Meet emergency requests of eligible clients for assistance with medical needs based on available resources.
- Utilize community resources to address emergencies of eligible customers whose needs cannot be met through State or federal funds.

SOCIAL SERVICES
Emergency and Supportive Services

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# of requests for shelter/rent assistance	912	966	1,023	1,084
# of requests for emergency food	336	356	377	399
# of requests for emergency fuel assistance	317	330	350	375
# of requests for medical assistance or help with prescriptions	854	925	1000	1100
# of businesses or organizations coordinating with Emergency Services that assisted clients	36	36	37	37
# families for whom housing was stabilized through rent assistance	230	240	250	260
# homeless individuals referred to community shelters	292	305	315	325
# of clients who received food assistance	336	356	377	399
# of clients assisted with fuel cut-offs or shortages	170	180	190	200
Amount of funds solicited by staff from community organizations to assist clients with fuel needs	$28,782	$30,000	$31,000	$32,000
# of clients referred for pro bono medical services	303	325	340	360
# of clients assisted with medical needs out of Department funds received*	361	390	410	425
# of clients for whom workers arranged medical assistance from community resources	160	170	180	190
Value of the total amount of emergency assistance for clients obtained by staff from community organizations.	$57,075	$60,000	$62,500	$65,000

* *Some clients receive help from more than one source.*

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$361,574	$411,473	$513,012	$512,682
Operations & Maintenance	$180,479	$194,225	$205,087	$234,739
	$542,053	$605,698	$718,099	$747,421
Departmental Revenue:				
Local Fees, Charges, Etc.	$11,200	$13,975	$16,975	$22,975
Commonwealth	$16,356	$16,983	$17,817	$293
Federal	$86,891	$101,543	$98,497	$86,248
	$114,447	$132,501	$133,289	$109,516
Local Tax Funding:	$427,606	$473,197	$584,810	$637,905
FTE Summary:	7.06	7.22	8.24	8.23

SOCIAL SERVICES
Foster Care and Adoption

Purpose: The purpose of Foster Care and Adoption is to achieve permanent and appropriate placements for children in agency custody, to provide post-adoption services for children who have been placed by the agency, to ensure the availability of trained foster and adoptive homes when children come into foster care, and to increase opportunities for self-sufficiency of families and avoid long-term dependency on welfare through early intervention.

Program Description: This program is mandated to serve children entrusted by their parent(s) or committed by the Juvenile Court to the Department of Social Services. Children in agency custody are placed in approved out-of-home settings. The program recruits, trains, approves and works to retain foster/adoptive homes in the community. The program works with the birth family toward reunification or another permanent plan. If reunification efforts fail, parental rights may be terminated and an agency-approved adoptive home sought for the child. This unit also completes home studies for stepparent adoptions and provides search services for adoptees. Counseling is provided for couples who relinquish children for adoption. Courtesy home studies and supervision are provided for children whose custody is held by other agencies within or outside of Virginia.

Situational Analysis:

Demand for Services

While the Foster Care caseload has remained fairly constant over the past three years, averaging about fifty five (55) children in care over the course of the year, it represents an enormous workload. The primary reason for this constancy is the Department's philosophy to provide abundant family services to prevent out-of-home placement and a strong commitment by the juvenile court to preserve families when it is possible for the child(ren) to live there safely. On average, children remain in the custody of the Department for about 2.5 years, although 18% of the current children in care have been in custody for more than 5 years.

This is the most heavily mandated unit in the agency, with many time-specific requirements for court proceedings, family visitation and a host of duties related to acting in the legal capacity of parent for children in our custody. Studies show that each foster care case is the equivalent of three cases in other service areas due to the required work that must be done with birth parents, foster parents and the child. Social workers spend a great deal of time preparing cases for court, consulting with the County Attorney, waiting for court, and testifying. The Court Improvement Project, which became effective in July 1998, established very short and specific timeframes by which the court must take certain actions.

Characteristics of Youths Served

More children are being seen who are profoundly emotionally disturbed and/or resistant to treatment. These children require a great deal of time, effort, and money and are often difficult to place. Teenagers in foster care present a significant problem for placement. Teens are often profoundly affected by years of abuse and/or neglect and have great difficulty fitting in with a foster family. The community is in great need of a long-term residential program for teens that focuses on independent living, as many of these young people cannot return home. Nearly half of the children in the custody of the Department are 13 years of age or older.

Planned Accomplishments/Objectives for FY 03

- Children in foster care will return home, be placed with relatives or adopted when appropriate and consistent with their needs.
- Children in foster care will have a court or administrative review every six months.
- Increase the pool of approved foster/adoptive homes and the number of homes remaining open two years.

SOCIAL SERVICES
Foster Care and Adoption

Performance Measures	Actual. FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Foster Care – Permanent Planning:				
# of children in foster care during the year	58	59	60	62
# of children whose service plans support return home, placement with relatives, or adoption	42	41	43	44
# of children with a goal of independent living or other permanent arrangements or released by the court before a service plan was developed	16	18	17	18
#/% of children who achieved permanent living situations through:				
placements with parents:	1/2%	5/9%	3/5%	4/7%
placement with relatives:	0/0%	1/2%	1/2%	2/3%
adoptions:	7/13%	7/13%	7/13%	8/13%
Administrative Reviews:				
# of children in foster care subject to review	54	54	55	56
# of children for whom no review was held due to court action relieving DSS of custody	4	5	5	6
# of foster care cases in compliance with State review requirements	51/94%	52/96%	53/96%	53/95%
Trained Foster/Adoptive Families:				
# approved foster/adoptive families during the year	42	47	50	52
# approved families at beginning of the fiscal year	31	35	40	42
# of families beginning training	26	30	30	31
# of families completing training	15	20	20	21
# of families approved to be foster parents	11	10	10	11
# of families at the end of the fiscal year	35	40	45	47
#/% increase in families at the end of the year	4/13%	5/14%	5/13%	5/12%
#/% of families remaining available for participating in the program after at least two years	20/64%	21/60%	25/62%	27/64%

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$483,888	$608,876	$698,032	$656,271
Operations & Maintenance	$314,865	$359,624	$392,057	$462,944
Capital Outlay	$0	$18,500	$0	$18,500
	$798,753	$987,000	$1,090,089	$1,137,715
Departmental Revenue:				
Commonwealth	$160,121	$148,203	$155,040	$196,108
Federal	$159,152	$233,984	$254,116	$245,223
	$319,273	$382,187	$409,156	$441,331
Federal Foster Care Reimbursement:	N/A	N/A	N/A	$87,307
Local Tax Funding:	$479,480	$604,813	$680,933	$609,077
FTE Summary:	9.53	11.39	11.59	10.50

SOCIAL SERVICES
Contract and Program Accountability

Purpose: Contract and Program Accountability services provides continuity of services to youth through establishing and tracking outcomes, recommending strategies and treatments that are cost and programmatically effective. In-house contract management assures that all procedures involved in the contracting process are followed and that problems are resolved as they arise.

Program Description: This program represents a cluster of four service areas: Research and Outcome-Based Planning, Contract Administration, Program Accountability and Comprehensive Services Act (CSA) Administration.
Research and Outcome-Based Planning uses computer technology to track youth in the system, research treatment models that are both cost effective and have had proven success and analyzing data in such a way as to assist collaborative efforts among youth serving agencies to develop a County-wide philosophy for working with juvenile offenders in Loudoun County**. Contract Administration** manages the contract process as well as the majority of contracts housed within the Department of Social Services. Information and training is provided to Social Services staff regarding the procurement process. This service area is the point of contact with the purchasing department on new requests for proposals as well as contract renewals. In addition, documents necessary for board approval are developed within this service area. **Program Accountability** assures that processes and procedures within the agency are carried out appropriately as well as effectively and efficiently. Responsibilities within this area include assisting units develop appropriate outcome measure for their programming and serving as an appeals officer for local Child Protective Services appeals. **CSA Administration** provides support to the Community Policy and Management Team, coordinates all Family Assessment and Planning Team (FAPT) referrals and provides follow-up on all needed information and informs all parties. In addition, this group is responsible for learning and communicating all policies, procedures and requirements of the CSA to all parties involved and to track all juveniles and expenditures in the system and make recommendations for the most cost-effective and appropriate usage of funds.

Situational Analysis:

In juvenile justice, the emphasis has been on consequences and using the leverage of the court to affect change. Over time, it has been shown that more restrictive measures, including detention, are not effective for some youngsters who have been involved in petty crimes. The reality in Loudoun is that not enough supportive data to verify that what has been done has actually made a difference in deterring children from unlawful behaviors. Through a collaborative effort of agencies who work with juvenile offenders and/or juveniles who are high risk for offending, the County is attempting to develop outcome strategies within a common philosophy. This effort will require agencies to grapple with territoriality issues and to find ways to cooperate within their own policy structures. The youth data analysis system should become a reality during the next fiscal year. This system will be an excellent tool when trying to determine what programs work with what youth. The success of this program will depend on the continued strong relationship among all youth servicing agencies within the County.

Demand for Services

As the population grows within Loudoun County, additional programs will be added to meet the need. As a result, it will become even more important for programs to develop appropriate outcome measures to determine if they are effective. In addition, as more programs are developed, the issue of whether it is more cost effective and efficient to contract for the services will need to be explored thoroughly.

Planned Accomplishments/Objectives for FY 03

- Staff new cases at Family Assessment and Planning Team (FAPT) within 4 weeks of referral.
- Monitor and report County compliance with Juvenile Justice standards at the JDC.
- Coordinate the use of Virginia Juvenile Community Crime Control Act (VJCCCA) money between the Department of Social Services, Mental Health/Mental Retardation and Substance Abuse Services, and Juvenile Court Services Unit to assure that money is spent appropriately and effectively and assure that all requirements are in compliance.

SOCIAL SERVICES
Contract and Program Accountability

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
CSA Administration				
# of new referrals received by CSA office	54	56	58	60
# of new cases staffed within four weeks of referral	54	56	58	60
# of follow-up reviews held	281	310	325	340
# of cases staffed by the Multidisciplinary Review Team	66	70	73	76
Research and outcome based planning				
# of Juvenile Justice Delinquent Prevention violations reported	0	0	0	0

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$179,765	$136,738	$335,831	$352,778
Operations & Maintenance	$8,761	$62,139	$161,833	$44,091
Capital Outlay	$0	$0	$0	$18,500
	$188,526	$198,877	$497,664	$415,368
Departmental Revenue:				
Commonwealth	$44,813	$20,323	$21,157	$0
Federal	$41,498	$74,003	$34,957	$0
	$86,311	$94,326	$56,114	$0
Federal Foster Care Reimbursement:	N/A	N/A	N/A	$97,380
Local Tax Funding:	$102,215	$104,551	$441,550	$317,988
FTE Summary:	5.43	3.51	6.14	6.13

SOCIAL SERVICES
Young Adults Project

Purpose: The purpose of the Young Adults Project is to provide services to assist youth to move towards self-sufficiency and independent living by providing educational skills, vocational training and experience, and job placement.

Program Description: The Young Adults Project provides services to at-risk youth in a nonresidential setting. The *Vocational Program* serves youth between the ages of 14 and 22. The program consists of three phases, each designed to address specific issues such as interpersonal skills, motivation, anger management, etc. Due to the number and complexity of problems experienced by these youth, a variety of assessments are completed and many ancillary services are provided on site. For example, the Department of Mental Health comes to the site two times each week to provide a substance abuse group. The Loudoun Abused Women's Shelter comes on site to provide a group for females involved with domestic violence, and a parenting program is offered weekly to families.

The *Independent Learning Program (ILP)* is an individualized computer based educational program that began the fall of 1998. This component is for those youth that have been expelled, long-term suspended, or who have dropped out of the public school system. The curriculum meets the Standards of Learning in the Commonwealth of Virginia and as a result, suspended youth can transfer credits earned in this program back to their home school at the end of their suspension. Those youth who have been expelled can earn a high school diploma from the program.

The *Delinquency Prevention Program* accepts referrals from Court Services, schools and other agencies that work with juveniles who have begun to demonstrate behaviors indicative of future involvement with criminal activity. Youths accepted have not yet been adjudicated delinquent. Parents are required to participate in a plan for treatment and other services. The hope is to prevent children from becoming entangled in the court system and to resolve problems as early as possible.

Situational Analysis:

Demand for Services

Youth who have been expelled or long-term suspended from the public school system are barred from school property, which includes the school bus. It has become very difficult to arrange transportation as youth are coming from all areas of the county. This will continue to be a challenge in future years.

Competition among Northern Virginia school jurisdictions to hire and retain teachers is extremely high. In addition, the Independent Learning Program works with high-risk youth in a non-traditional setting, which makes recruitment and and retention of teachers within this program a challenge.

It is anticipated that referrals to this program will increase during FY 03. The continued rise in the overall youth population of the County, particularly in eastern Loudoun, will result in an increase in the number of student suspensions and expulsions. Rising population and strict "no tolerance" policies on the part of the public school system will be the driving factors in the increased referrals to both the education and vocational components of the program. Despite the fact that the majority of youth are involved in the Juvenile Court system, the Public School system is the main referral source for the Independent Learning Program.

Prevention Efforts

In response to an identified gap in services, DSS created a position that attempts to prevent high-risk children from entering the court system through intensive counseling and mentoring services in the home. The schools and parents have been the primary referral source for this program. An ongoing concern is "dumping" children into this program who do not fit neatly into other existing program structures. In FY 01, this program served 57 youth.

Loudoun County does not have adequate prevention programs to absorb the number of troubled youth who are not abused, neglected or delinquent, but who have serious problems in family and school. The deluge of referrals to this program points out the need for intensive, home-based services for children as described above.

Planned Accomplishments/Objectives for FY 03

- Maintain 65% of Young Adults Project (YAP) members in jobs or a school program within nine months of entering the program.
- Divert 65% of members from residential placement within 18 months of placement into YAP.
- Move 65% of youth from custodial dependence (e.g. probation, foster care) to increased self-sufficiency.
- Return 70% of eligible Independent Learning Program (ILP) enrolled youth back to the public school system.
- Improve school attendance rates of ILP youth by 50%.
- Improve academic scores of 75% of ILP youth by one letter grade.
- Divert eligible youth from court involvement.
- Provide parenting classes.

SOCIAL SERVICES
Young Adults Project

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Vocational program				
# of youth referred to the program	5	25	35	40
# of youth enrolled in the program	3	15	24	28
# of youth completing community internship	3	12	18	24
# of youth employed 20 hours per week	3	12	18	24
#/% of youth employed after nine months of entering the program	1/33%	6/50%	12/60%	18/75%
Independent Learning Program				
# of youth referred to program	96	105	120	135
# of youth enrolled in program	54	65	75	80
Average daily attendance	31	35	40	40
#/% of eligible youth returning to public school	21/39%	28/43%	35/46%	40/50%
#/% of youth that graduated from ILP	4/65%	8/65%	10/65%	15/65%
Average length of stay	87 days	100 days	120 days	120 days
Delinquency Prevention				
# of referrals received	57	68	70	80
# of youth accepted into program	19	30	37	50
% of youth diverted from court involvement	65%	75%	75%	75%
# of parents participating in parenting program	20	30	37	45

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$206,089	$375,506	$566,627	$655,685
Operations & Maintenance	$197,802	$96,599	$117,245	$144,243
	$403,891	$472,105	$683,872	$799,928
Departmental Revenue:				
Local Fees, Charges, Etc.	$305,000	$284,786	$182,500	$220,000
Commonwealth	$51,196	$88,522	$89,356	$71,799
Federal	$19,000	$16,000	$16,500	$16,500
	$375,196	$389,308	$288,356	$308,299
Local Tax Funding:	$28,695	$82,797	$395,516	$491,629
FTE Summary:	4.34	8.19	11.34	12.40

SOCIAL SERVICES
Young Parent Services

Purpose: To increase opportunities for self-sufficiency of families and avoid long-term dependence on welfare through early intervention.

Program Description: Young Parent Services (YPS) provides services to teens and young adults under the age of 22 who are pregnant and/or parenting. Services are targeted to increase parenting skills, postpone repeat pregnancies, prevent high school dropout, and encourage stable employment or continued education for those who have graduated high school.

Situational Analysis:

Young Parent Services is the only program in Loudoun County exclusively devoted to working with pregnant and parenting youth. In the last fiscal year, this program served 76 young women and their children with extreme and varied needs. The typical young woman served by this program is on average about 17 to 18 years old with one child, although the program has served mothers as young as 14 and as old as 22. Most of the young mothers in this program receive no assistance from the fathers of the children and most are no longer involved on any level with the fathers. Daycare is a serious problem for this group in that school dropout is inevitable for many young parents without daycare assistance. The Department is able to subsidize daycare for approximately eight girls at any one time; however, many others need assistance because daycare costs are very high, and family resources for these girls are very limited. Housing and medical care are the other primary needs for girls in the program. Many of the young mothers are homeless, piecing together shelter for themselves and their children with relatives and friends.

Children of young parents are often high risk for abuse and neglect. Of the 76 young parents involved in the program in FY 01, complaints of abuse and/or neglect of their children were made against two (2) of them. These complaints reflected the poor parenting skills and high-stress lifestyles typical of this group.

Planned Accomplishments/Objectives for FY 03

- Maintain the school dropout rate among teens in the Young Parent Services at a level below the national average of 50%.
- Maintain the level of repeat pregnancies among teen mothers known to YPS at a rate below the national average of 40%.

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Young Parent Services (YPS)				
# teen mothers involved with YPS.	76	76	78	78
# teen mothers who participated in YPS for at least one year.	26	20	22	23
#/% of repeat pregnancies of teen mothers involved with YPS for at least one year.	4/15%	2/10%	2/9%	2/9%
# teen mothers who graduated high school or completed an equivalency prior to or while in YPS	30	35	37	38
# teen mothers involved in YPS who attend school	21	22	24	25
#/% teen mothers who dropped out of school after involvement with YPS.	5/23%	4/18%	4/16%	4/16%

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	N/A	N/A	N/A	$122,770
Operations & Maintenance	N/A	N/A	N/A	$16,451
	N/A	N/A	N/A	$139,221
Departmental Revenue:				
Local Fees, Charges, Etc.	N/A	N/A	N/A	$0
Commonwealth	N/A	N/A	N/A	$0
Federal	N/A	N/A	N/A	$0
	N/A	N/A	N/A	$0
Local Tax Funding:	N/A	N/A	N/A	$139,221
FTE Summary:	0	0	0	2.15

Note: This Program was part of the Foster Care and Adoption Program through FY 02.

SOCIAL SERVICES
Youth Shelter

Purpose: The purpose of the Loudoun Youth Shelter is to provide emergency short-term shelter for youth between the ages of 12 and 17 who are awaiting out of home placement, court action or in need of respite services while more permanent living arrangements and/or court dispositions are made.

Program Description: The Loudoun County Youth Shelter is a program of the Department operated under private contract with the nonprofit organization, North American Family Institute (NAFI). The shelter is licensed by the Virginia Department of Juvenile Justice and can house up to 12 youth at one time. Youth entering the shelter do so on referral from one of the following sources: The Department of Social Services, Department of Mental Health/Mental Retardation/Substance Abuse Services, Juvenile Court Services Unit, the Juvenile and Domestic Relations Court, or the Family Assessment and Planning Team. Young people can also be self-referred. Typical reasons why youth are placed at the shelter can include the following: awaiting foster care placement (most of whom are physically or sexually abused and/or neglected), reunification with family or relatives, court hearings or the resolution of family problems. The shelter provides a wholesome and safe environment 24 hours per day, 7 days per week, 365 days per year.

The shelter staff provides learning experiences and recreation as well as appropriate behavior management. Structured groups are held on a regular basis to address issues which may arise at the shelter, including, anger management, how to interact with peers appropriately, socialization skills, etc. The Loudoun County Department of Mental Health provides two staff members, one with a substance abuse specialty and one with a more generic mental health background, to provide assessments for those youth in need of the service. These workers come to the shelter on a regular basis. In addition, the mental health workers set up appropriate treatment plans and assist with discharge planning to assure that the youth receives ongoing services. An advisory group, which represents the major stakeholders of the shelter, meets monthly to resolve problems and to guide the direction of the shelter based on community needs.

Situational Analysis:

Recruitment of Youth Shelter Workers

Due to the low unemployment rate, high cost of living in Loudoun County and the nature of residential work, it has been extremely difficult for the North American Family Institute to recruit and retain direct-care staff; therefore, turnover has been high.

Demand for Services

During Fiscal Year 01, the Youth Shelter had 122 admissions. The average length of stay was approximately twenty-seven days. This length of stay has remained fairly constant from FY 00. The Loudoun community lacks intermediate care programs, and as a result, more of the youth housed at the shelter are returning for repeat admissions, some as many as six times.

The mix of populations at the shelter surfaced many issues during this past fiscal year. Delinquent youth present very different issues and problems than those experienced by youth have been abused or neglected. Seriously delinquent youth are often more aggressive and more difficult to manage in this setting. Based on population projections for youth, the current shelter will be at capacity in FY 06. A new shelter has been Adopted for the FY 07 CIP, if approved and built, the shelter population will be separated between court referrals and others.

Planned Accomplishments/Objectives for FY 03

- Maintain an average utilization rate of 80%.
- Provide emergency short-term shelter for eligible Loudoun County youth.
- Discharge 70% of youth within 30 days of admission.
- Discharge 80% of youth to a less restrictive setting.
- Ninety percent of youth will remain in Loudoun County at discharge.

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# of intakes at youth shelter	122	140	140	140
# females	74	85	85	85
# males	48	55	55	55
Average length of stay (in days)	27.2	28	28	28
% of youth discharged within 30 days of admission	53%	75%	75%	75%
Average Daily Population	9.09	11	11	11
Yearly Utilization Rate	76%	82%	82%	82%
Largest Referral source	Court Services	Court Services	Court Services	Court Services
% of youth discharged to a less restrictive setting	84%	80%	80%	80%
% of youth remaining in Loudoun County after discharge	90%	90%	90%	90%

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$137,984	$33,199	$25,572	$26,476
Operations & Maintenance	$934,010	$841,263	$915,493	$945,282
Capital Outlay	$0	$0	$0	$0
	$1,071,994	$874,462	$941,065	$971,758
Departmental Revenue:				
Commonwealth	$134,676	$116,723	$117,557	$100,000
Federal	$127,487	$25,803	$22,757	$5,000
	$262,163	$142,526	$140,314	$105,000
Local Tax Funding:	$809,831	$731,936	$800,751	$866,758
FTE Summary:	2.74	2.32	0.32	0.32

SOCIAL SERVICES
Juvenile Detention Center

Purpose: The purpose of the Juvenile Detention Center (JDC) is to provide secure housing, education, and structured therapeutic activities for youths detained by the Loudoun County Juvenile and Domestic Relations (J&DR) Court as well as the Fauquier and Rappahannock County J&DR Courts.

Program Description: The Juvenile Detention Center is a 24 bed secure residential facility for detained youth between the ages of 7 and 18 years of age. Loudoun County retains 22 beds in the facility for its own needs and has leased, until the year 2004, one bed each to Fauquier and Rappahannock Counties. The JDC seeks to impress upon youth that they have been jailed and have lost basic rights and privileges due to their behavior on the outside, while offering services to assist those that are willing to take responsibility for their actions and try to change their behavior in the community. Due to the number and complexity of problems experienced by these youth, assessments are completed at intake and many ancillary services are provided on site in a collaborative effort with other County agencies. For example, the Department of Mental Health, Mental Retardation and Substance Abuse Services (MH/MR/SAS) comes to the site and provides mental health/substance abuse screening and referral for each youth in residence. MH/MR/SA provides weekly substance abuse groups and ongoing therapy groups to help the youth adjust to confinement. The JDC staff also works closely with the Loudoun J&DR Court.

The Volunteer Program is a crucial aspect in the success of the program. The Goose Creek Friends Meeting works in collaboration with the JDC staff to conduct the Alternatives to Violence Project and the Loudoun Alcoholic/Narcotics Anonymous has been instrumental in weekly JDC twelve-step groups. The Jail Ministries of Northern Virginia has provided the JDC with several volunteers that offer Sunday religious services and volunteer as tutors in the school program. The JDC outdoor challenge course is a low ropes experiential learning program that facilitates teamwork, trust, and self-esteem

The educational component of the JDC consists of two Loudoun County Public School teachers assigned to the facility. All youth attend school and receive 5 ½ hours of classroom instruction each day. Classes typically consist of students of varying ages and grade levels. Seventy percent of the students are found to be a year or two behind in their academics. Thirty percent are classified as special education and 15% read on a fifth-grade level or below. Area Agency on Aging (AAA) Central Kitchen, a Parks, Recreation and Community Services program, is located in the JDC facility. The JDC contracts for meal service from this County agency.

Situational Analysis:

Demand for Services

During this past fiscal year, there were 327 Loudoun youths admitted to the JDC, and the average length of stay was 12 days. Fauquier and Rappahannock Counties represented 111 youths with an average length of stay of 13 days.

According to Loudoun J&DR Court figures, Juvenile complaints rose by 37% between FY 97 and FY 00. In the same time period, weapons offenses have more than quadrupled, sex offenses have tripled, and assaults have risen by 40%.

At present, the JDC is at 72% capacity. With the addition of the post-disposition program, the percentage of use is projected to rise to 78% in FY 03 and 86% in FY 04. This data indicates that the JDC will begin to exceed its licensed capacity between 2007 and 2009, resulting in the need to expand the existing facility.

To delay overcrowding, it is possible not to renew the contract with Fauquier and Rappahannock when it expires in June of FY 04. This move could save four to five beds in the short term. Another possibility is to include these two jurisdictions in the plans to expand the JDC and establish a capital contribution to the project along with a contract for the purchase of beds to help to defray construction and operations costs.

Planned Accomplishments/Objectives for FY 03

- Develop a Post Disposition program in collaboration with the Juvenile Court, Department of Mental Health, Mental Retardation, and Substance Abuse Services and Loudoun County Public Schools to provide rehabilitative treatment to non-serious offenders at the community level.
- Provide mental health assessments and substance abuse screening of Loudoun detainees within 72 hours of intake and refer for treatment as warranted.
- Maintain or increase educational levels of youth that are detained.
- Provide medical assessment, identify untreated preexisting conditions and refer for treatment 100% of identified youth.

Performance Measures	Actual FY 01	Estj. FY 02	Proj. FY 03	Proj. FY 04
# of pre-disposition intakes at JDC (Loudoun)	327	350	375	400
# of other pre-disposition intakes at JDC (other jurisdictions)	111	120	130	140
# of post-dispositional program intakes at JDC (Loudoun)	N/A	6	12*	14
Total intakes at JDC (all jurisdictions)	438	462	510	530
# of Loudoun Child Care Days	3,936	5,000	6,000*	6,500
Total # of Child Care Days (all jurisdictions)	6,344	6,850	7,500*	8,000
Average daily population (Loudoun)	11	15	20*	22
Average daily population (all jurisdictions)	16	17	21*	24
Average length of stay (Loudoun) (in days)	12	15	18*	20
Average length of stay (all jurisdictions) (in days	13	17	17	17
Annual utilization rate (Loudoun)	45%	60%	70%	75%
Annual utilization rate (all jurisdictions)	72%	80%*	90%	92%
Largest Referral Source (jurisdiction)	Loudoun	Loudoun	Loudoun	Loudoun
# of Loudoun youth receiving MH/SA screening w/in 72 hrs.	205	225	250	275
# of Loudoun youth referred for MH/SA treatment w/in 1 week	30	35	40	45
Total # of regular education students served	166	200	225	250
Total # of special education students served	82	95	110	125
# of medical assessments performed within 72 hours	252	277	290	310
Total # of youths referred for treatment of pre-existing medical conditions within 1 week	33	42	47	55
# of parents participating in Support Group	21	30	40	50
# of parents successfully referred to other MH/SA services	7	10	12	14

** The Post-Dispositional Program is a 180 day program which will result in a significant increase in the childcare days average daily population, average length of stay, and annual utilization rate.*

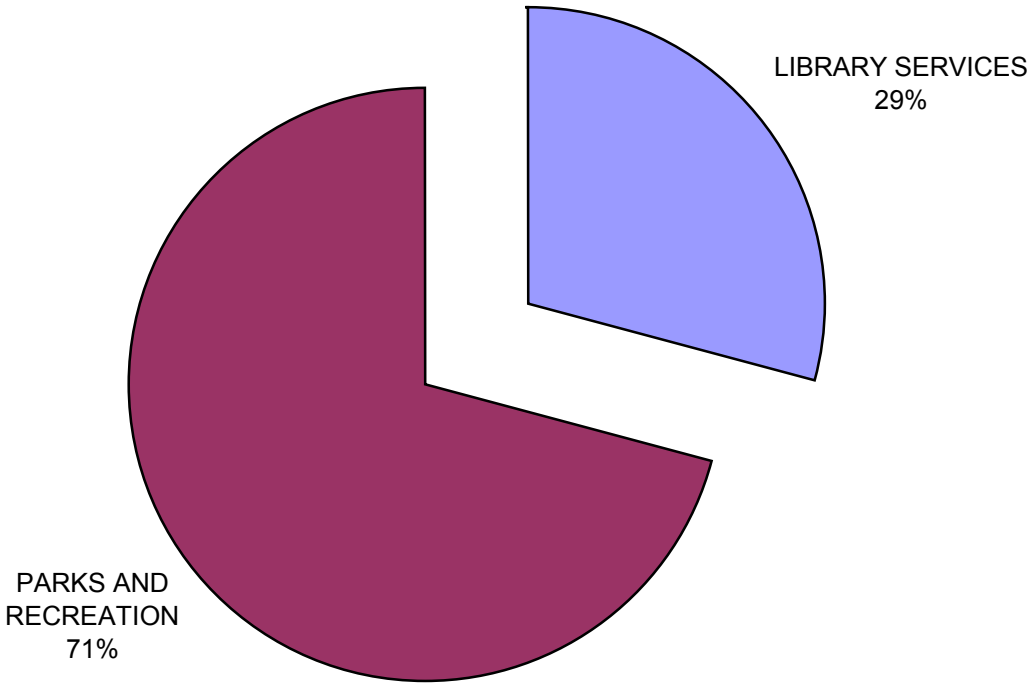
Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$1,292,142	$1,422,509	$1,642,890	$1,703,006
Operations & Maintenance	$352,835	$403,877	$411,070	$466,051
Capital Outlay	$3,500	$7,657	$0	$0
	$1,648,477	$1,834,043	$2,053,960	$2,169,057
Departmental Revenue:				
Local Fees, Charges, Etc.	$160,000	$156,000	$103,000	$76,000
Commonwealth	$659,589	$674,652	$698,295	$700,000
Federal	$20,936	$37,112	$18,757	$0
	$840,525	$867,764	$820,052	$776,000
Local Tax Funding:	$807,952	$966,279	$1,233,908	$1,393,057
FTE Summary:	27.50	28.96	30.33	30.30

PARKS, RECREATION & CULTURE

Library Services Page 221

Parks, Recreation & Community Services Page 227

PARKS, RECREATION AND CULTURE FY 2003 ADOPTED EXPENDITURES



PARKS, RECREATION AND CULTURE

	FY 99 ACTUAL	FY 00 ACTUAL	FY 01 ACTUAL	FY 02 ADOPTED	FY 03 ADOPTED
LIBRARY SERVICES	$4,661,166	$5,039,780	$6,066,655	$7,999,355	$8,559,910
PARKS, RECREATION & COMMUNITY SERVICES	9,712,727	11,610,824	15,144,466	19,307,333	20,307,693
TOTAL PARKS, RECREATION & CULTURE	$14,373,893	$16,650,604	$21,211,121	$27,306,688	$28,867,603

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.

Department Description: The Department of Library Services operates under the policy direction of the Library Board of Trustees who are appointed by the Board of Supervisors. The department has two operational units: Public Services and Support Services. **Public Services** are provided through six library branches and a mobile outreach service for those who cannot easily access the branch libraries due to age, disability or distance. Library branches provide information and readers' advisory services; books, magazines and audiovisual items for informational and leisure reading, listening and viewing; access to information in local and remote databases; listening and viewing equipment, including specialized materials, equipment and services for customers with vision and hearing impairments; computer access for Internet and personal data processing uses; educational and cultural programs for people of all ages; inter-branch loan and delivery within Loudoun's public library system and interlibrary loans of books from other libraries regionally and nationally at the request of County residents.

Support Services provides all the services necessary to deliver the public services. This includes utilization of automated technologies to link the customers to the information resources of the library; selecting, purchasing and cataloging all materials for the branches; providing the interlibrary loan service, and purchasing supplies for all the branches.

Support Services plans all programs, solicits grants and performs all public relations and public information functions to inform the citizens about the services and programs the Library provides. Support Services implements the overall policy direction from the Board of Trustees, as well as the coordination, planning and general management of the department, including human resources, training and accounting functions.

Situational Analysis:

Loudoun County Public Library is heavily used by residents. In the 1999 *Survey of Loudoun Residents* more than 80% of all respondents indicated that they used the public libraries within the past two years. Ninety-six percent of respondents who used the libraries expressed satisfaction. Public library services are current, popular and valuable.

The County's increasing population has caused increasing demand for library services. As demand has increased and services have been adapted to blend new technology and traditional books and programs, neither staff nor service hours have increased proportionally. The department has placed great emphasis on efficiency in order to respond to the increased demand from FY 95 to FY 00 while staffing remained constant since FY 96.

Customers make extensive use of Internet-based Library services. Internet use increased by 90% over FY 00. Electronic databases had over 95,000 uses, a 17% increase over the previous year. If added to circulation, use of library resources increases by 6%. The implementation of the new web-based catalog and automation system in June 2001 required a massive investment of time in training staff and thereafter the customers in its use.

The Library system uses the service standards detailed in Planning for Library Excellence that is published jointly by the Library of Virginia.

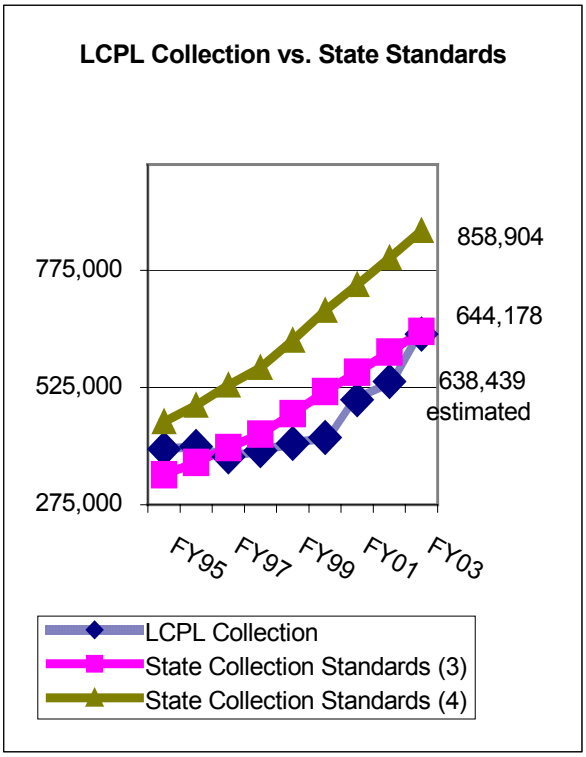
Based on current use rates, the library system expects to see a 9% increase in circulation in FY 02. This indicates a need to work toward a collection size of four books per capita as the community standard for provision of the medium level of service. Future facility planning is taking place now. The Ashburn Library will open in FY 03. The Lovettsville Library expansion will open in FY 03 and the Rust Library expansion was approved by referendum in November 2001 and is scheduled to open in FY 06. These projects will add a total of 29,700 square feet of public library space.

The graph shows the State standards for the collection size at 3 books per capita and at 4 books per capita versus the current and projected library collection size.

Planning for Library Excellence: State Standards
Square footage = 0.6 sq.ft. of library space per capita

FTE = 1.0 FTE per 1,392 population

Collection = 3.0 books per capita/4.0 books per capita



Additional information on this Department's Capital Improvement Program projects can be found on page 385 and 386. Information on scheduled projects for the Capital Asset Replacement Fund can be found in tables beginning on page 448.

Program Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$3,537,016	$3,612,737	$4,410,776	$6,275,899	$6,681,024
Operations & Maintenance	$1,140,653	$1,168,265	$1,547,139	$1,723,456	$1,878,886
Capital Outlay	$0	$4,017	$12,600	$0	$0
	$4,677,669	$4,785,019	$5,970,515	$7,999,355	$8,559,910
Departmental Revenue:					
Local Fees, Charges, Etc.	$43,145	$49,915	$54,115	$54,115	$52,315
Commonwealth	$214,884	$233,806	$298,370	$298,370	$291,799
	$258,029	$283,721	$352,485	$352,485	$344,114
Local Tax Funding:	$4,419,640	$4,501,298	$5,618,030	$7,646,870	$8,215,796
FTE Summary:	100.96	101.63	112.26	137.00	164.01

FY 03 Board Action: The FY 03 Adopted Fiscal Plan for Library Services includes enhancements totaling 27.01 FTEs and $247,631, most of which are budgeted with a start date of May 1, 2003 due to the anticipated opening of the new Ashburn Library in July 2003. The FY 03 Adopted Fiscal Plan reflects the ongoing impact of FY 02 midyear reductions while maintaining service delivery at current levels. In addition, the Adopted budget includes anticipated expenditures associated with higher costs for books and anticipated expenditures for additional minor equipment for several of the library branches.

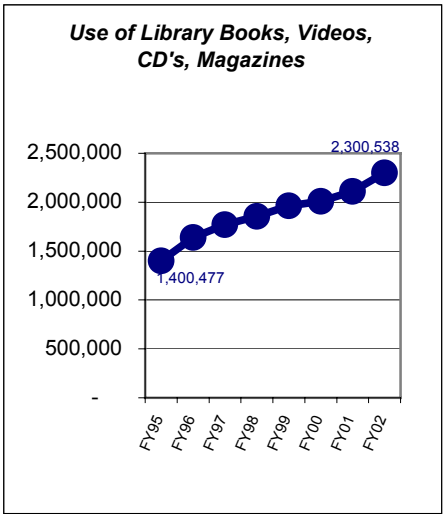
Departmental history found on page 305.

LIBRARY SERVICES
Loudoun County Public Library Public Services

Purpose: The goal of the Public Services Program is to assist the public in obtaining the most benefit possible from library services. Public Services currently provides library services to County residents at six branch locations, with the seventh branch, Ashburn Library, to be under construction soon:

Eastern Loudoun Regional Library (Cascades)
Rust Library (Leesburg)
Purcellville Library
Sterling Library
Middleburg Library
Lovettsville Library (expansion to be completed FY 03)
Ashburn Library (projected for completion FY 03)

- A mobile outreach service provides library services to senior residential centers, the homebound, and disabled and at-risk youth.
- The online, web-based catalog and electronic resources allow access from any computer with Internet service to the books and resources of the public library and public schools.



Program Description: This program serves the informational, recreational, cultural and educational needs of a diverse population through collections of popular and current materials in a variety of formats including books, magazines, videos, DVDs, music CDs, audio books, electronic books and databases.

Public Services also provides programs for users of all ages that promote reading and lifelong learning. Special focus is placed on homework support and services to youth such as the *Summer Reading* Program and cultural events that complement collections and services.

Situational Analysis:

The demands on the Public Services Program are increasing annually due to the County's increasing population. The graph on the next page demonstrates that meeting the increased demand for service has not included a corresponding growth in library staff.

- A continuing demand from the public is to open all branches the same hours Monday-Saturday in addition to the current Sunday hours. Effective mid-year FY 02 the Middleburg and Sterling branches added a total of 29 public service hours to the Library schedule.
- The mobile outreach service to the aged and disabled brings library service to the fastest growing segment of the population, the elderly. There are eight senior residential facilities, group homes and community centers on a waiting list that have requested this service.
- Library Services takes customer service very seriously. In response to customer requests, new collections of books on CDs and DVDs are now available. "eBooks" which are the full text books on the Internet, are available on the library web site and through the online catalog.
- A library web site redesign is in process to provide access that is user-friendlier and that highlights the remote online services that are available.
- Special emphasis is being placed on developing literacy, multi-cultural and foreign language collections to address the needs of the increasingly diverse County population.
- In collaboration with the Loudoun Child Care Network, licensed day care providers can borrow specially designed program kits and resources from the Sterling Library.
- Library grants have created community partnerships with public and independent schools, the Loudoun Literacy Council, Inc., Juvenile Detention Center, Transitional Housing and groups and agencies that work with at-risk youth.
- The $1 million Irwin Uran Gift Fund supports a wide range of public programs, seminars, exhibits and the purchase of books and videos that reinforce the mission of the gift, "towards better understanding between all people." Highlighting the year was ***Wings of Witness,*** a Holocaust Memorial Sculpture in progress to which more than 2,000 students and Loudoun community members contributed.

- The Loudoun County Public Library's annual *Summer Reading* Program ***Many Voices, Many Stories*** attracted moe than 11,000 young people to participate in the presentations. Corporate sponsorship provides funding for the books that are given to each child that completes the program. *The series won the American Library Association's Public Relations Council Award.*

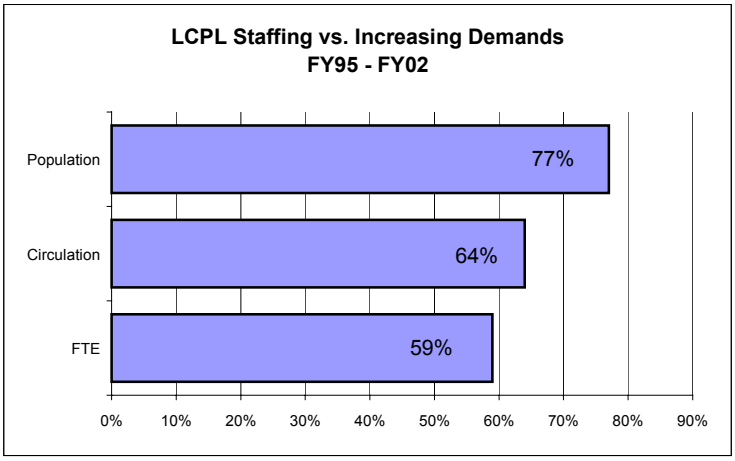
LIBRARY SERVICES
Loudoun County Public Library Public Services

Planned Accomplishments/Objectives for FY 03

- Provide 62 hours of service per week to the Ashburn community, beginning in the Summer of 2003.
- Provide a children's area and public meeting space at Lovettsville Library.
- Increase circulation by 9%.
- Increase the use of reference/information databases and services by 5%.
- Increase the number of residents served by Outreach services by 22%.

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Circulation (in millions of items)	2.110	2.300	2.507	2.883
Number of hours open weekly	310	339	364	364
Reference/database use	210,000	231,000	242,550	254,678
Outreach visits	5,976	6,155	6,339	6,529

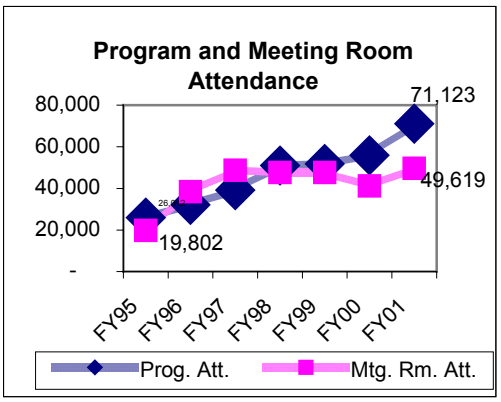
Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$2,826,875	$3,439,075	$4,835,133	$5,194,991
Operations & Maintenance	$397,994	$372,757	$380,862	$430,825
Capital Outlay	$4,017	$12,600	$0	$0
	$3,228,886	$3,824,432	$5,215,995	$5,625,816
Departmental Revenue:				
Local Fees, Charges, Etc.	$49,915	$54,115	$54,115	$52,315
	$49,915	$54,115	$54,115	$52,315
Local Tax Funding:	$3,178,971	$3,770,317	$5,161,880	$5,573,501
FTE Summary:	82.73	89.36	109.20	136.30



LIBRARY SERVICES
Loudoun County Public Library Support Services

Purpose: The purpose of Support Services is to provide strategic direction and management to the Library Department and to provide library-wide services in technology planning, collection development, program development and public information.

Program Description: Support Services provides overall policy direction, coordination, planning and general management of the Library Department. Support Services encompasses administration, technical services, technology planning and administration, collection development, interlibrary loan, inter-branch delivery of materials, program planning and development, dissemination of public information, staff training, library personnel functions, budget development, purchasing and revenue management.



- *Technical service functions* include ordering, cataloging and processing materials and administering the automated library system. Support is provided for automation functions, including planning, implementation, staff training, and coordination with Department of Information Technology staff.
- *Collection development functions* include selection of library materials, including local and remote access to informational databases; administering purchasing contracts; managing $1.15 million materials budget and providing the interlibrary loan service.
- *Program planning functions* include arranging, scheduling, publicizing, and facilitating library programs for all branches. Grants are written to Federal and State agencies and foundations to provide programs, technical equipment and materials.
- *Public information functions* include creation and distribution of publicity for all library services and handling of media relations.

Situational Analysis:

- State aid provides 25.3% ($291,799) of the $1.15 million book budget. In light of the current State deficit, we are in danger of losing this funding source, which would seriously jeopardize our ability to provide new books.
- Ongoing implementation and development of the new web-based library automation system installed in June 2001 is a departmental focus. Staff is being trained in more-detailed aspects of the software, and as new releases are installed, changes are made to workflow and documentation. This impacts support services productivity in the areas of acquisitions, cataloging and processing.
- A second major challenge is planning and preparation for the new Ashburn Library, comparable in size to the Rust Library. Selecting, purchasing and processing library materials, purchasing and installing automation equipment, publicity, event planning, and staff recruitment and training are all part of opening a new library branch and are currently underway.
- The $1 million gift from Irwin Uran to purchase materials and provide programs and seminars about the Jewish Holocaust "toward better relations between all people" continues to impact the workload in technical services, collection development, program planning and publicity beyond the growth generated by regular departmental operations.
- A major issue facing the department in delivering quality customer service is difficulty recruiting, training, and retaining qualified staff. There is a need for expertise in the areas of cataloging web sites, web page development and maintenance, evaluation of electronic resources, and real time reference and information services.

New Service Demands

The library system offers free educational and cultural programming for children and youth in the community (FY 01 attendance, increased over 19% to 64,113). Currently, outside funding (e.g., grants and corporate sponsorship) assists in sustaining these programs. Increasing community demand for these programs makes continued County fiscal support essential.

LIBRARY SERVICES
Loudoun County Public Library Support Services

Planned Accomplishments/Objectives for FY 03

- Open Ashburn Library in FY 03.
- Open Lovettsville expansion in FY 03.
- In response to customer demand, add book reviews and graphics to the online catalog.
- Maintain Interlibrary Loan service at a level consistent with the demands generated by the opening of Ashburn Library.

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# of new items cataloged	50,678	52,500	55,000	60,000
Average # of days items are in Technical Services	10	10	10	10
# of adult & youth programs provided	1,718	1,803	1,893	1,987
Program attendance	71,123	74,680	78,414	82,335

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$785,862	$971,700	$1,440,766	$1,486,033
Operations & Maintenance	$770,271	$1,174,382	$1,342,594	$1,448,061
	$1,556,133	$2,146,082	$2,783,360	$2,934,094
Departmental Revenue:				
Commonwealth	$233,806	$298,370	$298,370	$291,799
	$233,806	$298,370	$298,370	$291,799
Local Tax Funding:	$1,322,327	$1,847,712	$2,484,990	$2,642,295
FTE Summary:	18.90	22.90	27.80	27.71

PARKS, RECREATION AND COMMUNITY SERVICES

Mission Statement: Parks, Recreation & Community Services promotes safe and healthy life styles for all Loudoun County citizens and plans, delivers and coordinates recreational, cultural, educational, and supportive activities and services.

Department Description: The Department of Parks, Recreation and Community Services provides recreation, education, cultural and supportive opportunities to Loudoun residents of all ages. Facilities include community centers, athletic fields, swimming pools, senior centers, a respite center, central kitchen facility, parks, historic properties, schools and privately owned space. Offerings include year-round sports activities for youth and adults, instructional and interpretive classes, programs for senior citizens, visual and performing arts, child care, before and after school activities, trips, camps, educational and prevention programs for at-risk youth, programming for special populations, parkland, and cultural and special events. In an attempt to reach the maximum number of citizens, service delivery is provided from strategically placed locations throughout the County.

The Department's programs include Aging Services, Community Centers, Facility Development, Maintenance Services, Parks, Special Services, Youth and Adult Sports, and Youth Services. The Department works closely with the Board of Supervisors' appointed Parks and Recreation Board, the Commission on Aging, the Advisory Commission on Youth, and the Open Space Advisory Commission, which advise the department on citizen needs, compliments and concerns, as well as new ideas. Numerous volunteers, boards and committees work with staff to provide the best quality programs.

Situational Analysis:

Workload

The Department of Parks, Recreation and Community Services is significantly impacted by the tremendous population growth in the County. The increase in children, youth and adults living in the County has resulted in increased service and facility demands. All recreation, educational and cultural activities have had increased enrollment Countywide. The aging population (ages 55 and older) is a fast growing segment of the population in Loudoun County, with a 99% increase in population from 1990 to 2000. Youth Services is experiencing demand for more information on reducing youth at-risk behaviors. The Childrens' After School Activities program (CASA) served 1,199 participants in FY 02 and more than 62% of the 29 sites that will open in September already have waiting lists. In May 2002, close to 83% of the available CASA slots for the 2002-2003 school year were filled, and there was a waiting list totaling 138. The Loudoun County youth population aged less than 5 years to 18 years is the fastest growing segment of the County population, projected to increase by 32% through 2006. Youth and adult sports leagues have experienced tremendous growth, with participation in adult sports leagues increasing by more than 100% during the last six years. This has created competition for facility and field access for practices and games. Loudoun's popularity as a tournament site generates significant tourist revenue, but adds to the demand for scheduling and maintaining fields and facilities. In FY 03, the County will host the national championship ASA softball tournament for girls ages 12 and younger, as well as Pony Nationals for the sixth consecutive year. The County will also host the 2002 ASA 12 and Under Girls Class A National Championship Tournament, as well as the Pony National Softball Tournament for the seventh consecutive year.

Automation

The department has made significant improvements to its information systems over the past year. New software has been implemented for activity registration, facilities reservations and sports league scheduling. New systems also allow the department to accept registration by credit card for the first time. Staff is currently working to implement the final stages of this upgrade project, which will include internet registration, a ticketing and pass management system and a maintenance work order tracking system. These improvements have significantly increased overall efficiency and improved customer service.

Facilities

Facility development and land acquisition to meet active and passive recreation needs continues to dominate the department's work with over 48 active projects. Lack of adequate space in existing facilities results in waiting lists for preschool and childcare programs and for many classes and activities. In addition to growth, the increasing diversity of the County population and the higher service expectations of new County residents also impact service and facility planning. Amateur sports teams in the County now include rugby, lacrosse and cricket. Increased requests for inclusion of individuals with physical and mental challenges also requires higher staffing ratios and recruitment of staff with specialized training and experience.

Recruitment

Recruiting and retaining qualified employees remains one of the greatest challenges facing the department. Traditional recruitment methods often don't produce adequate pools of qualified applicants for part-time and temporary positions. Full-time driving positions, which require commercial drivers' licenses are also difficult to fill. Continued difficulties filling direct service positions could impact the department's ability to provide quality services to meet growing demands.

PARKS, RECREATION AND COMMUNITY SERVICES

Additional information on this Department's Capital Improvement Program projects can be found on pages 387, 388, 389, 390, 391, 392, 393, 394, 395, and 396. Information on scheduled projects for the Capital Asset Replacement Fund can be found in the tables beginning on page 448.

Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$7,113,486	$8,437,035	$10,993,839	$13,989,285	$14,714,072
Operations & Maintenance	$2,161,469	$2,861,982	$3,971,378	$4,781,981	$5,307,274
Capital Outlay	$212,948	$447,495	$477,300	$536,067	$286,347
	$9,487,903	$11,746,512	$15,442,517	$19,307,333	$20,307,693
Departmental Revenue:					
Local Fees, Charges, Etc.	$3,498,711	$4,451,260	$5,408,375	$6,527,640	$7,665,925
Commonwealth	$95,701	$104,719	$158,918	$170,441	$222,589
Federal	$201,830	$213,183	$290,166	$301,205	$233,907
Gas Tax/Proffer/TOT Transfer	$56,053	$265,589	$332,078	$170,764	$125,801
	$3,852,295	$5,034,751	$6,189,537	$7,170,050	$8,248,222
Local Tax Funding:	$5,635,608	$6,711,761	$9,252,980	$12,137,283	$12,059,471
FTE Summary:	225.07	262.66	310.33	349.81	361.07

FY 03 Board Action: The Board of Supervisors approved enhancements totaling 6.77 FTE, and authorized fee increases to generate additional revenue. The FY 03 Adopted also includes the addition of 2.97 FTE during FY 02 to accommodate enrollment increases in the department's child care programs and to support grant funded tobacco prevention efforts. Resources have also been included to reflect the impact of the FY 03 compensation plan.

Departmental history can be found on page 306.

Purpose: The Parks Program provides safe, diverse passive and active leisure and recreation opportunities for all Loudoun citizens.

Program Description: Facilities within this program include Claude Moore Park (357 acres), with the Lanesville Heritage Area, Nature Center and trails, the Heritage Farm Museum and sports facilities; Franklin Park (203 acres) with includes an outdoor leisure/lap pool, sports facilities and the Performing Arts Center currently under construction; Banshee Reeks Park Nature Preserve (695 acres); and the Potomac Lakes Sportsplex (47 acres), which includes four softball fields, a concession kiosk, soccer fields and a playground. The County Park's network provides citizens the opportunity to experience a diverse program of cultural, interpretive, historic, athletic activities, special events and passive and active recreation pursuits.

Situational Analysis:

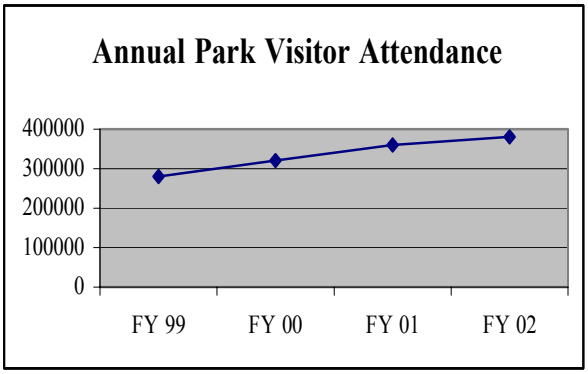
Workload

The citizens of Loudoun County continue to visit their parks in record numbers; attendance in FY 01 increased by more than 190,000 (300%) over the previous year. The Parks Division continues to experience the challenges of developing new program sites, such as the Loudoun Heritage Farm Museum and the Performing Arts Center, while at the same time meeting the demands of the citizenry for innovative and creative programs for their recreational and educational needs.

The diversity of programs offered at park facilities, the diversity of citizen demands and demands for services can sometimes create conflicting priorities for Parks programs and staff. Accommodating a wide range of users with the limited amount of recreational space available represents a constant challenge. Demands placed on park space include the use of sports facilities for County leagues, tournaments, camps and clinics, visiting field trips, tree donation programs, nature programs, swim lessons, open swim, special events and use by various County agencies. Major issues for FY 03 include providing sufficient staff for County swim facilities, opening the Heritage Farm Museum, stabilizing structures and trails at Banshee Reeks Park and continuing development of the Franklin Park Performing Arts Center.

Safety and Security

Ensuring a safe experience for users of park facilities is a major focus of the FY 03 budget. Adopted enhancements include the addition of seasonal assistant managers at Claude Moore and Franklin Parks to provide sufficient coverage during operating hours and at night. The Franklin Park Pool is also the subject of an enhancement to provide additional lifeguard coverage for users of the facility.



Planned Accomplishments/Objectives for FY 03

- Promote the benefits of County parks and the need to protect the natural resources.
- Provide interpretive, recreational activities and special events.
- Open the Heritage Farm Museum.
- Continue to work towards opening the Franklin Park Performing Arts Center.
- Stabilize Banshee Reeks Park and further develop environmental education programs.
- Continue to recruit, train and motivate volunteers to give their time, energy, and talents.
- Provide safe swimming opportunities at Franklin Park.

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# attendance	513,646	525,000	530,000	535,000
# programs planned	1,359	1,400	1,450	1,500
# site safety checks	2,669	2,750	2,800	2,850
# of repairs	442	462	482	502
# of times fields lined/dragged	3,700	3,900	4,100	4,300
# of games	6,949	7,000	7,050	7.100
# pool attendance	46,787	51,475	52,000	52,500
# volunteer hours	12,635	13,000	13,400	13,800
$ value of volunteer hours	$239,181	$246,090	$253,662	$261,234

Note: Value of volunteers based on national rate of $18.93.

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$1,172,779	$1,534,596	$1,788,142	$1,724,496
Operations & Maintenance	$425,915	$753,439	$889,515	$949,041
Capital Outlay	$279,395	$262,900	$361,200	$194,596
	$1,878,089	$2,550,935	$3,038,857	$2,868,133
Departmental Revenue:				
Local Fees, Chargers, Etc.	$353,488	$411,300	$444,055	$536,378
TOT Fund Transfer	$181,108	$199,416	$48,000	$33,400
	$534,596	$610,716	$492,055	$569,778
Local Tax Funding:	$1,343,493	$1,940,219	$2,546,802	$2,298,355
FTE Summary:	36.94	44.32	44.60	42.61

PARKS, RECREATION AND COMMUNITY SERVICES
Sports Program

Purpose: The Sports Program provides social and physical benefits to Loudoun residents by offering opportunities to improve and maintain lifestyles through a diversified array of sports activities.

Program Description: The Sports Program provides instructional and training programs, special events, volunteer coordination, facilities supervision, and scheduling for league activities, tournaments, camps and clinics.

Situational Analysis:

Program Administration

Beginning in FY 02, the county assumed direct administration of all adult sports activities. With the transition to year-round activities and growth in the number and type of leagues, adult and youth sports now constitute one of the County's most complex volunteer programs.

The scheduling of leagues, independent teams, facilities and supervisors in coordination with Loudoun County Public Schools has become an enormous task. This task requires coordination for more than 88 different leagues and programs serving approximately 39,457 participants.

Growth in the number of teams and league participants, the number of independent teams and the addition of new sports have made providing the same quality of service as in years past a unique challenge. Available facilities are not keeping pace with the growth in sports participants resulting in a decrease of available practice time. The loss of practice time limits coaches' abilities to assist children as they learn, develop and practice skills for their particular sports. In addition, behavior problems among spectators, parents, and volunteers have grown as an issue in Loudoun County and nationwide. Poor sportsmanship and inappropriate behavior increase the demand for staff time and attention. The department has taken a positive approach by publishing and distributing a Sports Code of Conduct pamphlet to all leagues.

Recruitment

This division continues to experience challenges attracting qualified employees to provide instructional programs and supervise facilities. Attracting individuals willing to work nights and weekends for the salary that the County is able to offer requires the department to proactively recruit employees. The number of parents enrolling children as young as three years old in sports development programs is unprecedented and most camps and clinics having waiting lists.

Planned Accomplishments/Objectives for FY 03

- Improve planning and efficiencies in the field allocation process for sports leagues and independent teams.
- Plan and implement the ASA National Fastpitch Softball Tournament for girls ages 12 and under.
- Increase positive coaching education programs for sports leagues.
- Continue to emphasize the Sports Code of Conduct.
- Provide economic benefits to the County through tourism events by planning, implementing and assisting with requested sports tournaments.

PARKS, RECREATION AND COMMUNITY SERVICES
Sports Program

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# sports leagues/programs served	88	89	90	90
# teams served	2,469	2,905	3,367	3,829
# participants benefiting from sports	39,457	45,925	52,393	58,861
# camps/clinics planned	363	370	377	384
# educational/networking opportunities	103	110	117	124
# volunteers hours	297,196	352,636	408,076	463,516
$ value of volunteer hours	$5,625,920	$6,675,399	$7,724,878	$8,744,357

Note: The value of volunteer hours is based on the national rate of $18.93 beginning with FY 01 and later the value of volunteer hours for FY 00 is based on the national rate of $15.94 per hour.

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$277,898	$344,728	$599,314	$562,887
Operations & Maintenance	$64,768	$144,233	$133,387	$235,442
Capital Outlay	$0	$10,800	$7,700	$7,800
	$342,666	$499,761	$806,401	$806,129
Departmental Revenue:				
Local Fees, Charges, Etc.	$234,605	$241,034	$244,550	$366,404
TOT Fund Transfer	$0	$35,000	$0	$0
	$234,605	$276,034	$244,550	$366,404
Local Tax Funding:	$108,061	$223,727	$561,851	$439,725
FTE Summary:	9.70	10.70	17.01	19.70

PARKS, RECREATION AND COMMUNITY SERVICES
Maintenance Services Program

Purpose: Maintenance Services provides grounds and athletic field maintenance for non-staffed parks, facilities repair and maintenance services for most park facilities, and equipment repair services department wide.

Program Description: The grounds and athletic field function provides daily, seasonal, corrective and preventative property maintenance and lends technical support and assistance to affiliated youth and adult sports organizations. These activities include, but are not limited to, management, preparation and renovation of grounds, turf and athletic fields. This unit also performs maintenance and repair of most agency turf and grounds maintenance equipment.

The facilities maintenance and repair function supports all agency properties and facilities. These activities include playgrounds and tot lots, mechanical, heating and air-conditioning, waste water and potable water supply, swimming pools, irrigation systems, carpentry, electrical, painting, other plumbing and structural systems repair, inspection, preventative and corrective maintenance and repair activities. In addition, Maintenance Services provides trash and garbage collection at all non-staffed sites, renovation of facilities in cooperation with the Department of General Services, and provides assistance with set up for the department's numerous special events.

Situational Analysis:

Workload

Demand for athletic fields continues to grow at an unprecedented rate. The number of athletic field preparations has risen from a FY 01 actual total of 3,900 to a projected FY 03 projected total of 4,700, an increase of 20% over two years. Additionally, as new schools open there is a corresponding increase of three to six athletic fields per site that require maintenance by agency staff. The total number of athletic fields maintained has increased from a FY 01 actual total of 171 to a projected FY 03 total of 209. Of the 26 field increase from FY 02 to FY 03, 13 are at school sites, eight are as a result of proffered facilities and four are as a result of operating agreements. The Board of Supervisors has added 5.0 FTE since FY 01 to assist with increased maintenance needs.

The department is faced with an aging infrastructure on several sites that require higher levels of maintenance. Contractors are used extensively for repairs and renovations, raising the overall maintenance costs. As new facilities become operational, routine and preventative maintenance on mechanical and electrical systems becomes increasingly important. Maintenance Services works closely with the County Department of General Services to ensure that asset replacement and maintenance requirements are accommodated.

Certifications

In FY 02, the division began the process of certification of employees in order to deal with current and emerging operational issues and to enhance patron safety. The first certification program addressed issues related to the design, maintenance and installation of play equipment. These standards have been developed and undergo constant revision as a result of research performed by the Consumer Product Safety Commission and National Playground Safety Institute. Two staff were accredited as playground safety inspectors in FY 02.

In FY 02 the requirement for holding a commercial driver's license was included in several key staff positions' performance plans. This was done in recognition of the complexity of the department's vehicular fleet and the need to have appropriate licensure processes for operation of this equipment. Similar specifications exist for hard surface court installation and maintenance, athletic field construction and operation, and athletic field and court lighting installation and maintenance. In FY 03 it is hoped that the division can begin a systematic process of certifying staff in these critical areas.

Planned Accomplishments/Objectives for FY 03

- Maintain current levels of service for athletic field maintenance.
- Maintain current levels of support for community centers, parks and special events.
- Continue to provide timely response for snow and ice removal to keep critical County facilities open and safely accessible for both employees and patrons.
- Develop and implement a systematic method of certification for employees in mission critical areas.

PARKS, RECREATION AND COMMUNITY SERVICES
Maintenance Services Program

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Total # of times ball fields prepared to game ready conditions	3,900	4,200	4,700	5,300
Total # of athletic fields mowed and/or maintained	171	183	209	239
Total # of work orders received	750	825	900	1,050
Total # of work orders completed within established timeframes	98%	95%	92%	90%
Total # of equipment preventative tasks performed	350	425	475	545
Total # of equipment repair tasks performed	450	350	400	475

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$851,516	$1,050,149	$1,408,178	$1,454,062
Operations & Maintenance	$545,752	$554,765	$658,619	$692,832
Capital Outlay	$168,100	$103,000	$75,700	$66,000
	$1,565,368	$1,707,914	$2,142,497	$2,212,894
Departmental Revenue:				
Local Fees, Charges, Etc.	$2,250	$4,900	$4,900	$8,472
	$2,250	$4,900	$4,900	$8,472
Local Tax Funding:	$1,563,118	$1,703,014	$2,137,597	$2,204,422
FTE Summary:	24.21	27.15	31.10	29.30

PARKS, RECREATION AND COMMUNITY SERVICES
Facility Development Program

Purpose: The Facility Development Program develops, constructs, preserves, upgrades, and renovates parks, community centers, historic properties and other related capital recreational facilities for the citizens of Loudoun County.

Program Description: The Facility Development Program is responsible for master planning, development planning and project management for all department capital facilities projects at County parks, including new facilities, renovation and preservation of existing facilities; and Capital Asset Replacement Projects. Program staff develops referrals for rezoning and proffer administration and provides fiscal and administrative management for grants and proffers on CIP projects. The program also provides stabilization, rehabilitation and restoration for historic properties; advisory support for community-related projects and historic properties; and support for maintenance operations associated with County park projects.

Situational Analysis:

Workload

The increased demand for programs and services related to population growth, which includes 48 active projects, has had a dramatic effect on the workload of the Facility Development Program due to the number of new parks and facilities that are currently being planned and developed. Increased demand has also stimulated an increase in the number of upgrades, add-ons and renovations that must take place at existing facilities. Master planning and/or project management for Banshee Reeks and Broadlands parks is expected to happen within the next three years, as well as project management on new and existing ISTEA/TEA-21 projects. Simultaneously, the Facility Development Program will work with the Department of General Services on the upcoming Loudoun Valley Community Center renovation, the Claude Moore Recreation Center, the Carver School project and the Philip A. Bolen Memorial Park, as well as on integration of trail planning between recreational and intermodal transportation trails. Numerous annual renovation and upgrade projects include upgrades and retrofits, fencing, irrigation, asphalt, lighting, landscaping, and miscellaneous small construction projects.

Volunteers

Several projects, including the Performing Arts Center at Franklin Park, the Heritage Farm Museum at Claude Moore Park, and each of the historical properties, require ongoing coordination with volunteer groups which are responsible for providing funding, advice, and volunteer labor or services. As the number of projects supported by volunteer groups increases so does the staff time required for coordination. In addition to coordination, program staff currently provides a number of support activities to volunteer groups, and new requests by volunteer groups also result in increased demands on staff time.

Planned Accomplishments/Objectives for FY 03

- Continue stabilization and restoration of Mount Zion Church, Stone House at Harper Park, E. E. Lake Store, Aldie Mill, and the George C. Marshall International Center/Dodona Manor. Complete TEA-21 environmental document for Goose Creek Bridge and begin planning its rehabilitation.
- Develop master plan and/or project manage Broadlands Park, Trailside Park, Banshee Reeks (including adaptive use of historic structures on the site), Franklin Park Performing Arts Center, Loudoun County Heritage Farm Museum, Carver School, and the new Philip A. Bolen park sites.
- Administer ISTEA and TEA-21 grants and the Make It Happen Grant Program.
- Seek alternative sources of funding for historic and recreation projects.
- Continue to administer and manage capital asset replacement projects.

PARKS, RECREATION AND COMMUNITY SERVICES
Facility Development Program

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# of historic projects accessible to public	6	6	5	6
# of capital asset replacement projects	3	6	2	5
# of future park projects	48	48	52	55

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	N/A	$197,208	$316,494	$416,549
Operations & Maintenance	N/A	$256,840	$288,149	$329,994
	N/A	$454,048	$604,643	$746,543
Local Tax Funding:	N/A	$454,048	$604,643	$746,543
FTE Summary:	N/A	4.18	5.25	6.28

PARKS, RECREATION AND COMMUNITY SERVICES
Community Centers

Purpose: The Community Center Program provides safe cost-effective recreation, education, and leisure programs at County community centers in response to diverse community demands.

Program Description: The Community Center Program consists of a system of 10 community centers located in strategic areas of Loudoun County. They are: Arcola, Bluemont, Douglass, Loudoun Valley, Lovettsville, Lucketts, Middleburg, Philomont, Sterling and the Sterling Annex. The facilities also include outdoor amenities; playgrounds, small parks, pavilions, and ball fields. The Lovettsville outdoor swimming pool, Douglass In-Line Hockey court, Arcola indoor climbing wall and full day child care programs are also included in this program. The community centers provide a wide range of recreational, educational, cultural and State-licensed preschool opportunities to the citizens of Loudoun County. These services are provided in cooperation with citizen volunteers, other department programs, County agencies, the private sector, and various advisory boards.

Situational Analysis:

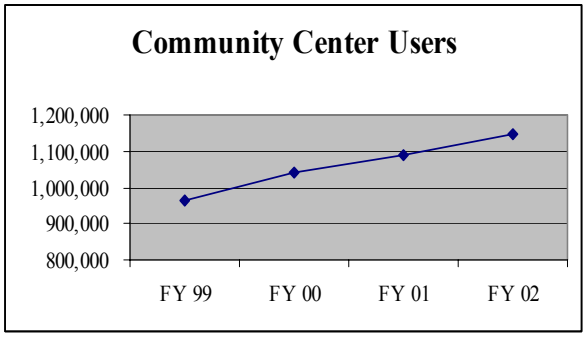
Workload

Construction of new facilities has not kept pace with population growth and increased demand for services are exhausting capacity at existing facilities. Lack of adequate space for programs results in large waiting lists.

Program staff levels have increased at the centers to accommodate the growing number of classes, programs and special events. In FY 02, the Board of Supervisors authorized the addition of 8.47 FTE to address workload and security issues in eight community centers. The FY 03 budget includes an additional 1.47 FTE to add staff at three community centers that continue to experience high demand. An additional 0.78 FTE have been included to expand two centers' summer camp programs and to ensure adequate lifeguard coverage at the Lovettsville pool.

Maintenance & Renovation

Eight of the 10 community centers are located in former school buildings that require extensive renovation. Maintenance requirements for these facilities have grown as the buildings age. The beginning of the community center renovations program has been postponed until FY 04; the challenge will be to secure alternative space for core programs during the year each center will be going undergoing construction.



Planned Accomplishments/Objectives for FY 03

- Meet or exceed fee/revenue targets and operate within expenditure budget.
- Increase levels of program implementation to meet current citizen expectations.
- Implement safety and security policies and procedures for management of facilities, staff, and participants.
- Meet State standards for all licensed child care and preschool programs managed at community center sites.

PARKS, RECREATION AND COMMUNITY SERVICES
Community Centers

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# of center visits per year	1,016,916	1,067,761	1,121,149	1,177,296
Average daily community center participants	2,872	3,016	3,167	3,325
Average # on wait list for day care/preschool	5/29	6/40	7/50	8/60
Revenue per participant	$1.36	$1.56	$1.79	$2.05
Expenditure per participant	$2.96	$3.40	$3.91	$4.37
# volunteer hours	13,070	14,000	14,500	15,000
$ value of volunteer hours (@$18.93/hr. FY 01)	$247,413	$265,020	$274,485	$283,950
% of satisfied customers	95%	95%	95%	95%
% of centers with quality review score of 4.5+	90%	90%	100%	100%
% of sites receiving two-year licenses	90%	90%	100%	100%

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$2,637,843	$3,228,405	$4,010,931	$4,332,901
Operations & Maintenance	$475,929	$624,327	$710,672	$813,672
Capital Outlay	$0	$10,600	$49,115	$7,450
	$3,113,772	$3,863,332	$4,825,665	$5,154,023
Departmental Revenue:				
Local Fees, Charges, Etc.	$1,427,077	$1,747,799	$1,913,268	$2,417,829
	$1,427,077	$1,747,799	$1,913,268	$2,417,829
Local Tax Funding:	$1,686,695	$2,115,533	$2,912,397	$2,736,194
FTE Summary:	81.31	92.82	105.11	115.19

PARKS, RECREATION AND COMMUNITY SERVICES
Special Services

Purpose: The Special Services Program provides recreation and leisure opportunities for Loudoun citizens with special needs, operates safe, affordable day and specialty camps, and organizes and coordinates special County-wide cultural events.

Program Description: The Special Services Program provides services in cooperation with volunteers, other department programs, various County agencies, the non-profit and business sectors, and Advisory Boards. The Special Recreation Program provides accessible programs and activities for Loudoun citizens with mental and physical disabilities, including a State-licensed summer day camp for ages 2–21. Staff also supports the Loudoun Very Special Arts and Special Olympics Programs. The Camp Program provides State of Virginia licensed summer day camps for children entering the first through eighth grades at 12 locations. The Camp Program also offers specialty camp opportunities throughout the year. Special Events plans, coordinates, and implements County wide special events and cultural activities at parks and other facilities for Loudoun residents and visitors.

Situational Analysis:

Special Recreation

Increases in Loudoun County's special needs population have resulted in demand for new and expanded Special Recreation services. The nationally recognized Loudoun Very Special Arts Program is holding more performances, which has resulted in a 46% increase in audience attendance. The County supports this program by providing volunteer management, production assistance and promotion. The Special Olympics Program fields teams in 14 sports. The County manages tournaments, assists with training and chaperones participants on overnight State competitions. Outreach to new residents with the program's eight-week Summer Camp increased registration by 20% in FY 01.

Summer Camps

Driven by population increases, the Camp Program has added new summer day campsites for the last four years, while still maintaining a waiting list. At a minimum, one new site per year will be required over the next two to three years to meet service demand. A roving playground program was successfully implemented beginning in 2001. The FY 03 budget includes 1.78 FTE to add two sites in the current year.

Special Events

The Special Events Program was initiated in FY 00 with TOT funding. The coordinator plans and implements local events and assists with the Loudoun County Fair. Major annual events include a regional Storytelling Festival in June and a Cultural Arts Festival in September, the Summer Concert Series and several one-day events.

Planned Accomplishments/Objectives for FY 03

- Meet or exceed fee/revenue targets and operate programs within expenditure budgets.
- Increase current program service levels by 10% to respond to expanding service demands.
- Increase outreach to citizens with mental and physical disabilities by 10%.
- Increase summer day camp sites to meet demand for services.
- Implement three annual cultural events and six to eight County wide events each year.

PARKS, RECREATION AND COMMUNITY SERVICES
Special Services

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# day camp sites held/# children registered	21/775	23/825	25/875	27/925
# of specialty camps held/# of children registered	27/350	30/368	33/386	36/405
# special events held/ # attending	14/14,542	15/15,269	15/16,032	15/16,834
# of special recreation programs held/# attending	605/7,202	635/7,562	667/7,940	700/8,337
# of volunteer hours	8,671	9,104	9,559	10,037
Value of volunteer hours*	$164,142	$170,370	$179,835	$187,842

Note: The value of volunteer hours is based on the national rate of $18.93.

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$661,119	$637,413	$825,370	$905,738
Operations & Maintenance	$187,907	$316,098	$572,542	$538,870
	$849,026	$953,511	$1,397,912	$1,444,608
Departmental Revenue:				
Local Fees, Charges, Etc.	$472,064	$518,981	$818,499	$822,314
Gas Tax Transfer	$25,000	$0	$0	$0
TOT Fund Transfer	$59,481	$97,662	$122,764	$92,401
	$556,545	$616,643	$941,263	$914,715
Local Tax Funding:	$292,481	$336,868	$456,649	$529,893
FTE Summary:	21.34	20.45	24.01	27.05

PARKS, RECREATION AND COMMUNITY SERVICES
Youth Services Program

Purpose: Youth Services provides delinquency prevention and youth development services to Loudoun youth and their families through community assessment, planning, and direct services that include a system of supervised programs for children.

Program Description: This program includes the Office on Youth which provides delinquency prevention and youth development activities. The Loudoun County Advisory Commission on Youth serves in an advisory capacity to the Office on Youth and as the requisite prevention planning board for State and Federal grants. The division also offers a wide variety of before school and after-school activities, including recreational, educational, cultural and prevention programs. The Children's After School Activities (CASA) program operates three licensed before and 28 after school care programs for elementary school students. The Youth After School (YAS) Program operates in all seven middle schools. Both programs serve the general population and special needs children. The WORK Program provides supervised placements for youth who are court ordered to perform community service.

Situational Analysis:

Child Care

The 1999 Human Services Summit identified childcare as a community wide issue. CASA sites are added wherever possible as new elementary schools open. In FY 01 CASA served over 1,130 children; waiting lists for the program frequently exceed 400. In May 2002, close to 83% of available CASA slots were filled for the coming school year. In FY 01 the first year-round CASA site was piloted combining before school, after school, and an eight-week summer camp session. While this site has been successful, two additional full-time sites added in FY 02 had to be reduced in scope due to poor enrollment. The FY 03 budget includes funding to continue providing CASA at elementary school sites as they open.

Alternatives for At-Risk Youth

The 1999 Youth Risk Behavior Survey identified ages 11-13 as the ages youth are most likely to begin experimenting with risk behaviors such as smoking and drinking. Additionally, studies indicate that 3 p.m. to 6 p.m. are the hours when youth are most likely to engage in risk behaviors because they are frequently at home and unattended. *Loudoun Communities That Care: A Plan for Youth* identifies after school programs for middle schoolers as an area of need. Community education about youth risk behaviors and scholarship assistance are strategies used to encourage enrollment in the YAS Program. The FY 03 budget includes funding for YAS at all middle schools.

YAS was partially funded through FY 02 by a three-year State grant from the Department of Criminal Justice Services. With the expiration of this grant in FY 03, the department has secured alternative funding using a State incentive grant administered by the Community Services Board and by reallocating resources within the department.

The State grant supporting the Office on Youth is renewed annually. The WORK Program was fully grant-funded through FY 02. In FY 03 a 25% local match is required. The FY 03 budget continues funding for this program using local tax funding.

Planned Accomplishments/Objectives for FY 03

- Conduct community education initiatives on youth issues such as child abuse, substance abuse and AIDS.
- Coordinate support for the Advisory Commission on Youth in the update and implementation of the County wide delinquency prevention plan.
- Increase enrollment of middle school students in Youth After School (YAS) by 20%.
- Provide 100% direct operating cost recovery for the CASA Program.
- Open CASA sites at new elementary schools.

PARKS, RECREATION AND COMMUNITY SERVICES
Youth Services Program

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Prevention activities supported by the Office on Youth	20	35	65	90
Total YAS enrollment/year	1,310	1,344	1,464	1,656
Average YAS monthly enrollment	157	224	256	288
# YAS scholarships awarded	34	46	62	84
CASA Registrations	1,130	1,200	1,330	1,510
% of CASA Cost Recovery	99.3%	100%	100%	100%
# hours community service completed through WORK Program	4,641	5,000	5,400	5,832

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$1,306,177	$2,189,535	$2,917,226	$3,118,401
Operations & Maintenance	$294,527	$349,235	$490,398	$636,388
Capital Outlay	$0	$0	$4,426	$2,000
	$1,600,704	$2,538,770	$3,412,050	$3,756,789
Departmental Revenue:				
Local Fees, Charges, Etc.	$1,290,134	$1,812,205	$2,437,607	$2,729,652
Commonwealth	$54,067	$54,067	$57,296	$108,720
Federal	$40,029	$116,222	$131,531	$49,898
	$1,384,230	$1,982,494	$2,626,434	$2,888,270
Local Tax Funding:	$216,474	$556,276	$785,616	$868,519
FTE Summary:	42.83	62.04	74.25	72.16

PARKS, RECREATION AND COMMUNTIY SERVICES
Aging Services

Purpose: As the County's Area Agency on Aging, the Aging Services Division plans, coordinates and promotes services which enhance the well being and independence of older Loudoun residents.

Program Description: Through its Elder Choices Program, Aging Services offers information about senior services and assistance with care planning. Aging Services provides senior volunteer services, senior employment services and health insurance counseling, licensed adult day care, home delivered meals and senior leisure programs at various locations. Aging Services works with the Commission on Aging, program advisory boards and other agencies to identify and support issues affecting older persons. The Division also operates a Central Kitchen providing meals for senior centers, homebound elderly, residential youth and for County special events.

Situational Analysis:

Workload

From 1990 to 2000, Loudoun's population aged 55 and over increased by 99%, faster than the growth rate of the County's general population. Among Virginia jurisdictions, the Virginia Department for the Aging reported that the growth rate of the population aged 60 and over grew most rapidly in Loudoun (85.2%) and Prince William counties (86%).

The Respite Center (licensed adult day care) cannot meet client transportation needs due to prohibitively long hours required to transport disabled clients to the Center's central location in Leesburg. In November 2001, County voters approved a bond issue to renovate the former Carver School in Purcellville as a multifunction community center, which will include a Western Loudoun respite center. The Adopted Capital Improvements Plan includes development of an Eastern Loudoun respite center beginning in FY 03.

Volunteer Services

Volunteers deliver freshly prepared meals for homebound elderly each weekday. To minimize waiting lists, the department uses frozen meals that can be delivered weekly. Aging Services must weigh the use of frozen meals against the staff hours required to coordinate additional delivery routes.

Transportation

The length of time required to transport seniors to programs is an area of growing concern. Participants in the Senior CAFÉ program can ride up to two hours each day. The department continues to focus its efforts on developing cost effective methods to mitigate travel time for individual participants.

Senior Leisure Programs

Aging Services provides Senior Leisure services through County wide activities and trips, Senior Center CAFÉs, a multipurpose Senior Center at Cascades Marketplace and a small senior center in Leesburg. The full service Senior Center in Eastern Loudoun is not easily accessible to seniors who live in other areas of the County. Projects currently under development, such as the Carver School renovation, will help to address this concern.

Central Kitchen

The Central Kitchen delivers meals to eight County wide locations in temperature-controlled vehicles for seniors, youth and County special events. The overall number of meals prepared by the Central Kitchen increased by 17% from FY 00 to FY 01 to 117,407. Meal service was provided for the first time to the Young Adults School.

Planned Accomplishments/Objectives for FY 03

- Maintain 24-hour response time to increasing requests for Health Insurance Counseling, Elder Choices information and assistance, and other services.
- Maintain high quality delivery of services by skilled volunteers for programs such as Tax Assistance, Health Insurance Counseling and Home Delivered Meals.
- Maintain safe preparation and delivery of Central Kitchen meals on 100% cost-recovery basis.
- Continue planning process for Eastern and Western Adult Day Care services.
- Continue planning process for Western and Central Loudoun Senior programs/facilities.
- Comply with Federal and State requirements for automated client information and service tracking using the AIM software program.
- Continue to implement the RecTrac software system and pass management software for the Cascades Senior Center.

PARKS, RECREATION AND COMMUNITY SERVICES
Aging Services

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Elder Choices information/assistance contacts	11,204	13,926	16,000	18,000
% customer calls returned within 24 hours	90%	95%	95%	95%
# hours of adult day care service	35,790	36,288	36,000	40,000
# Sr. Center at Cascades activity attendance	15,064	19,020	21,873	24,060
# Sr. Leisure trips and activities/duplicated clients	140/6,500	150/6,800	155/7,000	155/7,000
# Sr. CAFÉ 1-way trips/unduplicated participants	26,273/242	37,990/272	39,687/286	43,655/314
# meals for Senior CAFÉs/homebound clients	64,241	69,057	73,891	79,063
$ value of Sr. volunteer service/ # RSVP volunteers*	$776,100	$851,850	$851,850	$851,850
# clients/hrs. of service for health insurance, counseling, and tax assistance	1,177/1,587	1,180/1,600	1,180/1,600	1,180/1,600
# Central Kitchen meals/% cost recovered	117,407/100%	121,207/100%	123,000/100%	125,100/100%

** The Virginia Office of Volunteerism (VOV) annually publishes a dollar value per volunteer hour. VOV increased the hourly value from $17.79 in FY 01 to $18.93 in FY 02 based on averages provided by the Virginia Employment Commission plus 12% estimated fringe benefits.*

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$1,529,703	$1,811,806	$2,123,631	$2,199,038
Operations & Maintenance	$867,183	$972,441	$1,038,699	$1,111,034
Capital Outlay	$0	$90,000	$33,926	$8,501
	$2,396,886	$2,874,247	$3,196,256	$3,318,573
Departmental Revenue:				
Local Fees, Charges, Etc.	$671,642	$672,156	$664,761	$784,876
Commonwealth.	$50,652	$104,851	$113,145	$113,868
State Funding	$173,154	$173,944	$169,674	$184,009
	$895,448	$950,951	$947,580	$1,082,753
Local Tax Funding:	$1,501,438	$1,923,296	$2,248,676	$2,235,820
FTE Summary:	44.02	48.69	49.49	48.78

COMMUNITY DEVELOPMENT

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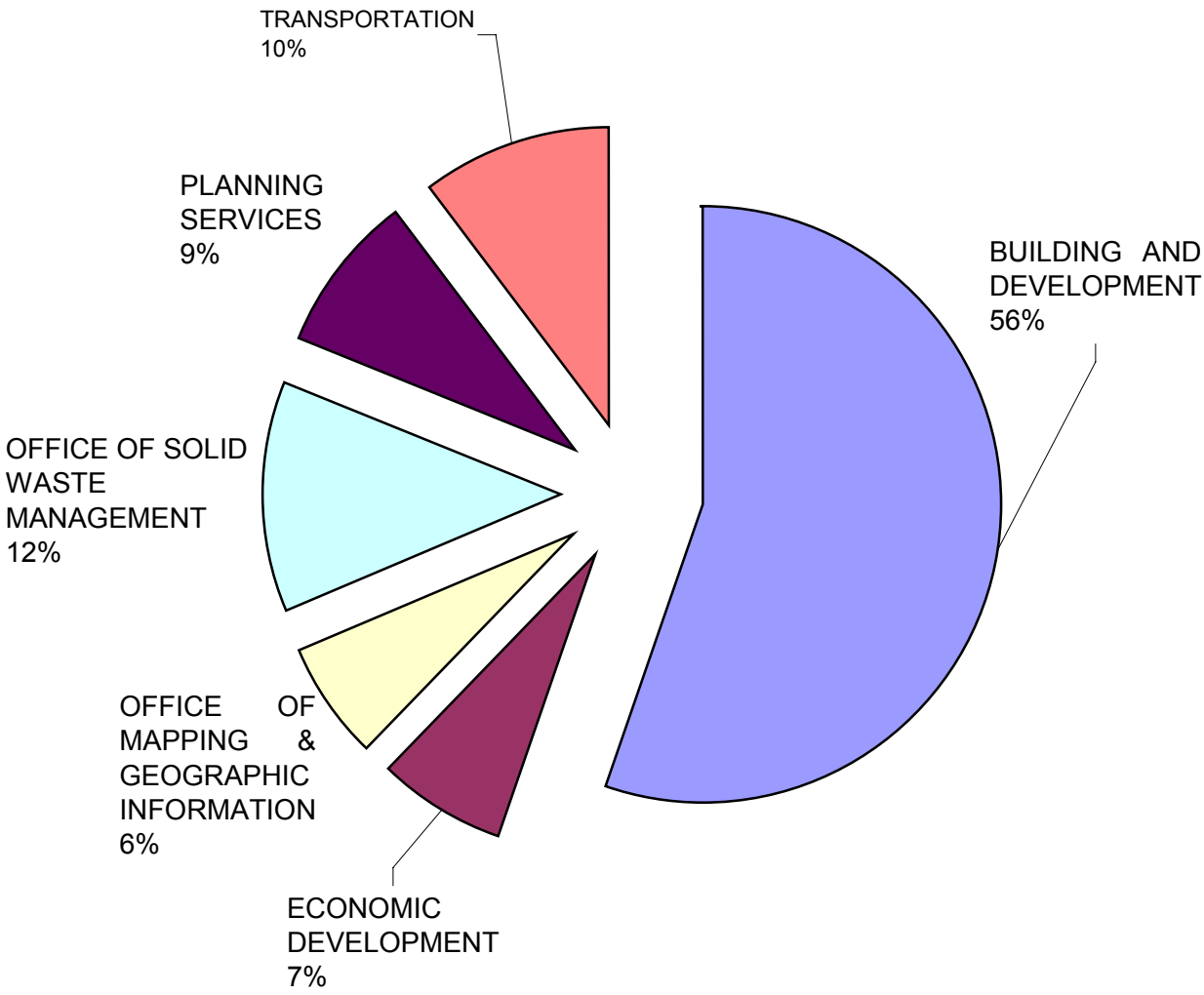
COMMUNITY DEVELOPMENT FY 2003
ADOPTED EXPENDITURES



COMMUNITY DEVELOPMENT

	FY 99 ACTUAL	FY 00 ACTUAL	FY 01 ACTUAL	FY 02 ADOPTED	FY 03 ADOPTED
BUILDING & DEVELOPMENT	$6,194,187	$7,555,890	$10,195,594	$14,728,879	$14,729,607
ECONOMIC DEVELOPMENT	857,465	966,818	1,232,074	1,832,057	2,065,651
OFFICE OF MAPPING & GEOGRAPHIC INFORMATION	948,311	927,742	1,183,072	1,701,710	1,883,086
TRANSPORTATION SERVICES	1,276,618	1,518,911	1,716,204	2,695,096	3,472,717
OFFICE OF SOLID WASTE MANAGEMENT	1,743,129	2,000,913	2,255,852	3,324,345	3,539,927
PLANNING SERVICES	1,304,465	1,383,042	2,022,640	2,369,376	2,769,492
TOTAL COMMUNITY DEVELOPMENT	$12,324,175	$14,353,316	$18,650,436	$26,651,463	$28,460,480

BUILDING AND DEVELOPMENT

Mission Statement: The mission of the Department of Building and Development is to provide for the public's safety and welfare in the construction of public/private structures and facilities in the County erected for the public's use. This is done by enforcement of Best Engineering Practices and the Statewide Building Codes during design and construction and by ensuring the quality of life for all citizens through developing, administering, and enforcing the County Zoning Ordinance, The Land Subdivision Ordinance, the Facilities Standards Manual, and other construction related Codified Ordinances.

Department Description: The Department conducts oversight of all phases of construction throughout the County. This includes insuring the proper subdivision and use of land, review/approval of designs and construction plans, inspections during the construction phase, and final approval of projects for occupancy. These services are provided by five divisions: Land Development Planning, Land Development Engineering and Public Improvements, Zoning Administration, Building Code Enforcement; and Permit Issuance and Department Management.

Situational Analysis:

Land Development Activity

Construction activity, and all of those related functions, for which the Department provides services, continued at record-breaking levels throughout FY 01 but began slowing in early FY 02, particularly in commercial construction. There is generally a lag time from planning to building; consequently, plans processed in one year translate into the workload during the following one to three years. This has been true in FY 02 as the number of inspection requests and most other workloads have remained steady due to earlier submissions in FY 01, even though permits have dropped during the year.

The land development staff has been increased significantly (over 70 positions added) over the last three years to catch up and to keep up with demand. Staff turnover and lack of job applicants has kept the vacancy rate moderately high (8% in FY 02) but not as high as previously (22% in FY 01) for this Department. The present staffing levels appear to be about optimal for meeting demand today and in the immediate future, unless additional programs or requirements arise due to regulation changes and mandates over the next year.

The Department continues to seek efficiency and productivity methods. The automation of land development records has been followed in FY 02 by the implementation of a new building permit and inspection request system and other permits (i.e. grading). Continuous changes are being made to handle the ever-escalating demands for quality and efficient land development application processing which requires constant attention and is a marketing tool in our economic development program outreach.

***Building Code Enforcement*:**

New residential family housing units (apartments, condos, townhomes, and single family) are estimated to run at 4,500 to 5,000 units in FY 02. Commercial building activity has slowed and shifted to smaller fit-out and remodeling projects, which will be between 600-700 in FY 02.

Building Code Inspections continue to average almost 1,100 per day which dictates the present staffing level in order to meet the State standard for inspections within two business days of request, and the County's goal of the number of inspections (20) to be conducted daily by each inspector. In order to get better results from the inspection program and better quality for the citizens of the County, each inspector is being trained to spend an average of 18-20 minutes on each inspection (per the Board approved policy) and to be more proactive in surveying all construction to reveal discrepancies.

Timely Reviews

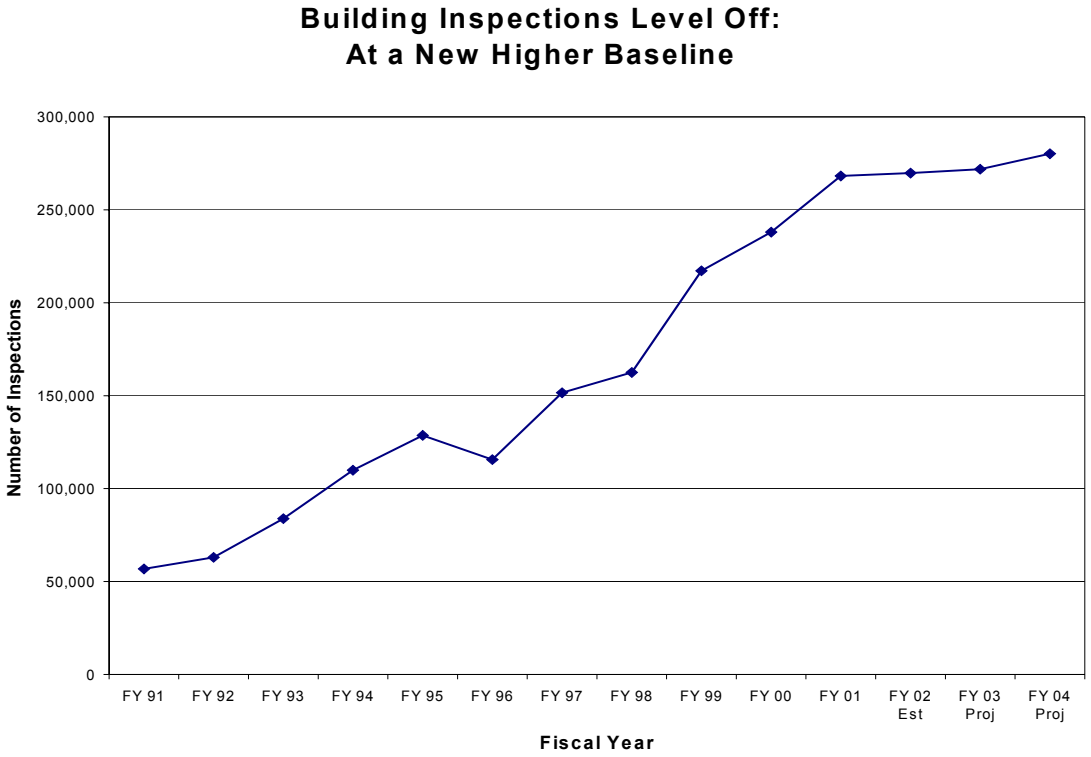
The staff has earned a well-deserved reputation of providing a thorough and very timely review of all land development activities and a willingness to provide the most complete, quickest, and the most courteous service possible to the community as a whole. On the commercial/industrial building side, it can be pointed out that the rapid and courteous service provided by the land development and code enforcement divisions is a factor in many high tech firms choosing to locate in Loudoun.

BUILDING AND DEVELOPMENT

Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$5,469,003	$6,491,281	$8,761,104	$12,330,840	$12,752,645
Operations & Maintenance	$904,599	$956,015	$1,282,624	$2,201,384	$1,935,962
Capital Outlay	$135,060	$107,060	$135,323	$196,655	$41,000
	$6,508,662	$7,554,356	$10,179,051	$14,728,879	$14,729,607
Departmental Revenue:					
Local Fees, Charges, Etc.	$6,498,191	$9,736,726	$10,526,790	$13,970,000	$10,951,334
	$6,498,191	$9,736,726	$10,526,790	$13,970,000	$10,951,334
Local Tax Funding:	$10,471	($2,182,370)	($347,739)	$758,879	$3,778,273
FTE Summary:	121.00	141.00	174.00	216.00	216.00

FY 03 Board Action: The FY 03 Adopted Fiscal Plan for Building and Development includes enhancements totaling 1.0 FTE with no additional local tax funding. One FTE and associated land development revenue was transferred to the County Attorney's Office during FY 02 to assist with the ongoing legal work associated with the General Plan and other land development activities. Expenses in the FY 03 Adopted Fiscal Plan reflect the ongoing impact of FY 02 midyear reductions. Reductions in the FY 03 revenue budget (as compared to the FY 02 budget) are reflective of the current economy. FY 03 revenue is budgeted at the level now projected in FY 02.

Departmental history can be found on page 299.



BUILDING AND DEVELOPMENT
Building Code Enforcement

Purpose: The purpose of the Building Code Enforcement program is to protect the public's health, safety, and welfare through enforcement of the minimum structural, electrical, mechanical, plumbing, gas, and fire protection standards as required by the Virginia Uniform Statewide Building Code.

Program Description: The Code of Virginia mandates that each local government maintain a "local building department" responsible for the enforcement of the Virginia Uniform Statewide Building Code (USBC). The USBC dictates four major areas of enforcement operations: Issuing Permits for the constructing, enlarging, altering, repairing, or demolishing of prescribed buildings, structures, and/or equipment. This includes the processing of applications and coordination of approvals from various other County and State agencies such as Health, Zoning, Business Licensing, DPOR, etc.; Review of Construction Plans and specifications for Adopted work to ensure compliance with State and National Building Code regulations; Inspecting the on-site installations as prescribed by and to ensure compliance with the USBC; Issuing violations and prosecuting violations for failure to comply with the State Building Code. Code enforcement is the final stage of the development process. The program's objective is to ensure a safe structure (built to at least minimum code standards) in compliance with all applicable County and State laws and ordinances prior approval for use and occupancy.

Situational Analysis:

Building Code Enforcement services are State mandated public safety services and currently require a response to over 270,000 inspection requests annually. Over 59,000 plans and applications were submitted for review in FY 02. The State mandates that these plans be reviewed for code compliance in a "reasonable time". Currently, the Division is processing plans in two to four weeks. The State directs that the 1,000 plus inspection requests per day receive a response within 48 hours. The Division is honoring 97% of the inspection requests within 24 hours. In addition to Inspections and Plans Review, staff is currently addressing (per year) approximately 5,000 homeowner complaints; 100,000 counter and phone inquiries; and 4,000 requests for courtesy inspections and/or advisories.

The Division's workload and staffing requirements are directly influenced by the economic health of the development community. There are currently over 37,000 approved dwelling units in the pipeline so there exists a projected workload (at 3000 units per year) of over 10 years. This does not include the potential development of an additional 65,000 new dwelling units at buildout under the new General Plan.

Each field inspector can complete approximately 4,000 inspections per year using the Board's established policy of an average of 18-20 minutes per inspection. The FY 02 projected total of 272,000 inspections require an inspection staff of 67 inspectors, which is the County's current staffing level.

Unprecedented residential and commercial growth (106% increase in inspection workload in the last 5 years); new construction technologies; increased State mandated training and certification requirements; increased customer demands for improved and personalized service are the Division's greatest challenges.

FY 02 statistics indicate a decline in economic conditions. Because the Division is obligated to service current prepaid permits, there is a one to two-year lag time between an economic downturn and a dramatic reduction in inspection requests. Historically (FY 90 - FY 91), the Division's workload dipped for slightly more than one year and then rebounded an additional 40% due to pent-up demand. To date, while the County is experiencing a decline in building permit requests, this decline has not resulted in a similar decline for required code inspections.

Planned Accomplishments/Objectives for FY 03

- Maintain the minimal processing time required to review applications for permits by continuing to refine the process of simultaneously reviewing applications and plans for construction, zoning, health, and fire instead of sequential review process of the past.
- Continue to improve the effectiveness, quality, and service delivery to citizenry and building trades by close affiliation in State and National Code organizations and active participation in the code development process.
- Continue to improve the effective and current citizen/staff inquiry system by insuring files are maintained and kept current.
- Expand the additional cross-certification program for one-dimensional Inspectors to enable the department to increase its combination inspector resources which will enable one inspector to inspect an entire housing unit.

BUILDING AND DEVELOPMENT
Building Code Enforcement

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Commercial and residential plans to be reviewed	36,600	34,560	31,104	32,659
# of Inspections performed	268,147	270,000	272,000	280,000
# phone requests for code enforcement	116,800	108,900	98,010	102,911
# of courtesy field inspections performed	4,100	3,960	3,564	3,742
# of counter requests for information	7,200	6,840	6,156	6,464
# of violations and rejections issued	69,500	62,550	56,295	72,975
# of required elevators inspections	725	740	750	760
Average minutes per inspection	13	13	15	14

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$2,931,429	$3,925,736	$5,354,179	$5,519,878
Operations & Maintenance	$516,952	$605,620	$884,022	$797,516
Capital Outlay	$68,260	$57,425	$47,000	$15,000
	$3,516,641	$4,588,781	$6,285,201	$6,332,394
Departmental Revenue:				
Local Fees, Charges, Etc.	$6,115,822	$6,209,865	$8,566,700	$6,754,128
	$6,115,822	$6,209,865	$8,566,700	$6,754,128
Local Tax Funding:	($2,599,181)	($1,621,084)	($2,281,499)	($421,734)
FTE Summary:	66.00	78.00	95.00	94.00

BUILDING AND DEVELOPMENT
Land Development Engineering, Environmental, & Public Improvements Management

Purpose: The purpose of this program is to ensure that the County's infrastructure generated through the land development process or initiated by the County is designed and built to reflect sound engineering and environmental practices.

Program Description: This program provides detailed technical review, approval and management of land development applications related to subdivisions 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 and/or conditions of approval negotiated as part of a rezoning or special exception application process. The program includes field operations and management to enforce County regulations during the construction process and upon completion, acceptance of infrastructure projects and release of associated bonds. This program also manages subsidiary programs to compliment the land development process that include floodplain management, environmental reviews of legislative land development applications, groundwater management, soils and geotechnical review, erosion and sediment control, mountainside locational clearances, surface water management, bonds management and the management of bond default projects as directed by the Board of Supervisors' Bond Committee.

Situational Analysis:

The submission of commercial development plans remains steady but less intense due to the downturn in the high tech industry. It is anticipated that the County will still experience increasing numbers of site plans within the Dulles corridor. There are several residential subdivisions that are coming on line such as Lansdowne, Brambleton, Ashbrook, Claude Moore track and Belmont. Construction Plan applications for the established residential communities of Broadlands, South Riding, Ryan Park Center and Ashburn will also continue toward build-out during the next five years. Such activity in land development applications also impacts the workload associated with erosion and sediment control, environmental, floodplain, and bond management duties. A substantial amount of ordinance revision and update work within the next two years will be required to implement the various new land use policies (Local, State and Federal) that are anticipated to go into effect.

The constant or increased workload and rising citizen population has and will demand increased customer service activity for homeowner complaints, public inquiries, information requests and pre-application meetings. Likewise, technical support to the Planning Commission and Board of Supervisors is anticipated to increase to meet the demands of land development applications, ordinance revisions and policy amendments. The County intends to initiate proactive environmental management and preservation policies and performance standards that will require dedicated resources to support, especially in the area of water resources. The Division contemplates incorporating Watershed management plans into the land development process/regulatory requirements in the very near future.

Planned Accomplishments/Objectives for FY 03

- Manage review, approval, and construction of land development applications within the prescribed timelines and in accordance with the Zoning Ordinance, Land Subdivision and Development Ordinance, Facilities Standards Manual, and development conditions/proffers accepted by the Board of Supervisors.
- Proactively support quality assurance of the land development application program through pre- and post-submission meetings with applicants and related agencies, project manager accountability and effective quality control measures.
- Provide technical review and referral comments for legislative applications managed by the Department of Planning and as required, for preliminary subdivision applications.
- Provide expedient and professional public information and assistance; respond to ordinance waiver and interpretation requests; and respond with necessary remediation action to citizen complaints.
- Initiate, manage and foster working partnership with the land development community and public to improve the quality of land development plans and to ensure the public input as part of the overall process.
- Manage County's floodplain management program and FEMA's Cooperating Community Program to provide citizens with current and quality floodplain data.
- Manage and support the County's Erosion and Sediment Control Program and associated bonding and enforcement policies to protect the County's streams, the Potomac River and the Chesapeake Bay.
- Manage the portfolio of active performance and grading bonds and perform inspections of bonded infrastructure improvements to ensure compliance with approved plans, good engineering practices, and applicable codes and to protect the health, safety, and welfare of the County's citizens.
- Manage County initiated and bond default infrastructure improvement projects to provide the citizens with a level of service to ensure a safe living and working environment.
- Support the County's Six-Year Primary and Secondary Road Improvement Plan and Rural Road Addition Policies by providing design, plan review, contract and construction management services to meet the timelines and public interests of affected projects.

BUILDING AND DEVELOPMENT
Land Development Engineering, Environmental, & Public Improvements Management

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# of ministerial land development applications managed	497	507	550	630
# of legislative and subdivision application as referral agency	53	110	75	80
# of citizen complaints	536	792	993	1,290
# complaints requiring field visits	364	710	890	1,160
# of active grading permits	326	660	770	885
# of erosion and sediment inspections	3,586	7,920	9,420	11,000
# of active performance bonds	705	868	886	935
# of performance bond inspections	645	757	800	850
# of bonded projects managed	1,085	1,326	2,214	2,400
# of overlot grading permits reviewed/managed	-	2,940	3,000	3,000
Dollar amount of bonds managed (in million dollars)	$201M	$265M	$290M	$412M

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$1,059,966	$1,551,178	$2,684,137	$2,598,924
Operations & Maintenance	$236,723	$459,541	$1,026,796	$730,486
Capital Outlay	$26,300	$53,475	$123,379	$26,000
	$1,322,989	$2,064,194	$3,834,312	$3,355,410
Departmental Revenue:				
Local Fees, Charges, Etc.	$983,991	$1,283,101	$1,914,600	$1,650,660
	$983,991	$1,283,101	$1,914,600	$1,650,660
Local Tax Funding:	$338,998	$781,093	$1,919,712	$1,704,750
FTE Summary:	20.00	28.00	43.00	41.00

BUILDING AND DEVELOPMENT
Zoning Administration

Purpose: Zoning Administration is responsible for the administration, interpretation and enforcement of the Loudoun County Zoning Ordinance in order to promote the health, safety and welfare of the residents of Loudoun county and to implement the Loudoun County Comprehensive Plan.

Program Description: This program administers and enforces the zoning standards and proffer language adopted by the Board of Supervisors by keeping the zoning map updated, responding to referrals on ZMAP, CPAM, ZCPA, SPEX, and proffer amendments from the Planning Department, and site plan applications from the Engineering Division. It also enforces the Zoning Ordinance by educating the public and, where necessary, issuing notices of violation to secure compliance with applicable ordinances and proffers, which may include prosecution in court. Staff provides support to the Board of Supervisors in preparing amendments to the Zoning Ordinance and prepares reports for proffer appeals. Staff also supports the Board of Zoning Appeals by providing staff reports on applications for variances, appeals, and special exceptions (for error in building location) as is mandated by State Code, and also responds to citizen inquiries, in writing, by electronic mail or by telephone.

Situational Analysis:

Staff is focused on the Board initiative to implement the Comprehensive Plan and associated regulatory changes. In FY 02/03, staff will begin implementing the Comprehensive Plan through the Zoning Map and attendant text changes. Subsequently, staff will be involved in additional text amendments to the Zoning Ordinance. Two substantial amendments and several minor amendments are envisioned during the next 2 years.

Increased workload and staffing shortages due to vacancies have limited staff's ability to maintain timeline standards for daily activities. Requests for determinations continue to rise at a rate of 25%(+) per year, now averaging almost two letters per work day. Appeals and Variance applications meet mandated timelines 100% of the time. The enforcement program and changes to the Zoning Ordinance may further increase the number of appeals received.

Tickets/summons have been devised to enhance enforcement efforts; however, the inability to hire staff has delayed implementation of this program. This is expected to change in FY 03. Revenues from fines are anticipated to generate $10,000 in the first year. Zoning enforcement staff will attend civic/home owners association meetings upon request to educate residents about common zoning violation problems.

Planned Accomplishments/Objectives for FY 03

- Redraw the base zoning map and draft zoning ordinance text amendments by January 2003. Maintain the base map by making corrections/additions within two weeks of rezoning action in FY 03.
- Implement the new Comprehensive Plan by drafting three minor and/or three major zoning ordinance text amendments as directed by the Board through FY 04.
- Decrease response times to written inquiries from eight weeks to three weeks by the end of FY 02 by filling vacancies and restructuring the confirmation letter (to banks, attorneys, and others) to respond to simple, straightforward requests.
- Increase quality of zoning review on initial site plan submissions within established time frames.
- Decrease response times to referrals from six weeks or more to 21 working days in FY 03 by providing thorough zoning review at time of application submission.
- Increase zoning violator conformance by initiating a ticketing/fine program in FY 03.
- Decrease response times for initial zoning complaints from 72 hours to 48 hours.
- Increase public awareness of Zoning Ordinance requirements through presentations to civic groups.
- Maintain appeal and variance timelines as mandated by the Code of Virginia.

BUILDING AND DEVELOPMENT
Zoning Administration

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Correspondence	382	420	462	500
Pre-applications	110	121	132	128
Referrals	80	88	97	100
ZOAM major *	-	0	0	2
ZOAM minor *	-	1	2	3
Appeals	22	29	28	30
SPEX	-	3	3	4
Variances	-	8	8	8
Occupancy inspections	13,000	17,000	21,000	21,000
Complaints	665	730	800	800

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$613,887	$993,269	$1,442,086	$1,391,736
Operations & Maintenance	$54,624	$91,650	$112,609	$245,037
Capital Outlay	$12,500	$13,475	$15,000	$0
	$681,011	$1,098,394	$1,569,695	$1,636,773
Departmental Revenue:				
Local Fees, Charges, Etc.	$219,816	$336,266	$279,600	$180,179
	$219,816	$336,266	$279,600	$180,179
Local Tax Funding:	$461,195	$726,128	$1,290,095	$1,456,594
FTE Summary:	13.00	20.00	26.00	24.00

BUILDING AND DEVELOPMENT
Land Development Planning

Purpose: The purpose of the program is to provide technical review and oversight of Land Development Applications related to subdivisions to ensure conformance with adopted County, State and Federal Regulations.

Program Description: Planners are responsible for the review of subdivision applications and management of major development projects within the County. This review ensures compliance with adopted regulations and policies adopted by the Board of Supervisors, which includes preparation of amendments to the subdivision ordinance to implement adopted Board policies. Responsibilities include responding to citizen concerns and questions related to specific applications and projects, as well as interpreting ordinances and explaining the County's Land Use policies. The program also includes preparation of amendments to the subdivision ordinance to implement adopted Board policies.

Situational Analysis:

Although in FY 02 there has been a decrease in the number of applications from FY 01, which was a record year, the number of applications will exceed those submitted in FY 00 or FY 99. There are currently 13 full-time positions involved in the review of subdivision and other related applications, three of which are vacant and frozen. The one management position also continues to carry a caseload.

Positions are currently allocated to assist with the implementation the Revised General Plan. Implementation of the Plan will require amendments to the Land Subdivision and Development Ordinance (LSDO), and the Facilities Standards Manual (FSM). Work on both of these documents has begun.

Due to new Zoning Ordinance regulations, FSM amendments, and the remapping of the County to new districts, it is anticipated that staff will need to participate in training programs in order to administer the new regulations. It is also anticipated that the changes to the FSM will require extensive changes to the procedures for processing applications, including additional staff time needed for application review. It is anticipated that application submittals will remain steady despite the mapping changes.

Training staff, assisting the development community and members of the public regarding the newly adopted Ordinances will require additional work effort. Initial processing times, review comments, and the number of reviews will also increase until everyone becomes familiar with the new regulations.

Planned Accomplishments/Objectives for FY 03

- Complete first submission review within Department timelines.
- Reduce the need for 4th and 5th submission reviews of applications.
- Ensure more consistent application reviews.
- Complete revisions to the subdivision ordinance as directed by the Board of Supervisors.
- Complete amendments to the LSDO to implement the Comprehensive Plan.

BUILDING AND DEVELOPMENT
Land Development Planning

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# applications submitted	470	410	410	410
# applications acted upon	336	316	380	360
# 1st submission comments sent (w/in timelines)	175	225	310	320
# of 4th and 5th reviews	200	150	160	130
# pre-application meetings	105	96	130	140

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$643,284	$818,300	$1,038,694	$967,408
Operations & Maintenance	$38,585	$36,112	$56,171	$40,978
	$681,869	$854,412	$1,094,865	$1,008,386
Departmental Revenue:				
Local Fees, Charges, Etc.	$653,318	$749,969	$1,159,100	$819,520
	$653,318	$749,969	$1,159,100	$819,520
Local Tax Funding:	$28,551	$104,443	($64,235)	$188,866
FTE Summary:	14.00	17.00	18.00	16.00

Note: Starting in FY 03, five FTE and associated Operations & Maintenance costs are shown in Land Development Planning Customer Service.

BUILDING AND DEVELOPMENT
Land Development Planning Customer Service

Purpose: The purpose of the program is to provide assistance to staff and citizens in need of information related to administrative and legislative Land Development Applications and County ordinances and regulations.

Program Description: The customer service team is responsible for the initial acceptance of all land development applications, maintenance of the application file room, responding to general citizen inquiries and collecting application fees. The customer service team has five members (a Senior Planner and 3 Planning Specialists and a Technician) who assist all individuals at the front counter and also respond to questions left over the voicemail system through the "Zoning Hotline".

Situational Analysis:

The Customer Service Team (CST) consists of one Senior Planner/Manager, three Specialists, and one file room Technician. The three specialists are primarily responsible for responding to land development questions received on the hotline, initial LMIS entry and application set up for all administrative applications, and providing front counter customer service. The file room technician is primarily involved in pulling files, maintaining the file room, and ensuring that file room procedures are followed. The Senior Planner/Manger oversees and supervises these functions.

The number of applications and file set up was consistent with the numbers of the previous year. There was a slight increase in the number of Customers at the front counter, and the number of files pulled and application close outs. There was a slight decrease in the number of phone calls received.

The CST was fully staffed throughout the year, although three of the staff members have been with the Division less than 18 months. As these staff members became familiar with their duties, the CST became much more efficient.

Due to anticipated changes in regulatory documents, it is envisioned that additional training will be required, and there will be an increase in the number of customers and phone calls during the next fiscal year.

Land Development applications continue to be submitted at a record pace. It is anticipated that additional shelves will be required to house files, and/or the file room will need to be expanded in the next year or two. Otherwise alternatives such as moving older files to the County's warehouse will need to be implemented.

Implementation of new file room procedures is a goal for the next year. This may include the creation of secure area for members of the public to review files and limiting staff access to the file room. Some of these measures may require additional resources.

Planned Accomplishments/Objectives for FY 03

- Respond to all citizen phone call within 24 hours.
- Complete initial acceptance and file setup within three days of receipt of an application.
- Provide training such that team members can review basic subdivision applications and conduct pre-application meetings.
- Improve file room security by implementing better surveillance and tracking systems.
- Improve Customer Service by responding immediately to questions if possible or within 24 hours for a request that needs research.

BUILDING AND DEVELOPMENT
Land Development Planning Customer Service

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# of applications accepted	880	1,121	1,075	1,000
# of files set up within three days	N/A	906	960	980
# of walk-in customers	5,218	5,996	6,300	6,500
# of files pulled	4,683	6,101	6,500	6,800
# of Hotline calls	4,431	5,044	4,200	4,700
# calls returned within 24 hours	N/A	4,600	3,900	4,500

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	N/A	N/A	N/A	$251,576
Operations & Maintenance	N/A	N/A	N/A	$13,659
Capital Outlay	N/A	N/A	N/A	$0
	N/A	N/A	N/A	$265,235
Departmental Revenue:				
Local Fees, Charges, Etc.	N/A	N/A	N/A	$0
	N/A	N/A	N/A	$0
Local Tax Funding:	N/A	N/A	N/A	$265,235
FTE Summary:	0	0	0	5.00

Note: Starting in FY 03, this program is being shown separate from Land Development Planning.

BUILDING AND DEVELOPMENT
Permit Issuance and Departmental Management

Purpose: The purpose of Permit Issuance and Department Management is to provide leadership and administrative support to the other department divisions and to issue zoning and building permits for construction.

Program Description: The Permit Issuance and Department Management Division is responsible for issuing building, zoning and grading permits; collecting proffers attached to new construction; and performing the administrative services related to these functions. All applications for permits are received, processed, proffers collected bonds accepted, and permits issued. Information is provided to the public on zoning, permits, inspections, proffers, and other land development activities. Word processing, human resources functions, purchasing, and other administrative functions are provided for the other divisions within the Department of Building and Development.

Situational Analysis:

The number of permits issued, proffers collected, and bonds managed have grown at a steady pace in recent years. Although the revenue for permits increased significantly in FY 01, the number of permits issued remained virtually the same. The number of contacts with the public has not declined due to the increasing complexities of permit requirements.

With the number of projects coming on-line with proffer requirements, site plan, and special exception requirements and conditions tied to Zoning Permit issuance, processing of Zoning Permits has become extremely complex and time-consuming. The process is further complicated by having two ordinances with differing requirements to deal with. Completion of the new Zoning Ordinance with its inherent learning curve for staff and additional requirements will likely add additional time to the permit process in the immediate short term.

A new permit system was implemented in November 2001 and will initially slow down the permit process but ultimately result in an overall improvement of customer service. The next phase will include putting the permit function on-line to enable the public to apply and receive permits and check the status of permits over the internet.

FY 01 mid-year enhancements and the FY 02 budget added six additional positions in permits and one administrative position. Three planner positions were added to perform research for Zoning Permits and three front counter customer service positions were added to improve customer service response and process Building Permits. When this added staff is fully trained, the permit process should be smoother and faster for the public unless upcoming changes in the ordinances add to research and processing time.

Planned Accomplishments/Objectives for FY 03

- Accept and issue permits via the internet.
- Have an LMIS quality control process in place and working smoothly.
- Produce a new Zoning Map under the guidance of the Zoning Division that implements the new General Plan and changes the Zoning Ordinance.

BUILDING AND DEVELOPMENT
Permit Issuance and Departmental Management

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Total # of building permits issued	59,514	55,000	55,000	56,000
Total # of zoning permits issued	10,550	8,500	8,500	8,500
Total permit proffer fees collected	$6,115,624	$6,300,000	$6,000,000	$6,000,000
Estimated requests for land development related information	127,000	129,000	130,000	130,000
Estimated word processing documents completed	12,500	13,000	13,000	13,000

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$1,242,715	$1,472,622	$1,811,744	$2,023,123
Operations & Maintenance	$109,131	$89,701	$121,786	$108,286
Capital Outlay	$0	$10,948	$11,276	$0
	$1,351,846	$1,573,271	$1,944,806	$2,131,409
Departmental Revenue:				
Local Fees, Charges, Etc.	$1,763,779	$1,947,589	$2,050,000	$1,546,847
	$1,763,779	$1,947,589	$2,050,000	$1,546,847
Local Tax Funding:	($411,933)	($374,318)	($105,194)	$584,562
FTE Summary:	28.00	31.00	34.00	36.00

ECONOMIC DEVELOPMENT

Mission Statement: The Department of Economic Development provides leadership, strategic advice, a strong project management organization, and personalized service to public and private sector customers to carry out the Board of Supervisors' adopted economic development vision. That vision is to create an economically vibrant, globally competitive community that is recognized as one of America's most attractive business environments and distinctive high quality of life communities. The Department's core mission is to support the formation, expansion, retention, and location of appropriate industries and businesses in Loudoun and the region. Successful economic development increases the community's capacity to generate wealth.

Department Description: The Department's staff are organized in a unified program focusing geographically on rural, town, suburban, and regional economic development. The Department provides services in five areas: 1) increasing business and agricultural development 2) handling special projects and initiatives with significant community benefit/return such as the recent creation of "Main Street Loudoun"; 3) producing publications and the highest quality economic/demographic information and presenting this information effectively to businesses and media; 4) providing timely research, policy, and strategic advice; and 5) managing public-private partnerships including two that directly advise the Board of Supervisors: the Loudoun County Economic Development Commission and the Rural Economic Development Council. Two new public-private partnerships advise the Department: the Science and Technology Cabinet and the Design Cabinet. The Department and these various partnerships are guided by the County's adopted vision, its economic development strategy called *The Community's Plan for a Thriving and Sustainable Economy,* and the County's revised comprehensive plan.

Situational Analysis:

Global and National Economic Situation

The global slowdown that occurred in mid-2000 is coming to an end. With GDP growth forecasts for 2002 being revised upward for most developed and newly developed countries, a U.S. led recovery is likely already underway. Optimism stems from a milder then expected fall out from September 11, an improvement in industrial production in countries where it had fallen, and an environment of low inflation enabling central banks to maneuver more easily. However, the outlook for the global economy is not without risks including uncertainties surrounding a worsening in Middle East conflicts, uncertainty regarding energy prices, and the possibility of a financial crisis in Japan or Argentina.

Although the U.S. recession begun in March 2001 has not officially ended, improvements in several key indicators have resulted in a more positive economic outlook. The first quarter GDP estimate in the U.S. increased robustly in 2002. Consumer confidence has been on a steady six-month increase. Manufacturing activity has increased for four consecutive months. Further, worker productivity in the first quarter of 2002 increased at the fastest pace in over 19 years. Forecasters have nearly doubled their estimate of growth in real GDP in the U.S. in 2002 in recent months. Current estimates for U.S. GDP growth for 2002 range from 2.3 percent to 3.0 percent.

Regional Situation

Regionally, expectations are for a stronger recovery than that seen nationally. Exposure to Federal expenditures, and in particular defense spending, has and is expected to continue to insulate the region from economic stagnation. Discretionary government spending is running 10-15% above last year's levels and shows no signs of abating. Further contributing to regional optimism, technology, another core industry in the Washington area, is forecast to increase by 3.0 percent in 2002. Finally, a recovery in tourism is expected to add to regional growth in the summer of 2002. Downside risks for the region's economy include a potential inability to recruit qualified labor, lack of affordable housing, and exposure to unanticipated shocks. Total gross regional product in the metro area is expected to increase by 3.9 percent in 2002, well above forecasts for the U.S.

Loudoun and the metropolitan region are well positioned for the beginning of a new business expansion cycle. The region's economy can draw on the strength of new Federal spending to increase national security in areas such as aviation, information infrastructure, and bio-terrorism. However, the large amount of vacant real estate space in Northern Virginia provides a challenge for the next few years in terms of continuing to grow the tax base through business expansion that results in new commercial/industrial projects. In FY 03, the Department will make absorption of existing space a priority. The future of Washington Dulles International Airport is one of increased importance to the region as its passenger growth continues, a new runway project begins, and the Smithsonian's Air and Space Center opens in late 2003.

Local and Departmental Situation

The Department recognizes that Loudoun's uniqueness comes from its three distinct geographies – rural, towns & villages, and suburban – and that each requires its own special approach and focus. The Department's flexible project management organization continues to provide a staff structure that yields quality commercial, industrial, and agricultural development for Loudoun's diverse geographies. However, quality development, by itself, will not lead to long-term success. The Department will work with the Economic Development Commission and the Rural Economic Development Council to integrate and implement the Board's adopted vision, its comprehensive plan, and its economic development strategy.

The Department has three special initiatives underway to build a quality community. The first, *Agricultural & Rural Economic Development,* is a program that has developed over the past decade. The goal of this initiative is to work jointly with the private sector and key County, State and Federal agencies to create a vibrant rural economy. The second initiative is *Town, Village, & Community Economic Development.* This emerging program is lead by the Department's Community Economic Development Advisor and an interdepartmental team. They are working with leaders from Loudoun's towns as well as community leaders from eastern Loudoun to create a strong sense of place, activity, and community that is reinforced by quality commercial, retail, and, where appropriate, residential development. In FY 03, the Department plans to create a third initiative with the goal of further developing "brainpower" industries and supporting educational institutions. The appointment of a Science Advisor and the Science and Technology Cabinet are initial steps that have already been taken to make Loudoun and the region a center of science and technology.

ECONOMIC DEVELOPMENT

Planned Accomplishments/Objectives for FY 03

- Aggressively market Loudoun to reduce commercial industrial vacancies from the high teens to less than 10%.
- Implement Main Street Loudoun Basic Services to participating towns and commercial areas.
- Develop a concept plan and key university, federal and state partnerships for the Center for Rural Innovation
- Focus on existing business by producing analyses and information to better understand the existing base and support its successful growth.
- Produce an easily updateable, highly graphic publication on the changing local, regional, and national economy.
- Provide support to county departments in creating a new zoning ordinance that supports a vibrant, globally competitive community with business friendly policies that also maintain the beauty and character of Loudoun.
- Implement the County's revised *Comprehensive Plan* by working closely with the community and County Departments.

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# of new businesses attracted	41	40	30	40
# of expansions announced	30	25	15	30
Square footage of commercial/industrial permits for new construction	7,239,565	3,000,000	2,000,000	2,000,000
$ value of commercial/industrial permits for new construction (in $Million)	$214M	$150M	$300M	$300M
% of tax base that is commercial/industrial	21%	21%	21%	21%
# of special studies completed	4	3	2	3
# of new businesses	510	200	200	250
# of new jobs	10,150	6,000	3,500	4,000

Additional information on this Department's Capital Improvement Program projects can be found on pages 347 (Center for Rural Innovation).

Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$674,722	$712,840	$800,062	$1,256,119	$1,325,324
Operations & Maintenance	$381,810	$396,547	$420,181	$575,938	$740,327
	$1,056,532	$1,109,387	$1,220,243	$1,832,057	$2,065,651
Departmental Revenue:					
Local Fees, Charges, Etc.	$0	$100	$2,500	$0	$0
TOT Fund Transfers	$0	$60,000	$50,000	$53,700	$50,000
	$0	$60,100	$52,500	$53,700	$50,000
Local Tax Funding:	$1,056,532	$1,049,287	$1,167,743	$1,778,357	$2,015,651
FTE Summary:	12.00	12.00	12.00	17.00	18.00

FY 03 Board Action: The FY 03 Adopted Fiscal Plan reflects the ongoing impact of FY 02 midyear reductions while maintaining service delivery at current levels. The Fiscal Plan includes an enhancement, 1.00 FTE for the Main Street Loudoun Program, but the Board of Supervisors did not include any additional funding for it. The department identified funding for the position in its operations and maintenance base budget for FY 2003.

Department history can be found on page 301.

OFFICE OF MAPPING AND GEOGRAPHIC INFORMATION

Mission Statement: The mission of the Office is to improve the efficiency and effectiveness of Loudoun County government services by providing the core services on the County's Geographic Information System that insure current and accurate land related information for County government agencies and the County's citizens and businesses.

Department Description: The Office of Mapping and Geographic Information (OMAGI) develops, maintains, analyzes, and distributes Loudoun County's land based (mapped) information. The Base Project staff maintain the Geographic Information System (GIS) software and insure 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 compile new data as needed by County agencies, edit existing data sets, and provide analyses and maps to assist the County in formulating policies and managing programs. Land Records Maintenance staff develop and map new addresses, streets, and parcels on an hourly basis and transmit these and other data to the Land Management Information System (LMIS), E-911, and other databases. Public Information staff assist citizens at the Office's public counter and respond to requests for maps and spatial data. The Office is responsible for implementing the County's Purchase of Development Rights (PDR) Program. Staff in this program negotiate and purchase conservation easements on land in Loudoun County. The LMIS Steering Committee provides general direction for the Office's programs**.**

Situational Analysis:

The Office is integrating new technologies; auditing, updating and improving many spatial data sets; integrating and improving service delivery to E-911, the Clerk of the Court, and the towns; and expanding services to business, the public, and County staff through the internet. Service levels in critical areas have been maintained, despite vacancies, through a program of cross training staff. The Purchase of Development Rights Program has been very successful at attracting nominations for properties that have features identified as important in the County's Comprehensive Plan. The Program has also been successful at negotiating attractive sale prices and at attracting outside funding.

New Technologies

GIS technology is evolving rapidly. The Office is migrating to new hardware and software and is moving access to the GIS to the internet. The Office is investigating remote access for public safety and image analysis to support Board programs. These changes in technology require on-going training of both OMAGI staff and staff of all the user agencies, and sometimes changes in procedures.

Creating and Improving Spatial Data Sets

The Office is in some cases developing new data and in others improving existing data to support new County programs and the implementation of the Comprehensive Plan. An example is a change in the strategy for base map maintenance so that current topography and drainage will be available for the County's stormwater program. The Office will be improving street data to facilitate data sharing with surrounding jurisdictions for public safety, and will continue to systematically review and improve all other spatial data sets. The focus will be on those data sets that support the Board's priority programs. Maintenance of the data is critical, and the Office is working with other departments to establish procedures and monitoring to maintain the integrity of the data.

Integrating and Improving Service Delivery

The Office has and will continue to work closely with the towns to provide timely address, parcel, and other data. GIS will be integrated with E-911 so that mapped street and address data can be displayed for dispatchers. Cities and counties throughout the region are also coordinating street and other data sets for emergency management.

It is expected that a computer interface with the Clerk of the Court will be developed during FY 03. The automated, two way flow of data will allow land records processes to be made faster and more accurate, and will facilitate improved service delivery to the Clerk's customers.

Internet Service

The County's GIS just recently became accessible on the internet in late FY 02. The Internet mapping tool has been integrated with the assessment database, and other enhancements will follow in FY 03. Increased use of the system will undoubtedly lead to additional inquiries.

Vacancies

Recent high turnovers have resulted in delays in some program areas, particularly in parcel maintenance. The Office has begun to cross train staff so that assistance can easily be provided where needed. Additional management and technical support will also be provided to the Land Records Maintenance program.

Purchase of Development Rights Program

The Purchase of Development Rights Program (PDR) has been very successful in attracting the interest of both property owners and outside funding agencies. The PDR Board has recommended several easement purchases to the County Board that collectively represent the best combination of agricultural and heritage resources, and which preserve large, contiguous areas. The purchase arrangements have been acceptable to the owners, though many are at significant discounts to the County. Through the purchase of easements, the program is protecting the heritage and environmental features identified as critical in the Comprehensive Plan. The Program will redouble its efforts in FY 03 to protect heritage resources and to help property owners to better understand their financial options.

OFFICE OF MAPPING AND GEOGRAPHIC INFORMATION

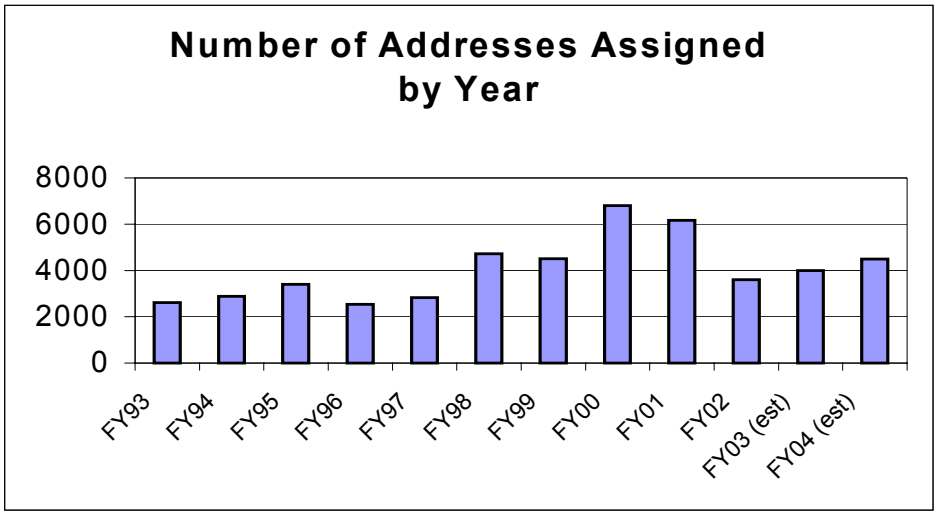
Planned Accomplishments/Objectives for FY 03:

- Increase the efficiency of County services by systematically improving the quality of GIS and other County data sets.
- Improve information coordination with the towns with corresponding improvements to critical information.
- Increase web based services and public access to information.
- Faster delivery of land related information to LMIS and other databases.
- Integration with E-911 and the Clerk of the Court.
- Improved coordination of GIS data collection and service delivery.
- Preservation of environmental and heritage resources identified in the Comprehensive Plan.

Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$708,279	$726,490	$1,089,006	$1,376,358	$1,505,730
Operations & Maintenance	$108,067	$104,128	$134,382	$324,352	$377,356
Capital Outlay	$0	$0	$26,000	$1,000	$0
	$816,346	$830,618	$1,249,388	$1,701,710	$1,883,086
Departmental Revenue:					
Local Fees, Charges, Etc.	$45,800	$54,900	$91,000	$92,000	$77,200
	$45,800	$54,900	$91,000	$92,000	$77,200
Local Tax Funding:	$770,546	$775,718	$1,158,388	$1,609,710	$1,805,886
FTE Summary:	15.80	15.80	22.80	25.80	25.80

FY 03 Board Action: The FY 03 Adopted Fiscal Plan reflects the ongoing impact of FY 02 midyear reductions while maintaining service delivery at current levels.

Departmental history can be found on page 305.



OFFICE OF MAPPING AND GEOGRAPHIC INFORMATION
Base Project Program

Purpose: Provide the core products and services that insure the successful and efficient operation of the County's Geographic Information System and maximum access for everyone who needs land related information.

Program Description: The staff of the Base Project Program provide the core services and products for all four functional components of the GIS (hardware, software, data, and people) that allow all of the users of the system to complete their work. They assist the Department of Information Technology in maintaining the computer hardware, particularly the printers and plotters. They upgrade and maintain the GIS software and develop and deliver an in-house training program so that staff in all departments have the skills they need. The Base Project staff work with County agencies and the County's information partners to analyze information needs and to design databases, information flows, and computer programs that make services more efficient and successful. They manage and insure that information storage on the GIS server is efficient, documentation is complete, and utilities for accessing the data are available to the users. The base map maintained by this group is the foundation for all other mapping on the GIS. This program also manages the technical aspects of landfill surveying and mapping contracts, manages landfill data, and develops reports and maps for landfill planning and management. It also provides technical support to the Office's data distribution services, including a continual audit of the data on the GIS and the development of documentation for the users.

Situational Analysis:

Because this program is responsible for the maintenance of the core components of the GIS, its challenges are the same as those of the Office: to continually upgrade the GIS and incorporate new technology; to improve services and integrate with E-911, the Clerk, and the towns; to adequately train staff; to maintain and improve data quality; to develop advanced analytical tools; and to maintain the Office's core services for a rapidly expanding customer base.

The staff of the Base Project Division planned and coordinated the replacement of the system in FY 02, an effort that will continue into FY 03. The new system will provide significantly greater analytical capabilities and flexibility to integrate with internet and other technologies.

These staff are responsible for integrating GIS with LMIS, E-911, the Clerk of the Court, and the systems of the County's information partners. The GIS currently feeds parcel, address, school district, zoning, and a wide variety of data to LMIS every day. Staff also successfully deployed the GIS to the intranet at the beginning of FY 02, and will move it to the internet for the public before the year is up.

Staff have been, and will continue to be learning and developing new technology and applications for other departments including portable GIS for public safety, and image analysis for community development and other functions. Staying current with the changes in technology will continue to be a major challenge for staff in this program. The Office is coordinating with other counties and the State in developing a cooperative training program.

This program maintains the County's base map through contract. This map was originally developed in 1979 and has been maintained in a piecemeal fashion over the years. While maintenance was adequate to support parcel mapping for many years, it is no longer sufficient for stormwater, emergency management, and other programs. The State of Virginia will provide digital ortho imagery in FY 03 which the program will use to begin updating the County's base map on a cyclical basis. This will necessitate migrating the base and other layers to the datum used by surrounding jurisdictions.

As the GIS data are distributed to an ever-larger user community through the intranet and internet, many more decisions are made using the County's mapped, land information. It is imperative that the data be consistent and accurate. This program, assisted by the Land Records Development and Analysis Division, is responsible for GIS data quality and documentation. Data auditing began in FY 02 and will continue indefinitely, as will subsequent data editing. This program will also develop GIS data standards so as to manage the large data sets developed by other County agencies and by the County's contractors.

OMAGI staff turnover has impacted this program substantially. Staff from this program have been diverted to maintain core data and services and will also have to substantially increase the amount of time spent training new staff. Staff in several divisions are being cross trained to backfill staff shortages in crucial areas, and the Office is investigating apprenticeship and other innovative programs. Nevertheless, staff in this program will need to prioritize the demands on their time.

Finally, as more data and new data distribution tools become available on the Intranet, Internet, and CD, this program will be increasingly challenged to support a much larger customer base. Software maintenance, programming, troubleshooting and other service demands are likely to grow substantially. It is also likely that, as the County improves service delivery in many of its other program areas, demands for support from the GIS analyst staff will increase.

OFFICE OF MAPPING AND GEOGRAPHIC INFORMATION
Base Project Program

Planned Accomplishments/Objectives for FY 03

- Systematically audit and improve the quality of GIS data sets, particularly the digital base map.
- Coordinate with DIT and other departments to insure improvements in County services relying on land related information.
- Develop data transfer strategies and cooperative programs that allow improved services to the towns and information coordination with the towns, LCSA, and other data partners.
- Customize a wide variety of new analytical tools for users in all departments.
- Increase web based services and public access to information.
- Faster delivery of land related information to LMIS and other databases.
- Integration of GIS and Computer Aided Dispatch and the Clerk of the Court.
- Expanded training programs for staff and customers.
- Development of GIS data standards and the maintenance of a continuous data audit process.
- Integration of new technologies with existing County programs.

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Number of databases managed	111	116	122	127
% of data audited and with metadata (1)	41%	80%	90%	100%
Number of base maps updated (2)	52	30	130	130
Number of internal users supported (3)	322	650	1300	1400
Number of LOGIS logins (4)	9,021	9,000	0	0
Intranet sessions per day	N/A	1,600	3,200	3,450
Number of students trained (5)	185	47	50	50

(1) The Development and Analysis Division is providing support allowing increased auditing and documentation.
(2) Increased maintenance in FY03 in eastern Loudoun to support the stormwater and public safety programs.
(3) Increase in the number of internal users is due to easier, lower cost availability on the Intranet.
(4) Existing access system is phased out in FY03.
(5) Training for the web tool declines in FY02. Function was transferred to the Public Information Program.

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$232,053	$303,986	$353,723	$368,547
Operations & Maintenance	$47,236	$53,008	$60,809	$124,024
	$279,289	$356,994	$414,532	$492,571
Local Tax Funding:	$279,289	$356,994	$414,532	$492,571
FTE Summary:	4.40	5.40	5.40	5.40

OFFICE OF MAPPING AND GEOGRAPHIC INFORMATION
Land Records Maintenance Program

Purpose: Maintain the County's digital parcel, address, and street mapped data for all users of the County's information systems to a level that supports E-911, assessments, building permits, and other programs.

Program Description: Parcels and addresses are core land records databases used to reference and link nearly all of the County's information resources. Most of the County's services are provided to, and information is consequently stored for buildings with addresses or for parcels. Since parcels are always changing and buildings routinely built and demolished, these core services and databases must be constantly maintained.

Five digit addresses and street names are routinely issued for new development including subdivisions, businesses, and public facilities. Addresses and street names are assigned during the subdivision and permitting processes and their locations mapped. The development community receives address lists and plans, and individual homeowners are notified of their addresses as is the post office. Address information is transferred to LMIS every day where it is used to track building permits, conduct assessments, and to provide other services. Addresses are sent to E-911, and address maps are prepared for Fire and Rescue emergency vehicles so that volunteers in the field know the location of each new address.

Newly created and reconfigured parcels are entered into the County's GIS where they are maintained as the official Loudoun County tax maps. In order to provide current parcel information for tax assessment, zoning, and other programs, changes to parcel boundaries are mapped and a database created. A new parcel identifier is created during the mapping process and a variety of related information, such as the name of the subdivision, date of recordation, amount of floodplain, and the zoning is collected or obtained by overlaying other GIS layers. The data are transmitted daily to LMIS, providing the foundation for taxation and other programs. Both the digital data and map are available almost immediately to the public.

Situational Analysis:

The responsibilities of Land Records Maintenance Program have been steadily increasing. The program has become the foundation of the County's land records management, and has increased its coordination with the towns. Coordination is expected to increase with E-911 and the Clerk of the Court, resulting in improved services in both areas. While the program has been hampered by vacancies in the recent past, cross training has allowed the Office to maintain production. The program will be challenged to maintain production levels while transitioning to a new system and supporting new users of its data on the internet.

The Land Records Maintenance Program has transitioned rapidly in the last four years. Today it sends 20 different data fields to LMIS for every new parcel, supporting building permitting, school record keeping, proffer management, and many other functions on a daily basis.

The provision of timely address, parcel, and other data requires close coordination with the towns. Staff are coordinating with all jurisdictions, and that effort is expected to be expanded. Fiber now extends to the Town of Leesburg allowing greatly improved coordination.

There is a major push to integrate GIS with (E-911) and the provision of emergency services regionally. Mapped street and address data will be displayed for dispatchers, and cities and counties throughout the region are coordinating these and other data sets for emergency management.

It is expected that a computer interface with the Clerk of the Court will be developed during FY 03. The automated, two way flow of data will allow land records processes to be made faster and more accurate, and will facilitate improved service delivery to the Clerk's customers.

A very high rate of staff turnover and vacancies has hampered the program. Staff from other divisions have been called upon to support the program resulting in delays to other work. The County Administrator approved salary adjustments in part to address this problem, and the Office has cross trained staff to help cushion any future shortages.

As the County's information systems have been integrated and as the data are viewed by many more people on the intra and internets, issues of quality control, address enforcement, and increased demands for customer service have arisen. This program will increasingly emphasize enforcement of the addressing ordinance in the future. While this program currently gets a high volume of customer inquiries, the number will likely increase substantially because of increased access on the internet.

This program will be affected by the upgrade of the system in FY 02. Staff will necessarily continue to provide the normal, daily services while they provide support to data conversion and program changes. They will also have to learn new software and operating systems and help to design and implement new processes and programs.

Despite a general slow down in new construction, the volume of work remains high. Additional programming and management support have been transferred to the Program to meet the increased demands for data, coordination, and service. The continued success of the program relies heavily on adequate staffing in Financial Services and Information Technology.

OFFICE OF MAPPING AND GEOGRAPHIC INFORMATION
Land Records Maintenance Program

Planned Accomplishments/Objectives for FY 03

- Improved cooperative parcel and address mapping processes with the towns.
- Link parcel and address maintenance to the Clerk of the Court's automated system to speed information transfer for permitting.
- Continue to implement the transfer of new data sets to the Land Management Information System as they become available.
- Integrate address maintenance with E-911.
- Transfer parcel and address data and programs to the new system while continuing to support existing processes.
- Systematically audit and improve data quality.
- Increased enforcement of the address ordinance.

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Addressing				
Number of requests for service	2,587	1,500	1,600	1,650
Record plats and site plans addressed/addresses	87/6,163	120/3,432	138/4,000	140/4,500
Number of plats reviewed for street naming	600	741	520	535
Copies of revised address maps distributed	12,100	17,190	12,000	12,000
Parcel Maintenance				
Number of plats and other instruments mapped and transferred to LMIS	460	670	520	535
Average time between recordation and transfer	12 days	25 days	2 days	2 days

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$211,476	$220,071	$267,580	$354,174
Operations & Maintenance	$12,581	$16,179	$16,248	$20,179
Capital Outlay	$0	$1,000	$1,000	$0
	$224,057	$237,250	$284,828	$374,353
Local Tax Funding:	$224,057	$237,250	$284,828	$374,353
FTE Summary:	5.20	5.20	5.20	6.20

OFFICE OF MAPPING AND GEOGRAPHIC INFORMATION
Land Record Development and Analysis Program

Purpose: Develop, analyze, interpret, document, and map land-related data so as to provide accurate, timely, and understandable information to assist in informed decision making by the Board of Supervisors, its commissions and committees, the public, and staff.

Program Description: Staff in this program develop and analyze geographic data and present it as information in formats that are the most useful in the decision making processes of the Board, its commissions and committees, the public, and County staff. Geographic data sets may be developed to support an ongoing County program such as a subdivision layer used for assessments and proffer management, or may be collected to answer an immediate question such as, 'if a purchase of development rights program includes trees as a criteria, where are the trees?" Data are analyzed to provide information concerning Board directed programs. Final products typically take the form of maps, but may be graphs, data models, and reports as well. Simple mapping projects such as the creation of a location map for a County park may take less than one day, while complex analytical projects, such as the calculation and mapping of fire and rescue vehicle response times for new and planned facilities, may take weeks or months. This program also audits, edits, and documents existing County geographic data to insure it is accurate and current.

Situational Analysis:

This program was expanded and reorganized in FY 01 to support the increased need for clear, concise, and accurate information by the Board and the County's departments. Staff in this program have developed and analyzed data for projects such as the County's buildout study, the comprehensive plan review, the purchase of development rights study, redistricting, Fire and Rescue facility planning, and the Broad Run Village litigation effort.

As the complexity of the projects increases, staff will necessarily need to learn additional software and to introduce new analytical tools such as image analysis.

Staff in this program will provide much of the data editing support for the transition to the new computer servers and GIS software in the coming year. They will be challenged to maintain the schedule for the transition while providing the necessary support for the Board's projects. They will also be challenged to simultaneously develop the large databases necessary to support many County programs while improving data quality as part of the on-going data audit effort.

The maintenance and development of large data sets requires close coordination and the establishment of standards. Staff will develop metadata, attribute, and other data standards for GIS data, and will work with other departments to implement and enforce them. Standards will also be extended to all related contractual services that produce geographic data or maps.

The program provides service to many departments and programs, and often is tasked with multiple, conflicting demands for service. The program will closely coordinate with the Steering Committee to insure that the Board's highest priorities are being met.

These challenges have been made greater by staffing shortages. When Land Records Maintenance fell behind because of vacancies, several positions in this program were diverted to maintenance for an extended period. It's likely that these staff will continue to support spatial data maintenance programs in several departments throughout the County.

Planned Accomplishments/Objectives for FY 03

- Assist in data audits and make improvements to GIS data sets as identified by the internal audit process.
- Produce maps and models for the Board and its commissions and committees as needed.
- Develop new data sets to support both short-term projects and on-going programs.

OFFICE OF MAPPING AND GEOGRAPHIC INFORMATION
Land Record Development and Analysis Program

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Audited data sets requiring editing	1	42	50	65
Audited data sets edited *	1	10	20	20
Number of prioritized land records databases to be developed	11	20	16	15
Number of data sets developed	3	13	15	15
Number of policy maps and analyses completed	160	450	500	550

** As they complete data audits, staff in this program will work on completing the edits according to established priorities. It is anticipated that audits will reveal more required editing work than can be accomplished for the first 3-4 years. The workload will then begin to diminish.*

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$123,799	$393,006	$381,965	$392,061
Operations & Maintenance	$12,835	$22,433	$17,419	$18,599
Capital Outlay	$0	$0	$0	$0
	$136,634	$415,439	$399,384	$410,660
Local Tax Funding:	$136,634	$415,439	$399,384	$410,660
FTE Summary:	2.30	7.30	7.30	7.30

OFFICE OF MAPPING AND GEOGRAPHIC INFORMATION
Public Information Program

Purpose: Provide excellent customer service by locating and distributing accurate and timely land related information to assist elected and appointed officials, the County's citizens and businesses, and County staff in making informed decisions.

Program Description: The Public Information Program provides information, assistance and training to the public, the private sector, and other County agencies on a broad spectrum of land information. The Office maintains a map and information review and sales counter, and provides responses to inquiries on properties and their characteristics (parcel boundaries, soils, floodplains, etc.). A large portion of the information and assistance provided is focused on helping the public comply with the floodplain and mountainside ordinances, zoning regulations, and other Community Development requirements. Staff routinely help the public research and understand the characteristics of land that they are thinking of buying and of land they own but wish to use differently. They use GIS and the Land Management Information System (LMIS) to assist the private sector in making business decisions such as where to locate a store to best serve new customers. They assist the public in using the GIS and LMIS programs, and conduct training to make the public self sufficient in their searches. Staff also make copies of maps and send data to disk and CD for sale to the Office's customers. This program is responsible for maintaining the Office's printers and plotters and for all of the administrative functions of the Office.

Situational Analysis:

This program has been providing information to the public from the GIS for over eleven years. The service was expanded in FY 02 to include the development of LMIS queries and public access to LMIS. The counter was reconfigured to provide public workspaces and new PC's were added for this purpose. New training programs for staff have and will be developed and offered to further expand access to land records.

While expanding their knowledge and use of LMIS in-house, public information staff will also be expanding their use of the internet. Since much of the GIS functionality will soon be available on the web, the program will increasingly be responding to e-mail and phone messages from remote users of GIS and LMIS. To manage this, better documentation and instructions will need to be written and posted. The program will also need to begin taking advantage of e-commerce in order to meet the rising expectations for service without increasing staff.

This program works constantly with all of the County's land related data, and staff are very familiar with the information. They are, in effect, monitoring the data, and have begun coordinating data audits and improvements with the LMIS Steering Committee. These staff will continue to develop the LMIS data dictionary so that the public and County staff understand the data and can make informed decisions about its use.

The number of walk-in and telephone customers have been increasing by about 1000 per year, numbering about 8000 each in FY 01. This trend is expected to continue as the County's population grows. All new Office staff are trained in the public counter operations so that they can assist during peak times or when there are insufficient program staff available.

Planned Accomplishments/Objectives for FY 03

- Efficiently and courteously providing accurate information to the public and County staff.
- Producing good quality map products for sale within 24 hours of the map request by the public and promptly for staff.
- Developing standard LMIS public queries and assisting the public with data searches.
- Providing help desk support and in-house training for on-line GIS query programs to assist others in their information searches at remote locations.
- Improving printed descriptions, educational programs, and distribution of information about the County's information resources so as to make access and information use easier for the public.
- Distributing maps and data on CD-ROM and other media.
- Improving maintenance of system components resulting in increased productivity.

OFFICE OF MAPPING AND GEOGRAPHIC INFORMATION
Public Information Program

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Requested plotted and copied maps	5,415	5,500	5,600	5,700
Number of parcel maps produced and distributed [(1)]	23,972	20,000	19,000	18,000
Number of custom maps produced	3,000	3,200	3,200	3,250
Overall response service rating	5/5	5/5	5/5	5/5
Number of walk-in, phone, e-mail service requests [(2)]	16,750	18,000	19,000	21,000
Number of training sessions/users trained	27/175	25/160	27/175	27/175
Number of data CD's produced [(3)]	602	500	500	500
Number of help desk calls received/resolved	1,000	2,000	2,200	2,300

(1) The number began to decline because the development community (the primary users of these maps) had complete sets that were sufficiently current. It is expected that the numbers will continue to decline as more customers take advantage of internet access.
(2) Workload is not evenly distributed, but peaks at certain times. Staff from other programs assist as necessary at these times, allowing public information staff to distribute the workload. Some of the increased workload is due to a new requirement that all building permits have an address.
(3) The number of custom data CD's produced for surveying and engineering firms has remained constant. Public distribution will decline with Internet access.

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$159,162	$171,943	$257,539	$271,384
Operations & Maintenance	31,476	$42,762	$49,277	$46,617
Capital Outlay	$0	$25,000	$0	$0
	$190,638	$239,705	$306,816	$318,001
Departmental Revenue:				
Local Fees, Charges, Etc.	$54,900	$91,000	$92,000	$77,200
	$54,900	$91,000	$92,000	$77,200
Local Tax Funding:	$135,738	$148,705	$214,816	$240,801
FTE Summary:	3.90	4.90	4.90	4.90

OFFICE OF MAPPING AND GEOGRAPHIC INFORMATION
Purchase of Development Rights Program

Purpose: Administer a purchase of development rights program that helps and encourages the owners of property in Loudoun County to preserve agricultural, natural, historic, and scenic resources and to enhance the character of urban development.

Program Description: The Board of Supervisors created the Purchase of Development Rights (PDR) program in the spring of 2000 to compensate property owners who voluntarily agree to restrict the future use of their land. The program provides property owners with an alternative to development by enabling the owner to separate and sell the development rights while retaining ownership and most other rights of ownership.

Staff in this program assist owners by advertising the program and helping individuals to understand their options. Staff also manage the application process and the review of land offered. The review evaluates the offered land to determine its importance to the program and its monetary value. The purchases of development rights are negotiated, and the purchases completed through the normal processes of execution of deeds, title work, and recordation. Purchased rights are periodically inspected to insure compliance. The Purchase of Development Right Board oversees the administration of the program and recommends development right purchases to the County Board of Supervisors. The Program seeks outside funding and coordinates with other levels of government, County departments, and private conservation organizations.

Situational Analysis:

The Purchase of Development Right (PDR) Program is new and went through a start up process at the beginning of FY 01. Interest in the program is strong, with over 150 property owners voluntarily making application. The initial challenge has been to assist all of those who are interested in the program while also conducting outreach to land owners, providing staff support to the PDR Board, evaluating properties, managing the real estate transaction process, and seeking outside funding.

The adopted PDR ranking system has worked well, and the PDR Board has used it to identify the best of the offered properties. Ten of those have been successfully negotiated, and the PDR Board has made the first of its purchase recommendations to the County Board. The PDR program seeks to implement the goals of the Comprehensive Plan, and the recommended properties include a wide variety of agricultural and heritage resources.

The projects to date include properties with extensive prime agricultural land; scenic roads, rivers, and ridges; historic resources; riparian corridors and Green Infrastructure; and unique natural habitat. The projects also provide community buffers and urban open space, and protect mountainside and steeply sloping areas. Many are contiguous to already eased land or land that is publicly owned, forming large areas of protected land. One overlooks a Civil War battlefield.

Every real estate transaction requires that two parties reach an agreement on the terms. The PDR Program has been very successful at negotiating easement purchases that are both acceptable to the owners but also often at significant discounts to the County.

The program has been successful in attracting external funding, and has forged partnerships with foundations and civic groups. These partnerships are making it possible to leverage funds and to focus efforts on protecting the most critical heritage and agricultural resources.

As the first round of easement purchases is completed, a second round will be initiated using the same, successful approach as the first. The program will also return to its outreach efforts. Additional time will also be devoted to attracting more heritage applications and properties that have the best of the heritage and agricultural assets identified in the Comprehensive Plan. The program will also expand its efforts to help individual owners understand all of their financial options so that they can make informed decisions about the benefits of permanently protecting their land through conservation easements.

Planned Accomplishments/Objectives for FY 03

- The preservation of 2000 acres of farmland and open space per year.
- The elimination of approximately 400 buildable lots from potential development per year.
- The retention of more than 1000 acres of farmland per year.
- Aggressively seek eastern Loudoun trail and buffer opportunities.
- Implement the Comprehensive Plan by preserving the County's most valuable open space; scenic and historic, and archaeological resources; critical environmental areas; wildlife habitat; and groundwater recharge areas.
- Provide assistance to all County farmers and other property owners seeking assistance related to the program.
- Development of an educational program for accountants, attorneys, and tax advisors.
- Expanded efforts to help property owners understand their financial options.

OFFICE OF MAPPING AND GEOGRAPHIC INFORMATION
Purchase of Development Rights Program

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Number of community outreach efforts	20	10	25	25
Number of applications received/reviewed	135	25	25	25
Number of contracts negotiated	N/A	12	13	13
Number of acres preserved	N/A	2,000	2,000	2,000

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	N/A	N/A	$115,551	$119,564
Operations & Maintenance	N/A	N/A	$180,599	$167,937
	N/A	N/A	$296,150	$287,501
Local Tax Funding:	N/A	N/A	$296,150	$287,501
FTE Summary:	N/A	N/A	3.00	2.00

Note: Funding for the actual purchase of the development rights is in the Open Space Preservation Fund which is found on Page 475.

OFFICE OF SOLID WASTE MANAGEMENT

Mission Statement: The mission of the Office of Solid Waste Management is to maintain and implement a viable County Solid Waste Management System which meets or exceeds State code requirements and to implement policies of the Board of Supervisors for safe and efficient solid waste management in Loudoun County.

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

Situational Analysis:

Planning for Change

Solid waste management planning poses many challenges in the dynamic environment of a growing County compounded by rapidly shifting market forces in the solid waste industry. The County's five-year solid waste management plan is scheduled for revision beginning in FY 02 and will continue in FY 03 with submittal to the State in FY 04. The plan assesses the County's solid waste management issues and outlines strategies for the County to fulfill State requirements for solid waste management planning. Development and adoption of the plan will involve working with the Board of Supervisors, solid waste service providers, and citizens to plan for adequate services for the County's increasing solid waste management needs.

Heightened Citizen Expectations

There are increasing citizen expectations that County government play a direct role in refuse and recycling issues. There are over 35,000 calls per year requesting information or action on some aspect of the County's solid waste system including:

- solid waste collection;
- recycling and household hazardous waste;
- landfill operations;
- illegal dumping;
- improper disposal of recyclables; and
- historic dumpsites discovered in increasingly urbanized rural areas.

Sustaining a 25% Recycling Rate

The past decade of public recycling programs has seen a shift in the model from one designed to preserve scarce landfill space to Virginia's current role as the nation's second largest waste importer. Large solid waste companies control the solid waste flow from collection to disposal in vertically integrated corporate structures. Discounted disposal rates in these systems threaten localities' efforts to meet the State-mandated recycling rate of 25%, as the low cost of disposal no longer encourages recycling by private companies. While localities are required to meet a 25% recycling rate, the waste companies that control much of the Commonwealth's waste stream have no requirements to recycle.

Increased Scrutiny, More Regulations

The County's Solid Waste Management Facility is experiencing increased scrutiny in the form of monthly, unannounced inspections from State regulators and is subject to heightened environmental regulations for surface and groundwater, landfill gas, and air quality. The County's role as a solid waste regulator has also grown. There are now 6 (one public, 5 private) solid waste facilities permitted to operate in the County under Chapter 1080 and 24 solid waste collectors permitted under Chapter 1084 of the County Codified Ordinances. Amendments to Chapters 1084 and 1086 proposed in FY 02 will place a higher level of accountability on the solid waste community that provides service to residents and will stimulate residential and nonresidential recycling participation.

Safety Net

The County's Solid Waste Management Facility serves primarily as a safety net, with most services currently provided by private solid waste providers for collection, transport, and disposal operations. In a marketplace sensitive to vendor failures, to collector or facility displacement, to unexpected increased demand for local disposal caused by increased oil prices or dwindling landfill capacity in Southeastern VA, the County must continue to be able to respond to the public's solid waste management needs.

Workforce Challenges – Sustaining Environmental Compliance and Service Delivery

All staff must be proficient in information management; knowledge is shared through client server access to archives, databases, and technical documentation. All staff must be proficient in resource and contract management as the Office is highly outsourced with seventy-five (75) percent of the Department's operating budget devoted to contracted goods and services. Turnover in staff in the past two years highlights the difficulties in recruiting, in retaining institutional knowledge, and in continuing staff development for ensuring environmental compliance and for sustaining service delivery in a highly technical, highly automated, and highly outsourced environment**.**

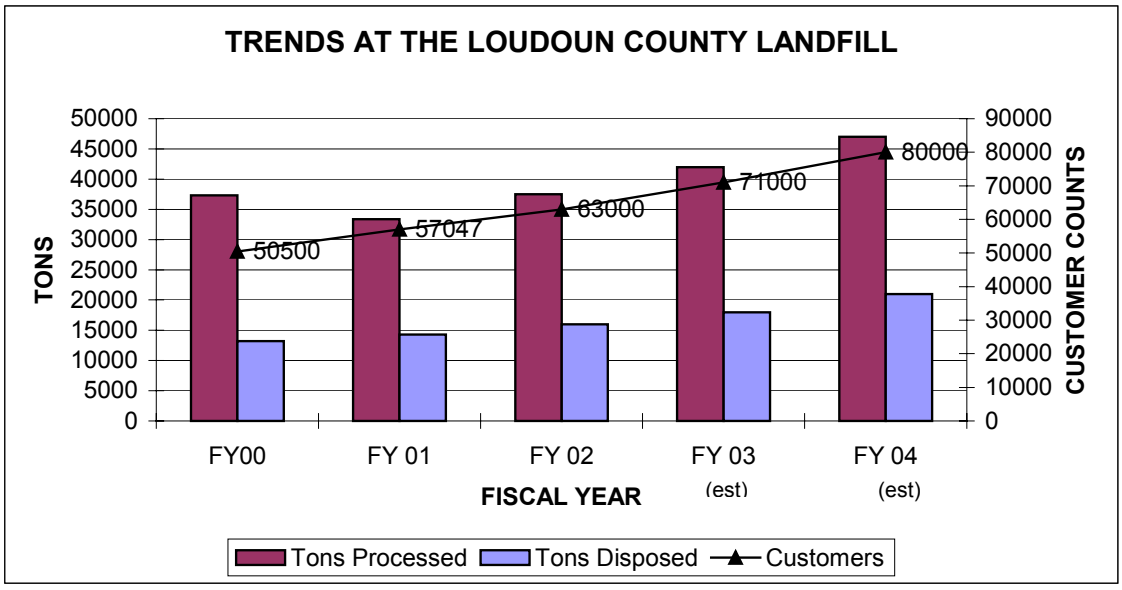
OFFICE OF SOLID WASTE MANAGEMENT

Additional information on this Department's Capital Improvement Program projects can be found on page 399. Information on scheduled projects for the Capital Asset Replacement Fund can be found in tables beginning on page 448.

Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$846,998	$914,147	$1,047,262	$1,289,992	$1,325,461
Operations & Maintenance	$1,180,148	$939,147	$1,163,519	$1,995,353	$2,172,716
Capital Outlay	$7,000	$7,000	$11,000	$39,000	$41,750
	$2,034,146	$1,860,294	$2,221,781	$3,324,345	$3,539,927
Departmental Revenue:					
Local Fees, Charges, Etc.	$437,500	$437,500	$520,750	$514,000	$687,500
Commonwealth	$15,000	$20,000	$20,000	$23,000	$30,000
	$452,500	$457,500	$540,750	$537,000	$717,500
Local Tax Funding:	$1,581,646	$1,402,794	$1,681,031	$2,787,345	$2,822,427
FTE Summary:	16.00	17.10	18.10	20.10	20.10

FY 03 Board Action: The FY 03 Adopted Fiscal Plan reflects the ongoing impact of FY 02 midyear reductions while maintaining service delivery at current levels.

Departmental history can be found on page 308.



OFFICE OF SOLID WASTE MANAGEMENT
Solid Waste Disposal Operations – Landfill Daily Operations

Purpose: The Solid Waste Disposal Operations Program provides a solid waste disposal option for County residents/businesses/contractors who do not use, or who have no access to, private refuse collectors. The program also provides solid waste disposal to the County government, public schools, and other governments and non-profit agencies.

Program Description: The County's Solid Waste Management Facility operates according to Virginia Department of Environmental Quality (VDEQ) regulations and Board of Supervisors policies. The Solid Waste Disposal Operations program accommodates a customer base and waste materials that are unprofitable for private solid waste management companies. Activities include screening, weighing, and assessing/collecting fees for the types of solid waste, a Homeowners' Convenience Center, the County's largest recycling dropoff center, waste burial area, and infrastructure management and maintenance for buildings, site, grounds, and equipment.

Situational Analysis:

Increasing Customer Counts/Demand For Customer Service And Accountability

The County Solid Waste Management Facility processes more than 60,000 complex transactions annually. Frontline customer service operations must screen waste materials for acceptability and fees, assess customer type, and determine proper transaction coding and charges. In Spring of 2001, the number of Saturdays with over 500 customers became almost constant. Customer counts at the facility will likely top 600 in Spring 2002 and operations will have to accommodate the increased customer throughput and workload demands.

Changes in Solid Waste Quantities and Composition

In recent years**,** landfill tonnage has changed in both quantity and composition. In FY 03 and 04, tonnages are projected at 42,000 and 47,000 tons processed, respectively, and 18,000 and 21,000 tons disposed, respectively. Changes in the types of waste handled, and the volume per transaction, at the landfill affect operations. Municipal Solid Waste (MSW) in a 12-ton compactor truck represents one transaction whereas 12 tons of trash from small contractors and individual residents may represent as many as 1,200 transactions. The composition of solid waste handled at the landfill has changed in the past five years, with special handling beyond compaction and disposal required for 85% percent of the tonnage processed.

Fee Structure/Fee Waivers

Landfill customers who use the County landfill for solid waste disposal pay one of the highest tipping fees in Northern Virginia. Disposal rates in the large "megafills" in Southeastern Virginia continue to be discounted as vertically integrated waste services allow companies to make up the difference in collection and transportation. The County landfill's revenue trends have changed in the past few years and seem to be at the beginning of yet another trend. In 1995, 30% of the tonnage was waste taken under a fee waiver granted by the Board of Supervisors for governmental agencies and other qualifying entities. In FY 00, or five years later, over 50% of the tonnage was accepted under a fee waiver. Beginning in FY 01, the trend began to reverse again and moved toward more revenue and by FY 02, the revenues were growing faster than the amount of tonnage received under fee waivers. That trend is expected to continue in FY 03 and 04 because of the increasing citizen and small business customer base.

Increased Regulatory Scrutiny

Solid waste operations are subject to increased scrutiny from VDEQ, as they have stepped up routine and surprise inspections. The landfill operation is also subject to regulatory permitting requirements addressed in the Environmental Assurance and Strategic Planning Program description.

Current Landfill Infrastructure and Capacity

The current landfill infrastructure was scheduled for replacement in 1996, but the replacement Woods Road facility design is not scheduled for construction. The existing infrastructure, therefore, requires ongoing maintenance and improvements to ensure continued service. Phase IIIA of the current landfill, an alternative to the Woods Road facility, was constructed in FY 02 to ensure uninterrupted service. Phase III's three cells will extend the life of the current landfill for several years under current waste volume scenarios.

Planned Accomplishments/Objectives for FY 03

- Provide Loudoun citizens with access to environmentally sound and economical solid waste disposal and recycling facilities.
- Receive satisfactory state inspections.
- Maintain facility infrastructure for erosion and sediment control, structures, land features, roads and site conditions to meet special exception requirements.
- Assess landfill fees specified by the Board of Supervisors fairly and accurately.
- Inform customers of materials acceptance policies and proper materials preparation practices.
- Increase operational capacity in response to growing customer base.

OFFICE OF SOLID WASTE MANAGEMENT
Solid Waste Disposal Operations – Landfill Daily Operations

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Transactions/year for which wastes are screened for acceptability, waste type, and applicable fee by customer type and maintain records for all transactions	57,047	63,000	71,000	80,000
Level of compliance with State permit terms and conditions demonstrated by satisfactory State inspection reports	100%	100%	100%	100%
Percentage of customer requests/complaints responded to within 24 hours of notification	98%	98%	98%	98%

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$327,572	$378,351	$432,027	$434,576
Operations & Maintenance	$208,362	$275,689	$942,610	$1,047,644
Capital Outlay	$0	$4,500	$4,000	$13,750
	$535,934	$658,540	$1,378,637	$1,495,970
Departmental Revenue:				
Local Fees, Charges, Etc.	$430,000	$470,000	$495,000	$656,500
	$430,000	$470,000	$495,000	$656,500
Local Tax Funding:	$105,934	$188,540	$883,637	$839,470
FTE Summary:	6.70	7.30	7.30	7.30

OFFICE OF SOLID WASTE MANAGEMENT
Solid Waste Environmental Assurance and Strategic Planning

Purpose: The Environmental Assurance and Strategic Planning Program supports the planning, management, and quality control and assurance of the County's solid waste management system.

Program Description: The program provides quality assurance of the County's solid waste management system through compliance activities for County, State, and Federal solid waste regulations. The activities include: management of the Solid Waste Management Facility's environmental programs including leachate, landfill gas, surface water, storm water, and groundwater; closure/post-closure care of closed landfill cells including environmental monitoring and site maintenance as required by State law for environmental liability that remains for thirty (30) years; policy and planning support to the Board of Supervisors; enforcement of County solid waste ordinances; planning, permitting, design, and construction of future County solid waste facilities; developing and implementing the County's Solid Waste Management Plan; frontline citizen/customer service and response on solid waste issues.

Situational Analysis:

Environmental Management Systems and Environmental Compliance

Environmental monitoring and management systems for the Solid Waste Management Facility include: leachate, landfill gas, surface water, storm water, and groundwater for both the active and closed portions of the facility. Since 1995 the number of annual landfill inspections by the State has increased from one (1) to twelve (12); required compliance documentation has tripled; and required permitting documents have increased tenfold.

Closure/Post-Closure Care

Site management for 41 acres of closed fill must be conducted according to the approved closure plan, along with compliance monitoring, and annual reporting that includes financial assurance compliance on the County's financial/environmental liability. Closure construction for the currently active Phase IIB will begin in the future.

Solid Waste Enforcement and Compliance – Chapters 1080, 1084, and 1086

The program ensures safe operation of legally permitted solid waste management facilities, refuse collection services and vehicles. Residential and nonresidential waste reduction and recycling efforts are also part of the solid waste enforcement and compliance program. The program provides corrective or legal action against facilities or collectors that are not operating according to their approved permit or operating conditions, thereby limiting potential adverse environmental impact. Amendments to Chapters 1084 and 1086, which are scheduled for FY 02, will increase collector accountability and reporting in FY 03-04. Effective enforcement of County Ordinances for solid waste management will remain a program focus as the County plans for effective services and demonstrates that it meets the State-mandated 25% recycling rate.

Policy, Planning and Compliance

The Office will deal with expected legal and regulatory impact from the 2003 and 2004 General Assembly sessions. Changes in Chapters 1080, 1084, and 1086 scheduled for FY 02 reflect the County's needs for standardized solid waste collection and reporting among the multiple service providers and for reliable data for solid waste management planning and enforcement. This program will support financial assurance for closed and active landfill operations, permitting activities for new space, and other policy issues. The County will submit a new Solid Waste Management Plan to the State in FY 04. The plan must be developed in FY 03.

Work will continue in the area of historic, environmental records managed for compliance, legal, and public record purposes, in response to FOIA requests, preparing for real and potential litigation against the County or supporting County prosecution involving solid waste issues/activities, and citizen requests to review documents related to certain sites in the County. The program also supports the Woods Road Special Exception Review Committee annual review process and will develop an updated Solid Waste Management Plan in FY 03, including a public process.

Planned Accomplishments/Objectives for FY 03

- Complete Solid Waste Management Plan Update in 2003.
- Maintain quality assurance and control for Solid Waste Management Facility environmental management systems (gas, leachate, groundwater, and surface water), Financial Assurance, Waste stream handling and reporting; Site operations; Landfill Closure and Post Closure portions.
- Provide policy, regulatory and legislative impact guidance to the Board of Supervisors.
- Enforce Chapters 1080, 1084, and 1086 of the County Codified Ordinances for solid waste facilities, vehicles, and solid waste reduction and recycling.
- Maintain State-approved financial assurance estimates in cooperation with the County's CFO and auditors.
- Resolve citizen complaints regarding illegal dumping and improper solid waste disposal.

OFFICE OF SOLID WASTE MANAGEMENT
Solid Waste Environmental Assurance and Strategic Planning

Performance Measures	Actual FY 01	Est FY 02	Proj. FY 03	Proj. FY 04
Compliance with State regulations for Landfill environmental management systems	100 %	100 %	100 %	100 %
Solid Waste Management Plan Update Begun, including Public Process *	N/A	Establish Schedule	Plan Develop-ment	Submit Plan to DEQ
Solid Waste Vehicles Permitted	105	185	185	190
Solid Waste Facilities Permitted/Active Case	10	10	10	10
Solid Waste Facility Inspections	40	40	40	44
Response to Citizen Inquiries / Complaints within 24 hours	98%	98%	98%	98%

** State regulations on Solid Waste Management Plans were revised in FY 02. Localities must submit Plans in FY 04. Work begun in FY 02 must continue in FY 03 to meet the deadline.*

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$426,333	$504,064	$668,056	$693,320
Operations & Maintenance	$363,708	$415,410	$467,610	$487,141
Capital Outlay	$7,000	$6,000	$8,000	$4,000
	$797,041	$925,474	$1,143,666	$1,184,461
Departmental Revenue:				
Local Fees, Charges, Etc.	$7,500	$50,750	$19,000	$31,000
	$7,500	$50,750	$19,000	$31,000
Local Tax Funding:	$789,541	$874,724	$1,124,666	$1,153,461
FTE Summary:	7.15	7.55	9.55	9.55

OFFICE OF SOLID WASTE MANAGEMENT
Solid Waste Recycling and Diversion

Purpose: Solid Waste Recycling and Diversion Programs strive to ensure that Loudoun County meets the State's 25% recycling mandate, to give residents and businesses an opportunity to recycle in compliance with County Code Chapter 1086 Solid Waste Reduction and Recycling, and to provide recycling and proper options for recyclable or reusable materials.

Program Description: Solid Waste Recycling and Diversion provides services to citizens for collection of recyclable materials and Household Hazardous Waste (HHW). Through contracted services, materials are collected from eight recycling drop-off centers including operations at the Loudoun County Solid Waste Management Facility, seven annual HHW collection events, and two hazardous waste collection events for qualifying local businesses. The program also administers the Virginia Litter Prevention and Recycling Grant Program for the seven incorporated towns and other organizations with common goals for recycling and diversion education and activities.

Situational Analysis:

Recycling Goals

State solid waste regulations require the County to demonstrate a 25% recycling rate for Municipal Solid Waste (MSW). Refuse collectors provide collection services for about 30,000 residential and business customers. The 25% rate is being attained by including the substantial quantity of arboreal waste generated in the County from land clearing and development. More recycling at the source of collection must be enforceable and enforced if the County is to meet the 25% rate based on household and business diversion only. The County recycling ordinance stipulates business recycling, but the requirement has never been enforced.

Shift In Waste Handling Model Affects Recycling

Loudoun County, as is the case with many other northern Virginia localities, has experienced a shift in the waste handling model that was established in the early 90's when grassroots recycling efforts became part of local and state government solid waste management planning. Discounted disposal fees and excess capacity at the landfills in southeastern Virginia provide a disincentive to collectors to recycle. Vertical solid waste corporate structures can maximize cash flow by retaining as much of the waste captured as possible through a continuum of services from collection to transport to disposal.

Recycling Compliance And Enforcement

Chapter 1084 of the County's ordinances requires private refuse collectors to be permitted to operate in Loudoun County. Chapter 1086 requires residents to separate certain materials for recycling as well as businesses. Complaints from citizens and refuse collector reports required by Chapter 1086 indicate that many materials, are not, in fact, being recycled. Adopted changes to Chapter 1084 of the County codified ordinances governing waste hauling will provide mechanisms for ensuring that collectors, in fact, recycle materials intended for recycling and that data is reported more frequently and accurately to monitor the recycling rate.

Solid Waste System Pressures** and **Increased Demands

Many residents rely on the County's recycling/diversion programs, i.e. Recycling Dropoff Centers (DOC's) and HHW collection events, for recycling or proper disposal of hazardous materials. Accelerated population growth is putting increasing pressure on the DOC's to handle larger quantities of recyclable materials, contaminants, and large, bulky items left for pickup. Annual HHW collection events serve approximately 2,700 households, but increasing numbers are unable to participate during the events, requiring special accommodation by OSWM staff at the HHW temporary storage facility. The only collection center for waste motor oil, antifreeze, and auto batteries, located at the Loudoun County Solid Waste Management Facility, is experiencing growth in the amount of these materials received. All of these increases signify a need for an improved system of regional dropoff centers to accommodate increasing demands on the system.

A Clear Recycling Message

Citizen requests for information about solid waste services, reduction and recycling continue to increase. New residents are especially confused by the lack of standardized procedures for solid waste collection and recycling and expect the County to provide service and to safeguard recycling efforts. Sending a clear message to residents about refuse collection and recycling will continue to be a challenge in an environment where most services are privately contracted.

Planned Accomplishments/Objectives for FY 03

- Demonstrate compliance with County Recycling Ordinance (Chapter 1086) and Commonwealth of Virginia mandated recycling goals.
- Provide Loudoun County citizens and businesses solid waste recycling and diversion services through the recycling dropoff centers and the hazardous waste disposal programs.
- Manage and monitor contracted services collection for special material recycling programs (tire, scrap metal, auto batteries, motor oil, antifreeze, and yard waste).
- Provide public education programs and information services for citizens and businesses with solid waste recycling and reduction questions and technical assistance to the Office, County Government, and the Board of Supervisors for recycling policy development.

OFFICE OF SOLID WASTE MANAGEMENT
Solid Waste Recycling and Diversion Operation

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Meet 25 % recycling rate (estimates)	25%	25%	25%	25%
Number of recycling drop-off centers	8 sites	8 sites	8 or 9 sites	8 or 9 sites
Number of hazardous waste collection events (household and CESQG* generators)	8 events	8 events	9 events	9 events
Provide special materials collection (metal, batteries, wood, antifreeze, waste oil, and tires)	2,700 tons	2,900 tons	3,398 tons	4,010 tons

** "Conditionally Exempt Small Quantity Generator" is a term from the State Hazardous Waste Regulations exempting generators of hazardous materials that generate certain small quantities of less than 220 pounds per month.*

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$160,242	$164,847	$189,909	$197,565
Operations & Maintenance	$387,077	$472,420	$585,133	$637,931
Capital Outlay	$0	$500	$27,000	$24,000
	$547,319	$637,767	$802,042	$859,496
Departmental Revenue:				
Commonwealth	$40,000	$20,000	$23,000	$30,000
	$40,000	$20,000	$23,000	$30,000
Local Tax Funding:	$507,319	$617,767	$779,042	$829,496
FTE Summary:	3.25	3.25	3.25	3.25

PLANNING SERVICES

Mission Statement: The mission of the Department of Planning is to assist the Planning Commission, Board of Supervisors and citizens in their efforts to enhance the quality of life for present and future citizens of Loudoun County through the development and implementation of land use policies and programs.

Department Description: The Department of Planning is responsible for supporting the Planning Commission and Board of Supervisors in making informed land use policy decisions by preparing and implementing land use, comprehensive and strategic plans, managing land development applications and in coordination with the Towns and within the region.

Personnel within the Planning Department operate within project teams under three functional programs: Application Review and Management, Community Planning, and Community Information and Outreach. Overall, this program structure permits greater flexibility to respond to the diverse requests often directed to the Department. Further, management and administration of the Department can be focused at the program and project level thereby reducing overhead, improving morale and allowing for greater efficiency and effectiveness in the delivery of services.

Situational Analysis:

Continued Activity and Increased Complexity

The level of development activity in Loudoun County and in the Washington metropolitan area continues to increase. An average of over 100 pre-application conference meetings in each of the last three years means this trend will likely continue. As many planned residential and commercial projects come to fruition, special exceptions (which are a detailed review of specific construction proposals) dominated the application review agenda with 50 applications being submitted. Commission Permit applications, primarily for telecommunication facilities, have also increased significantly, up from 9 cases in FY 01 to 26 cases in FY 02. These cases progress on a short timetable and place greater demand on staff to meet schedules while conducting a thorough review.

General Plan

Adoption of the *Revised General Plan* included 10 priority implementation tasks. Included in these tasks are the development of a citizen participation process for planning activities, area plans for the four Suburban Communities and Hamilton, Purcellville, and Round Hill, and revisions to the Zoning Map and Ordinance, Land Subdivision Ordinance and Facilities Standards Manual. Planning Department staff will play a key role in these efforts. Depending on the Board's decision on phasing these projects, staffing requirements could be similar to the previous 18-month effort on the *Revised General Plan*.

Staffing Issues

The recruitment of new and replacement personnel has been an ongoing challenge. Though staff turnover has decreased, filling existing vacancies has been slow. All divisions have been operating at less than full staff for much of the year.

County-wide Efforts

The Department continues to be active in a number of County-wide efforts including the GIS Steering Committee, Land Management Information System implementation, development of redistricting plans, Environmental Review Team, Main Street program development, Capital Improvements Program, Community Development Block Grants, Sewer Service Districts, and the Affordable Dwelling Unit Advisory Board.

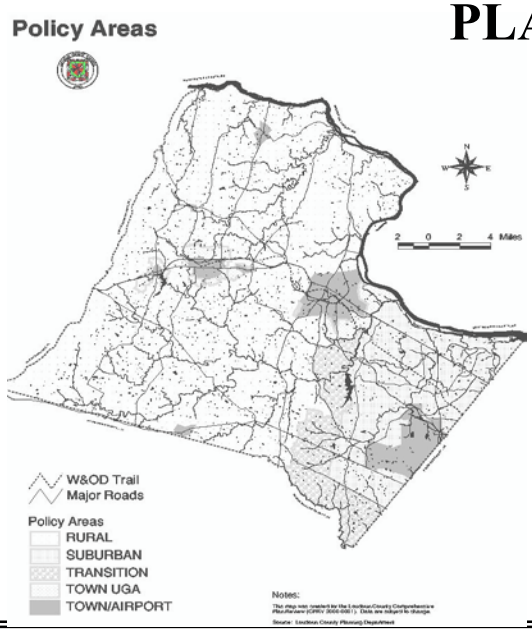
PLANNING SERVICES

Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$1,269,197	$1,327,229	$1,622,792	$1,921,107	$1,980,854
Operations & Maintenance	$112,273	$93,748	$115,851	$428,269	$788,638
Capital Outlay	$0	$0	$0	$20,000	$0
	$1,381,470	$1,420,977	$1,738,643	$2,369,376	$2,769,492
Departmental Revenue:					
Local Fees, Charges, Etc.	$251,753	$256,956	$314,295	$227,700	$211,113
	$251,753	$256,956	$314,295	$227,700	$211,113
Local Tax Funding:	$1,129,717	$1,164,021	$1,424,348	$2,141,676	$2,558,379
FTE Summary:	22.33	23.23	27.43	28.59	28.59

Note: Budget and FTE numbers for all years reflect the removal of the Transportation Services division

FY 03 Board Action: The FY 03 Adopted Fiscal Plan included an enhancement of $250,000 to support initiatives associated with the implementation of the *Revised Comprehensive Plan*. These funds will be at the direct discretion of the Board of Supervisors. This may include the development of area plans for the four suburban areas of Dulles, Ashburn, Potomac, and Sterling or actions taken to address services and capital construction needs in these areas. In addition, the FY 03 Adopted Fiscal Plan reflects the ongoing impact of FY 02 midyear reductions while maintaining service delivery at current levels.

Departmental history can be found on page 307.



PLANNING SERVICES

is at the forefront of the effort to implement the County's land use planning documents, including the County's Revised *General Plan* and the *Countywide Transportation Plan.*

PLANNING SERVICES
Application Review and Management

Purpose: 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 Code requirements. The Program provides a forum for public review of land development proposals. The Program provides the Commission and Board a professional analysis of the implications of each application for County services, existing development, adopted plans, utilities and fiscal resources.

Program Description: Planners supporting the ARM Program oversee acceptance and provide review of development applications that go through the legislative and subdivision review process. Planners ensure applications are complete and accurate. Review for Comprehensive Plan conformance of all development applications is provided. The ARM program maintains the Department's LMIS databases and other administrative matters. Planners conduct formal and informal pre-application meetings, consult with landowners and coordinate discussions between applicants and the various agencies reviewing their proposal. ARM Program staff provide administrative assistance to the Planning Commission and maintain the Commission's schedule and records. Planners represent the County's land use, transportation and other policies during application review and in discussions with applicants and they prepare staff reports and committee items for both the Board and Planning Commission. Staff provides officials with alternatives and recommendations on each application.

Situational Analysis:

The ARM Program accepted 104 new applications into the review process in FY 01. ARM planners managed 142 active cases and brought 100 cases forward for Board action. This continues a trend that has held for the past 3 years of triple digit application activity. The more recent downturn in the economy has not yet affected caseload activity.

During the past year, the Historic District Review Committee (HDRC) considered 29 applications for Certificates of Appropriateness. Increased subdivision activity combined with expected efforts to expand the existing historic districts suggest growing demands in this function.

The County is seeing a changing mix of land use applications. Over the past year the vast majority of cases were Commission Permits and Special Exceptions. Telecommunications facilities and other utilities require Commission Permits. Countywide, the requests for new cellular phone and data transmission facilities have skyrocketed. The increase in the volume of Special Exception cases follows an upward trend as witnessed since the mid-1990's. Special Exceptions typically indicate that land is being developed by an end-user or at least by somebody who has a specific end user in mind. For staff, both applications have a higher level of construction and design detail to review and a shorter time to do the review. For the Department, both applications have smaller fees. Consequently, though the case volume is high, fee-related revenues have declined.

Land development applications have become more complex; requiring more work in committee at the Planning Commission and Board levels. Public involvement in land use cases has also increased. Both situations extend the project review time and involve additional staff time to prepare agenda items and attend community meetings.

For the first time in several years, consultant services were acquired to assist in reviewing development applications. Telecommunications and traffic noise consultants assisted on two cases. Services have also been sought to assist in the Moorefield Station transit oriented development rezoning application currently under review.

During the course of the year the ARM Program was not fully staffed and, for a portion of the year, 25 percent of the project manager positions were vacant. These vacancies required a redistribution of active cases such that planners were carrying a caseload of 15 to 20 cases instead of the budgeted 10 cases.

Planned Accomplishments/Objectives for FY 03

- Continue to process land development applications in accord with County and State regulations.
- Continue to provide the appropriate administrative support to the Planning Commission.
- Provide assistance or management on non-application related planning assignments.

PLANNING SERVICES
Application Review and Management

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Pre-application conferences	128	110	100	100
Cases accepted	104	100	90	90
Total active cases	142	130	130	130
Cases acted upon	100	90	80	80
Cases requiring extension beyond ordinance time lines	83%	80%	80%	80%
Historic District Review Committee cases	29	22	20	20
Commission Hearings	13	12	12	12
Commission meetings	105	100	100	100
Historic District Review Committee meetings	10	10	10	10
Land development application referrals prepared	600	550	500	500
Pre-application meetings attended	26	26	26	26

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$769,932	$838,917	$924,535	$1,030,196
Operations & Maintenance	$43,614	$40,895	$106,982	$159,346
	$813,546	$879,812	$1,031,517	$1,189,542
Departmental Revenue:				
Local Fees, Charges, Etc.	$252,956	$310,295	$227,700	$211,113
	$252,956	$310,295	$227,700	$211,113
Local Tax Funding:	$560,590	$569,517	$803,817	$978,429
FTE Summary:	13.03	14.03	15.19	15.19

PLANNING SERVICES
Community Planning

Purpose: The Community Planning program supports and facilitates the development of land use and growth management policies for the Board of Supervisors. The Program implements the Board's participatory planning efforts, advocates the County's policies on regional and County planning matters and ensures consistent and current interpretations of the Comprehensive Plan and proffer policies in the development review process.

Program Description: Comprehensive planning is the primary function of the Program. Staff prepares policy alternatives and recommendations and manages the public planning process for the Board. Staff supports the Historic District Review Committee serving both administrative and professional functions and has managed the Agricultural and Forestal District program. The Division works with Loudoun's towns in cooperative-planning efforts, including the Main Street Program and the Round Hill Design Charette.

Situational Analysis:

The Community Planning staff assisted the Board in completing revisions to the *General Plan* and the *Countywide Transportation Plan* over an eighteen month period. During the course of the Comprehensive Plan review, staff prepared issues papers and policy alternatives for the Planning Commission to consider and has maintained the public participation process. Regular weekly meetings were held with the Planning Commission, and each meeting required research and coordination among the specific policy area teams. Community awareness of the project was good with groups on both sides of the growth management issue forming vocal alliances. This required additional public communication activities beyond the numerous public input sessions and forums. Distribution of materials and development of a project web page were important parts of the process. The staff made extensive use of internet research opportunities and relied heavily on the County's Geographic Information System as both an analytical tool and for the presentation of concepts.

Now that the *Revised General Plan* has been adopted, staff has begun the work of implementing the plan by participating in the re-mapping and *Zoning Ordinance* revision process as well as in the policy development of area specific and strategic plans.

Program staff have been active on the Environmental Review Team and in the review of impacts of development on cultural resources. This program also continues to play a key role in supporting the towns' planning efforts. Important work has been conducted, including development of the Countywide Main Street program and the Round Hill Charette.

Planned Accomplishments/Objectives for FY 03

- Initiate area and strategic planning processes in accordance with BOS priorities.
- Involve citizens in the planning processes.
- Provide planning support to other agencies to ensure consistency with the *Comprehensive Plan*.
- Coordinate planning with the Towns (annexation agreements and joint land management area issues and plans).

PLANNING SERVICES
Community Planning

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Area/strategic plans initiated	0	7	1	1
Area/strategic plans completed	0	1	4	2
Community meetings, forums, and other public input opportunities	10	80	40	40
Annexation Area Development Policies meetings with the Town of Leesburg	0	6	0	0
Hamilton Joint Review Committee	4	6	10	6
Purcellville Joint Review Committee	4	6	10	10

Program Financial Summary	FY00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$329,724	$535,953	$606,524	$624,858
Operations & Maintenance	$28,885	$44,861	$289,311	$595,978*
	$358,609	$580,814	$895,835	$1,220,836
Departmental Revenue:				
Local Fees, Charges, Etc.	$4,000	$4,000	$0	$0
	$4,000	$4,000	$0	$0
Local Tax Funding:	$354,609	$576,814	$895,835	$1,220,836
FTE Summary:	6.10	9.20	8.50	8.50

** The $250,000 increase in expenditures reflects the Board of Supervisors approved enhancement for professional services to support the implementation of the Revised Comprehensive Plan.*

PLANNING SERVICES
Community Information and Outreach

Purpose: The purpose of this program is to strengthen and maintain relationships and communication among the citizens, Towns, surrounding counties, agencies and the State to achieve coordinated planning. This program also ensures the effective and accurate flow of information to the public and other agencies including local, State and regional concerns related to the County's growth and development.

Program Description: The Community Information and Outreach program provides the "front counter" and frontline customer service component for the department. The Planners respond to inquiries and requests for information from applicants, the general public and County officials. Responding to these requests for information and presentations, as well as proactive community outreach, represent a major focus of the program. Staff maintain the County's demographic databases, represent the County on regional planning boards such as the Council of Governments, and facilitate the Census and redistricting processes. Demographic information and analysis is provided in support of countywide efforts. On-going planning and administrative coordination between County departments and regional agencies is another important component of the work effort within the program.

Situational Analysis:

In FY01, the Program's effort was directed to census coordination and redistricting. In this regard, a significant amount of time has been dedicated to data collection, research and analysis. Also as a component and outcome of the Revised Comprehensive Plan, a community outreach strategy has been initiated.

The demand for information and has grown considerably with the adoption of the *Revised General Plan*. Staff have attended a number of conferences statewide as well as meetings locally with interested organizations and community groups. With the Board's intent to conduct an ongoing community based input process, the number of outreach events will continue to grow**.**

As part of this program, the Director of Planning has also been integrally involved in establishing and maintaining inter-departmental coordination on issues ranging from the Revised Comprehensive Plan to site selection and feasibility studies for County capital facilities, the Potomac Heritage Trail, the Shellhorn tract master plan and the Countywide Telecommunications Study.

With the *Revised General Plan* process and the anticipated implementation projects to follow in FY 02 and 03, traffic at the Department's front counter will remain high. In FY 01, the Department responded to over 14,000 phone inquiries and over 2,700 customer visits. The Department is currently working to improve the content of the Planning Department web page to make forms, procedures, schedules and other information available on the Internet. However, given the property specific inquiries and complexity of many issues, direct customer contact is expected to remain a major function.

Planned Accomplishments/Objectives for FY 03

- Coordinate County planning with other departments and agencies support demographic information needs.
- Provide demographic and administrative support to County efforts.
- Provide planning information as requested by the public and internal agencies.
- Respond to customer service requests in a timely, accurate and efficient manner.
- Bi-annually update the County's demographic information (Census 2000).
- Provide Countywide administrative support in the areas of automation, management initiatives, etc..
- Support the Fiscal Impact Technical Review Committee.
- Complete technical support to County's redistricting initiative.
- Establish community outreach and education program for the Revised Comprehensive Plan.
- Assist the general public and clients at the front counter and respond to inquiries.
- Provide greater public access through the internet to application forms, schedules and other materials.

PLANNING SERVICES
Community Information and Outreach

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Update demographic information and respond to specific requests (i.e., COG)	10	10	10	10
Participate in Council of Governments meetings	30	24	24	24
Respond to requests for demographic information	580	580	600	600
Number of phone inquiries/comments/email inquires/ comments	14,257	14,200	14,000	13,800
Customer request for assistance at the front counter	2,745	2,700	2,600	2,600
Attend ad-hoc information meetings	8	10	12	14
Attend community meetings	18	20	20	20

Program Financial Summary	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:				
Personnel	$227,573	$247,922	$316,093	$325,800
Operations & Maintenance	$21,249	$30,095	$31,976	$33,314
Capital Outlay	$0	$0	$20,000	$0
	$248,822	$278,017	$368,069	$359,114
Local Tax Funding:	$248,822	$278,017	$368,069	$359,114
FTE Summary:	4.10	4.20	4.90	4.90

TRANSPORTATION SERVICES

Mission Statement: The Office of Transportation Services facilitates the development and provision of a transportation system that meets the travel needs of the citizens of Loudoun County within the policy and budgetary framework established by the Board of Supervisors.

Department Description: The Office of Transportation Services was established as a separate agency effective FY 02 from components of the Departments of Planning Services and General Services. Transportation Services provides support to County Administration and serves as the principal staff point of contact for matters relating to the County's intermodal transportation system, including transit, road and trails development, implementation of traffic improvements and management of County transit services. Staff from the office represents the County in regional and local transportation matters. The agency also serves as the referral agency on transportation-related land development applications.

Situational Analysis: Transportation services in Loudoun County are in the midst of a transition. In the past, transportation matters were primarily relegated to the review of land development applications to determine whether improvements to nearby arterials were necessary and whether sufficient provision had been made for projected traffic volume. Most road improvements were designed and constructed by developers or the State. Little emphasis was placed on transit, aside from commuting assistance for residents working in Washington and the inner suburbs, and on-demand paratransit services for residents unable to drive a car.

The rapid suburbanization of the County is resulting in substantial changes to these dynamics. County Smart Growth policies require staff to review developments in the larger context. Part of that process involves determining the potential regional impact of each proposal. The State has fallen increasingly behind in providing road improvements that serve the County's (and the region's) growing needs. The pending implementation of the Dulles Corridor Rapid Transit Project, the regional park and ride lot system, and the soon to be released Public Transportation Study indicate that the County's role in funding and providing transit services will grow considerably in the near future. Increased efforts to develop regional solutions to Northern Virginia's transportation problems require the County to establish an authoritative voice that will represent the County on such matters.

During the FY 02 budget process, the Board of Supervisors authorized the establishment of a dedicated resource for transportation planning, design and implementation. The Office of Transportation Services serves as the County's primary staff representative on regional and local transportation matters. The Office is responsible for engineering and design on traffic improvements funded by the County in advance of State funding, as well as trails and transit improvements. Transportation Services manages County transit services, including the Loudoun Commuter Bus, which the Board expanded to 15 routes effective FY 03, and provides oversight of fixed and on-demand services provided by non-profit and community organizations.

Recruitment of a director and the Office's management team was a primary focus in FY 02. Transportation Services has continued to represent the County on regional and local transportation matters, including planning and development of the Dulles Corridor Rapid Transit Project and improvements to Route 28. Early emphasis has been placed on developing alternatives to the existing State-initiated process to expedite the development of road and traffic improvements at various locations in the County. The Office continues to provide support to the County Administrator's legislative staff and work with VDOT on State and Federal transportation funding and legislative issues and participates in land development application and proffer negotiation processes.

Planned Accomplishments/Objectives for FY 03

- Continue development and oversight of regional transportation initiatives, such as the Dulles Corridor and Route 28 projects.
- Seek funding for transportation projects identified in the Countywide Transportation Plan.
- Support land development application referral and proffer negotiation processes.
- Develop locally-based methods to advance transportation projects within the County.
- Develop a priority list of key transportation projects.

TRANSPORTATION SERVICES

Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
Federal Grant Funding	$1.5M	$2.7M	$1.9M	$2.0M
Value of projects placed on State's Six Year Program (Primary – excluding District-wide projects)	$8.2M	$11.6M	$16.0M	$16.0M
Value of projects placed on State's Six Year Program (Secondary)	$6.6M	$6.2M	$7.4M	$7.3M
Annual bus ridership	182,508	240,000	380,000	412,000
Transit service (round trips)	11 trips	15 trips	26 trips	28 trips
Ride-share registrants	350	400	430	470
Active Land Referrals	150	140	133	106
Zoning Referrals	88	97	65	55

Additional information on this Department's Capital Improvement Program projects can be found on page 359.

Departmental Financial Summary	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures:					
Personnel	$289,472	$302,041	$428,036	$887,665	$995,851
Operations & Maintenance	$1,089,612	$1,181,137	$1,181,079	$1,804,731	$2,473,166
Capital Outlay	$0	$0	$0	$2,700	$3,700
	$1,379,084	$1,483,178	$1,609,115	$2,695,096	$3,472,717
Departmental Revenue:					
Local Fees, Charges, Etc.	$756,500	$832,100	$677,500	$773,141	$1,338,125
Local Gas Tax Fund Transfer	$275,500	$302,200	$279,200	$595,865	$637,221
Commonwealth	$0	$0	$170,000	$270,000	$270,000
Federal	$93,808	$98,135	$104,800	$122,960	$129,310
	$1,125,808	$1,232,435	$1,231,500	$1,761,966	$2,374,656
Local Tax Funding:	$253,276	$250,743	$377,615	$933,130	$1,098,061
FTE Summary:	5.20	5.30	7.40	15.00	15.00

FY 03 Board Action: The FY 03 Adopted Fiscal Plan reflects the ongoing impact of FY 02 midyear reductions while maintaining service delivery at current levels and implementation of the FY 03 compensation plan. In addition, the Adopted budget includes anticipated expenditures associated with the growth of the commuter bus system, which the Board expanded to 13 buses in mid-FY 02 and to fifteen buses in FY 03. The Board also directed staff to implement a $1 per trip increase in the commuter bus fare effective FY 03, which is estimated to generate $170,000 in additional revenue.

Departmental history can be found on page 308.

MISCELLANEOUS

Non-Departmental Page 295

MISCELLANEOUS & OTHER FUNDS

	FY 00 ACTUAL	FY 01 ACTUAL	FY 02 ADOPTED	FY 03 ADOPTED
NON-DEPARTMENTAL				
NON-DEPARTMENTAL	$870,584	$908,507	$(490,401)	$(5,039,628)

CAPITAL IMPROVEMENT PROGRAM				
COUNTY	$12,642,620	$36,200,418	$72,155,000	$43,400,000
SCHOOL	51,486,882	74,048,803	165,594,985	134,423,000
TOTAL CIP	$64,129,502	$110,249,221	$237,749,985	$177,823,000

DEBT SERVICE				
COUNTY	$9,151,080	$9,755,653	$10,618,965	$60,237,501
SCHOOLS	18,052,120	32,120,581	48,401,105	13,738,728
TOTAL DEBT SERVICE	$27,203,200	$41,876,234	$59,020,070	$73,976,229

OTHER FUNDS				
ALDIE SEWER SERVICE DISTRICT	$27,476	$27,476	$28,467	$35,360
BROAD RUN FARMS SEWER SERVICEDISTRICT	144,688	144,687	171,036	144,688
CAPITAL ASSET REPLACEMENT FUND	5,757,116	7,346,872	6,867,500	5,732,000
COMPREHENSIVE SERVICES FOR AT-RISK YOUTH & FAMILIES	4,292,098	5,810,240	6,642,002	7,484,842
HAMILTON SEWER SERVICE DISTRICT	189,370	292,361	152,152	168,780
LEGAL RESOURCE CENTER	22,428	28,552	32,076	32,076
OPEN SPACE PRESERVATION FUND	0	0	4,000,000	980,080
PUBLIC SAFETY COMMUNICATIONS FUND	0	0	4,138,862	4,644,416
RENTAL ASSISTANCE FUND	0	0	6,195,128	6,232,476
PUBLIC TRANSPORTATION FUND	0	0	1,250,000	1,705,000
REVENUE MAXIMIZATION FUND	-	-	-	568,779
ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT	3,277,222	4,274,115	4,480,544	5,530,660
RESTRICTED USE TRANSIENT OCCUPANCY TAX	1,208,407	1,276,198	1,541,817	3,562,405

NON-DEPARTMENTAL

Description: The Non-departmental budget is a constructed category within the General Fund that contains monies to pay for expenditures that are not attributed to specific agencies or departments. This category includes County maintained reserves for unforeseen, unpredictable, and unusual events.

	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Total Expenditures	$1,752,530	$1,549,927	$3,053,333	$609,637	($4,539,628)

Major Expenditures and Transfers	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Annual leave payoff – termination	$250,000	$250,000	$250,000	$340,000	$340,000
Supp. comp. – Sheriff officers	----	370,000	----	----	----
Deferred compensation match[1]	----	----	312,000	660,000	----
Firefighters/fire marshals retirement	----	335,000	----	----	----
Enhanced vol. Firefighter benefits	----	----	200,000		----
Progression through payband/reclass	300,000	300,000	300,000	300,000	100,000
Pay for performance bonuses	700,000	700,000	797,000	865,000	----
Personnel vacancy savings	(3,000,000)	(3,973,830)	(5,092,209)	(6,556,900)	(8,100,000)
Tax relief - elderly and handicapped	500,000	500,000	500,000	500,000	500,000
Major computer system upgrades	----	----	563,700	875,000	336,300
Special purchase of library books	----	100,000	----	----	----
Public safety study	----	----	100,000	----	----
Rural Initiative (3.00 FTE)	----	----	213,677	----	----
Telecommunications Study	----	----	100,000	----	----
Interest expense	150,000	150,000	150,000	150,000	150,000
Computer hardware and software	830,000	884,475	843,350	1,346,000	511,608
Contingency for excess fuel expenses	----	----	1,000,000	----	----
Contingency for land development	----	1,109,282	----	----	----
Contingency for litigation	75,000	75,000	1,000,000	75,000	1,000,000
Contingency for Natural Resources	----	----	350,000	----	----
Contingency for PDR admin.	----	----	275,000	----	----
Contingency for personnel	100,000	100,000	100,000	100,000	----
Transfer to self-insurance fund	902,000	650,000	1,250,000	1,100,000	500,000

[1] Effective FY 03, the County's share of deferred compensation expenses are budgeted in agencies' personnel budgets.

HIGHLIGHTS

Compensation - The Board of Supervisors included funding to continue the County's commitment to maintain salary competitiveness with the public sector. During the FY 01 budget process, the Board of Supervisors committed itself to a long-range goal of maintaining a salary structure that would bring the County to within 95% of the Northern Virginia average. The adopted budget included $1,650,000 in addition to annual performance increases to implement an increase equivalent to 2% of the payband midpoint to employees' salaries to address wage competitiveness in the area labor market. When combined with a 2% increase provided through the County's pay for performance system, employees will receive a total increase equivalent to 4% of the payband midpoint. The combined increase will become effective on September 1, 2002, following the completion of the County's annual employee review process in August. Hiring salaries for new employees will also be increased by 4%. It is anticipated that the FY 03 compensation package will place County salaries within 91% of the Northern Virginia average.

Animal Care and Control:
FY 98**:** No enhancements were added.

FY 99**:** No enhancements were added.

FY 00: The Board provided funding for five additional positions: an Animal Warden to provide additional animal control services and enforcement of local and state laws; two customer service positions to provide counter service, to data entry for dog licensing, answer the telephones and dispatch responses to complaints; and two program assistant positions to assist in maintaining the shelter facility and caring for the animals housed. The shelter expansion project will increase the facility size to approximately 14,000 square feet, and the number of animals housed will increase with the available space.

FY 01: The Board funded six positions (6.00 FTEs) and $210,000 to provide 24-hour coverage at the animal shelter and to provide emergency coverage hours for animal call assistance.

FY 02**:** The Board approved funding for the implementation of the County Administrator's recommended compensation package and also reflects the impact of inflation. Also included is funding for enhancements totaling 7.00 FTEs and $338,062 in additional local tax support.

Boards, Commissions And Committees:
FY 98**:** The Board funded Boards, Commissions, and Committees at the recommended level, with additional enhancements approved for the Electoral Board's $250,000 lease/purchase of automated voting machines to convert the County from a mechanical to an automated voting machine system and a one-time $20,000 for the Lucketts Community Center's Advisory Board's walking and hiking trail for the Lucketts Community Park.

FY 99 : No enhancements were added.

FY 00: The Board made the Secretary of the Electoral Board a full-time position with out benefits. Previously, this position received only a stipend from the Commonwealth.

FY 01**:** The Board funded the Boards, Commissions and Committees at the recommended level at $233,024 (15.78%) less than the FY 00 Adopted Budget. It reflects the transfer of 3.47 FTEs to County Administration.

FY 02: The Board funded the implementation of the County Administrator's recommended compensation package and also reflects the impact of inflation. Also included are enhancements for staff support to the Board member totaling 2.00 FTEs and $100,000 in additional local tax support.

Building and Development:
FY 98: The Board funded three enhancements (3.00 FTEs): an Engineer III (1.00 FTE) to work on more complex land development applications in addition to assuming floodplain management responsibilities and special project assignments and two Plans Reviewer (2.00 FTEs) positions (one electrical and one mechanical) to allow the department to fulfill State plans review mandates.

FY 98 Mid-Year: Property and infrastructure maintenance functions previously assigned to the Department of Building and Development was transferred to the newly established Department of General Services.

FY 99: The Board approved enhancements to address proffer inventory management and land development needs for a total of 17.00 FTEs.

FY 99 Mid-Year: 1.00 FTE was transferred to the Department of Planning Services to address administrative management needs in that department. The Board added 9.00 FTEs to address resource needs in land development reviews and code enforcement.

FY 00: The Board approved enhancements to provide resources to address the high volume of code enforcement, zoning and land development applications currently experienced by the County. The FY 00 Adopted Fiscal Plan also included a 3.5% Pay-for-Performance adjustment for eligible County employees.

FY 00 Mid-Year: 1.00 FTE was transferred to the Department of General Services for an administrative assistant. The Board converted 1.00 FTE in Extension Services to local tax funding and transferred the position to Building and Development for a soil scientist. In addition, the Board added 15.00 FTEs to address resource needs in land development reviews and code enforcement.

FY 01: The Board approved enhancements totaling 18.00 FTEs to assist with land development review, code enforcement, and implementation of the Board's Smart Growth initiative. The FY 01 Adopted Budget also reflects the transfer of 1.00 FTE to the Department of General Services during FY 00 to assist in administrative support and 1.00 FTE from Extension Services for soil analysis.

FY 01 Mid-Year: The Board added 23.00 FTEs to address resource needs in code enforcement, permit issuance, and environmental programs.

FY 02: The Board approved funding for the implementation of the County Administrator's recommended compensation package and also reflects the impact of inflation. Also included are enhancements totaling 19.00 FTEs with a total cost of $1,586,307 and $679,156 in additional local tax support. The Fiscal Plan also reflects the addition of 23.00 FTEs in mid-year FY 01, with an FY 02 cost of $1,520,260 and no additional local tax support.

Clerk of Circuit Court:
FY 98: No enhancements were added. In June l997, the Board authorized 1.00 additional FTE for the Clerk's Office effective FY 98 since the State Compensation Board approved an additional position for this office after the FY 98

budget process was completed. This action occurred after the Board adopted the FY 98 budget. The County's portion of the funding for this position will come from personnel vacancy savings. This increased the total FTEs to 21.53.

FY 99: No enhancements were added.

FY 99 Mid-Year: The Board approved three additional Clerk positions (3.00 FTEs) due to workload increases in the department.

FY 00: The Board funded two part-time receptionist positions (1.06 FTEs) for the front counter area in the entrance to the offices for the Courts and one Clerk position (1.00 FTE) for the front counter in the Records Room.

FY 00 Mid-Year: The State Compensation Board authorized the funding of two additional deputy clerk positions due to the increased workload and population growth. The funding provided by the Compensation Board was used by the Clerk to subsidize two County-funded deputy clerk positions.

FY 01: The Board funded two enhancement positions (2.00 FTEs) to support the workload in the Court Services area and regrades of positions to provide supervisory oversight, and add hours (0.46 FTE) to upgrade a part-time secretary position to full time.

FY 02: The Board approved funding for the implementation of the County Administrator's recommended compensation package and also reflects the impact of inflation. Also included is funding for enhancements totaling 3.00 FTEs and $652,673 in additional local tax support.

Commissioner of the Revenue:

FY 98**:** The Board approved the implementation of semi-annual personal property tax billing and collection in calendar year 1998. This office had 3.00 FTEs and $94,644 approved to implement this change in personal property tax.

FY 99**:** No enhancements were added.

FY 00**:** No enhancements were added.

FY 01: The Board funded two enhancement positions (2.00 FTEs) to support the workload in the business tax program.

FY 02: The Board approved funding for the implementation of the County Administrator's recommended compensation package and also reflects the impact of inflation. Also included is funding for enhancements totaling 4.00 FTE and $269,513 in additional local tax support

Commonwealth Attorney:

FY 98**:** The Board funded two Attorneys I's (2.00 FTEs) to meet the increase workload arising from the increasing and complex litigation in all the courts and a Legal Services Assistant (1.00 FTE) position.

FY 98 Mid-Year: The Board approved 1.53 FTEs to support position allocations by the State Compensation Board for an attorney (1.00 FTE) and a part-time secretary (0.53 FTE). Funds were also appropriated to provide the salary supplements necessary to bring these positions into line with the County pay scale.

FY 99: No enhancements were added.

FY 99 Mid-Year**:** The Board approved the conversion of a part-time secretary to full time, adding 0.47 FTE.

FY 00: No enhancements were added.

FY 01: The Board approved four enhancement positions (4.00 FTEs): three to support the workload in the prosecutions area and one to support the Victim Witness Program.

FY 02: The Board approved funding for enhancements totaling 2.00 FTEs and $106,085 in additional local tax support. In addition, resources have been included to reflect the impact of inflation on the Office's constant supply of service.

Community Corrections:

FY 98: The Board funded one part-time secretary enhancement position (0.53 FTE and $28,579) to replace lost State funding.

FY 99: No enhancements were added.

FY 00: The Board funded a Case Manager position and a part-time Pretrial Evaluator position.

FY 00 Mid-Year: The State Department of Criminal Justice Services approved and funded two additional positions.

FY 01: No enhancements were added.

FY 01 Mid-Year: The State Department of Criminal Justice Services funded an additional part time position.

FY 02: The Board approved funding for the implementation of the County Administrator's recommended compensation package and also reflects the impact of inflation. Funding is included for enhancements totaling 2.00 FTEs and $152,206 in additional local tax support.

County Administration:

FY 98: No enhancements were added.

FY 99: No enhancements were added.

FY 00: During FY 99, the position of the Director of the Fire and Rescue Services Department was transferred to County Administration as the Assistant County Administrator for Public Safety and also part of an Extension Services position was transferred to County Administration. During the FY 00 Budget Process, the Board approved an enhancement for a Proffer Management position (1.00 FTE) for County Administration.

FY 01: The FY 01 Adopted Budget reflects the transfer of the Assistant to the Board Chairman position (0.47 FTE) to the Assistant to the County Administrator position, two Administrative Assistants to the Board (2.00 FTEs), and the Program Manager for the Legislative and Community Services Program (1.00 FTE) from the Board of Supervisors to County Administration's budget. The

transfer occurred when the new Board took office in January 2000. In prior budgets, the Assistant to the Board Chairman and two Administrative Assistants were in the Board of Supervisors' budget while the Program Manager was in the Legislative and Community Services Program in the Boards, Commissions, and Committees section. The FY 01 Adopted Budget for this department includes no enhancements. The FY 01 Adopted Budget has $106,000 in Building Permits revenue which offsets the Proffer Management position.

FY 02: The Board funded for the implementation of the County Administrator's recommended compensation package and also reflects the impact of inflation. The Fiscal Plan includes an enhancement of 1.00 FTE and $56,331 in additional local tax support for a full-time Administrative Assistant dedicated to the Legislative Liaison. The Fiscal Plan also includes expenditures of $350,000 and 2.00 FTEs associated with the department's new Environmental and Historic Resources Program, which was established by the Board of Supervisors in January 2001.

County Attorney:

FY 98**:** The Board funded a paralegal position (l.00 FTE and $44,966).

FY 99: No enhancements were added.

FY 00**:** The Board added one Attorney position (1.00 FTE).

FY 01: The Board funded two recommended enhancements totaling $120,747 and 1.20 FTEs.

FY 02: The Board funded for the implementation of the County Administrator's recommended compensation package and also reflects the impact of inflation.

Courts:

FY 98**:** No enhancements were added.

FY 98 Mid-Year: The Board directed that Magistrates should receive a 50% supplement to their State compensation and full reimbursement for all work-related travel.

FY 99: No enhancements were added.

FY 99 Mid-Year: The Board funded the increase of the Circuit Court Judges Law Clerk position from part time (0.53 FTE) to full time (1 FTE).

FY 00**:** No enhancements were added.

FY 01: The Board funded two additional positions (2.0 FTEs) a Law Clerk and a Legal Assistant to be hired in April 2001 for the Circuit Court Judges Office.

FY 02: The Board funded the implementation of the County Administrator's recommended compensation package and also reflects the impact of inflation**.**

Economic Development:

FY 98: The Board funded a Marketing Manager (1.00 FTE and $60,595) to implement a national marketing campaign to attract more businesses in the technology field and to increase work with business participants.

FY 98 Mid-Year: 0.47 FTE were transferred from the Department of Social Services to increase a part-time receptionist position to full-time status.

FY 99: The Board approved a 1.00 FTE enhancement for a strategic Marketing Coordinator.

FY 00: The Board funded $60,000 from the Transient Occupancy Tax Fund for rural economic development activities.

FY 01: No enhancements were added.

FY 01 Mid-Year: The Board funded 3.00 FTEs to develop a rural initiatives program intended to enhance the marketability of Loudoun's agricultural resources and preserve the County's rural heritage and it was subsequently determined that the Department of Economic Development was the appropriate placement for this function.

FY 02: The Board funded the implementation of the County Administrator's recommended compensation package and also reflects the impact of inflation. Also included are enhancements totaling 3.00 FTEs and $253,179. In addition, 2.00 FTEs authorized by the Board during the FY 01 budget process for the rural initiatives program were assigned to this department. The third FTE for the FY 01 rural initiative program had been assigned to Economic Development but was reassigned to Extension at the Board's request during the FY 02 budget deliberations for the creation of a Horticulturist position.

Extension Services:

FY 98: No enhancements were added.

FY 99: The FY 99 Adopted Budget Commonwealth revenue for Extension Services was zero because the State hired and funded a State Secretary position for the Office when a County Secretarial position became vacant. The local revenue was zero in FY 99 since the Therapeutic Rider for the Handicapped group moved out of Extension Services' Office. Extension had collected revenue from the group's use of the telephone in the office.

FY 00: No enhancements were added.

FY 01: The FY 01 Adopted Budget reflects the transfer of the Program Specialist position (1.00 FTE) from Extension Services' Agriculture Program to the Department of Building and Development, which occurred in FY 00. The FY 01 Adopted Budget includes an enhancement of 0.47 FTE for the addition of hours to the Program Specialist that works as a Financial Counselor in the Home Economics Program. The FY 00 Adopted Budget included 0.47 FTE for the Program Specialist; however, grant funding for this 0.47 FTE ended June 30, 1999. The FY 01 Adopted Budget includes this 0.47 FTE as locally tax funded.

FY 01 Mid-Year: Extension Services transferred 3.00 FTEs to the Department of Economic Development during FY 01.

FY 02: The Board approved funding for the implementation of the County Administrator's recommended compensation package and also reflects the impact of inflation. The Fiscal Plan includes an enhancement totaling 1.00 FTE and $62,763 to make a temporary 4-H Technician position permanent. The Fiscal Plan's FTEs include an additional 0.38 FTE Childcare Coordinator position, which the department received from the Sate. In addition, during FY 01, a position (1.00 FTE) approved for the Department of Economic Development for FY 01 for the rural initiative program was transferred to Extension Services at the Board of Supervisors' request during the FY 02 budget deliberations. Extension Services is using this position as a Commercial Horticulturist to provide technical expertise to the County's commercial horticulture industry.

Financial Services:

FY 98: The Board funded two positions (2.00 FTEs and $l09,358).

FY 99: No enhancements were added.

FY 00: During FY 99, three Benefits positions (3.00 FTEs) were transferred from Financial Services to Management Services as part of a reorganization that transferred the Benefits function. The Board approved an enhancement for an Appraiser position (1.00 FTE) and additional hours for the Accounting Technician position (0.47 FTE).

FY 01: The Board funded three positions totaling $249,292 and 4.00 FTEs.

FY 02: The Board funded the implementation of the County's Administrator's recommended compensation package and also reflects the impact of inflation. Also included are enhancements totaling 5 FTEs and $376,766 in additional local tax support.

Fire and Rescue Services:

FY 98: The Board funded 10 Emergency Services personnel (12 FTEs and $410,488) to convert the eight temporary staff then stationed at certain volunteer companies and provide adequate leave coverage. In addition, included in the budget was the increase of the basic (fixed) contribution to volunteer companies. The Board also approved the 12-month increase of the E-911 fee from $1 per line per month to $2 per line per month per FY 98 to finance the capital project of replacing the E-911 communication system.

FY 99: The Board approved enhancements totaling 18.00 FTEs to provide extended coverage for staffing at the County's volunteer fire stations.

FY 99 Mid-Year: The Director of Fire and Rescue Services position was transferred from the department to County Administration and reclassified as an Assistant County Administrator. Firefighter positions were changed from a 45-hour workweek to a 42-hour workweek. This changed the FTE count per position from 1.20 to 1.12. Also, operating E-911 expenditures and revenue were moved to the Department of Information Technology to consolidate that function.

FY 00: The Board funded two EMS/Fire Instructors, a Program Manager, and a Technician (4.0 FTEs) in Training, 34 Firefighter/EMT positions (38.08 FTEs) in Field Operations, two Investigators (2.0 FTEs) in the Fire Marshal Division, and three Dispatchers (3.21 FTEs) in the E-911 Center. Other increases were given for increased support for the volunteer companies and the establishment of an early and supplemental retirement program for Firefighter/EMTs and Fire Marshals. Operating costs associated with the positions were included, as well as lease costs for equipment and a facility.

FY 00 Mid-Year: The Board approved 24-hour coverage by the Fire Marshal Division which resulted in an increase of 0.12 FTE per position and 1.00 FTE for a Planner position.

FY 01: The Board funded enhancements for 34 Firefighter/EMT positions (38.08 FTEs) and $1,516,697 in Field Services, one position (1.00 FTE) and $87,258 for an Emergency Services Officer, two positions (2.00 FTEs) and $103,245 to provide administrative support, an Assistant Fire Director position (1.00 FTE) and $123,547, $40,000 for the installation of acoustic traffic signal pre-emption devices at critical intersections, $225,000 for a rural water program, and $701,000 additional funding to the volunteer fire and rescue companies in the County.

FY 02: The Board of Supervisors approved enhancements totaling 33.80 FTEs in the General Fund and 5.35 FTEs in the Public Safety Communications Fund. The FY 02 Adopted Fiscal Plan also includes anticipated expenditures associated with equipment replacement, including $450,000 for a fire pumper and $350,000 for a hazardous incident response vehicle. In addition, $643,365 in local tax support has been included to account for anticipated overtime expenses associated with department operations, $321,898 has been included for ongoing depreciation and maintenance costs on heavy equipment, and the department's budget has been adjusted to reflect the impact of the FY 02 compensation plan. Effective FY 02, resources associated with operation of the County's emergency communications system are assigned to the Public Safety Communications Special Revenue Fund. The FY 99-01 budgets have been adjusted to reflect equivalent expenditures in prior years.

General Registrar:

FY 98: No enhancements were added.

FY 99: No enhancements were added.

FY 00: No enhancements were added.

FY 01: No enhancements were added.

FY 02: The Board funded the implementation of the County Administrator's recommended compensation package and also reflects the impact of inflation. Also included are enhancements totaling 1.00 FTE and $43,863 in additional local tax support.

General Services:

Mid-FY 98: The Department of General Services was created from components of the Department of Building and Development effective 12/1/97. 1.00 FTE was added for an Information Services Technician to provide front-counter support at the main entrance to the County Government Center.

FY 99: No enhancements were added.

FY 00: The Board funded the addition of 1.00 FTE and funds totaling $352,704 for logistical, utilities and lease costs associated with other enhancements approved by the Board. In addition, $432,000 was included for lease and maintenance expenditures associated with the County Courthouse expansion, the 800 MHz emergency communications system and the growing inventory and operational costs for County facilities.

FY 01**:** The Board approved enhancements totaling $749,922 and 13.00 FTEs. The FY 01 Adopted Budget also increased as a result of logistical costs associated with approved enhancements, to provide for anticipated expenditures associated with management and maintenance of County facilities and equipment. A 1.00 FTE Administrative Assistant was transferred to this department from the Department of Building and Development in mid-FY 00.

FY 02: The Board funded the implementation of the County Administrator's recommended compensation package and also reflects the impact of inflation. Also included are enhancements totaling 18.00 FTEs and $1,641,452. Additionally $1,189,200 is included for logistical costs associated with Adopted enhancements described in the departmental narratives located throughout this document. Anticipated increases in lease costs of $1,917,270 and in electricity costs of $330,459 have also been added. All of these increases result in additional local tax support.

Health Services:

FY 98**:** No enhancements were added.

FY 99**:** No enhancements were added.

FY 00: No enhancements were added.

FY 01: The FY 01 Adopted Budget included 15.00 County funded FTEs and 41.50 State funded FTEs. In November 1999, the Board approved two County-funded Program Specialists (2.00 FTEs) for the Rural Environmental Health Program. The FY 01 Adopted Budget included the following enhancements of 4.00 FTEs: Public Health Nurse (1.00 FTE), Medical Translator (1.00 FTE), and two Program Specialists (2.00 FTEs) to work in the Urban Environmental Health area. The number of State funded positions has increased by 2.50 FTEs.

FY 02: The Board approved funding for the implementation of the County Administrator's recommended compensation package and also reflects the impact of inflation. The Fiscal Plan includes enhancements totaling 7.00 FTEs and $517,726 in additional local tax support. The Fiscal Plan also includes anticipated expenditures associated with the addition of 3.00 FTEs and contractual expenditures for the Environmental Health program to address backlogs, as approved by the Board of Supervisors in July 2000, and anticipated expenditures associated with the County's supplementing of salaries for State positions in the Health Department, which was implemented during FY 01. The FY 02 Adopted Budget FTEs include 38.50 State FTEs and 25.00 County FTEs.

Housing Services:

FY 98: The Board approved the addition of $8,500 to replace grant funding for the Federal Section 8 Rental Assistance Program.

The FTE increase between FY 97 and FY 98 includes grant-funded positions that were received by the County mid-year FY 97.

This agency was formerly a program in the Department of Youth and Family Services (YFS). During FY 97, the County Administrator eliminated the department, transferring several programs to the Departments of Social Services and Parks, Recreation and Community Services. Housing Services became an agency within the County government structure. The FY 94-FY 97 departmental budget numbers include the Administration Division of YFS. This division no longer exists and, therefore, is not reflected in FY 98.

FY 99: In addition, the Board approved the conversion of Transitional Housing Program operations previously funded by the U.S. Department of Housing and Urban Development to local funding in response to the withdrawal of Federal funds for that project.

FY 99 Mid-Year: 3.00 FTEs were added to provide resources for the ongoing administration of the Rental Voucher Program, which was impacted by tenant conversions at the Loudoun House and Leesburg Village complexes. 1.00 FTE was added for the administration of the Homeless Intervention Program.

FY 00: The Board approved enhancements totaling 1.33 FTEs partially offset by grant funding. Increased expenditures resulting from these enhancements and 4.00 FTEs approved during FY 99 were partially offset by a change in the disbursement of grants. Effective mid-FY 99, Virginia Revolving Loan funds are disbursed directly by the State and are no longer administered as part of the County's financial structure. In FY 99, the Virginia Revolving Loan Fund Grant totaled $307,733.

FY 01: In the fall of 1999, the Board approved an increase of 0.67 FTE for Housing Services by approving the conversion of a Housing Counselor (0.20 FTE) and an Administrative Assistant (0.47 FTE) from temporary to regular status. The FY 01 Adopted Budget includes enhancements of one Housing Counselor (1.00 FTE) for the Housing and Community Development Program (Job Match), one Housing Counselor (1.00 FTE) for the Operation Match Program, and additional local tax funding required for the Transitional Opportunities Program Grant.

FY 02: The Board funded the implementation of the County Administrator's recommended compensation package and also reflects the impact of inflation. Also included are enhancements totaling 3.00 FTEs and $128,759 in additional local tax support. A separate Rental Assistance Fund has been set up for the pass-through of the estimated $5,500,000 in rental assistance payments that will occur with the local administration of the Section 8 Program that will begin in FY02, the Administrative Fee revenue, and program operating expenses. The expense, revenue, and FTE decreases in Housing Services are due to the transfer of the Section 8 Program to this Rental Assistance Fund.

Information Technology:

FY 98**:** The Board funded two enhancement positions (2.00 FTEs and $111,680) approved for the implementation of the semi-annual personal property tax billing and collection in calendar year l998. This level included six enhancement positions (6.00 FTEs and $363,575) that were provisionally approved by the Board for FY 98 during the FY 97 budget process.

FY 99: The Board approved budget enhancements for the lease/purchase of the Public Schools' Student Information System upgrade; the Schools' migration to the County Government's CYBORG Payroll and Human Resources System; and the upgrade of the computer processor for the Library Management System. During FY 98, the Board approved an additional Systems Analyst (1.00 FTE) to serve as the Technical Webmaster.

FY 00: The Board approved $48,500 to equip and wire the "pilot program" satellite County Government office space in western Loudoun, which is provided for the future expansion of the Lovettsville Town Hall. During FY 99, expenditures related to the radio communications project and the related E-911 revenue, which was previously budgeted in the Department of Fire and Rescue, were transferred to Information Technology. The FY 00 budget reflects this reallocation.

FY 00 Mid-Year: The Board added 3.27 FTEs to assist with land management information system (LMIS).

FY 01: The Board funded seven recommended enhancements totaling 9.00 FTEs and $1,582,045 plus $434,170 for PCs and network cabling for approximately 130 PCs for County-wide enhancement positions. The Adopted Budget for expenditure is 37% higher than the FY 00 amount result of adopted enhancements and due to the general effect of inflation. Other major increases in anticipated expenditures include $100,000 support of the Treasury Systems, $110,000 in one-time startup costs associated with the new Library System, $276,000 for the County-wide office automation software upgrades, and increase in network maintenance and circuit costs. The Board also added 3.27 FTEs in mid-FY 00 for two Systems Analysts, a Program Specialist, and increased hours for additional Systems Analysts to assist with the land management information system (LMIS).

FY 02: The Board funded the implementation of the County Administrator's recommended compensation package and also reflects the impact of inflation. Also included are enhancements totaling 5.00 FTEs and $590,006 in additional local tax support. Effective FY 02, resources associated with operation of the County's emergency communications system are assigned to the Public Safety Communications Special Revenue Fund (page 536). The FY 99-01 budgets have been adjusted to reflect equivalent expenditures in prior years.

Juvenile Court Service Unit:

FY 98: No enhancements were added.

FY 99: No enhancements were added.

FY 99 Mid-Year**:** The Board added a position for the Electronic Monitoring Grant Program and increased the hours for the part-time Legal Services Assistant.

FY 00: No enhancements were added.

FY 01: The Board reduced funding for a Psychologist position (1.07 FTE) since this will be furnished by the State. The budget includes a position for an Intake Officer (1.07 FTE) and hours (0.40) to increase the part-time Legal Services Assistant to full time.

FY 02: The Board approved funding for the implementation of the County Administrator's recommended compensation package and also reflects the impact of inflation. Also included is funding for enhancements totaling 2.7 FTEs and $187,288 in additional local tax support.

Library Services:

FY 98: The Board approved enhancements for Support Services (2.93 FTEs and $79,038), Eastern Loudoun Regional Library Friday evening hours (1.07 FTEs and $24,786), public Internet access ($12,000) and Outreach Services (1.02 FTEs and $32,042). In addition, two enhancements provisionally approved by the Board in FY 97 (0.71 FTE, $130,406 and 0.28 FTE, $4,944) for FY 98 were also included in the budget.

FY 99: No enhancements were added.

FY 00: The Board approved enhancements that increased the hours of the Children's Librarian at Purcellville Library by 0.20 FTE and increased the hours of the Information Specialist position 0.47 FTE.

FY 01: The Board funded enhancements of 10.63 FTEs for the following areas: Support Services – Library Associate (1.00 FTE), one Children's Collection Specialist (1.00 FTE), and one Adult Collection Specialist (1.00 FTE); In-House Services for the new Ashburn Library – Branch Manager (1.00 FTE), Library Automation Systems Manager (1.00 FTE), and Head of Children's Section (1.00 FTE); the increase of several part-time positions to full-time (4.63 FTEs); electronic information, and additional library materials.

FY 02: The Board approved funding for the implementation of the County Administrator's recommended compensation package and also reflects the impact of inflation. The Fiscal Plan includes enhancements

totaling 24.74 FTEs and $1,166,038 in additional local tax support.

Management Services:

FY 98 Mid-Year: One position (1.00 FTE) was transferred during mid-year FY 97 in conjunction with the breakup of the Department of Youth and Family Services.

FY 98**:** The Board funded one Budget Analyst enhancement position (1.00 FTE).

FY 99**:** No enhancements were added.

FY 99 Mid-Year: Three positions (3.0 FTEs) were transferred from the Department of Financial Services in conjunction with the transfer of the Benefits Administration function to the Division of Human Resources.

FY 00: The Board funded approved enhancements totaling 4.39 FTEs. Funds were also included for criminal background checks and a salary survey to be conducted during FY 00. The FY 00 Adopted Fiscal Plan includes a 3.5% Pay-for-Performance increase for eligible County employees. The Department's budget for FY 00 was also affected by the mid-FY 99 transfer of Benefits from the Department of Financial Services.

FY 01: The Board approved enhancements totaling 6.53 FTEs and $620,345. 2.00 FTEs and $85,075 were also added to the Central Services Fund.

FY 02: The Board approved enhancements in the General Fund totaling 6.13 FTE and $361,256, and a 1.00 FTE enhancement for the Central Services Fund totaling $121,328. The FY 02 Adopted Fiscal Plan also includes anticipated expenditures associated with increased recruitment efforts, attendance at job fairs and expanded advertising ($360,000), and funding for expanded training programs to accommodate the growing County workforce ($312,000) and a study on volunteer firefighter retirement options ($50,000). The department's budget has also been adjusted to reflect the impact of the FY 02 compensation plan and the impact of inflation

Mapping and Geographic Information Office:

FY 98: No enhancements were added.

FY 99: The Board approved one enhancement to address automated inventory requests for 1.00 FTE.

FY 00: No enhancements were added.

FY 00 Mid-Year: The Board added 3.00 FTEs to assist with parcel addressing, and land records development.

FY 01: The Board approved enhancements totaling 4.00 FTEs and $253,877. The Board also added 3.00 FTEs during mid-FY 00 to enhance the department's capacity to maintain the GIS digital database and to assist with mapping activities and special projects.

FY 01 Mid-Year: The Purchase of Development Rights (PDR) Program operating budget and 3.00 FTEs were transferred from the non-departmental contingency account set up for this purpose when OMAGI was determined to be the appropriate department to run this program.

FY 02: The Board approved funding for the implementation of the County Administrator's recommended compensation package and also reflects the impact of inflation. It also includes the transfer of the Purchase of Development Rights (PDR) Program operating budget ($275,000) and 3.00 FTE during FY 01. A separate Purchase of Development Rights Fund has been set up for making development rights purchases.

Mental Health/Mental Retardation/Substance Abuse Services:

FY 98: The Board approved 6.6 FTEs provisionally approved in the FY 97 budget process for FY 98. In addition, the Board approved four clinician positions (4.00 FTEs and $176,500) to provide services to children, adolescents and their families.

Also approved was a position (1.00 FTE and $65,000) for JobLink, a supported employment program. A Clinician, Counselor and Psychiatric Nurse (3.00 FTEs and $149,800) were approved to provide outreach services to mentally disabled persons and to assist the clients who attend the Friendship House Psychosocial Rehabilitation Program. During FY 98, three positions transferred from the Department of Social Services to the Department of Mental Health, Mental Retardation, and Substance Abuse Services.

FY 99**:** The Board approved a Clinician (1.00 FTE) for the Court Services Program.

FY 00: For FY 00, the Board approved enhancements of 8.98 FTEs as follows: Emergency Services Program: two Emergency Services Clinicians, one Secretary, and one part-time Clinician subpool (3.53 FTEs); Parent Infant Education (PIE) Program: one Speech Pathologist, a part-time Occupational Therapist, and a part-time Secretary (1.92 FTE); and other program enhancements: one Court Services Secretary, one Substance Abuse Prevention position, one Case Manager for the mentally retarded, and a part-time staff position for Friendship House (3.53 FTEs).

FY 01: The Board funded 33 positions (30.57 FTEs) in the Supported Community Living Services - Community Access and In-Home Support, Parent Infant Education, Substance Abuse, Comprehensive Services Act/Utilization Review, Mental Health Outpatient, Community Support Services/Clinical Services, Supported Living Services, and Psychosocial Rehabilitation (Friendship House) programs. It also funded the purchase of acute psychiatric inpatient hospital care, six vehicles for transporting clients, consulting services for the Parent Infant Education Program, contract psychiatric services, residential crisis care, contractual expenditures for one Group Home, contractual expenditures for the Medically Fragile Program, and the operational and staffing expenditures for one new group home, which will be acquired using State funds. During FY 00, the Board approved additional grant funded positions for the department.

FY 02: The Board funded the implementation of the County Administrator's recommended compensation package and

also reflects the impact of inflation. The Fiscal Plan includes enhancements totaling 30.53 FTEs and $1,144,426 in additional local tax support. The budget enhancement amount includes $711,389 of local tax funding for operational expenditures for the following CIP projects that are scheduled to be completed and open for operation in FY 02: two mental health group homes at Mirror Ridge, one mental retardation group home to be operated by a vendor, and an intensive community residential treatment mental health group home on Sycolin Road.

Parks, Recreation and Community Services:

FY 98: In addition to the enhancements provisionally approved during the FY 97 budget process for FY 98, the Board approved two part-time child care assistants (1.34 FTEs and $30,050), one at the Loudoun Valley Community Center and the other at the Lovettsville Community Center. The Board approved five positions to expand the CASA program (2.87 FTEs and $80,053). The monthly CASA fee was increased from $125 to $130. The Board also approved the implementation of a Middle School after school program (4.75 FTEs and $174,984). Facility attendants (0.34 FTE and $5,383) were approved for the Youth Sports program. Funding for special events at Claude Moore Park was also approved ($6,157). This enhancement was funded by the Economic Development C.I.P. Contingency Fund.

The Board also approved staff for Claude Moore Park (1.54 FTE and $41,652). In FY 97, the Board approved a mid-year budget request to move forward enhancements provisionally approved for FY 98. This enhancement replaced the FY 98 provisionally approved request. A Manager for the Senior Center (1.00 FTE and $24,298). The Senior Center at Cascades was opened in the summer of 1998. This position, which was fully funded for one year by the Friends of the Senior Center at Cascades was hired in January 1998. A full-time cook (1.00 FTE and $22,610) was also approved.

The Area Agency on Aging and the Office on Youth were transferred into this department from the Department of Youth and Family Services during FY 97. All financial history for these agencies and their programs is reflected in Parks, Recreation and Community Services.

FY 98 Mid-Year: The Board approved mid-year enhancements totaling 16.54 FTEs. These included resources for the operation of Franklin Park (8.10 FTEs), the CASA program (3.25 FTEs), the Sports and Summer Programs (2.00 FTEs), the Arcola Community Center Child Care program (1.60 FTE), the Family Preservation Support program (1.00 FTE), and the Senior Recreation Program (0.59 FTE).

FY 99: The Board approved enhancements totaling 12.94 FTEs for the County's Senior Center, Community Centers, and the Inclusion Training and CASA programs. In addition to enhancements approved during the FY 99 budget process, the Board approved mid-year additions in positions and operating expenses for the operation of Franklin Park, the Family Preservation Support Program, the Sports and Summer Recreation Programs, Senior Recreation, CASA and Child Care.

FY 99 Mid-Year: 3.20 FTEs were added to (1) accommodate enrollment increases in preschool programs at the Bluemont and Lucketts Community Centers (0.33 FTE), (2) provide resources for CASA program start-ups at new County elementary schools (2.30 FTEs), and (3) accommodate enrollment increases in the After-Kindergarten Program (0.57 FTE). In addition, 1.00 FTE was transferred to the Department of Social Services for administration of the Family Preservation Grant.

FY 00: The Board approved enhancements totaling 33.80 FTEs for project support, new facilities, CASA, preschools, summer programs, the community centers, corporate outreach, special events and new facilities. In addition, 3.20 FTEs were added mid-FY 99 to accommodate enrollment requirements at several preschools, after-care, and in the CASA program, and 1.00 FTE was transferred to the Department of Social Services for administration of the Family Preservation Grant.

FY 00 Mid-Year: 10.25 FTEs were added to: (1) increase the schedule for CASA Supervisors to 30 hours per week (5.40 FTEs), (2) accommodate enrollment increases in preschool programs at Sterling Annex, Bluemont, Lucketts, and Middleburg (0.85 FTE), (3) accommodate day care enrollment needs at Loudoun Valley (0.47 FTE), (4) add resources to the department's facilities development program (1.00 FTE), and (5) provide grant-funded services in the Youth Services and Senior Resources Divisions (2.53 FTEs). 1.00 FTE was transferred from Special Services to Parks to serve as the Banshee Reeks Park Manager.

FY 01: The Board approved enhancements totaling 33.18 FTEs. The Board added 10.25 FTEs during mid-FY 00 to accommodate enrollment requirements at several preschools and a day care site, increase the work schedules for CASA supervisors, augment facilities development, and to provide grant-funded resources in the Youth Services and Aging Services Divisions. The FY 01 Adopted Budget includes $332,079 in projects to be funded by the Restricted Use Transient Occupancy Tax. An additional $160,000 has also been included for agricultural and mulch supplies.

FY 01 Mid-Year: The Board added 3.20 FTEs to address fall enrollment at several CASA and preschool sites.

FY 02: The Board approved enhancements totaling 34.41 FTEs. The FY 02 Adopted Fiscal Plan includes the following additions during FY 01: 3.20 FTEs to accommodate enrollment increases in the department's preschool and child care programs, and 1.00 FTE for a land use planner to assist with parks-related master plan activities. Resources have also been included to reflect the impact of the FY 02 compensation plan and inflation.

Planning Department:

FY 98**:** No enhancements were added.

FY 99: The Board approved 0.53 FTE to address land development needs.

FY 99 Mid-Year: 1.00 FTE was transferred from the Department of Building and Development to address administrative management deficiencies in the department.
FY 00: No enhancements were added.

FY 00 Mid-Year: The Board added 1.00 FTE to assist with land development review applications.

FY 01: The Board approved enhancements totaling 5.30 FTEs and $361,355. The Board also added 1.00 FTE in mid-FY 00 for a planner to assist with the department's land development applications caseload.

FY 02: The Board approved enhancements totaling 2.00 FTEs and $69,373 in additional local tax support. $200,000 in contractual services has been added for implementation efforts following the adoption of the Comprehensive Plan.

Public Information:
FY 98: No enhancements were added.

FY 99: No enhancements were added.

FY 00: No enhancements were added

FY 01: The Board funded three recommended enhancements totaling $198,123 and 3 FTEs.

FY 02: The Board funded the implementation of the County Administrator's recommended compensation package and also reflects the impact of inflation.

Regional Organizations:
FY 98: The Board funded the Regional Organizations at the recommended level with additional enhancements approved for contributions to the following regional organizations: $2,000 for the Lower Loudoun Girls Softball League; $2,000 for the Greater Loudoun Babe Ruth Tournament; $100,000 for the 1998 World Congress, and $88,000 for the Hamilton Sewer contribution.

FY 99: No enhancements were added.

FY 00: The Board approved a $41,000 contribution to Legal Services of Northern Virginia.

FY 01: The FY 01 Adopted Budget for County contributions to Regional Organization is (20%) higher than the FY 00 Adopted Budget. The FY 01 adopted expenditure includes the $117,159 in recommended enhancements and the increase of recommended funding for the organizations in which Loudoun is a participating member and for which there is a formal contract/agreement.

FY 02: The Board funded for the implementation of the County Administrator's recommended compensation package and also reflects the impact of inflation. Also included are enhancements totaling $771,860 in additional local tax support.

Sheriff's Office:
FY 98: The Board funded three Deputy positions (3.21 FTEs) for the traffic section, two Bailiff positions (2.14 FTEs), two Criminal Investigator positions (2.14 FTEs). In addition, included in the budget were six Deputy positions (6.42 FTEs) that were provisionally approved by the Board for FY 98 during the FY 97 budget process.
FY 99: The Board approved enhancement positions (19.93 FTEs) for the Field Operations and Adult Detention Center Programs. In FY 99 an additional 2% adjustment for all sworn public safety personnel was included.

FY 99 Mid-Year: The Board added two grant funded School Resource Officer positions (2.14 FTEs), two Court Bailiff positions (2.14 FTEs) and one Deputy position (1.07 FTE), and moved one position (1.00 FTE) to the Treasurer's Office for the Project Fairness Program.

FY 00: The Board funded 15 Deputy positions, one Dispatcher position, two Investigator positions and three support positions to respond to increasing service demands. The Board also approved a 6% pay increase for uniformed positions which is in addition to the County-wide 3.5% pay for performance increase.

FY 00 Mid-Year: The Board added one grant funded School Resource Officer position (1.07 FTE) and three locally funded School Resource Officer positions (3.21 FTEs). Federal funding for two grant funded positions was not renewed and the positions were eliminated (2.07 FTEs).

FY 01: The Board funded eight deputy positions (8.56 FTEs), six Dispatcher positions (6.42 FTEs), local funding of $103,096 for grant positions (a School Resource Officer, a Narcotics Investigator and a Crime Analyst) for which the grant has ended, two School Resource Officers (2.14 FTEs) and $199,368, two DARE Officers (2.14 FTEs) and $142,040, three CID Investigators (3.21 FTEs) and $278,527, five Administrative Support positions (5.00 FTEs) and $220,122, and five Bailiff positions (5.35 FTEs) and $239,557. Operating costs have been increased for inflation.

FY 01 Mid-Year: The Board added a State funded Latent Fingerprint Examiner position (1.00 FTE) and a part-time position for the Local Inmate Data System data input (0. 21 FTE).

FY 02: The Board approved funding for the implementation of the County Administrator's recommended compensation package and also reflects the impact of inflation. Also included is funding for enhancements totaling 70.2 FTEs and $5,040,492 in additional local tax support. Effective FY 02, resources associated with operation of the County's emergency communications system are assigned to the Public Safety Communications Special Revenue Fund (page 536). The FY 99-01 budgets have been adjusted to reflect equivalent expenditures in prior years.

Social Services:
FY 98**:** The Board funded a half-time Secretary (0.53 FTE and $11,143) for the Youth Shelter which was approved by the Board for FY 98 during the FY 97 budget process.

During FY 97, the Youth Shelter, Prevention and Intervention, Juvenile Detention Center and Job Training Programs were transferred from the Youth and Family

Services Department to Social Services. All financial history for these programs is now shown in Social Services.

FY 99: The Board funded a budget enhancement for additional hours for the Counselor Relief Pool position (1.83 FTE) for the Juvenile Detention Facility. During FY 98, the Youth Shelter began to be run on a contractual basis, with 14.00 FTEs eliminated

FY 00: No enhancements were added.

FY 01**:** The Board funded enhancements of 5.53 FTEs, which include the following: Adult Protective Services Program – one Social Worker (1.00 FTE); Youth and Contract Services Program – one Administrative Assistant (1.00 FTE); Young Adults Project – one Teacher's Assistant (1.00 FTE) and one part-time Teacher (0.53 FTE); Young Parents Network Program – one Social Worker (1.00 FTE); Family Services Program – one Day Care Recruiter/Trainer (1.00 FTE).

FY 02: The Board funded the implementation of the County Administrator's recommended compensation package and also reflects the impact of inflation. The Fiscal Plan includes enhancements totaling 7.20 FTEs and $881,159 in additional local tax support. The Fiscal Plan's revenue from the Commonwealth and Federal Governments is lower due to changes in various grants and some grants ending.

Solid Waste Management Office:

FY 98**:** No enhancements were added.

FY 99: No enhancements were added.

FY 00: The Board funded 1.10s FTE for landfill operations.

FY 01: The Board funded 1.00 FTE and $53,735. Funds were also included to provide for the opening of a recycling drop-off center in Western Loudoun, scheduled maintenance and repair of aging heavy equipment, and operation of the County landfill's new scale house.

FY 02: The Board approved funding for the implementation of the County Administrator's recommended compensation package and also reflects the impact of inflation. Also included are enhancements totaling 2.00 FTEs and $117,361 in additional local tax support. As part of the overall plan to fund capital vehicle maintenance and depreciation on vehicles valued at over $100,000, $663,639 has been added to cover that cost for the department's eight large vehicles.

Transportation Department:

FY 02: The Office of Transportation Services has been created in FY 02, effective July 1, 2001. For purposes of comparison, the FY 99-01 history reflects the budget and staffing of the former transportation program in the Department of Planning Services. Staff and budget resources have been transferred from the Department of Planning Services as well as from the Department of General Services in FY 02. The Adopted Fiscal Plan for Transportation Services includes funding for the implementation of the County Administrator's recommended compensation package and also reflects the impact of inflation. Also included are enhancements totaling 6.00 FTE and $377,678 in local tax funding. The impact of expenditures associated with the implementation of an expanded commuter bus program in mid-FY 01 and funding for development and printing of the revised Countywide transportation plan are also reflected.

Treasurer's Office:

FY 98: The Board approved 4.0 FTEs to the implement semi-annual personal property tax billing and collection in calendar year l998.

Also approved was $25,000 to mail real estate bills to those citizens whose payments are made by their mortgage company.

FY 98 Mid-Year: The Office instituted a comprehensive organization of existing programs. Previously, program budgets were developed by site location, with each office operating under a separate budget. With the reorganization, budgets are developed on an office-wide program basis, with major functions allocated budgets individually.

FY 99: No enhancements were added.

FY 99 Mid-Year: The Board created one position (1.00 FTE) and moved one position (1.00 FTE) from the Sheriff's Office to the Treasurer's Office for the Project Fairness Program.

FY 00: No enhancements were added.

FY 00 Mid-Year: The State Compensation Board funded additional positions due to the increased workload and population growth. The Treasurer added one full-time position and added hours to a part-time position to make it full time.

FY 01: The Board funded two enhancement positions (2.00 FTEs) to support the workload in the Collections Program and to oversee four divisions.

FY 02: The Board approved funding for the implementation of the County Administrator's recommended compensation package and also reflects the impact of inflation. Also included is funding for enhancements totaling 1.27 FTEs and $55,029 in additional
local tax support.

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CAPITAL IMPROVEMENT PROGRAM

Purpose of the Capital Improvement Program

This section provides detailed information on the County's Capital Improvement Program (CIP) for Fiscal Years 2003 through 2008. The CIP provides a six-year forecast of General Government and School land, equipment, and facility needs with a financing plan to implement all projects. An effective CIP process is an important tool to promote advanced planning of future needs and the means to meet these needs. As a planning tool, the CIP ensures that land acquisitions and construction projects are coordinated and well-timed to avoid unnecessary or costly duplications. Also, since the CIP is reviewed and updated on an annual basis, long-range needs can be adjusted to reflect changing circumstances or priorities.

As a financial plan, the CIP represents land acquisition and facility planning in an environment of fiscal constraint in several ways. First, projects under consideration are evaluated annually against one another to assure that only priority projects receive public funding. Second, essential improvements are planned in a manner commensurate with the County's ability to pay for them. As growth continues, the CIP will aid the County in avoiding costly crisis expenditure of dollars that dramatically increase the tax rate. Finally, the CIP strives to take into account not only the construction costs of completing a capital project, but also the impact on the County operating budget in subsequent years.

The CIP Process

The CIP process begins approximately six months before the Board of Supervisors adopts the County operating budget. County departments submit proposed CIP requests, which include project justifications, project scope, discussion of alternatives, and cost estimates to the Department of Management Services. A Capital Projects Review Committee, composed of key staff representing a broad range of responsibilities, technical knowledge and perspectives, recommends projects to be included in the CIP based on 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 and recommendation to the Board of Supervisors. The County Administrator forwards his recommended CIP to the Board of Supervisors in February with his proposed budget. A parallel process of CIP project development occurs with the Schools System with review and approval of a proposed CIP by the School Board, which is then forwarded to the County around the end of the calendar year.

Final funding decisions on the CIP are made in conjunction with decisions regarding the County's operating budget in March of each calendar year. Authority to spend public funds for purposes specified in the County operating and capital budget is accomplished through the official adoption of an appropriations resolution. The CIP is a multi-year plan and does not constitute or require an appropriation of funds beyond those for the current year.

This six-year CIP is one of the final results and products of the County’s process for forecasting and planning for its future capital facility growth. This process attempts to address and adequately plan for the projected capital expenditure needs associated with projected development in Loudoun County. The CIP, in conjunction with the Service Plans, Fiscal Impact Model, the Ten Year Capital Needs Assessment, and the County-wide Comprehensive and Area Plans will develop and track the County's capital inventory for current and future fiscal years.

Understanding the CIP - continued

In the general government and school project page sections of this CIP, each capital project is described in detail. The appropriation and financing schedules on each project page illustrate funding and projected expenditures for each year of the six-year period, including any prior year allocation made by the Board. The FY 03 amount comprises the adopted FY 03 capital budget. The adopted FY 03-08 capital projects comprise the six-year CIP. The final column of each project page represents future fiscal years (FYs), reflecting project estimates beyond the six-year period. Estimated operating costs have been included on most detailed project pages to illustrate their full fiscal impact. The general government projects' operating cost estimates include the following:

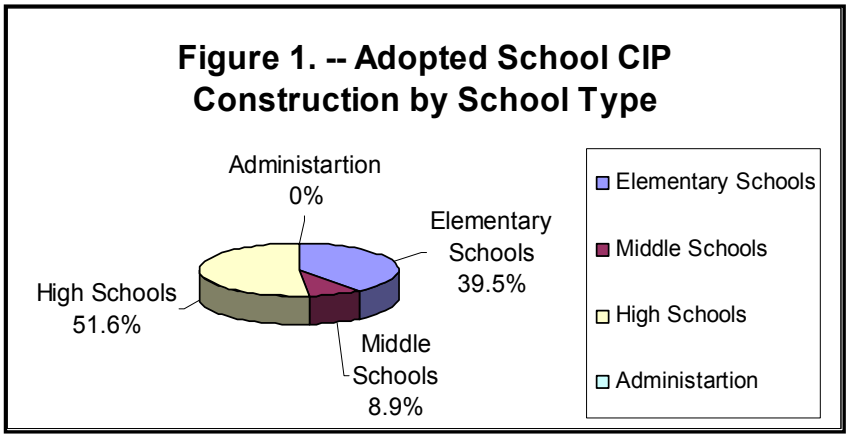
(1) any operating enhancements for adoption by the Board of Supervisors;
(2) projections for direct costs to the Department of General Services for maintenance and utilities; and
(3) the projected annual debt service for all debt issued during the six-year period.

School facility operating costs are based upon their FY 03 Adopted Budget (January 2002). The per pupil cost for operating a school is calculated differently by the County and School System. Loudoun County Public Schools calculations are based on a state calculation that takes out all capital expenditures, facilities expenditures, pre-school expenditures, and detention center expenditures. In addition enrollment numbers are adjusted for pre-school aged children and only 85% of the kindergarten students are used in the calculations. In FY 03, the Loudoun County Public Schools are projecting the per pupil cost to be $9,366. The County calculates per pupil costs against the total School Adopted Operational Budget and in FY 03 the per-pupil cost is projected to be $9,310. Projected debt service expenditures are also included for each school project. Both the County and Schools' land acquisition and operating costs have been adjusted annually for inflation by 3.0% percent respectively per year from FY 03 through FY 08.

Adopted CIP Summary

Table 1 summarizes the FY 03 - FY 08 Adopted Capital Improvement Program for the General County Government and the School System by project and by funding source. Table 1 also summarizes previous year capital expenditures prior to the FY 03 - 08 Adopted Capital Improvement Program. Table 2 summarizes the FY 03 – 08 CIP Adopted Funding Schedule by project and fund type. The projected amount of expenditures for the adopted six-year CIP is $729.2 million for all categories including the value of land and in-kind proffers. Education remains the largest spending category of the CIP at $377.3 million in projected expenditures for the six-year period, or 51.7 percent of total expenditures. The remaining expenditures forecast for the CIP comprise the adopted general government CIP and represent 48.3 percent, or $351.8 million of total expenditures. The FY 03 adopted capital budget of $171.8 million include $134.4 million for education and $37.4 million for general government capital improvements. Contained within the general government funding is the Land Acquisition Fund that includes funding for school site acquisition. In FY 03, seventy-five percent of the land acquisition fund is for school system land purchases.

Education (School System Projects)--The education function includes 14 capital projects in the FY 03 – 08 Adopted Capital Improvement Program. While 39.5 percent of total education expenditures during the six-year period are for the construction of elementary schools and 8.9 percent for middle schools, high schools are now the largest category of expenditures ($194.7 million) at 51.6 percent of total school CIP expenditures.

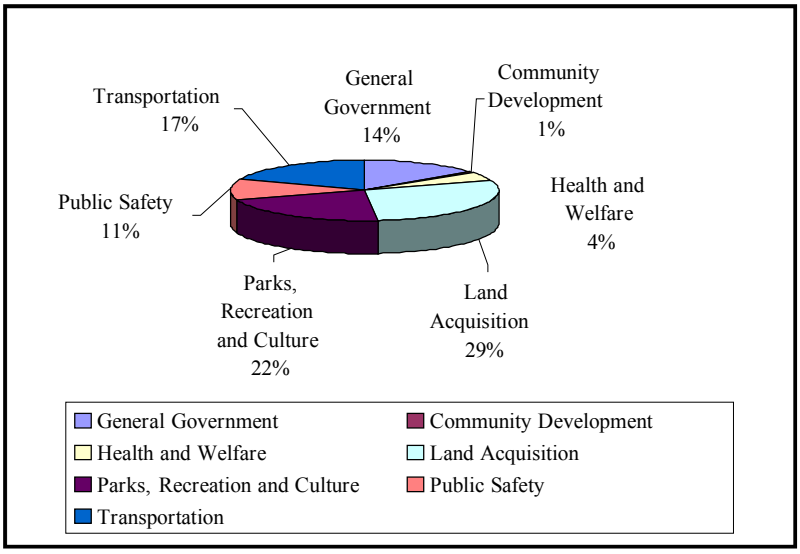


Adopted CIP Summary – continued

According to the timelines provided by the School System, twenty-three schools will open over the six-year capital plan period. This construction schedule results from the need to house the ever-increasing student population in the County. The School System estimates that the student population will increase at an average annual rate of around 9.2 percent per year for the next six years.

General Government --- On the general government side of the proposed CIP there is a total of 37 projects totaling $351.8 million including the value of land. Most CIP projects result from the continued rise in the County's population. It is estimated that County population will increase at an average annual rate of six-percent per year during the CIP planning period.

Figure 2. – General Government Projects by Funding Percentage



Administration/General Government --- The administration/general government category includes six projects. County Administration and the Department of General Services provide project management direction for these facilities. The Administration/General Government projects that are part of the adopted CIP are the following:

- Center for Rural Innovation (Land Acquisition FY 04)
- Land Acquisition Fund ($101.2 million)
- County Shops/Warehouse ($7.1 million)
- Government Office Space/ Parking Project ($40.5 million)
- Storm Water Management ($3.0 million)
- Dulles Corridor Rapid Transit Project ($65.4 million)

Land Acquisition Fund— A total of $101.2 million in funds are proposed for the land acquisition fund to purchase 16 county and school sites in the adopted FY 03 – 08 CIP. The historical pattern of land acquisition for capital projects has been primarily dependent upon the ready availability of proffered sites. In this CIP, as the supply of proffered sites becomes depleted, land purchases become a necessary feature. As the County continues to develop, opportunities to purchase land may become available outside of the budget cycle and the Land Acquisition Funds contain contingency amounts to take advantage of such opportunities in FY 04 – FY 08. A project to purchase land for a Center for Rural Innovation is recommended in this fund for FY 04. In FY 07 – 08, land contingency amounts increase and are "place holders" for potential school and county site acquisitions that will become more defined over the planning period. Sixteen percent of the acreage to be purchased from the Land Acquisition Fund is for school sites. Sixty-five percent of the acreage to be purchased from the Land Acquisition Fund is for one project, the Center for Rural Innovation.

Adopted CIP Summary – continued

Government Facilities— As the County grows and the demand for services increases the County Government, as well as the School System, are experiencing greater difficulties with inadequate space available. This facilities plan, proposed to be funded with a combination of local tax funding and lease purchase, will seek to purchase additional land and office and warehouse space for both the County and the Schools.

Dulles Corridor Rapid Transit – This project is a regional transportation project that will ultimately bring rail service to Loudoun County. The Dulles Corridor Rapid Transit Project is a phased regional transit project that will bring Bus Rapid Transit service to Loudoun County by FY 06 and Rail service may begin as early as FY 12. Loudoun will have three transit stations located at Dulles International Airport, Route 606, and Route 702. Loudoun's estimated share of the regional transit construction costs is $153.1 million. County cost obligations begins in FY 03 at a cost of $1.7 million. A transfer of $1.7 million from the County's Public Transportation Fund is budgeted in FY 03 to cover the County's share of the FY 03 project costs. In FY 04 – 08 pledge bond financing is proposed to fund Loudoun's share of the project ($63.7 million) using BPOL tax proceeds to pay the pledge bond debt service. The County will incur an additional $87.7 million in construction costs in future fiscal years and pledge bond financing is proposed.

Public Safety--- The public safety category includes ten projects. The Office of the Sheriff and the Departments of Animal Care and Control and Fire and Rescue Services program these facilities. The public safety projects that are part of the adopted CIP are the following:

- Animal Shelter Phase II Expansion ($1.1 million)
- Brambleton Fire/Sheriff Station ($9.4 million)
- Broadlands Fire/Sheriff Station ($5.3 million)
- Dulles/Rt. 28 Fire/Sheriff Station ($7.9 million)
- Lansdowne Fire/Sheriff Station ($5.9 million)
- Fire Station Renovations ($14.6 million)
- Western Loudoun Fire/Sheriff Station ($8.6 million)
- Adult Detention Center Demolition (old jail) ($575,000)
- Public Safety Firing Range ($5.9 million)
- Juvenile Probation Residence ($2.4 million)

Fire/Sheriff Stations - The CIP constructs five fire/sheriff stations in the County. These stations represent 58.5 per cent of the public safety proposed capital expenditures. In addition, there is a project to renovate the existing 16 volunteer stations. This project presents a plan for facility renovation costs across the entire fire/rescue system in an attempt to address the EMSSTAR study recommendations for the County's Fire and Rescue system. The existing stations comprise approximately 128,000 square feet of facilities. The renovation costs represent 23% of the public safety capital expenditures in the adopted capital plan and total $14.6 million in costs.

Adult Detention Center Demolition – Originally planned for demolition in FY 03, this project has been moved to FY 04 to coincide with the construction schedule for the new Adult Detention Center which should open in the summer of calendar year 2004.

Juvenile Probation Residence – This is a new project and appears for the first time in the proposed capital plan. The residence will be a licensed 12-bed facility providing a residential treatment program for juveniles age fourteen to eighteen. This project is in the County's adopted Capital Needs Assessment and is adopted in the FY 08 - 09 capital planning years.

Health and Welfare--- The health and welfare category includes eight projects. The Department of Mental Health, Mental Retardation and Substance Abuse Services and Social Services program these facilities. The health and welfare projects that are part of the adopted CIP are the following:

- MH Townhouses/Condos (Six) ($1.1 million)
- Five MR Group Homes ($3.4 million)
- Staff Secured Youth Shelter ($2.5 million)
- Juvenile Detention Center Expansion ($8.0 million)

Adopted CIP Summary – continued

Health and Welfare – The capital plan continues an annual commitment to provide MH/MR/SA residential program facilities throughout the six-year CIP. The schedule for residential facilities has changed from the FY 01 – 06 Adopted Capital Improvements Program. In FY 03, one group home has been deferred. The regular schedule of constructing one group home per year is resumed in FY 04 through FY 08 providing five group homes over the six-year period. The decision to defer one home in FY 03 was implemented to reflect limited available staff resources to complete four residential facilities currently under construction from prior year capital plans and to implement the purchase of the six townhouses/condos proposed in FY 03 using cash proffers.

Juvenile Residential Programs – The proposed capital plan includes two new projects in the FY 07 – 08 capital planning years related to demographic client population growth. The Juvenile Detention Center Expansion is proposed to add an additional 21,742 square feet to the County's existing facility of 15,000 square feet. This project will increase the JDC from a 24-bed facility to a 54-bed facility to house court-ordered juveniles between the ages of 11 and 17 awaiting court disposition. The Staff Secured Youth Shelter project constructs an 8,000 square foot residence to supplement the County's existing Youth Shelter. The two Youth Shelter facilities will provide the County 24 licensed beds to serve the youth population age eleven to seventeen. Service trends indicate 24-beds will be needed by FY 07. The Juvenile and Domestic Relations Court currently use 52% of the beds in a given year which impacts the current Shelter's capacity to place non court-ordered youth in need of a temporary residential placement. The new Youth Shelter will address the court-ordered youth population service need.

Parks, Recreation and Culture—The parks, recreation, and culture area includes twelve projects, which includes all facilities programmed by Library Services and the Department of Parks, Recreation, and Community Services as follows:

Libraries
- Dulles South Regional Library ($12.1 million)
- Eastern Regional Library Expansion ($16.0 million)

Parks, Recreation and Community Services
- Broadlands Recreation Center ($7.6 million)
- Carver School ($550,000)
- Central Loudoun Park Improvements (Philip A. Bolen Memorial Park) ($21.5 million)
- Dulles South Recreation Center ($7.9 million)
- Eastern Loudoun Recreation Center ($10.8 million)
- Eastern Loudoun Respite Center ($1.3 million)
- Franklin Park Performing Arts Center ($200,000)
- Loudoun Heritage Farm Museum ($450,000)
- Loudoun Teen Center ($2.0 million)
- Woodgrove Park ($2.4 million)

Library Services – A new project is adopted in FY 07 – 08 to add a 30,000 square foot addition to the County's Eastern Regional Library to address service demand in Eastern Loudoun. Eastern Loudoun will have a population of 110,000 by FY 08. The original library was constructed to circulate 275,000 items annually and 250,000 visits. Currently the Eastern Regional Library circulates 970,000 items and has 359,000 visitors annually. The original library was designed to have a Phase II addition and is proposed to be constructed in FY 08. In order to construct the addition, the debt balance on the original structure must be retired since it was financed with certificates of participation. The cost of the debt retirement in FY 07 is estimated to be $2.025 million. Local tax funding is proposed to retire the debt. The addition is proposed to be financed by general obligation bonds and would go to the voters for approval on the November 2006 referenda.

Adopted CIP Summary – continued

Parks, Recreation and Community Services – The ten projects proposed continue the FY 01 – 06 Adopted Capital Improvement Program plan for community recreation facilities. A key component of the capital plan is the construction of ballfields for active recreation in Central Loudoun. A total of 17 fields are to be constructed at the Central Loudoun park site (Philip A. Bolen Memorial Park) by calendar year 2004. Four recreation centers to serve Eastern Loudoun, the Broadlands area, Dulles South and Central Loudoun are included in the six-year adopted plan. Voters approved the construction of the Eastern Loudoun Recreation Center (60,000 square feet) in November 2001. The Broadlands Recreation Center (25,000 square feet) is proposed on the November 2004 referenda, the Central Loudoun Recreation Center (25,000 square feet) on the November 2006 referenda and the Dulles South Recreation Center (25,000 square feet) is proposed on the November 2007 referenda.

Community Development— The community development category consists of one project. The Office of Solid Waste Management programs this facility. The project is as follows:

Office of Solid Waste Management
- Woods Road Phase III B ($2.8 million)

Woods Road Phase III B – Landfill – This project appeared in the FY 01 – 06 Adopted Capital Plan in the FY 03 – 04 planning years. A review of Phase II closure and Phase III A construction activity at the landfill was conducted by the Office of Solid Waste Management in early FY 02 to verify the planned construction schedule for Phase III B. Review results indicate this Phase III B project may be deferred until the FY 05 – 06 capital plan years. The proposed project reflects the costs to construct Phase III B in FY 05 – FY 06.

Summary of Board of Supervisors' Changes to the Proposed CIP (February 2002)

The FY 03 - FY 08 Adopted Capital Improvement Program (April 2002) with its $729.2 million in combined general government and school expenditures has $86.8 million less in total projected expenditures than the Proposed CIP (February 2002). The Proposed CIP projected $816 million over the FY 03 - FY 08 forecast period. The adopted CIP reflects the Board of Supervisors reductions to the School Board's Adopted CIP (January 2002), in addition to reductions and additions of projects on the general government side. The school side of the adopted CIP has decreased a net total of $51.6 million from what was proposed in February, while the general government portion has decreased by $35.2 million.

Changes to School System CIP -- The Board of Supervisors reduced the Proposed CIP related to the School System by a net total expenditure amount of $51.6 million over the six-year period. One high school (HS-3 – Purcellville Area High School $60.2 million) was removed from the six-year plan. The Board of Supervisors also amended the Broad Run High School and Hamilton Elementary School renovation/addition projects adding an additional $1.5 million in work to the project's scope and funded the increases with local tax funding.

Changes to General Government CIP - The Board of Supervisors reduced the general government portion of the Proposed CIP by $35.2 million in total expenditures for the six-year period.

The Board of Supervisors removed three (3) projects completely from the adopted CIP. The Purchase of Development Rights Program ($24 million), Smithsonian Naturalist Center ($8.1 million) and the Franklin Park Nature Center ($620,000) were not adopted and removed from the six-year plan. The Purchase of Development Rights Program was removed from the capital plan and funded as an operational program using Transient Occupancy Tax funds in the amount of $980,080. This resulted in a reduction of $32.7 million to the six-year capital plan.

The Board changed the project schedules for two projects to later years in the adopted CIP. The Broadlands Recreation Center ($7.6 million) scheduled for FY 03 - 04 was deferred to FY 05 - 06 adding an additional $435,000 cost to the project due to construction inflation. The Loudoun Teen Center was deferred from FY 04 to FY 05 increasing the project cost by $60,000. This resulted in an increase of $495,000 in costs to the six-year capital plan.

The Board referred one project to the Finance/Government Services Committee for further review. The Transportation Site project for the School System was budgeted in the Land Acquisition Fund for FY 03 using General Obligation Bond financing. This referral removed the project from the November 2002 Bond Referendum schedule.

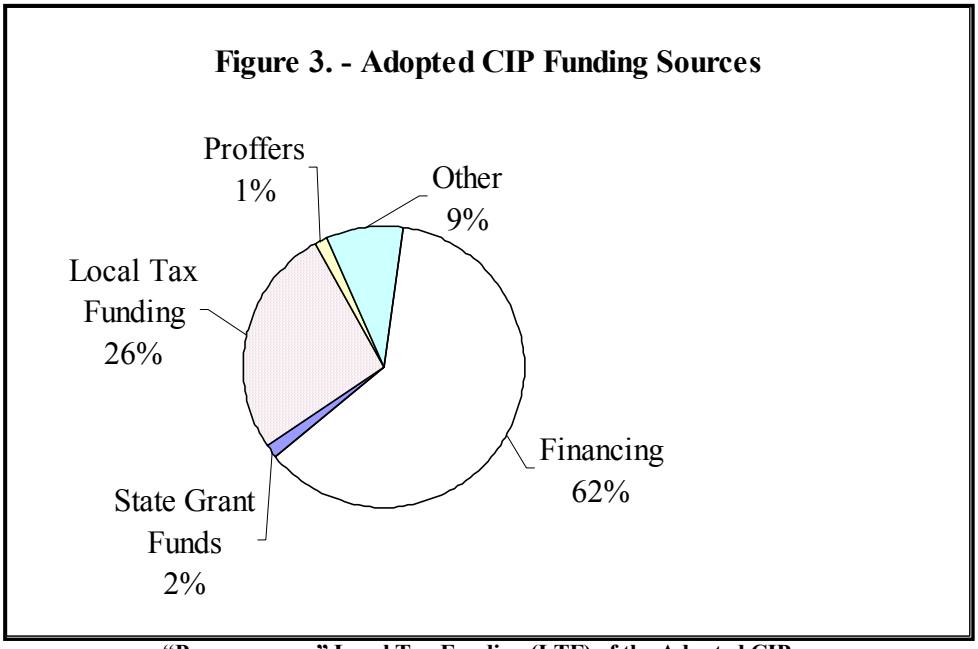
The Board added three (3) new projects over what was in the Proposed CIP. The Board added an additional $1 million in FY 08 to design a Dulles South Recreation Center, $450,000 in cash proffers designated to complete the Loudoun Heritage Farm Museum in FY 03, and $200,000 in local tax funding for the Performing Arts Center at Franklin Park in FY 03. This resulted in an increase of $1.6 million to the six-year capital plan.

Changes in Debt Financing - The amount of debt financing in the adopted CIP reflects a $90.45 million decrease from what was projected in the Proposed CIP. This lesser reliance on debt issuance results from removing several debt financed projects and applying more cash to the school projects from local tax funding.

Funding the CIP

To finance and fund the CIP over the six-years, a package of several methods has been adopted. These may be seen in Table 2 and include the use of local tax funding from the General Fund as derived from personal property tax collections and other tax collections. Other methods include currently authorized bond financing, lease/purchase financing, pledge bonds, intergovernmental aid (e.g., state contributions for school construction) gifts and donations, user fees, and developer contributions or proffers in the form of dedicated land, in-kind services, or cash.

Figure 3. - Adopted CIP Funding Sources



"Pay-as-you-go" Local Tax Funding (LTF) of the Adopted CIP

The first source listed is local tax funding which is often referred to as "pay-as-you-go" funding, in which the County does not borrow money to finance projects but instead pays for the improvement out of current receipts. The two types of "pay-as-you-go" funding in this adopted CIP are personal property tax collections and other tax sources. For the Adopted FY 03 - 08 capital budget, $191.7 million in local tax funds will be utilized to offset the cost of both general government and school capital projects. Twenty-seven of the fifty-one capital projects will include some local funds and an estimated 26% percent of total CIP expenditures will be offset by "pay-as-you-go" funding during the six-year CIP period. It should be noted that in FY 03 – 04 limited "pay-as-you-go" funding is proposed ($18.7 million) to reflect the current economic conditions. In FY 05 the capital plan returns to a normal distribution of local tax funding in the capital plan.

Personal Property Tax Collections

In 1997, the Board of Supervisors began its policy of local funding of the CIP and designated the collection of personal property tax revenues as the source. The policy evolved to dedicate $0.25 cents of its collections in FY 98, $0.50 in FY 99, $0.75 in FY 2000 and $1.25 in FY 01 toward the capital projects fund. The Proposed FY 03 - 08 CIP increases the dedication of personal property collections from $1.25 to $1.50 in FY 05. The current personal property tax rate is $4.20 per $100 of assessed value. In FY 03 –04 the amount of personal property tax revenues dedicated to the CIP is reduced to reflect the current economic conditions. Despite the reduction a total of $191.7 million of local tax funding is used over the six-years representing 26% of the FY 03 – 08 CIP funding.

Additional Local Tax Funds in the Capital Asset Replacement Fund

The County Administrator established a policy of funding capital asset replacement projects equal to at least one to two percent of the value of all buildings and additions in the County Government and School System. In FY 03, $5.66 million of local funds are adopted for use in this fund.

Funding the CIP

Revolving Loan Fund

Another prior year source of local funds for the CIP was the Revolving Loan Fund. There are no Revolving Loan Funds proposed for use during the six-year period since the Board of Supervisors closed the Revolving Loan Fund for financing all general government and school projects. The FY 97 loan for the Emergency Communications Upgrade was the last authorized loan from this fund for the CIP. The County's Revolving Loan Fund was created as a financing mechanism in which interest earnings are used for the capital project and equipment needs of the County Government, the Schools, and the Volunteer Fire/Rescue Companies. Current general fund revenue was used for the projects as expenditures were incurred. This Fund is now limited to non-General Government and non-School projects, such as the Volunteer Fire/Rescue Companies or wastewater treatment needs and has available balance of $423,395 for FY 03. The Fire and Rescue Commission did not submit proposals for use of FY 03 funds. Further information on the Revolving Loan Fund can be seen in the Other Funds section of this document.

Rollback Taxes

There are no proposed appropriations from rollback tax collections to fund any projects in the proposed FY 03 – FY 08 Capital Improvement Program. In FY 02, the Board of Supervisors approved the appropriation of $20,000 as a donation to the Heritage High School Booster Club. The donation was made toward the capital construction costs of the concession stand at Heritage High School in Leesburg. The appropriation came from roll back taxes accumulated over the years in the Leesburg Subarea rollback tax capital reserve account.

Funding the CIP - continued

Debt Financing

Sixty-two percent of the Capital Improvement Program is debt financed. External bond financing typically includes three types: General Obligation Bonds (GO), which require approval by the voters; Virginia Public School Authority (VPSA) Bonds, and Revenue Bonds including those issued for the County by the Virginia Resource Authority (VRA). Bonding of projects is in various states of approval and is illustrated on the following pages.

A. The following projects are scheduled for general obligation bond financing requiring referendum. Adopted bond referenda are as follows:

Referendum Date	Project	Amount
November 2002	*Schools:*	
	South Riding Area High School (HS-2)	$52,050,000
	Brambleton Area High School (HS-4)	52,930,000
	Broad Run High School Renovation/Addition	13,875,000
	Subtotal, Schools	$118,855,000
	General Government:	
	Dulles/Rt. 28 Fire/Sheriff Station	8,805,000
	Subtotal, General Government	$8,805,000
	Total 2002 Referendum	**$127,660,000**
November 2003	*Schools:*	
	Belmont Area Elementary School (ES-6)	$15,030,000
	Leesburg Area Elementary School (ES-13)	$15,030,000
	Subtotal, Schools	$30,060,000
	General Government:	$- - - - - - -
	Subtotal, General Government	$- - - - - - -
	Total 2003 Referendum	**$30,060,000**

Funding the CIP - continued
Debt Financing

A. The following projects are proposed for general obligation bond financing requiring referendum. Future bond referenda are as follows:

Referendum Date	Project	Amount
November 2004	*Schools:*	
	Ashburn/Arcola Area Middle School (MS-4)	$23,365,000
	Subtotal, Schools	$23,365,000
	General Government:	
	Western Loudoun Fire/Sheriff Station	$8,730,000
	Broadlands Recreation Center	7,605,000
	Subtotal, General Government	$16,335,000
	Total 2004 Referendum	**$39,700,000**
November 2005	*Schools:*	
	Leesburg Area High School (HS – 5)	$63,875,000
	Kirkpatrick Farms Area Elementary School (ES-8)	5,795,000
	Brambleton Area Elementary School (ES-9)	17,670,000
	Leesburg Area Elementary School (ES-15)	16,410,000
	Subtotal, Schools	$103,750,000
	General Government:	
	Dulles South Library	$11,960,000
	Subtotal, General Government	$11,960,000
	Total 2005 Referendum	**$115,710,000**
November 2006	*Schools:*	
	Western Loudoun Area Elementary School (ES-4)	$18,135,000
	Brambleton Area Elementary School (ES-14)	18,135,000
	Subtotal, Schools	$36,270,000
	General Government:	
	Brambleton Area Fire/Sheriff Station	$ 9,985,000
	Fire Station Renovations	14,680,000
	Eastern Regional Library Expansion	14,045,000
	Central Loudoun Recreation Center	8,405,000
	Subtotal, General Government	$47,115,000
	Total 2006 Referendum	**$83,385,000**

Funding the CIP - continued
Debt Financing

November 2007	*Schools:*	
	No projects scheduled	- - - - - - - -
	Subtotal, Schools	
	General Government:	
	Lansdowne Area Fire/Sheriff Station	$6,375,000
	Dulles South Recreation Center	8,875,000
	Subtotal, General Government	$15,250,000
	Total 2007 Referendum	**$15,250,000**

B. The following projects were recently approved by Loudoun County voters by referendum for General Obligation Bond financing:

Referendum Date	Project	Amount
November 2000	*Schools:*	
	South Riding Elementary School (ES-2)	$11,665,000
	Forest Ridge Elementary School (ES-3)	11,050,000
	Lansdowne Middle School (MS-1)	24,645,000
	Leesburg Area Middle School (MS-2)	25,145,000
	Seneca Ridge High School (HS-1)	41,710,000
	Middle School Parking Lots	400,000
	Middle School Improvement	5,250,000
	Subtotal, Schools	$119,865,000
	General Government:	
	Public Safety Center – Broadlands	$3,005,000
	Subtotal, General Government	$3,005,000
	Total 2000 Referendum	**$122,870,000**
November 2001	*Schools:*	
	Countryside Elementary School (ES-5)	$ 12,560,000
	Ashburn Area Elementary School (ES-10)	12,560,000
	Leesburg Area Elementary School (ES-11)	12,560,000
	Mountain View Elementary School (ES-12)	14,060,000
	Mercer Middle School (MS-3)	12,120,000
	Round Hill Elementary Addition	855,000
	Lovettsville Elementary Addition	7,265,000
	Park View High School Renovations	10,690,000
	Portable Classrooms	470,000
	Subtotal, Schools	$83,140,000

Funding the CIP - continued
Debt Financing

Referendum Date	Project	Amount
November 2001 (continued)		
	General Government:	
	Rust Library Addition/Renovation	$ 7,885,000
	Eastern Loudoun Recreation Center	17,000,000
	Carver School Rehabilitation	5,350,000
	Central Loudoun Regional Park	16,260,000
	Subtotal, General Government	$46,495,000
	Total 2001 Referendum	**$129,635,000**

C. The following projects appear in the Proposed CIP and have been approved by the Board of Supervisors for Virginia Public School Authority general obligation bond financing and do not require a referendum or voter approval:

Hamilton Elementary School Renovation $3,280,000 (FY 03)

VPSA Funding in prior years includes:

FY 2001

John W. Tolbert, Jr. Elementary School (ES-1)	$12,060,000

FY 2002

School Administration Building	$26,095,000
Mercer Middle School	15,000,000
Seneca Ridge Area High School (HS-1)	11,000,000

D. The following projects appear in the Proposed CIP to be financed through Lease Purchase financing.

Government Office Space Plan (FY 06,07,08)	$40,560,000

Pledge Bond Financing

Pledge Bond Financing is proposed in the CIP for the Dulles Corridor Rapid Transit Project. The pledge bonds are secured with the value of BPOL tax revenue in the appropriate fiscal year they are issued. Pledge Bond financing does not count against the debt ratios provided in the Debt Service Section of this document (Page 425).

Dulles Corridor Rapid Transit (FY 04 – 08, and FFY)	$151,395,000

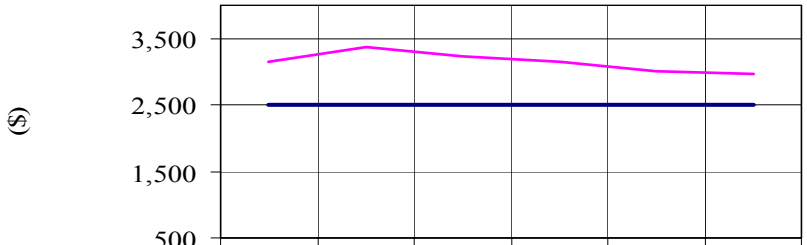
Funding the CIP - continued

Further details on bond financings may be found in the Schedule of Major Financings in the Debt Service Section of this document. Table 3 projects the County's future debt position based on authorized and anticipated bond financing, in addition to the forecasted amounts of net tax supported debt and annual debt service expenditures. This table also presents a projection of future debt ratios. Debt ratios are used by the County as important tools to monitor its debt burden and its ability to issue debt in the future. Each of these ratios uses growth projections that include population, income, and estimated fair market value of real and personal taxable property. Additionally, the Board of Supervisors has established guidelines for each of these important ratios. These ceilings are maintained as a reminder that the County may exceed its long-term debt capacity if they are breached continuously.

The Board established an affordability index as part of the approved County Fiscal Policies. This index is a debt capacity tracking method for determining the County's ability to pay its current and future debt burdens. If the County exceeds the Board's established affordability index ceilings for each fiscal year, the number of residential permits may be slowed by the Board. The affordability index ceilings for each year are determined using an average weighted comparison of the amount of debt that would have to be eliminated to maintain three of the four debt ratio ceilings established by the Board. The three ratios and applied weights used for this index are the following: debt per capita (20%), debt to estimated value (45%), and debt to per capita income (35%).

Debt per capita —The Board guideline for debt per capita ($2,500) is breached from fiscal years 2003 through 2008 under the current debt issuance schedule.

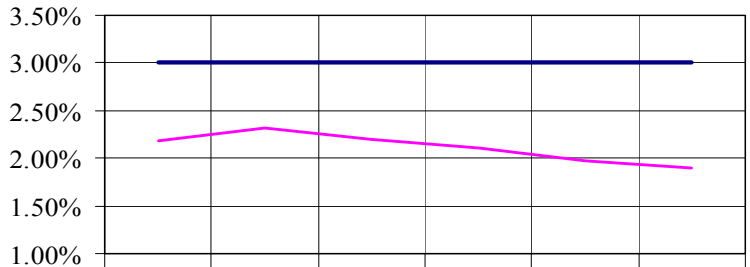
Figure 4. - Debt Per Capita



	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Ceiling	2,500	2,500	2,500	2,500	2,500	2,500
Adopted	3,160	3,370	3,228	3,144	3,011	2,974

Debt to estimated value ---The Board guideline for debt to estimated value (3.0%) remains intact for the entire period of the proposed debt issuance schedule.

Figure 5. - Debt to Estimated Value

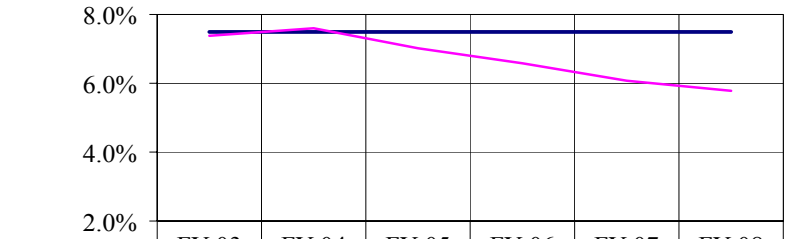


	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Ceiling	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Adopted	2.19%	2.32%	2.20%	2.11%	1.97%	1.90%

Funding the CIP - continued

Debt to per capita income —The Board guideline for debt per capita income (7.5%) is breached in FY 04 and remains intact for the remaining fiscal years in the six-year period of debt issuance schedule.

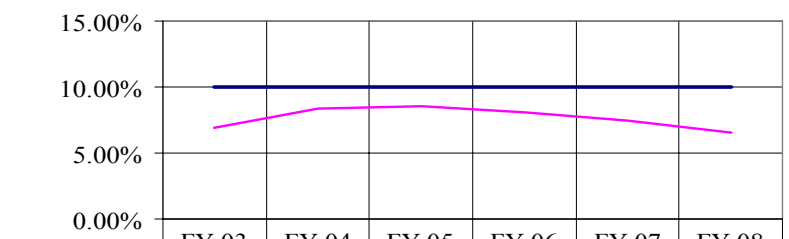
Figure 6. - Debt to Per Capita Income



	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Ceiling	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%
Adopted	7.38%	7.60%	7.03%	6.60%	6.09%	5.78%

Debt service to total expenditures —The Board guideline for debt service to expenditures (10%) remains intact for the entire period of the proposed debt issuance schedule.

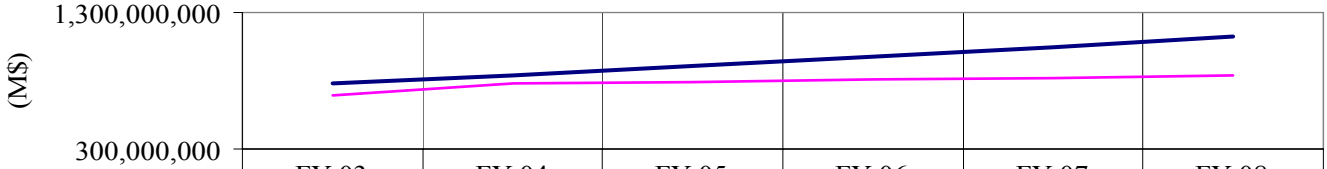
Figure 7. - Debt to Service Expenditures



	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Ceiling	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
Adopted	6.92%	8.37%	8.57%	8.09%	7.46%	6.55%

Affordability Index —The Board affordability index guideline remains intact for the entire period of the proposed debt issuance schedule.

Figure 8. - Affordability Index
(weighted avg. comparisons)



	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Ceiling	779,617,744	841,589,592	905,056,689	973,880,933	1,044,349,207	1,119,631,677
Adopted	689,797,941	783,261,089	793,012,020	813,020,040	814,911,111	840,640,193

Funding the CIP - continued

Intergovernmental Funding

In the adopted CIP, $12.4 million in intergovernmental funds are projected from Commonwealth of Virginia sources. The amount consists of lottery proceeds transferred to localities over the next six years. Staff has estimated lottery funding, if it continues, at a total of $12.4 million. Various bills are before the current Virginia General Assembly that may impact the continuation of lottery proceeds as a school capital construction-funding source. In FY 03 the State reduced the State's commitment to funding school construction by $1.76 million over the planning figures provided to the County for FY 03 of $4.37 million. The County will actually receive $2.6 million in lottery proceeds in FY 03.

Developer Contributions or "Proffers"

Offsetting one percent of total CIP projected expenditures, developer contributions (also known as proffers) remain a source of funding for capital facilities. Proffers are typically cash amounts, dedicated land, and/or in-kind services that are voluntarily granted to the County by the development community to partially offset the future capital facility costs associated with specific land developments. Proffers are voluntary contributions typically gained from rezonings (i.e. a change of use for land). This change in development use of land may 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 use to residential use, housing units will more than likely be constructed on the parcels in the future. These new residential units will generate the need for County services and capital facilities such as schools, parks, libraries, and other facilities. Therefore, the development community offers contributions to help offset these future capital costs. The County maintains an inventory of all forms of proffers. Cash proffers accrue to the Public Facilities Fund. A combination of cash, land, and in-kind proffers total $10.2 million in the FY 03 – 08 Adopted Capital Improvement Program.

Previously Authorized Projects

General Government

Adult Detention Center - The scope of this project constructs a new adult detention center for 168 secure custody and 48 community custody beds, program and support services, security operations, facility administration, building management areas and magistrate offices totaling approximately 80,000 gross square feet. Value engineering has been completed as well as the design document phase. Construction documents should be completed by July 2002 and construction bids scheduled for early fall 2002. Project completion is estimated in the February 2005 and the new jail is scheduled to open in May 2005.

Animal Shelter Renovation Phase I - This project provides for the renovation of the 35 year old Animal Shelter and an expansion under Phase 1 for a total of 13,105 feet. Phase 2 expansion is projected in FY 07 in the proposed FY 03 – FY 08 capital plan adding 3,130 square feet for a total of 16,235 square feet. The Phase I expansion of 3,320 square feet includes additional kennel and cat holding space and isolation/quarantine rooms. Employees work space, clinic, central utility, maintenance and storage functions, receiving areas and renovated kennel space will be housed in the existing 9,785 square foot area. The heating, air conditioning, and ventilation system will be modernized as well as the electrical and plumbing systems. Phase I renovations were completed in the fall of 2001.

Ashburn Community Library - In November 1999, voters approved general obligation bond financing to construct up to a 25,000 square foot Library in the Asburn Community. The Library is to be constructed on a proffered site at the intersection of Hay Road and Breezyhill Drive in the Ashburn area. Construction bids were due in January 2002 and a construction estimate has been submitted with the 100% design review plan set. A project completion date of May 2002 is scheduled with the facility to open in July 2003.

Computer Aided Dispatch System Replacement - The former Computer Aided Dispatch/Records Management System (CAD/RMS) equipment was installed in 1991 and had become technologically obsolete. The CAD system provides critical support to the dispatching function for both the Sheriff's Office and the Department of Fire and Rescue Services. The inability of the system to provide timely assistance to the Fire and Rescue and Sheriff's dispatching staff during peak periods became evident in FY 97. This system is also used to support the Sheriff's Office's Criminal Records, Adult Detention Center (ADC), and Civil Process Management Systems. The Board of Supervisors approved full funding of a new CAD in September 1997 with a supplemental appropriation resulting from debt service savings achieved by the County in FY 98. The acquisition process for the replacement computer hardware and migration of the software began in FY 98 and the equipment installation and software migration process lasted five months. Dispatching operations began on the new hardware in January 1998. Work was completed in FY 02 to implement the interface of the CAD system to the Emergency Communications Replacement project, the Sheriff's Office ADC fingerprinting and mugshot system, the mobile laptop reporting system and the implementation of Virginia's fire incident reporting system. The construction and testing of the Mobile Data radio network infrastructure was completed in August 2001. Mobile Data Terminals (MDT) are currently being configured and installed in the Sheriff's Department cruisers. Over 60 MDTs will be in full operation by the end of FY 02.

Courts Expansion and Renovation - The construction of a new 83,000 square feet courthouse with eight courtrooms, ten judges chambers, and renovation of the old County administration building was completed in the fall of 2001. A second phase will begin in 2002 and will renovate the court academy and clone buildings. Work on Phase II is anticipated to begin in February 2002. Local tax funding provided funding for the project. The project is scheduled for completion in June 2003.

E-911 Telephone System Replacement - The E-911 center has a system that records all 911-Fire/Rescue and Sheriff's Office phone/radio transmissions for legal documentation. Under the old system, the County was limited to the number of tapes that can be stored and the rising costs of those tapes. This is compared to the innovations gained with new technology, where one tape can record for days, thereby cutting the cost for purchase of tapes and increasing the time legal documents can be held. Additional funding is requested in FY 03 for the first periodic software upgrade and is expected to reoccur every five years. The E-911 phone system and recorders were ordered and installed in 1998. The project included additional E-911 workstations at the Emergency Communications Center in FY 99 to handle the new E-911 telephone system and integrates the new public safety radio communications equipment and computer assisted dispatching equipment. The renovation of the emergency Communications Center included a new generator, un-interruptible power system, lighting, carpet, console furniture, fire suppression and ventilation systems. Renovations were completed in September 2001 and dispatch operations moved back into the renovated center.

Previously Authorized Projects - Continued

General Government

Elk Lick Community Water and Sewer - This capital project was approved by the Board in FY 97 and was created to provide water and sewer connections to 56 low to moderate income (LMI) households. The rehabilitation portion of the program is provided general improvements in accordance with the Federal Department of Housing and Urban Development Section 8 guidelines and the State of Virginia's minimum property standards to approximately 16 houses, including indoor plumbing for up to ten households. Funding for this project was provided by a myriad of sources and included a community development block grant; developer contributions (both cash and in-kind); local tax funding; and contributions passed through the County to the affected homes. This community is located south of Dulles International Airport and Route 50 near the South Riding development and the Fairfax County border. The water and sewer main trunk lines were completed in the fall of 2001.

Emergency Communications Replacement - This project received its initial appropriations in FY 96 and FY 97 from the Board of Supervisors from the Revolving Loan Fund. Further appropriations were approved and financed through issuance of general obligation bonds as approved by the voters in the November 1998 referendum to complete both the Office of the Sheriff's and Fire and Rescue Services' emergency communication requirements. Motorola was awarded a contract for the 800 MHz Public Safety Radio Communication System in December 1998. Loudoun received final FCC approval for 800 MHz radio frequencies in January 2001. The Sheriff's Office will cutover in February 2002, Fire & Rescue in March 2002, and Purcellville and Middleburg Police Departments to follow. Concurrently, an additional 800 MHz tower site is being added to provide backup coverage to the Dulles Airport area. Final system acceptance will occur when the additional tower is online in the fall of 2002.

Fire and Rescue Burn Building And Training Center Expansion - The project scope is the expansion of the existing Fire and Rescue Training Center. Design and construction of the facilities will occur at two sites, with the classroom/administration addition attached to the existing building, and construction of the burn building, high-bay/tower, and specialty props and training areas at the adjacent Shellhorn site. Architectural and engineering continues with the concept design to be completed in January 2002. Construction documents are scheduled to be complete by the fall of 2002, with solicitation of a general contractor to follow. A completion date of June 2004 is projected. Voters approved general obligation bond funding for this project in November 1999.

Landfill Phase III A - This project provides for the expansion of the County's Landfill located south of the Town of Leesburg. Initial permitting of the Phase III Expansion at the Landfill was completed on March 19, 2001. Construction of the first cell in Phase III (Cell III A) is completed well ahead of immediate need. Funding for this project was derived from local tax funding.

Library Automation - This project upgrades the information system and networks serving the six public libraries to enable citizen access to library resources through Windows-based terminals in the libraries and through the Internet. The old automation system was a text-based system (non-Windows based), which lacked Internet connectivity. It had no capability to provide access to CD-ROM or to other electronic databases and uses an antiquated computer network that was installed in the mid-1980s. This upgraded system utilizes current technology, allowing citizens to access library information from their homes and offices through the Internet and enhances and simplifies information access to library patrons while in the public libraries. It will allow the County to adequately purchase, process and disseminate its library materials and services. This project was completed in 2001 and the new system is fully operational.

Lovettsville Library Expansion – The project scope expands the Lovettsville Library by approximately 2,300 square feet. The increased space will contain additional program area including new space for its children's section of the library. A site plan has been completed and submitted to the Town of Lovettsville for review in February 2002. The design documents are being finalized and will be completed concurrently with the site plan approval. The completion date is scheduled for April 2003. Voters approved general obligation bond financing for this project in November 1999.

Mirror Ridge Group Homes 1 & 2 – The project started in the fall of 1999 to construct two 4-bedroom group homes to serve eight mental health consumers. The houses are to be constructed on a proffered site in Eastern Loudoun. The project experienced delays related to facility design. Currently, site plans have been completed and submitted for review. The building plans will be completed in January 2002 and the project completion is estimated in January 2003.

Previously Authorized Projects

General Government - Continued

PRCS Central Maintenance Facility - The County purchased a 64,000 square foot lot with a 14,500 square foot building to house the Department of Parks, Recreation and Community Services maintenance shop facility. Funded with local tax funding the facility was purchased in November 2001. The building will be renovated in the spring of 2002 and site improvements scheduled in summer 2002. The project is scheduled for completion in November 2002.

Public Safety Administration Building – The scope of this project is to construct a 55,000 square feet public safety administration building for the Loudoun County Sheriff's Office to replace 17,000 square feet of leased space. A design firm contract will be finalized in January 2002 and the design/construction document phases to be completed by fall 2002. The project completion date is estimated to be March 2005. Lease-purchase financing is being used to finance this project.

South Riding Fire/Sheriff Station – A Fire/Sheriff Station of approximately 23,000 square feet will be constructed in the Dulles South subarea to serve the public safety needs of the Dulles South region. The programming phase has been completed for this project and the design phase is contingent upon final site acquisition. The station is to be constructed on a 4.7-acre proffered site in the South Riding Development. Project completion is scheduled for February 2005.

Previously Authorized Projects

Elementary Schools

Ashburn Area Elementary School (ES-10) – This new elementary school is currently under construction with a program capacity of 800 students in grades K-5. Scheduled to open for the fall 2003 school year the school will open with a projected student enrollment of 735 students. This new elementary school will serve the growing elementary school age population in the greater Ashburn area.

Countryside Area Elementary School (ES-5) – The eastern Loudoun elementary school located north of Rt7/Harry Byrd Highway is currently under construction and is scheduled to open for the fall 2003 school year. The school is being constructed with a program capacity of 800 students to serve the Countryside subdivision enrollment area. The school will serve students in grades K-5 and has a projected opening day enrollment of 544 students.

Forest Grove Elementary School (ES-3) - Located in the Park View High School attendance cluster, this elementary school is currently under construction on a 15.66-acre site on Forest Ridge Drive in Sterling, VA. Program capacity is planned for 629 students and will relieve elementary school growth in the Sterling Park area. Scheduled to open for the fall 2002 school year the facility will open with a projected enrollment of 511 students in grades K-5.

Hutchison Farm Elementary School (ES-2) – In response to growing elementary school enrollment increases in the Dulles South area this elementary school is currently under construction with a program capacity of 800 students. Scheduled for construction completion in late spring 2002 the school is scheduled to open for the fall 2002 school year. Enrollment in its first year of operations is projected at 425 students in grades K-5.

Leesburg Area Elementary School (ES-11) – Scheduled to open for the fall 2003 school year this elementary school is currently under construction to serve the Leesburg area. Constructed with a program capacity of 800 students the school will open in the fall of 2003 with a projected enrollment of 617 students in grades K-5. This new elementary school is the first of three new elementary schools planned for the Leesburg area. Elementary Schools ES-13 and ES-15 appear in the proposed FY 03 – FY 08 school capital plan.

Mountain View Elementary School (ES-12) - This new Mountain View Elementary School was approved for general obligation bond financing on the November 2001 referendum by the voters. The school will be constructed on a site located north of Purcellville on the Fields Property that was purchased by the County in FY 01. Constructed with a program capacity of 800 students in grades K-5 school is scheduled to open for the fall 2003 school year. Enrollment is projected to be 585 students on opening day. The school will address elementary school age student growth in the Loudoun Valley High School cluster attendance area.

Middle Schools

Harmony Intermediate School (LV–1) - This new intermediate school will be an estimated 161,300 square feet and will be located on a site of approximately 35 acres. The school will be designed for an anticipated program capacity for 1,184 students in grades 8 and 9 (short term) and grades 6 through 8 (long term). This building will utilize the school "house" concept for individual grades. This school is currently under construction just west of the town limits of Hamilton. The school will open for the fall 2002 school year and house 830 8th and 9th graders in the Loudoun Valley High School Cluster.

River Bend Middle School (MS-PF-1) – Under construction on a 34.76 acre site in eastern Loudoun, this 1,184 capacity Middle School will open for the fall 2002 school year to alleviate overcrowding at Seneca Ridge and Sterling Middle Schools. Located in the Potomac Falls High School attendance cluster the school will have a projected enrollment of 1,103 students in its first year of operations.

Previously Authorized Projects - Continued

Schools

High Schools

Dominion High School (HS-1)- Currently under construction this new high school is scheduled to open for the fall 2003 school year with an enrollment of 830 students in grades 9 through 11. In its second year of operation it will serve grades 9 through 12 and have a projected enrollment of 1,104 students. The school is being constructed with a program capacity of 1,350 regular students and 250 magnet/academy students. The high school is being constructed to alleviate overcrowding at Park View and Potomac Falls High Schools in Eastern Loudoun.

Heritage High School (HS-LC-2) – This new high school is currently under construction south of Leesburg and will serve the greater Leesburg area Heritage and Loudoun County High School Clusters. The school was designed with an anticipated program capacity for 1,600 students and is scheduled to open for the fall 2002 school year. Projected enrollment in the fall of 2002 is 881 students in grades 9 through 11. In FY 04 the school will house its full grade components of grades 9 through 12 and have a projected enrollment of 1,194 students.

Park View High School Renovation - Voters on the November 2001 referendum for general obligation bond financing approved this renovation project of Park View High School located on West Laurel Avenue in Sterling. The project will renovate the high school's existing instructional and administrative support space at Park View High School. The renovation is to be completed for the fall 2003 school year.

Administration

School Administration Building – Construction of an 112,000 square foot administration facility was approved in FY 02 to replace the current school administration building on North Street in Leesburg. The Board empanelled Facility and Office space Task Force recommended this new facility to the Board in March of 2001. The project is financed using Virginia Public School Authority (VPSA) bond financing. A site has been purchased in the Ashburn are and construction is scheduled to begin in FY 03.

Table 1
Adopted Capital Improvement Program
Scheduled Appropriations
(amounts in thousands of dollars)

Capital Improvement Program												
County and Schools		**Fund**	**Prior FY**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Project Total**
ADOPTED CIP FY 03-08												
County	**37 Projects**		40,907	37,445	21,850	19,525	58,635	88,625	125,790	351,870	115,350	$ 508,127
Schools	**14 Projects**		260	134,423	33,601	50,970	119,285	39,050	-	377,329	-	$ 377,589
Totals:	**51 Projects**		**41,167**	**171,868**	**55,451**	**70,495**	**177,920**	**127,675**	**125,790**	**729,199**	**115,350**	**$ 885,716**

Category: County Government												
Department	**Project Name**	**Fund**	**Prior FY**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Project Total**
ADOPTED CIP FY 03-08												
General Government Administration												
Administration	Center for Rural Innovation	$	-	-	*Land	-	-	-	-	-	-	$ -
Administration	Land Acquisition Fund	$,P	15,970	3,650	7,140	1,185	17,965	35,060	36,270	101,270	-	$ 117,240
General Services	County Shops Warehouse	$	-	-	520	6,625	-	-	-	7,145	-	$ 7,145
General Services	Government Office Space Plan	LP	-	-	-	-	13,520	13,520	13,520	40,560	-	$ 40,560
General Services	Storm Water Management	$	100	500	500	500	500	500	500	3,000	-	$ 3,100
Transportation	Dulles Corridor Rapid Transit	GT, TFB	-	1,705	4,200	6,200	7,800	15,500	30,000	65,405	87,695	$ 153,100
	Project Totals		**16,070**	**5,855**	**12,360**	**14,510**	**39,785**	**64,580**	**80,290**	**217,380**	**87,695**	**$ 321,145**
Fund Codes	**Revenue Source**		**Prior**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Total**
$-Local Tax Funds	Local Tax Funding		15,590	3,250	8,160	8,210	24,365	35,060	35,455	114,500	-	$ 130,090
GO - G O Bond	General Obligation Bonds		400	900	-	100	-	500	1,315	2,815	-	$ 3,215
LP - Lease Purchase	Lease/Purchase		-	-	-	-	7,620	13,520	13,520	34,660	-	$ 34,660
GT, TFB	Gas Tax, Transportation Fund Balance		-	1,705	-	-	-	-	-	1,705	-	$ 1,705
P-Proffers	Proffers (C,L,I)		80	-	-	-	-	-	-	-	-	$ 80
PB- Pledge Bonds	Pledge Bonds		-	-	4,200	6,200	7,800	15,500	30,000	63,700	87,695	$ 151,395
	Totals:		**16,070**	**5,855**	**12,360**	**14,510**	**39,785**	**64,580**	**80,290**	**217,380**	**87,695**	**$ 321,145**

Table 1
Adopted Capital Improvement Program
Scheduled Appropriations
(amounts in thousands of dollars)

Category: County Government												
Department	**Project Name**	**Fund**	**Prior FY**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Project Total**
ADOPTED CIP FY 03-08												
Public Safety												
Animal Care & Control	Animal Shelter Phase II	$,GO	1,623	-	-	-	-	1,135	-	1,135	-	2,758
Fire & Rescue	Brambleton Fire/Sheriff Station	GO	-	-	-	-	-	840	7,020	7,860	1,625	$ 9,485
Fire & Rescue	Broadland Fire/Sheriff Station	$,GO	1,110	4,230	-	-	-	-	-	4,230	-	$ 5,340
Fire & Rescue	Dulles/Rt.28 Fire/Sheriff Station	P,GO	-	840	7,065	-	-	-	-	7,905	-	$ 7,905
Fire & Rescue	Lansdowne Fire/Sheriff Station	GO	-	-	-	-	-	-	485	485	5,490	$ 5,975
Fire & Rescue	Fire Station Renovations	GO	-	-	-	-	-	350	1,870	2,220	12,460	$ 14,680
Fire & Rescue	Western Loudoun Fire/Sheriff Station	GO	-	-	-	890	7,740	-	-	8,630	-	$ 8,630
Sheriff's Office	Adult Detention Center Demolition	$	-	-	575	-	-	-	-	575	-	$ 575
Sheriff's Office	Public Safety Firing Range	$	-	-	-	-	-	525	5,425	5,950	-	$ 5,950
Juvenile CSU	Juvenile Probation Residence	$	-	-	-	-	-	-	1,295	1,295	1,140	$ 2,435
	Project Totals		**2,733**	**5,070**	**7,640**	**890**	**7,740**	**2,850**	**16,095**	**40,285**	**20,715**	**$ 63,733**
Fund Codes	**Revenue Source**		**Prior**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Total**
$-Local Tax Funds	Local Tax Funding		473	2,735	575	-	-	1,660	6,720	11,690	1,140	13,303
GO - GO Bonds	General Obligation Bonds		2,095	2,335	7,065	890	7,740	1,190	9,375	28,595	19,575	50,265
LP - Lease Purchase	Lease/Purchase		-	-	-	-	-	-	-	-	-	-
P-Proffers	Proffers		-	-	-	-	-	-	-	-	-	-
C-Contributions	Contributions		165	-	-	-	-	-	-	-	-	165
	Totals:		**2,733**	**5,070**	**7,640**	**890**	**7,740**	**2,850**	**16,095**	**40,285**	**20,715**	**63,733**

Department	**Project Name**	**Fund**	**Prior FY**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Project Total**
ADOPTED CIP FY 03-08												
Health and Welfare												
MH/MR/SA	MH Townhouses/Condos	P	-	1,170		-	-	-	-	1,170	-	$ 1,170
MH/MR/SA	Supported Living #2	$	-	-	610	-	-	-	-	610	-	$ 610
MH/MR/SA	Supported Living #3	$	-	-	-	625	-	-	-	625	-	$ 625
MH/MR/SA	Supported Living #4	$	-	-	-	-	665	-	-	665	-	$ 665
MH/MR/SA	Supported Living #5	$	-	-	-	-	-	680	-	680	-	$ 680
MH/MR/SA	Supported Living #6	$	-	-	-	-	-	-	695	695	-	$ 695
DSS	Staff Secured Youth Shelter	$	-	-	-	-	-	2,570	-	2,570		$ 2,570
DSS	Juvenile Detention Center Expansion	$	-	-	-	-	-	960	7,130	8,090	-	$ 8,090
	Project Totals		**-**	**1,170**	**610**	**625**	**665**	**4,210**	**7,825**	**15,105**	**-**	**$ 15,105**
Fund Codes	**Revenue Source**		**Prior**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Total**
$-Local Tax Funds	Local Tax Funding		-	-	610	625	665	4,210	7,825	13,935	-	13,935
P-Proffers	Proffers		-	1,170	-	-	-	-	-	1,170	-	1,170
S- State Grants	State Grant		-	-	-	-	-	-	-	-	-	-
	Totals:		**-**	**1,170**	**610**	**625**	**665**	**4,210**	**7,825**	**15,105**		**15,105**

Table 1
Adopted Capital Improvement Program
Scheduled Appropriations
(amounts in thousands of dollars)

Category: County Government												
Department	**Project Name**	**Fund**	**Prior FY**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Project Total**
ADOPTED CIP FY 03-08												
Parks, Recreation and Culture												
Library Services	Dulles South Library	GO	-	-	-	-	1,115	11,025	-	12,140	-	$ 12,140
Library Services	Eastern Regional Library Expansion	GO,$	-	-	-	-	-	3,305	12,765	16,070	-	$ 16,070
PRCS	Broadlands Recreation Center	GO,P	320	-	-	770	6,835	-	-	7,605	-	$ 7,925
PRCS	Carver School	GO,$	5,100	550	-	-	-	-	-	550	-	$ 5,650
PRCS	Central Loudoun Park Site	GO,$	9,230	13,130	-	-	-	610	7,795	21,535	-	$ 30,765
PRCS	Dulles South Recreation Center	GO	-	-	-	-	-	-	1,020	1,020	6,940	$ 7,960
PRCS	Eastern Loudoun Recreation Center	GO,$	6,629	10,875	-	-	-	-	-	10,875	-	$ 17,504
PRCS	Eastern Loudoun Respite Center	$	-	145	1,215	-	-	-	-	1,360	-	$ 1,360
PRCS	Franklin Park Performing Arts Center	$	-	200	-	-	-	-	-	200	-	$ 200
PRCS	Loudoun Heritage Farm Musem	P	-	450	-	-	-	-	-	450	-	$ 450
PRCS	Loudoun Teen Center	$,C	85	-	-	2,060	-	-	-	2,060	-	$ 2,145
PRCS	Woodgrove Park	$	740	-	25	360	-	2,045	-	2,430	-	$ 3,170
Project Totals			**22,104**	**25,350**	**1,240**	**3,190**	**7,950**	**16,985**	**21,580**	**76,295**	**$ 6,940**	**$ 105,339**

Fund Codes	**Revenue Source**		**Prior**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Total**
$-Local Tax Funds	Local Tax Funding		6,385	625	1,240	1,920	-	4,070	-	7,855	-	14,240
GO - Gen. Oblig. Bond	General Obligation Bond		14,335	24,275	-	770	7,770	12,915	21,580	67,310	6,940	88,585
C - Contributions	Contributions		-	-	-	500	-	-	-	500	-	500
P-Proffers	Proffers		1,384	450	-	-	180	-	-	630	-	2,014
	Totals:		**22,104**	**25,350**	**1,240**	**3,190**	**7,950**	**16,985**	**21,580**	**76,295**	**6,940**	**105,339**

Category: County Government												
Department	**Project Name**	**Fund**	**Prior FY**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Project Total**
ADOPTED CIP FY 03-08												
Community Development												
Solid Waste Mgmt.	Woods Road - Phase IIIB	$	-	-	-	310	2,495	-	-	2,805	-	$ 2,805
	Project Total:		-	-	**-**	**310**	**2,495**	**-**	**-**	**2,805**	**-**	**$ 2,805**
Fund Codes	**Revenue Source**		**Prior FY**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Total**
$-Local Tax Funds	Local Tax Funding		-	-	-	310	2,495	-	-	**2,805**	-	**$ 2,805**
	County Totals:		**40,907**	**37,445**	**21,850**	**19,525**	**58,635**	**88,625**	**125,790**	**351,870**	**115,350**	**508,127**

County Government	**Revenue Source**	**Fund**	**Prior FY**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Project Total**
	Local Tax Funding	**LTF**	22,448	6,610	10,585	11,065	27,525	45,000	50,000	150,785	1,140	174,373
	General Obligation Bond	**GO**	16,830	27,510	7,065	1,760	15,510	14,605	32,270	98,720	26,515	142,065
	Lease/Purchase	**LP**	-	-	-	-	7,620	13,520	13,520	34,660	-	34,660
	Proffers (C, L, I)	**Proffers**	1,464	1,620	-	-	180	-	-	1,800	-	3,264
	Gas Tax/Transportation Fund Balance	**GT/TFB**	-	1,705	-	-	-	-	-	1,705	-	1,705
	Pledge Bonds	**PB**	-	-	4,200	6,200	7,800	15,500	30,000	63,700	87,695	151,395
	Contributions	**C**	165	-	-	500	-	-	-	500	-	665
	Totals:		**40,907**	**37,445**	**21,850**	**19,525**	**58,635**	**88,625**	**125,790**	**351,870**	**115,350**	**508,127**

Table 1
Adopted Capital Improvement Program
Scheduled Appropriations
(amounts in thousands of dollars)

CATEGORY: Elementary Schools												
Type	**Project Title**	**Fund**	**Prior FY**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Total**
Elementary	ES-4	GO, S	260	-	-	-	-	19,365	-	$ 19,365	-	$ 19,625
Elementary	ES-6	GO, S, P	-	-	16,560	-	-	-	-	$ 16,560	-	$ 16,560
Elementary	ES-7	$,P	-	-	-	17,555	-	-	-	$ 17,555	-	$ 17,555
Elementary	ES-8	GO, S, P	-	-	-	-	18,570	-	-	$ 18,570	-	$ 18,570
Elementary	ES-9	GO, S, P	-	-	-	-	18,570	-	-	$ 18,570	-	$ 18,570
Elementary	ES-13	$,GO, S	-	*Land	16,260	-	-	-	-	$ 16,260	-	$ 16,260
Elementary	ES-14	GO, S, P	-	-	-	-	-	19,685	-	$ 19,685	-	$ 19,685
Elementary	ES-15	GO, S	-	-	*Land	-	18,270	-	-	$ 18,270		$ 18,270
Elementary	Hamilton Elementary Renov.	$,VPSA	-	3,708	676	-	-	-	-	$ 4,384	-	$ 4,384
	Elementary Sub Total:		**260**	**3,708**	**33,496**	**17,555**	**55,410**	**39,050**	**-**	**$ 149,219**	**-**	**$ 149,479**
Fund Codes	**Revenue Source**											
$	Local Tax Funding		-	428	676	17,235	12,475	-	-	$ 30,814	-	$ 30,814
GO	General Obligation Bonds		260	-	30,060	-	39,875	36,270	-	$ 106,205	-	$ 106,465
S	State Grant-Lottery		-	-	2,460	-	2,460	2,460	-	$ 7,380	-	$ 7,380
P	Proffer		-	-	300	320	600	320	-	$ 1,540	-	$ 1,540
VPSA	Virginia Public School Bond		-	3,280	-	-	-	-	-	$ 3,280	-	$ 3,280
	Elementary Sub Total:		**260**	**3,708**	**33,496**	**17,555**	**55,410**	**39,050**	**-**	**$ 149,219**	**-**	**$ 149,479**

CATEGORY: Schools - Middle Schools												
Type	**Project Title**	**Fund**	**Prior FY**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Total**
Middle	MS-4	$,GO,S	-	-	-	33,415	-	-	-	$ 33,415	-	$ 33,415
	Middle Sub Total:		**-**	**-**	**-**	**33,415**	**-**	**-**	**-**	**$ 33,415**	**-**	**$ 33,415**
Fund Codes	**Revenue Source**											
$	Local Tax Funding		-	-	-	7,590	-	-	-	$ 7,590	-	$ 7,590
GO	General Obligation Bonds		-	-	-	23,365	-	-	-	$ 23,365	-	$ 23,365
S	State Grant-Lottery		-	-	-	2,460	-	-	-	$ 2,460	-	$ 2,460
P	Proffer		-	-	-	-	-	-	-	$ -	-	$ -
D	Debt Service Fund Balance		-	-	-	-	-	-	-	$ -	-	$ -
	Middle Sub Total:		**-**	**-**	**-**	**33,415**	**-**	**-**	**-**	**$ 33,415**	**-**	**$ 33,415**

Table 1
Adopted Capital Improvement Program
Scheduled Appropriations
(amounts in thousands of dollars)

CATEGORY: Schools - High Schools												
Type	**Project Title**	**Fund**	**Prior FY**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Total**
High	HS-2	GO,S,P	-	54,780	-	-	-	-	-	$ 54,780	-	$ 54,780
High	HS-4	GO,S,P	-	59,295	-	-	-	-	-	$ 59,295	-	$ 59,295
High	HS-5	GO	-	-	-	-	63,875	-	-	$ 63,875	-	$ 63,875
High	Broad Run HS Renovation	$,GO,S	-	16,640	105	-	-	-	-	$ 16,745	-	$ 16,745
	High Sub Total:		**-**	**130,715**	**105**	**-**	**63,875**	**-**	**-**	**$ 194,695**	**-**	**$ 194,695**
Fund Codes	**Revenue Source**											
$	Local Tax Funding		-	300	105	-	-	-	-	$ 405	-	$ 405
FB	Fund Balance		-	2,135	-	-	-	-	-	$ 2,135	-	$ 2,135
GO	General Obligation Bonds		-	118,855	-	-	63,875	-	-	$ 182,730	-	$ 182,730
S	State Grant-Lottery		-	2,610	-	-	-	-	-	$ 2,610	-	$ 2,610
P	Proffer		-	6,815	-	-	-	-	-	$ 6,815	-	$ 6,815
T	Town of Leesburg		-	-	-	-	-	-	-	$ -	-	$ -
V	Virginia Public School Bond		-	-	-	-	-	-	-	$ -	-	$ -
	High Sub Total:		**-**	**130,715**	**105**	**-**	**63,875**	**-**	**-**	**$ 194,695**	**-**	**$ 194,695**
	School Totals:		**1,160**	**134,423**	**33,601**	**50,970**	**119,285**	**39,050**	**-**	**$ 377,329**	**-**	**$ 378,489**

Schools

Revenue Source	**Fund**	**Prior FY**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Project Total**
Local Tax Funding	LTF	-	728	781	24,825	12,475	-	-	38,809	-	38,809
Fund Balance	FB	-	2,135	-	-	-	-	-	2,135	-	2,135
General Obligation Bond	GO	260	118,855	30,060	23,365	103,750	36,270	-	312,300	-	312,560
State Grant	State	-	2,610	2,460	2,460	2,460	2,460	-	12,450	-	12,450
Proffers (C,L, I)	Proffers	-	6,815	300	320	600	320	-	8,355	-	8,355
VA Public School Auth.	VPSA	-	3,280	-	-	-	-	-	3,280	-	3,280
Totals:		**260**	**134,423**	**33,601**	**50,970**	**119,285**	**39,050**	**-**	**377,329**	-	**377,589**

Table 2 - Adopted Funding Schedule
(amounts in thousands of dollars)

TABLE 2 - Adopted Scheduled Funding Source											
Funding Source	**Fund**	**Prior FY**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY07**	**FY 08**	**CIP Total**	**Future FY**	**Project Total**
Local Tax Funding											
General Government	$	22,448	6,610	10,585	11,065	27,525	45,000	50,000	150,785	1,140	$ 174,373
Schools	$	-	728	781	24,825	12,475	-	-	38,809	-	$ 38,809
Sub-Totals	$	**22,448**	**7,338**	**11,366**	**35,890**	**40,000**	**45,000**	**50,000**	**189,594**	**1,140**	**$ 213,182**
General Obligation Bonds											
General Government	GO	16,830	27,510	7,065	1,760	15,510	14,605	32,270	98,720	26,515	$ 142,065
Schools	GO	260	118,855	30,060	23,365	103,750	36,270	-	312,300	-	$ 312,560
Sub-Totals	GO	**17,090**	**146,365**	**37,125**	**25,125**	**119,260**	**50,875**	**32,270**	**411,020**	**26,515**	**$ 454,625**
State Grant											
General Government	S	-	-	-	-	-	-	-	-	-	$ -
Schools	S	-	2,610	2,460	2,460	2,460	2,460	-	12,450	-	$ 12,450
Sub-Totals	S	**-**	**2,610**	**2,460**	**2,460**	**2,460**	**2,460**	**-**	**12,450**	**-**	**$ 12,450**
Lease/Purchase											
General Government	LP	-	-	-	-	7,620	13,520	13,520	34,660	-	$ 34,660
Schools	LP	-	-	-	-	-	-	-	-	-	$ -
Sub-Totals	LP	-	-	**-**	**-**	**7,620**	**13,520**	**13,520**	**34,660**	**-**	**$ 34,660**
Virginia Public School Auth.											
General Government	VPSA	-	-	-	-	-	-	-	-	-	$ -
Schools	VPSA	-	3,280	-	-	-	-	-	3,280	-	$ 3,280
Sub-Totals	VPSA	-	**3,280**	**-**	**-**	**-**	**-**	**-**	**3,280**	**-**	**$ 3,280**
Proffers (Land)											
General Government	P	500	-	-	-	180	-	-	180	-	$ 680
Schools	P	-	6,815	300	320	600	320	-	8,355	-	$ 8,355
Sub-Totals	P	**500**	**6,815**	**300**	**320**	**780**	**320**	**-**	**8,535**	**-**	**$ 9,035**
Proffers (Cash)	P										
General Government	P	404	1,620	-	-	-	-	-	1,620	-	$ 2,024
Schools	P	-	-	-	-	-	-	-	-	-	$ -
Sub-Totals	P	**404**	**1,620**	**-**	**-**	**-**	-	-	**1,620**	-	**$ 2,024**
Proffers (In-Kind)											
General Government	P	560	-	-	-	-	-	-	-	-	$ 560
Schools	P	-	-	-	-	-	-	-	-	-	$ -
Sub-Totals	P	**560**	**-**	**-**	**-**	**-**	-	-	**-**	-	**$ 560**
Gas Tax											
General Government	GT	-	827	-	-	-	-	-	827	-	$ 827
Sub-Totals	GT	-	**827**	**-**	-	**-**	-	-	**827**	-	**$ 827**
Pledge Bonds											
General Government	PB	-	-	4,200	6,200	7,800	15,500	30,000	63,700	87,695	$ 151,395
Sub-Totals	PB	-	-	**4,200**	**6,200**	**7,800**	**15,500**	**30,000**	**63,700**	**87,695**	**$ 151,395**
CIP Fund Balance											
Schools	CFB	-	2,135	-	-	-	-	-	2,135	-	$ 2,135
Sub-Totals	CFB	-	**2,135**	**-**	**-**	**-**	**-**	**-**	**2,135**	**-**	**$ 2,135**
Transportation Fund Balance											
County	TFB	-	878	-	-	-	-	-	878	-	$ 878
Sub-Totals	TOT	-	**878**	**-**	**-**	**-**	**-**	**-**	**878**	**-**	**$ 878**
Contributions											
General Government	C	165	-	-	500	-	-	-	500	-	$ 665
Schools	C	-									$ -
Sub-Totals	C	**165**	-	**-**	**500**	**-**	-	-	**500**	-	**$ 665**
All Fund Sources											
General Government	All	40,907	37,445	21,850	19,525	58,635	88,625	125,790	351,870	115,350	$ 508,127
Schools	All	260	134,423	33,601	50,970	119,285	39,050	-	377,329	-	$ 377,589
Totals:	All	**41,167**	**171,868**	**55,451**	**70,495**	**177,920**	**127,675**	**125,790**	**729,199**	**115,350**	**$ 885,716**

Table 2- Adopted Funding Schedule
By Project

Category: General Government Local Tax Funding											
Department	**Project Title**	**Prior FY**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Total**
Administration	Center for Rural Innovation	-	-	**Land	-	-	-	-	$ -	-	$ -
Administration	Land Acquisition Fund	15,490	2,750	7,140	1,085	17,965	34,560	34,955	$ 98,455	-	$ 113,945
General Services	County Shops Warehouse	-	-	520	6,625	-	-	-	$ 7,145	-	$ 7,145
General Services	Government Office Space Plan	-	-	-	-	5,900	-	-	$ 5,900	-	$ 5,900
General Services	Storm Water Management	100	500	500	500	500	500	500	$ 3,000	-	$ 3,100
Animal Care	Animal Shelter Phase II	473	-	-	-	-	1,135	-	$ 1,135	-	$ 1,608
Fire & Rescue	Broadlands Fire/Sheriff Station	-	2,735	-	-	-	-	-	$ 2,735	-	$ 2,735
Sheriff's Office	Adult Detention Center Demolition	-	-	575	-	-	-	-	$ 575	-	$ 575
Sheriff's Office	Public Safety Firing Range	-	-	-	-	-	525	5,425	$ 5,950	-	$ 5,950
JCSU	Juvenile Probation Residence	-	-	-	-	-	-	1,295	$ 1,295	1,140	$ 2,435
MH/MR/SA	Supported Living Residence #2	-	-	610	-	-	-	-	$ 610	-	$ 610
MH/MR/SA	Supported Living Residence #3	-	-	-	625	-	-	-	$ 625	-	$ 625
MH/MR/SA	Supported Living Residence #4	-	-	-	-	665	-	-	$ 665	-	$ 665
MH/MR/SA	Supported Living Residence #5	-	-	-	-	-	680	-	$ 680	-	$ 680
MH/MR/SA	Supported Living Residence #6	-	-	-	-	-	-	695	$ 695	-	$ 695
DSS	Staff Secured Youth Shelter	-	-	-	-	-	2,570	-	$ 2,570	-	$ 2,570
DSS	Juvenile Detention Center Expansion	-	-	-	-	-	960	7,130	$ 8,090	-	$ 8,090
Library Services	Eastern Regional Library Expansion	-	-	-	-	-	2,025	-	$ 2,025	-	$ 2,025
PRCS	Carver School	300	-	-	-	-	-	-	$ -		$ 300
PRCS	Central Loudoun Park Site	6,000	100	-	-	-	-	-	$ 100	-	$ 6,100
PRCS	Eastern Loudoun Recreation Center	-	180	-	-	-	-	-	$ 180	-	$ 180
PRCS	Eastern Loudoun Respite Center	-	145	1,215	-	-	-	-	$ 1,360	-	$ 1,360
PRCS	Franklin Park Performing Arts Center	-	200	-	-	-	-	-	$ 200	-	$ 200
PRCS	Loudoun Teen Center	85	-	-	1,560	-	-	-	$ 1,560	-	$ 1,645
PRCS	Woodgrove Park	-	-	25	360	-	2,045	-	$ 2,430	-	$ 2,430
Solid Waste Mgmt.	Woods Road Phase IIIB	-	-	-	310	2,495	-	-	$ 2,805	-	$ 2,805
	Total Local Tax Funding	**22,448**	**6,610**	**10,585**	**11,065**	**27,525**	**45,000**	**50,000**	**$ 150,785**	**1,140**	**$ 174,373**

Category: Schools Local Tax Funding											
Department	**Project Title**	**Prior FY**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Total**
Schools	ES-7 Brambleton Area ES	-	-	-	17,235	-	-	-	$ 17,235	-	$ 17,235
Schools	ES-8 Kirkpatrick Farms ES	-	-	-	-	12,475	-	-	$ 12,475	-	$ 12,475
Schools	Hamilton Elementary School Ren.	-	428	676	-	-	-	-	$ 1,104	-	$ 1,104
Schools	MS-4 Ashburn/Arcola Area MS	-	-	-	7,590	-	-	-	$ 7,590	-	$ 7,590
Schools	Broad Run High School Renovation	-	300	105	-	-	-	-	$ 405	-	$ 405
	Total Local Tax Funding	**-**	**728**	**781**	**24,825**	**12,475**	**-**	**-**	**$ 38,809**	**-**	**$ 38,809**

Table 2- Adopted Funding Schedule
By Project

Category: General Government General Obligation Bonds											
Department	**Project Title**	**Prior FY**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Total**
Administration	Land Acquisition Fund	400	900	-	100	-	500	1,315	$ 2,815		$ 3,215
Animal Care	Animal Shelter Phase II	985	-	-	-	-	-	-	$ -	-	$ 985
Fire & Rescue	Brambleton Fire/Sheriff Station	-	-	-	-	-	840	7,020	$ 7,860	1,625	$ 9,485
Fire & Rescue	Broadlands Fire/Sheriff Station	1,110	1,495	-	-	-	-	-	$ 1,495	-	$ 2,605
Fire & Rescue	Dulles/Rt. 28 Fire/Sheriff Station	-	840	7,065	-	-	-	-	$ 7,905	-	$ 7,905
Fire & Rescue	Lansdowne Fire/Sheriff Station	-	-	-	-	-	-	485	$ 485	5,490	$ 5,975
Fire & Rescue	Fire Station Renovations	-	-	-	-	-	350	1,870	$ 2,220	12,460	$ 14,680
Fire & Rescue	Western Loudoun Fire/Sheriff Stat.	-	-	-	890	7,740	-	-	$ 8,630	-	$ 8,630
Library Services	Dulles South Library	-	-	-	-	935	11,025	-	$ 11,960	-	$ 11,960
Library Services	Eastern Regional Library Expansion	-	-	-	-	-	1,280	12,765	$ 14,045	-	$ 14,045
PRCS	Broadlands Recreation Center	-	-	-	770	6,835	-	-	$ 7,605	-	$ 7,605
PRCS	Carver School	4,800	550	-	-	-	-	-	$ 550	-	$ 5,350
PRCS	Central Loudoun Park Site	3,230	13,030	-	-	-	610	7,795	$ 21,435	-	$ 24,665
PRCS	Dulles South Recreation Center	-	-	-	-	-	-	1,020	$ 1,020	6,940	$ 7,960
PRCS	Eastern Loudoun Recreation Center	6,305	10,695	-	-	-	-	-	$ 10,695	-	$ 17,000
	Total G.O. Bond Financing	**16,830**	**27,510**	**7,065**	**1,760**	**15,510**	**14,605**	**32,270**	**$ 98,720**	**26,515**	**$ 142,065**

Category: Schools General Obligation Bonds											
Department	**Project Title**	**Prior FY**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Total**
Schools	ES-4 Western Loudoun ES	260	-	-	-	-	18,135	-	$ 18,135	-	$ 18,395
Schools	ES-6 Belmont Area ES	-	-	15,030	-	-	-	-	$ 15,030	-	$ 15,030
Schools	ES-8 Kirkpatrick Farms	-	-	-	-	5,795	-	-	$ 5,795	-	$ 5,795
Schools	ES-9 Brambleton Area ES	-	-	-	-	17,670	-	-	$ 17,670	-	$ 17,670
Schools	ES-13 Leesburg Area ES	-	-	15,030	-	-	-	-	$ 15,030	-	$ 15,030
Schools	ES-14 Brambleton Area ES	-	-	-	-	-	18,135	-	$ 18,135	-	$ 18,135
Schools	ES-15 Leesburg Area ES	-	-	-	-	16,410	-	-	$ 16,410	-	$ 16,410
Schools	MS-4 Ashburn/Arcola Area MS	-	-	-	23,365	-	-	-	$ 23,365	-	$ 23,365
Schools	HS-2 South Riding Area HS	-	52,050	-	-	-	-	-	$ 52,050	-	$ 52,050
Schools	HS-4 Brambleton Area HS	-	52,930	-	-	-	-	-	$ 52,930	-	$ 52,930
Schools	HS-5 Leesburg Area HS	-	-	-	-	63,875	-	-	$ 63,875	-	$ 63,875
Schools	Broad Run HS Addition/Renovation	-	13,875	-	-	-	-	-	$ 13,875	-	$ 13,875
	Total G.O. Bond Financing	**260**	**118,855**	**30,060**	**23,365**	**103,750**	**36,270**	**-**	**$ 312,300**	**-**	**$ 312,560**

Table 2- Adopted Funding Schedule
By Project

Category: Schools State Grant Funds											
Department	**Project Name**	**Prior FY**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Total**
Schools	ES-4 Western Loudoun ES	-	-	-	-	-	1,230	-	$ 1,230	-	$ 1,230
Schools	ES-6 Belmont Area ES	-	-	1,230	-	-	-	-	$ 1,230	-	$ 1,230
Schools	ES-9 Brambleton Area ES	-	-	-	-	600	-	-	$ 600	-	$ 600
Schools	ES-13 Leesburg Area ES	-	-	1,230	-	-	-	-	$ 1,230	-	$ 1,230
Schools	ES-14 Brambleton Area ES	-	-	-	-	-	1,230	-	$ 1,230	-	$ 1,230
Schools	ES-15 Leesburg Area ES	-	-	-	-	1,860	-	-	$ 1,860	-	$ 1,860
Schools	MS-4 Ashburn Area MS	-	-	-	2,460	-	-	-	$ 2,460	-	$ 2,460
Schools	HS-2 South Riding Area HS	-	1,580	-	-	-	-	-	$ 1,580	-	$ 1,580
Schools	HS-4 Brambleton Area HS	-	700	-	-	-	-	-	$ 700	-	$ 700
Schools	Broad Run HS Renovation/Addition	-	330	-	-	-	-	-	$ 330	-	$ 330
	Total State Grant Funds	**-**	**2,610**	**2,460**	**2,460**	**2,460**	**2,460**	**-**	**$ 12,450**	**-**	**$ 12,450**

Category: General Government Lease Purchase											
Department	**Project Title**	**Prior FY**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Total**
General Services	Government Space Plan	-	-	-	-	7,620	13,520	13,520	$ 34,660	-	$ 34,660
	Total Lease Purchase	**-**	**-**	**-**	**-**	**7,620**	**13,520**	**13,520**	**$ 34,660**	**-**	**$ 34,660**

Category: Schools Virginia Public School Authority Bonds											
Department	**Project Title**	**Prior FY**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Total**
Schools	Hamilton ES Renovation	-	3,280	-	-	-	-	-	$ 3,280	-	$ 3,280
	Total VPSA	**-**	**3,280**	**-**	**-**	**-**	**-**	**-**	**$ 3,280**	**-**	**$ 3,280**

Category: General Government Land Proffers											
Department	**Project Title**	**Prior FY**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Total**
Library Services	Dulles South Library	-	-	-	-	180	-	-	$ 180	-	$ 180
PRCS	Broadlands Recreation Center	320	-	-	-	-	-	-	$ -	-	$ 320
PRCS	Woodgrove Park	180	-	-	-	-	-	-	$ -	-	$ 180
	Total Land Proffers	**500**	**-**	**-**	**-**	**180**	**-**	**-**	**$ 180**	**-**	**680**

Table 2- Adopted Funding Schedule
By Project

Category: Schools Land Proffers											
Department	**Project Title**	**Prior FY**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Total**
Schools	ES-6 Belmont Area ES	-	-	300	-	-	-	-	$ 300	-	$ 300
Schools	ES-7 Brambleton Area ES	-	-	-	320	-	-	-	$ 320	-	$ 320
Schools	ES-8 Kirkpatrick Farms ES	-	-	-	-	300	-	-	$ 300	-	$ 300
Schools	ES-9 Brambleton Area ES	-	-	-	-	300		-	$ 300	-	$ 300
Schools	ES-14 Brambleton Area ES	-	-	-	-	-	320	-	$ 320	-	$ 320
Schools	HS-2 South Riding Area HS	-	1,150	-	-	-	-	-	$ 1,150	-	$ 1,150
Schools	HS-4 Brambleton Area HS	-	5,665	-	-	-	-	-	$ 5,665	-	$ 5,665
	Total Land Proffers	**-**	**6,815**	**300**	**320**	**600**	**320**	**-**	**$ 8,355**	**-**	**$ 8,355**

Category: General Government Cash Proffers											
Department	**Project Title**	**Prior FY**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Total**
Administration	Land Acquisition Fund	80	-	-	-	-	-	-	$ -	-	$ 80
MH/MR/SA	Townhouses/Condos	-	1,170	-	-	-	-	-	$ 1,170	-	$ 1,170
PRCS	Eastern Loudoun Recreation Center	324	-	-	-	-	-	-	$ -	-	$ 324
PRCS	Loudoun Heritage Farm Museum	-	450	-	-	-	-	-	$ 450	-	$ 450
	Total Cash Proffers	**404**	**1,620**	**-**	**-**	**-**	**-**	**-**	**$ 1,620**	**-**	**$ 2,024**

Category: General Government In-Kind Proffers											
Department	**Project Title**	**Prior FY**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Total**
PRCS	Woodgrove Park	560	-	-	-	-	-	-	$ -	-	$ 560
	Total In-Kind Proffers	**560**	**-**	**-**	**-**	**-**	**-**	**-**	**$ -**	**-**	**$ 560**

Category: General Government Gasoline Tax											
Department	**Project Title**	**Prior FY**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Total**
Transportation	Dulles Corridor Rapid Transit	-	827	-	-	-	-	-	$ 827	-	$ 827
	Total Gasoline Tax	**-**	**827**	**-**	**-**	**-**	**-**	**-**	**$ 827**	**-**	**$ 827**

Category: General Government Transportation Fund - Fund Balance											
Department	**Project Title**	**Prior FY**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Total**
Transportation	Dulles Corridor Rapid Transit	-	878	-	-	-	-	-	$ 878	-	$ 878
	Total TFB	**-**	**878**	**-**	**-**	**-**	**-**	**-**	**$ 878**	**-**	**$ 878**

Table 2- Adopted Funding Schedule
By Project

Category: General Government Pledge Bonds											
Department	**Project Title**	**Prior FY**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Total**
Transportation	Dulles Corridor Rapid Transit	-	-	4,200	6,200	7,800	15,500	30,000	$ 63,700	87,695	$ 151,395
	Total Pledge Bonds	**-**	**-**	**4,200**	**6,200**	**7,800**	**15,500**	**30,000**	**$ 63,700**	**87,695**	**$ 151,395**

Category: General Government Contributions											
Department	**Project Title**	**Prior FY**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Total**
Animal Care	Animal Shelter Phase II	165	-	-	-	-	-	-	$ -	-	$ 165
PRCS	Loudoun Teen Center	-	-	-	500	-	-	-	$ 500	-	$ 500
	Total Contributions	**165**	**-**	**-**	**500**	**-**	**-**	**-**	**$ 500**	**-**	**$ 665**

Category: Schools - CIP Fund Balance											
Department	**Project Title**	**Prior FY**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**CIP Total**	**Future FY**	**Total**
Schools	Broad Run High School Renovation	-	2,135	-	-	-	-	-	$ 2,135	-	$ -
	Total Contributions	**-**	**2,135**	**-**	**-**	**-**	**-**	**-**	**$ 2,135**	**-**	**$ 2,135**

County and School Totals:	**41,167**	**171,868**	**55,451**	**70,495**	**177,920**	**127,675**	**125,790**	**$ 729,199**	**115,350**	**$ 885,716**

Table 3 - Loudoun County Capital Improvement Program
Impact on Future Debt Ratios (1)

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Beginning Net Tax Supported Debt	$530,291,802	$689,797,941	$783,261,089	$793,012,020	$813,020,040	$814,911,111
New Debt Issued (2)	203,990,000	152,685,000	81,480,000	97,955,000	85,960,000	108,670,000
Retired Debt (Old)	42,923,861	42,396,852	41,499,069	40,431,980	37,943,929	32,170,918
Retired Debt (New)	1,560,000	16,825,000	30,230,000	37,515,000	46,125,000	50,770,000
Ending Net Tax Supported Debt	$689,797,941	$783,261,089	$793,012,020	$813,020,040	$814,911,111	$840,640,193
Population (3)	218,281	232,432	245,644	258,577	270,609	282,644
Public School Enrollment (4)	37,375	40,186	43,278	46,931	50,622	54,338
Estimated Property Value (in Millions) (5)	$31,500	$33,700	$36,000	$38,600	$41,300	$44,200
Per Capita Income (6)	$42,798	$44,322	$45,941	$47,659	$49,482	$51,434
Expenditures (in Thousands) (7)	$1,068,730	$1,150,386	$1,307,038	$1,460,538	$1,683,402	$1,912,341
Debt Service	$73,976,229	$96,315,468	$111,973,925	$118,137,852	$125,622,918	$125,173,651
Debt Per Capita ($2,500)	$3,160	$3,370	$3,228	$3,144	$3,011	$2,974
Debt to Estimated Value (3.0%)	2.19%	2.32%	2.20%	2.11%	1.97%	1.90%
Debt to Per Capita Income (7.5%)	7.38%	7.60%	7.03%	6.60%	6.09%	5.78%
Debt Service to Expenditures (10.0%)	6.92%	8.37%	8.57%	8.09%	7.46%	6.55%

Note: Numbers in parentheses represent generally accepted, or fiscal policy target ratios.

(1) Debt includes appropriation based capital lease obligations. Does not include revenue bonds.
(2) Issued debt retirement rate assumes 20 year maturity on general obligations and capital lease obligations (level principal).
(3) Estimated population provided by the Department of Economic Development.
(4) Public school enrollment from the School Board Adopted Capital Improvements Program.
(5) Estimated property value provided by the Departments of Financial Services, Management Services, and the Commissioner of the Revenue is an estimate of the fair market value of all taxable real and personal property in the County, exclusive of fair market deferrals resulting from Real Property Land Use Assessments (non-taxable base), as of January 1 for each Fiscal Year ending June 30.
(6) Estimated per capita income provided by the Department of Economic Development.
(7) Estimated expenditures provided by the Department of Management Services.

Source: Department of Financial Services.

CAPITAL IMPROVEMENT PROGRAM
Notice of Intent

Notice evidencing the intent to reimburse under Federal Treasury Regulations Section 1.103-18 (the "Reimbursement Regulation"), certain capital improvements expenditures incurred in anticipation of financing such costs with the issuance of bonds

The Board of Supervisors of the County of Loudoun, Virginia (the "County"), has determined in connection with adoption of the County's Capital Improvement Program that it is necessary and desirable to undertake certain capital improvements consisting of the projects and estimated costs described in this Proposed Capital Improvement Program and other funds with financing as indicated on the following "Schedule of Major Financing - Fiscal Years 2003-2008" in the maximum amount of $730,740,000.

Statement of Intent - The County presently intends, at one time or from time to time, to finance the indicated projects with either tax-exempt or taxable bonds (the "Bonds") and to reimburse, if needed, under the Reimbursement Regulations, capital expenditures paid by the County (including expenditures previously paid by the County to the extent permitted by law) in connection with the projects before the issuance of the Bonds. The County intends that adoption of this Notice as part of the adoption of the Capital Improvement Program be considered as "official intent" within the meaning of Treasury Regulations Section 1.103-18 promulgated under the Internal Revenue Code of 1986, as amended.

Effective Date: Public Inspection - This intent shall be in full force and effect with adoption of the Capital Improvement Program. The Director of Financial Services and the Director of Management Services shall keep this intent continuously available for inspection by the general public during the County's normal business hours.

COUNTY CAPITAL PROJECTS

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Administration

CENTER FOR RURAL INNOVATION

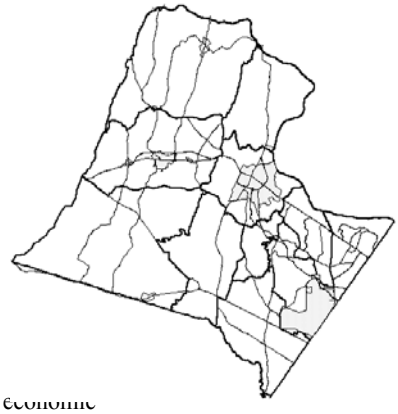
County Project Description:

The Center of Rural Innovation is proposed as a 200-acre land purchase by the County to provide land for a public-private partnership to foster a research agricultural enterprise campus. The proposed land purchase is reflected in FY 04 of the Land Acquisition Fund on Page 368.

The Center for Rural Innovation proposes to host diverse facilities to encourage farmers to make use of new farming and marketing methods, to choose high value crops and livestock, and to educate farmers on the new techniques in agriculture, especially urban horticulture.

The seven major components of the project include:

1. Urban Agricultural Research and Extension Center
2. Loudoun County Agricultural/Rural Center
3. Loudoun County Rural Research Center
4. Central Loudoun Farmers Market and Regional Market Center
5. Loudoun Equine Park and Rare Breeds Conservancy
6. USDA Bioinformatics Center
7. University functions compatible with a rural setting



The 200-acre site would support the buildings, research plots, marketing and animal facilities. This site has potential for historic and prime farmland preservation. Under the guidance of a major partner, Virginia Polytechnic Institute and State University, extension information based on real time research applicable to Northern Virginia will be provided. This campus will serve as a rural economic development engine for the region.

Potential partners in the Center for Rural Innovation include the Loudoun County Department of Economic Development, Virginia Cooperative Extension, Virginia Soil and Water Conservation District, Virginia-Maryland College of Veterinary Medicine, Marion duPont Scott Equine Medical Center, Virginia Department of Agriculture and the United Stated Department of Agriculture.

The Center for Rural Innovation combines the knowledge base of a new Virginia Tech Urban Agricultural Research and Extension Center with opportunities to incubate innovative plant biotechnology and equine research. As a partner Loudoun County would purchase the 200-acre site. Loudoun's partners would provide the capital funds to construct the various agricultural and research components of the project.

**Land acquisition is scheduled in FY 04 from the Land Acquisition Fund (Page 348)

CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	**	0	0	0	0	0	0	0
Professional Services	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	0	0	0
Furnishings/Equipment	0	0	0	0	0	0	0	0	0	0
TOTAL COST:	0	0	0	0	0	0	0	0	0	0
Local Tax Funding	0	0	**	0	0	0	0	0	0	0
TOTAL FINANCING:	0	0	**	0	0	0	0	0	0	0

Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	0	0	0	0	0	0

LAND ACQUISITION FUND

County Project Description:

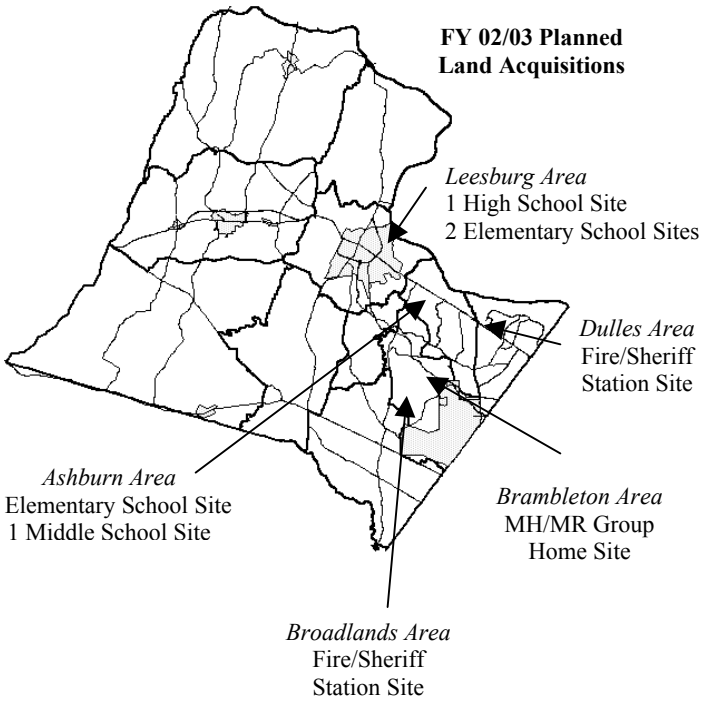
The historical pattern of land acquisition for capital projects was primarily dependent upon the ready availability of proffered land sites. In this proposed CIP the supply of proffered sites becomes depleted. Land purchases become a new and necessary project cost.

In FY 02, the Board of Supervisors took action to consolidate all land purchase funds for general government and school sites into one capital account. This account will provide the County flexibility in its land acquisition negotiations. As the County continues to develop, this fund will enable the County to take advantage of investment opportunities as they arise.

During the six-year capital plan the County will acquire seven school sites and one library site through proffered land sites. The County will purchase two school sites, two school transportation sites and 12 general government sites using voter approved general obligation bond financing or local tax funding.

In FY 02, the County planned land acquisition funds to purchase four school sites and two general government sites totaling 148.6 acres.

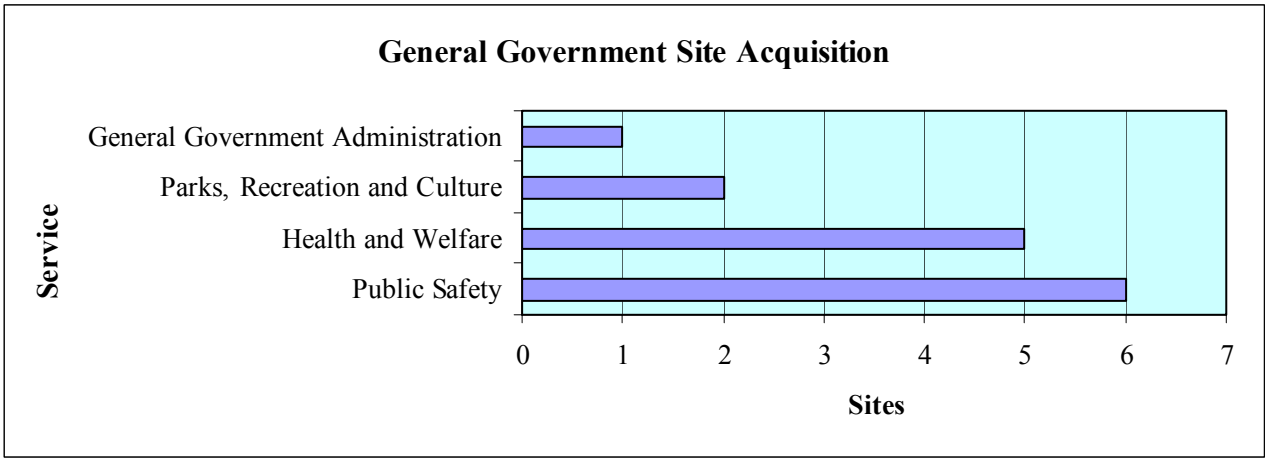
In FY 03, the County adopted land acquisition funds to purchase one school site and two general government sites totaling 31 acres.



CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	15,970	3,650	7,140	1,185	17,965	35,060	36,270	101,270	0	117,240
Professional Services	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	0	0	0
Furnishings/Equipment	0	0	0	0	0	0	0	0	0	0
TOTAL COST:	15,970	3,650	7,140	1,185	17,965	35,060	36,270	101,270	0	117,240
Local Tax Funding	15,490	2,750	7,140	1,085	17,965	34,560	34,955	98,455	0	113,945
General Oblig. Bonds	400	900	0	100	0	500	1,315	2,815	0	3,215
Cash Proffers	80	0	0	0	0	0	0	0	0	80
TOTAL FINANCING:	15,970	3,650	7,140	1,185	17,965	35,060	36,270	101,270	0	117,240

Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0

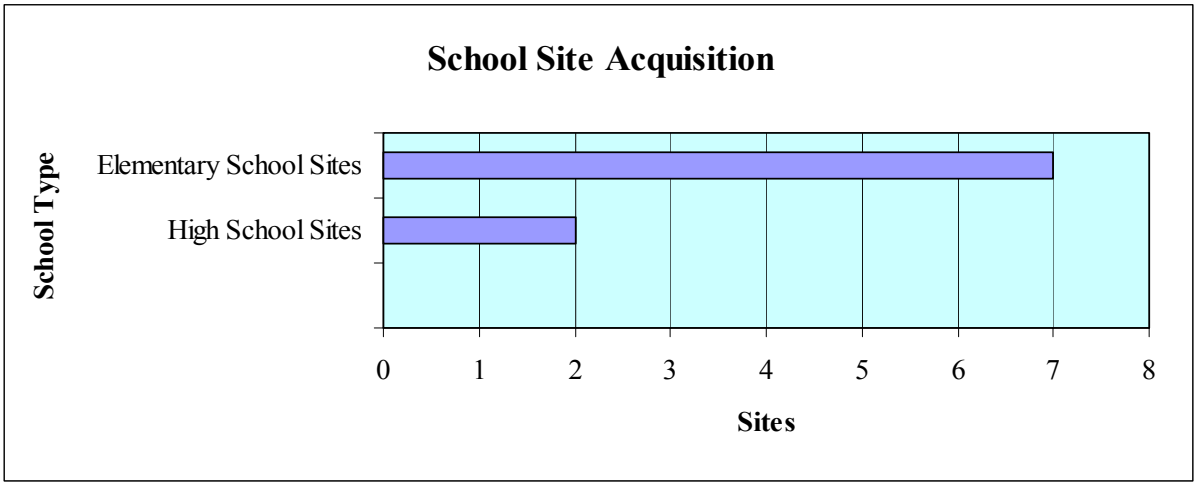
LAND ACQUISTION FUND (Site Acquisition Schedule)



Sites and Acreage

General Government Land Acquisition Proposed FY 03 - 08 CIP									
Land Proffers	**Source**	**Land**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**Total**
Dulles South Library	Land Proffer	7.2 acres				X			1
Proffer Site Totals:		**7.2 acres**	**0**	**0**	**0**	**0**	**0**	**1**	**1**
Site Acquisition	**Source**	**Land**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**Total**
Brambleton Fire/Sheriff Station	GO Bond	5 acres					X		1
Rural Innovation Center	Local Tax Funding	200 acres		X					1
Dulles/Rt. 28 Fire/Sheriff Station	GO Bond	5 acres	X						1
Lansdowne Fire/Sheriff Station	GO Bond	4 acres						X	1
Western Loudoun Fire/Sheriff Station	GO Bond	5 acres			X				1
Public Safety Firing Range	Local Tax Funding	25 acres		X					1
Supported Living Residence No. 2	Local Tax Funding	0.25 acre		X					1
Supported Living Residence No. 3	Local Tax Funding	0.25 acre			X				1
Supported Living Residence No. 4	Local Tax Funding	0.25 acre				X			1
Supported Living Residence No. 5	Local Tax Funding	0.25 acre					X		1
Supported Living Residence No. 6	Local Tax Funding	0.25 acre						X	1
Juvenile Probation Residence	Local Tax Funding	4 acres						X	1
Eastern Loudoun Respite Center	Local Tax Funding	1 acre			X				1
Site Acquisition Totals:		**250.25 acres**	**1**	**3**	**3**	**1**	**2**	**3**	**13**

LAND ACQUISTION FUND (Site Acquisition Schedule)



Sites and Acreage

School Site Acquisition Adopted FY 03-08 CIP									
Proffered Sites	**Source**	**Land**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**Total**
(ES-6) Belmont Elem. School	Proffer	25 acres		X					1
(ES-7) Brambleton Elem. School	Proffer	25 acres			X				1
(ES-8) Kirkpatrick Farms Elem. School	Proffer	25 acres				X			1
(ES-9) Brambleton Elem. School	Proffer	25 acres				X			1
(ES-14) Brambleton Area Elem. School	Proffer	25 acres					X		1
(HS-2) South Riding High School	Proffer	35 acres	X						1
(HS-4) Brambleton High School	Proffer	60 acres	X						1
Proffer Site Totals:		**450 acres**	**2**	**1**	**1**	**2**	**1**	**0**	**7**
Site Acquisition	**Source**	**Land**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**Total**
(ES-13) Leesburg Area Elem. School	Local Tax Funding	25 acres	X						1
(ES-15) Leesburg Area Elem. School	Local Tax Funding	35 acres		X					1
Site Acquistion Totals:		**60 acres**	**1**	**1**	**0**	**0**	**0**	**0**	**2**

General Government

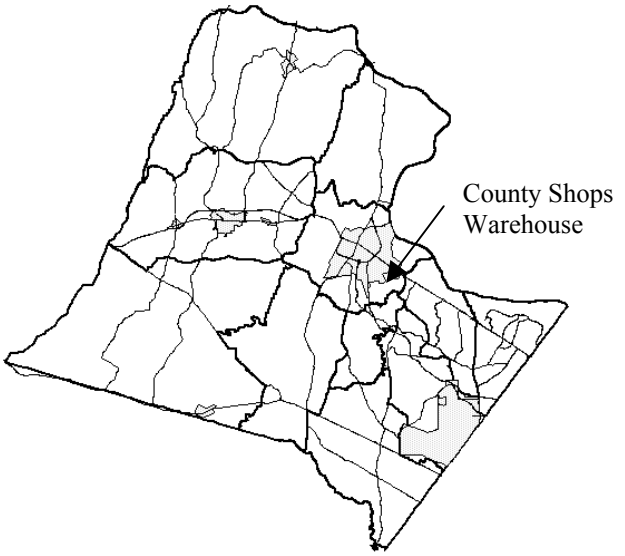
COUNTY SHOPS WAREHOUSE

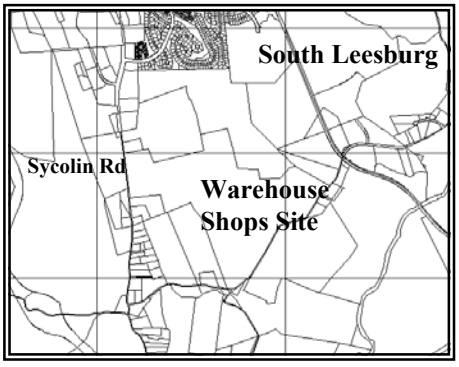
County Project Description:

This project consists of the construction of a 50,000 square foot shops-warehouse for the County on the expanded Government Support Center Site in Leesburg in FY 05. During this phase, the current warehouse jointly occupied by the County and the School System will revert solely to the School System. The County would use this new facility. The current warehouse no longer has the space capacity to serve both General Government and School System needs.

This new building would include inside storage areas, shipping and receiving areas, space for surplus material awaiting disposition, secure storage for high value items, staging areas for project materials, air-conditioned space for storage of archived records, a forklift maintenance area and shop space for County carpentry, electrical, and mechanical shops. Loading docks, an outside material staging area, protected equipment storage areas, and parking would also be included.

The project includes the reallocation of space in the existing warehouse to accommodate expanded School System use.





Operating Impact:

Operating costs are for general maintenance and utility costs at the facility.

CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	0	520	0	0	0	0	520	0	520
Construction	0	0	0	6,625	0	0	0	6,625	0	6,625
Furnishings/Equipment	0	0	0	0	0	0	0	0	0	0
TOTAL COST:	0	0	520	6,625	0	0	0	7,145	0	7,145
Local Tax Funding	0	0	520	6,625	0	0	0	7,145	0	7,145
TOTAL FINANCING:	0	0	520	6,625	0	0	0	7,145	0	7,145

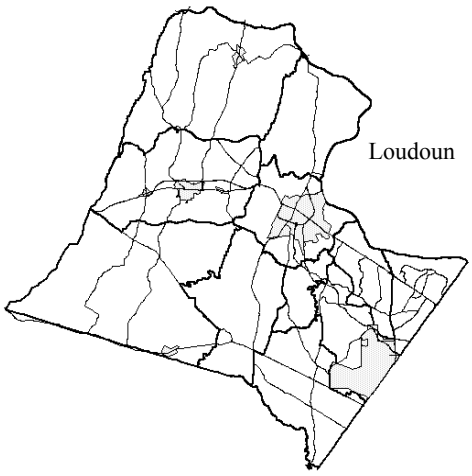
Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	67	69	71	73	75	355

GOVERNMENT OFFICE SPACE PLAN

County Project Description:

During the FY 01 budget process, the Board of Supervisors retained funding for future government office needs as a "placeholder" in the Capital Improvement Program. The Board created the Facility and Office Space Task Force, a citizen body charged with developing a long-range general office space plan for the County government and school system. The Task Force presented its final report to the Board's Finance/Government Services Committee on March 5, 2001. The report included the following recommendations:

- Maintaining the County Government Center in its present form as the administrative and financial headquarters for the County government.
- Construction of an easily accessible 116,000 square foot community development center in the vicinity of the County Government Center.
- Maintaining the Shenandoah Building as the principal location for County community services agencies. Relocation of the Parks & Recreation's Aging Services division to an 8,000 square foot facility in Central Loudoun.
- Construction by 2010 of a 33,000 square foot Parks, Recreation & Community Services administrative facility to be co-located with other recreation functions, possibly at a County park.
- Construction of up to three 10,000 square foot customer service centers in the southern, eastern and western areas of the County providing tax collection, building permit and plans review services, and Board office and meeting areas.
- Construction of a 70,000 square foot Eastern Loudoun community services center.
- Construction of an 112,000 square foot Schools administration facility at a location to be determined.
- Construction of another parking deck to serve the Courts in FY 06 using local taxes funding.



During the FY 02 budget process, the Board funded the school's administration building as a separate item in the Adopted Capital Improvement Program and retained placeholder funding for future government office needs pending implementation of the Task Force's recommendations. The Board further directed staff to solicit proposals from the private sector to address the other space needs looking at the possibility of long-term leases and/or ownership. This process is currently underway. Pending further review and analysis of the proposals, FY 05, FY 06, and FY 07 reflect estimates.

Debt Service:

A total of $34.6 million would be financed over 20 years with a debt service cost of $50,976,500. Lease costs over twenty years for the proposed space would cost $99,102,000 based on current FY 03 lease costs inflated 3% annually.

CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	0	0	3,000	0	0	0	3,000	0	3,000
Construction	0	0	0	10,520	12,465	12,465	0	35,450	0	35,450
Furnishings/Equipment	0	0	0	0	1,055	1,055	0	2,110	0	2,110
TOTAL COST:	0	0	0	13,520	13,520	13,520	0	40,560	0	40,560
Lease/Purchase	0	0	0	7,620	13,520	13,520	0	34,660	0	34,660
Local Tax Funding	0	0	0	5,900	0	0	0	5,900	0	5,900
TOTAL FINANCING:	0	0	0	13,520	13,520	13,520	0	40,560	0	40,560

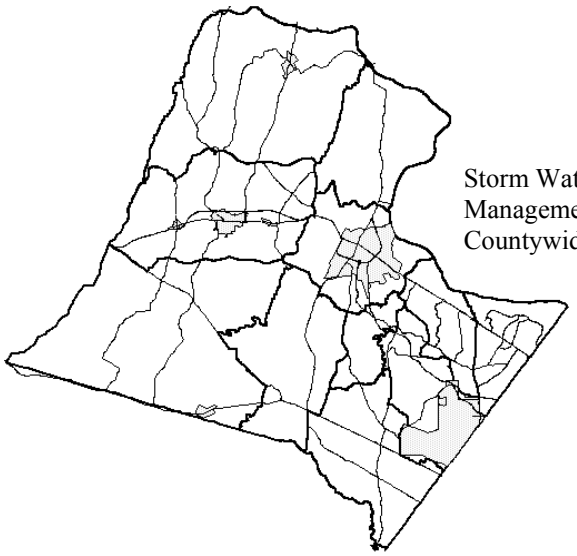
Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	0	0	1,144	1,178	1,213	3,535
Debt Service	0	0	0	0	4,218	4,094	8,312
TOTAL:	0	0	0	1,144	5,396	5,307	11,847

STORM WATER MANAGEMENT

County Project Description:

The project establishes a capital project for storm water management in Loudoun County. In FY 02 the Loudoun County Department of General Services began a storm water management survey of the County. This capital project begins to accumulate capital funds to meet anticipated storm water management needs Countywide.

The storm water management survey will identify specific storm water projects eligible for these capital funds and should be completed in FY 03. The funds are available to also address any immediate emergency storm water management needs prior to the completion of the storm water management survey.



Operating Impact:

The Department of General Services operating costs include a GIS Specialist (1.0 FTE) and a Storm Water Technician (1.0 FTE) approved in FY 02 to manage the Storm Water Program. The annual cost for personnel and operations to support this program is $115,000 in FY 03.

CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	0	0	0	0	0	0	0	0	0
Construction	100	500	500	500	500	500	500	3,000	0	3,100
Furnishings/Equipment	0	0	0	0	0	0	0	0	0	0
TOTAL COST:	100	500	500	500	500	500	500	3,000	0	3,100
Local Tax Funding	100	500	500	500	500	500	500	3,000	0	3,100
TOTAL FINANCING:	100	500	500	500	500	500	500	3,000	0	3,100

Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	115	118	122	125	129	133	742

Transportation

DULLES CORRIDOR RAPID TRANSIT

County Project Description:

The Virginia Department of Rail Transportation (VDRPT) proposes to construct a 23-mile rail extension along the Dulles Corridor from Fairfax County's West Falls Church Metro Station to Loudoun County by 2012. Express Bus service along this future route estimated to begin in the fall of 2003 would precede this project. Loudoun County's participation in the Express Bus service is being funded as a combination Federal and Gas Tax project in FY 03 at an estimated cost of $2.2 million.

The initial phase estimated to begin in 2003 would develop a Bus Rapid Transit (BRT) service using specialized mass transit buses along the future rail route. The buses will travel on the airport access lanes of the Dulles Toll Road and the Dulles Greenway. Subsequent to the completion of the BRT, rail service will be constructed to Tysons Corner. The current schedule envisions extension of the rail line to Loudoun County beginning in 2006. Three stations are planned in Loudoun County. A station will be developed at Dulles International Airport. Loudoun County's additional two stations will be located at Route 606 and Route 772 near the Dulles Greenway.

Project Costs:

The phased implementation of BRT to Metrorail is estimated to cost $3.4 billion by 2012. The Federal Transit Administration ($1.777 billion), State of Virginia ($840.8 million), Fairfax County ($553.6 million), Metropolitan Washington Airport Authority ($134 million) and Loudoun County ($153.1 million) would fund the costs of this transit project. Rail project funding is contingent upon a pending application to the Federal Transit Administration. Loudoun County's projected share of the cost of transit construction is adopted to be funded through the sale of Pledge Bonds. The annual debt service on the Pledge Bonds will use approximately $15 million in BPOL tax revenues.

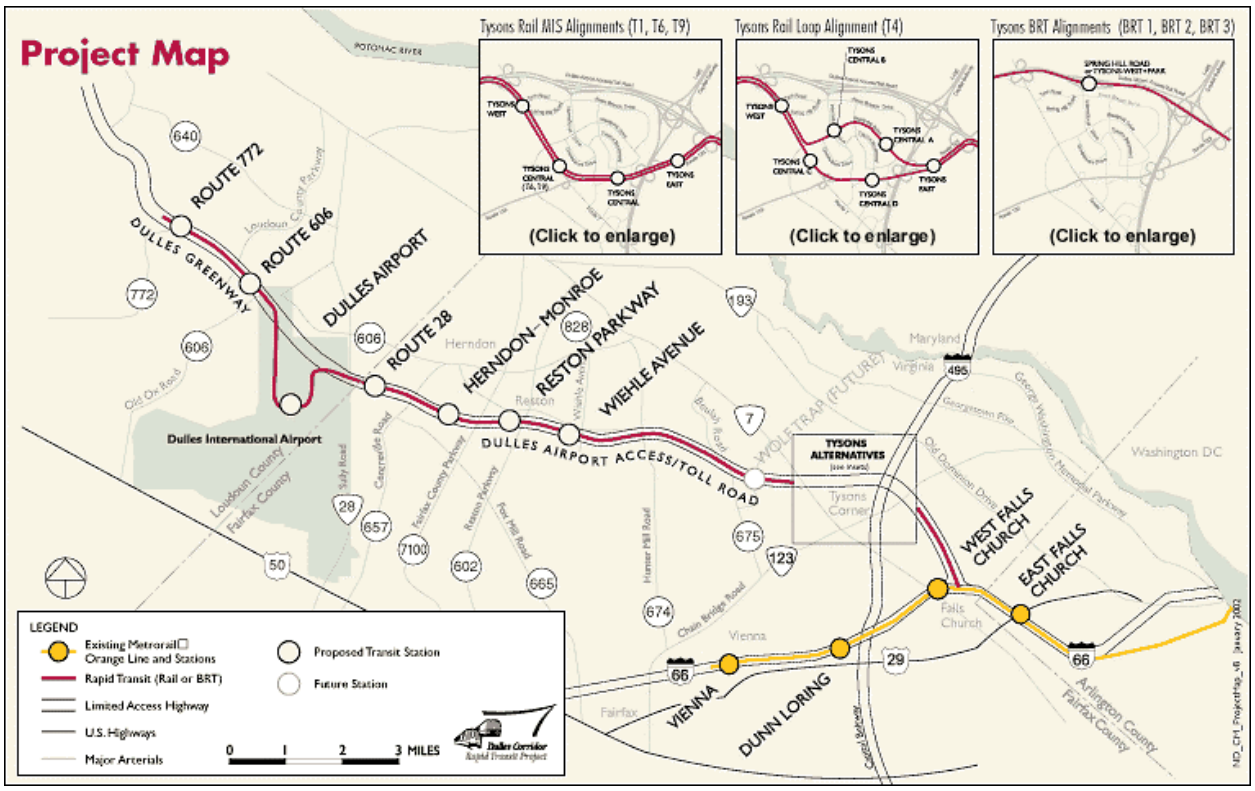
Loudoun County Project Costs:

Loudoun's share of future Dulles Rapid Transit annual operating costs is estimated at $4.3 million by 2006 and $8.8 million by 2010. It is anticipated that operating expenses will require a complete dedication of gasoline tax revenue by the first full year of BRT operations in FY 08. Additional funding sources may be required to offset operating expenses once the rail component becomes operational. The FY 02 fiscal plan established a Public Transportation Fund which provides the resources necessary to continue County support for organizations currently receiving gasoline tax subsidies. Loudoun's share of the annual operating expenses for the Dulles Rapid Transit service is projected to be $13.1 million through FY 08. All costs are planning figures subject to change pending the Dulles Task Force's full development of this transit project. Cost estimates serve as place holder's for anticipated capital expenditure obligations in future fiscal years and are based on the best cost estimates in FY 02.

CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	0	0	0	0	0	0	0	0	0
Construction	0	1,705	4,200	6,200	7,800	15,500	30,000	65,405	87,695	153,100
Furnish./Equipment	0	0	0	0	0	0	0	0	0	0
TOTAL COST:	0	1,705	4,200	6,200	7,800	15,500	30,000	65,405	87,695	153,100
Pledge Bonds	0	0	4,200	6,200	7,800	15,500	30,000	63,700	87,695	151,395
Gas Tax	0	827	0	0	0	0	0	827	0	827
Transport. Fund Bal	0	878	0	0	0	0	0	878	0	878
TOTAL FINANCING:	0	1,705	4,200	6,200	7,800	15,500	30,000	65,405	87,695	153,100

Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
*General Operating	0	0	0	4,300	4,500	4,300	13,100

*The Virginia Department of Rail and Public Transit and WMATA provides this estimate of Loudoun's annual operating costs.



Map Source: Virginia Department of Rail and Public Transit

Construction Cost Allocation

Dulles Corridor Rapid	
Construction Costs	**$3,459,400,000**
Federal Transit Administration	$1,777,900,000
Virginia Dept. of Rail and Public Transportation	$840,800,000
Fairfax County	$553,600,000
Loudoun County	$153,100,000
Metropolitan Washington Airport Authority	$134,000,000

Public Safety

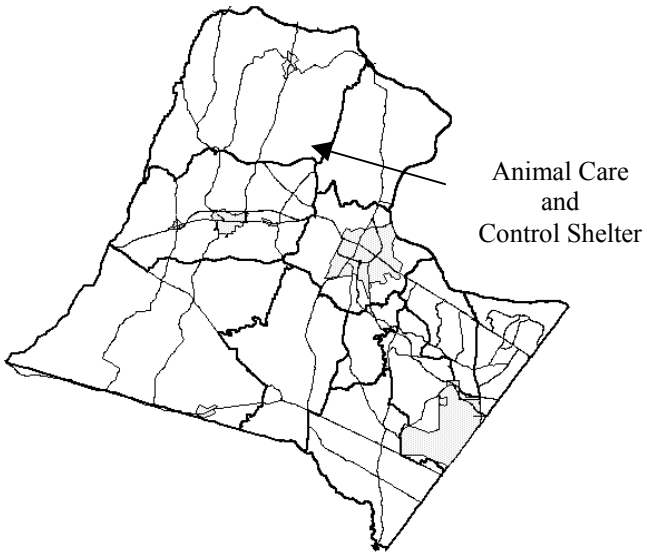
ANIMAL CARE AND CONTROL SHELTER PHASE II

County Project Description:

This project is the second phase of an addition/renovation schedule for the County's Animal Shelter.

Phase I was completed in June 2001. Improvements to the animal housing area and staff customer service areas were completed. Phase I added an additional 3,320 square feet to the shelter.

Phase II is in the County's adopted Capital Needs Assessment. The second phase will add an additional 3,130 square feet to the facility to reflect projected program and staff growth. Planned program space additions include an improved dispatch center, classroom/meeting space for the public and volunteers, and additional workstations for animal control officers and customer service staff. Phase II construction will also include 20 additional parking spaces to serve the public and staff.



Operating Impact:

The additional utility and maintenance costs are projected to be $18,000 annually when Phase II is complete in FY 08. Personnel and operating expenses will remain constant at the time the Shelter opens.

CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	110	0	0	0	0	150	0	150	0	260
Construction	1,278	0	0	0	0	945	0	945	0	2,223
Furnishings/Equipment	235	0	0	0	0	40	0	40	0	275
TOTAL COST:	1,623	0	0	0	0	1,135	0	1,135	0	2,758
Local Tax Funding	473	0	0	0	0	1,135	0	1,135	0	1,608
Gen. Oblig. Bonds	985	0	0	0	0	0	0	0	0	985
Contributions	165	0	0	0	0	0	0	0	0	165
TOTAL FINANCING:	1,623	0	0	0	0	1,135	0	1,135	0	2,758

Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	0	0	0	0	18	18
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	18	18

BRAMBLETON FIRE/SHERIFF STATION

County Project Description:

This project provides construction of a Fire/Sheriff Station of 23,045 square feet at an appropriately zoned five-acre site, in the Brambleton area of the County. The center would be a combined Sheriff's Office Station and a Fire and Rescue Station.

Station office, staff lockers/showers, bunk room, dayroom, communications, apparatus bays, turnout area, laundry/hose drying area, battery shop, breathing apparatus shop, and extinguishing equipment shop would comprise the fire station area. Dedicated space for a Sheriff's Substation is included in the building.

Combined volunteer and career staffing for the fire-rescue station is anticipated with 24-hour, 7-day-a-week coverage by career staff.

Referendum Date:

Funding for the project is derived from the issuance of general obligation bonds pending voter approval on the November 2006 referenda.

Operating Impact:

Operating expenditures will not occur until FY 09 and will be budgeted as a part of the Departments' FY 09 budgets. Annual operating costs are projected at $2.6 million its first year of operations.

**Land acquisition is scheduled in FY 07 from the Land Acquisition Fund (Page 348)

CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	**	0	0	0	0
Professional Services	0	0	0	0	0	840	205	1,045	0	1,045
Construction	0	0	0	0	0	0	6,815	6,815	0	6,815
Furnishings/Equipment	0	0	0	0	0	0	0	0	1,625	1,625
TOTAL COST:	0	0	0	0	0	840	7,020	7,860	1,625	9,485
Gen. Oblig. Bonds	0	0	0	0	0	840	7,020	7,860	1,625	9,485
TOTAL FINANCING:	0	0	0	0	0	840	7,020	7,860	1,625	9,485

Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	312	312
TOTAL	0	0	0	0	0	312	312

BROADLANDS FIRE/SHERIFF STATION

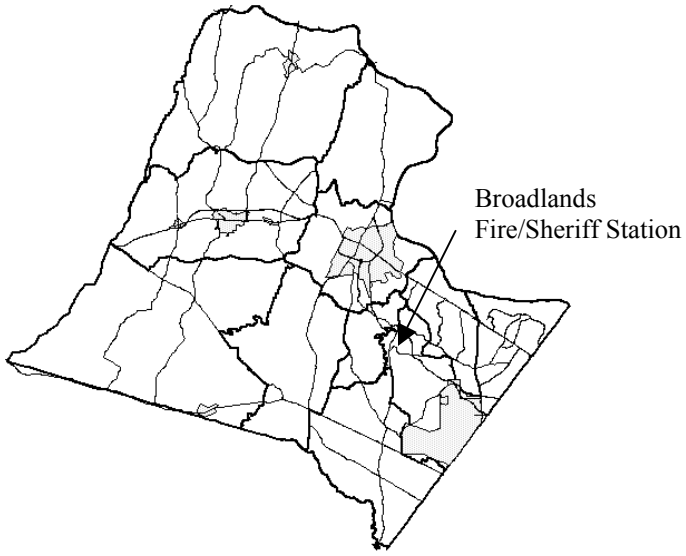
County Project Description:

This project provides construction of a Fire/Sheriff Station of 11,045 square feet at an appropriately three acre zoned site, in the Broadlands area of the County. The center would be a combined Sheriff's Office Substation and a Fire and Rescue Station.

Station office, staff lockers/showers, bunk room, dayroom, communications, apparatus bays, turnout area, laundry/hose drying area, battery shop, breathing apparatus shop, and extinguishing equipment shop would comprise the fire station area. Dedicated space for a Sheriff's Substation is included in the building.

Voters approved funding for this center on the County's November 2000 general obligation bond referenda. Additional local tax funding is adopted to complete the project. The additional funding is needed to cover construction cost inflation increases, land acquisition costs and site development costs.

In FY 01, Fire and Rescue determined a proffered site for the Broadlands station was not usable to meet service location and response time demands. Site acquisition and site development costs has added $2.7 million to the cost of the project.



Operating Impact:

Operating expenditures assume career positions in the center. Operating projections are for personnel and general maintenance expenses.

**Land acquisition was scheduled in Prior Allocations from the Land Acquisition Fund (Page 348)

CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	**	0	0	0	0	0	0	0	0	0
Professional Services	620	0	0	0	0	0	0	0	0	620
Construction	0	3,380	0	0	0	0	0	3,380	0	3,380
Furnishings/Equipment	490	850	0	0	0	0	0	850	0	1,340
TOTAL COST:	1,110	4,230	0	0	0	0	0	4,230	0	5,340
Local Tax Funding	0	2,735	0	0	0	0	0	2,735	0	2,735
Gen. Oblig. Bond	1,110	1,495	0	0	0	0	0	1,495	0	2,605
TOTAL FINANCING:	1,110	4,230	0	0	0	0	0	4,230	0	5,340

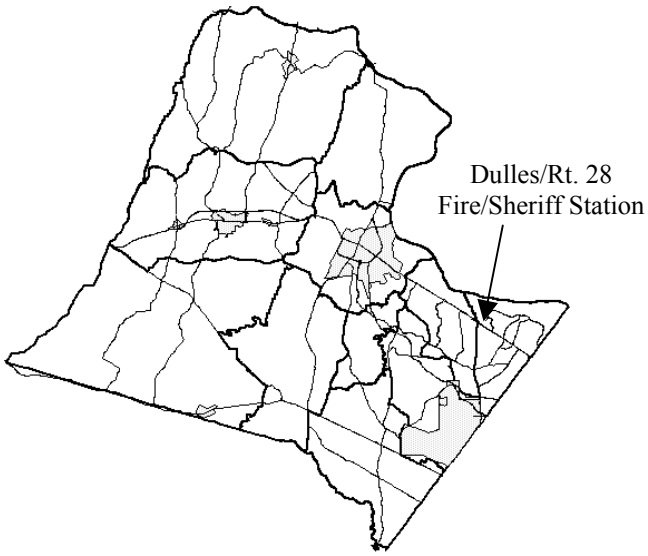
Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	1,030	555	572	589	605	3,351
Debt Service	45	364	350	331	322	303	1,715
TOTAL	45	1,394	905	903	911	908	5,066

DULLES/RT. 28 FIRE/SHERIFF STATION

County Project Description:

This project provides construction of a Fire/Sheriff Station at an appropriately zoned five-acre site in the Route 28 service area. The center will be a combined Sheriff's Office Substation and a Fire and Rescue Station of about 23,045 square feet.

Sheriff offices, roll-call room, deputies workroom, interview rooms, locker area/showers, evidence storage, and equipment storage would be located in the substation area. The fire station would include a station office, staff lockers/showers, bunkroom, dayroom, communications, apparatus bays, turnout area, laundry/hose-drying area, battery shop, breathing apparatus shop, and extinguishing equipment shop.



Referendum Date:

Funding for the project is derived from the issuance of general obligation bonds pending voter approval on the November 2002 referenda.

Operating Impact:

Operating expenditures assume career positions in the center. Operating projections are for personnel and general maintenance expenses.

**Land acquisition is scheduled in FY 03 from the Land Acquisition Fund (Page 348)

CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	**	0	0	0	0	0	0	0	0
Professional Services	0	475	185	0	0	0	0	660	0	660
Construction	0	0	5,485	0	0	0	0	5,485	0	5,485
Furnishings/Equipment	0	365	1,395	0	0	0	0	1,760	0	1,760
TOTAL COST:	0	840	7,065	0	0	0	0	7,905	0	7,905
Gen. Oblig. Bonds	0	840	7,065	0	0	0	0	7,905	0	7,905
TOTAL FINANCING:	0	840	7,065	0	0	0	0	7,905	0	7,905

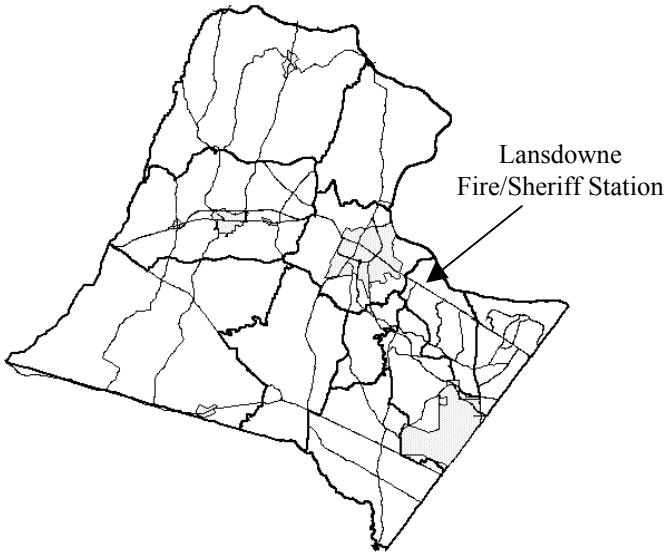
Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	0	1,050	1,080	1,115	1,150	4,395
Debt Service	0	250	1,143	1,106	1,070	1,034	4,603
TOTAL	0	250	2,193	2,186	2,185	2,184	8,998

LANSDOWNE FIRE/SHERIFF STATION

County Project Description:

This project provides construction of a Fire/Sheriff Station at an appropriately zoned four-acre site in the Lansdowne service area. The center will be a combined Sheriff's Office Substation and a Fire and Rescue Station of about 11,045 square feet.

Sheriff offices, roll-call room, deputies workroom, interview rooms, locker area/showers, evidence storage, and equipment storage would be located in the substation area. The fire station would include a station office, staff lockers/showers, bunkroom, dayroom, communications, apparatus bays, turnout area, laundry/hose-drying area, battery shop, breathing apparatus shop, and extinguishing equipment shop.



Referendum Date:

Funding for the project is derived from the issuance of general obligation bonds pending voter approval on the November 2007 referenda.

Operating Impact:

Operating expenditures will not occur until FY 10 and will be budgeted as a part of the Departments' FY 10 budgets. Annual operating costs are projected at $2.6 million its first year of operations.

**Land acquisition is scheduled in FY 08 from the Land Acquisition Fund (Page 348)

CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	**	**	0	0
Professional Services	0	0	0	0	0	0	485	485	0	485
Construction	0	0	0	0	0	0	0	0	4,040	4,040
Furnishings/Equipment	0	0	0	0	0	0	0	0	1,450	1,450
TOTAL COST:	0	0	0	0	0	0	485	485	5,490	5,975
Local Tax Funding	0	0	0	0	0	0	485	485	5,490	5,975
TOTAL FINANCING:	0	0	0	0	0	0	485	485	5,490	5,975

Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0

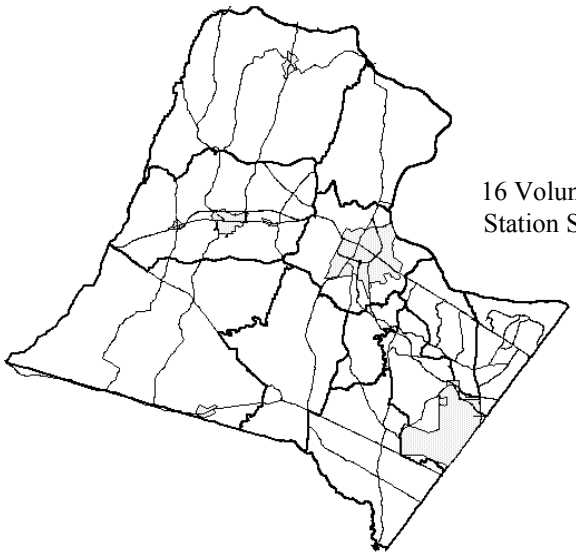
FIRE STATION RENOVATIONS

County Project Description:

This project proposes the costs to renovate the 16 existing fire-rescue stations within the Loudoun County Fire & Rescue Services.

This project takes the FY 01-EMSSTAR study recommendations and presents a phased approach to renovating the 16 existing volunteer company buildings. It serves as a "place holder" to begin discussions on the potential capital costs to implement the EMSSTAR study recommendations.

Funds are proposed for FY 07 and FY 08 to conduct an extensive architectural and engineering service review of the stations. Future capital costs estimate the potential renovation costs based on the projected costs to renovate 128,254 square feet of existing buildings in FY 09. The renovation cost estimates do not include any exterior renovations that may be required.



Referendum Date:
Funding for the project is derived from the issuance of general obligation bonds pending voter approval on the November 2006 referenda.

Operating Impact:
Operating impacts are undetermined. The Board of Supervisors decisions to implement various options in the EMSSTAR study will ultimately determine the operating impact to the County's Fire-Rescue system.

CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	0	0	0	0	350	1,870	2,220	0	2,220
Construction	0	0	0	0	0	0	0	0	12,460	12,460
Furnishings/Equipment	0	0	0	0	0	0	0	0	0	0
TOTAL COST:	0	0	0	0	0	350	1,870	2,220	12,460	14,680
Gen. Oblig. Bonds	0	0	0	0	0	350	1,870	2,220	12,460	14,680
TOTAL FINANCING:	0	0	0	0	0	350	1,870	2,220	12,460	14,680

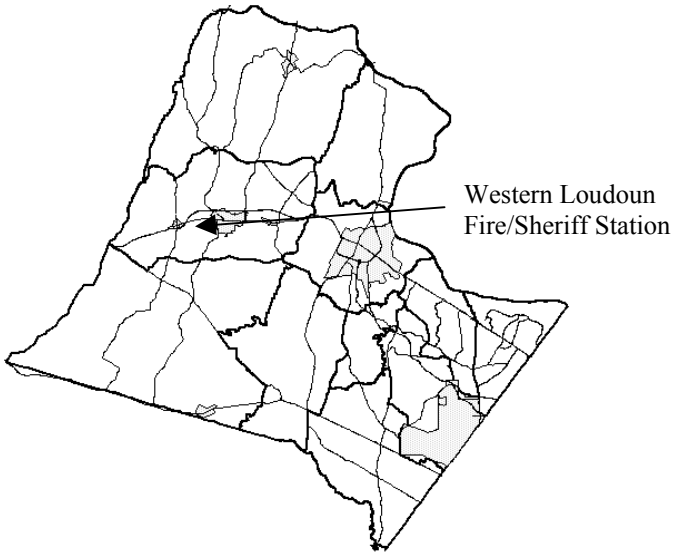
Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	463	463
TOTAL	0	0	0	0	0	463	463

WESTERN LOUDOUN FIRE/SHERIFF STATION

County Project Description:

This project constructs a Fire/Sheriff Station at an appropriately zoned site in Western Loudoun. The center will combine a Sheriff's Office Substation and a Fire and Rescue Station of about 23,045 square feet.

Sheriff offices, roll-call room, deputies workroom, interview rooms, lockers, showers, evidence storage, and equipment storage would be located in the Sheriff's Substation area. Fire Station offices, staff lockers/showers, bunk room, dayroom, communications, apparatus bays, turnout area, laundry/hose drying area, battery shop, breathing apparatus shop, and extinguishing equipment shop would comprise the fire station area. Parking for the Sheriff's cruisers, separate drive for apparatus, visitor parking and site improvements are also included in the project.



Referendum Date:

Funding for the project is derived from the issuance of general obligation bonds pending voter approval on the November 2004 referenda.

Operating Impact:

Operating expenditures will not occur until FY 07 and will be budgeted as a part of the Departments' FY 07 budgets. Annual operating costs are projected at $1.2 million its first year of operations.

**Land acquisition is scheduled in FY 05 from the Land Acquisition Fund (Page 348)

CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	**	0	0	0	0	0	0
Professional Services	0	0	0	475	195	0	0	670	0	670
Construction	0	0	0	0	6,150	0	0	6,150	0	6,150
Furnish./Equipment	0	0	0	415	1,395	0	0	1,810	0	1,810
TOTAL COST:	0	0	0	890	7,740	0	0	8,630	0	8,630
Gen. Oblig. Bonds	0	0	0	890	7,740	0	0	8,630	0	8,630
TOTAL FINANCING:	0	0	0	890	7,740	0	0	8,630	0	8,630

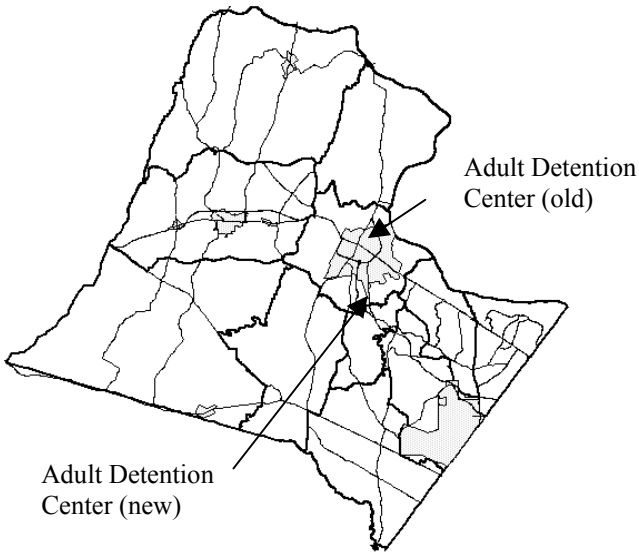
Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	0	0	0	1,200	1,235	2,435
Debt Service	0	0	0	250	1,164	1,127	2,541
TOTAL	0	0	0	250	2,364	2,362	4,976

ADULT DETENTION CENTER DEMOLITION (Old Jail)

County Project Description:

The demolition of the County's old jail is necessary to provide needed surface parking for the courts and the siting of the 400-space parking garage near the County Courts and Government Center facilities in downtown Leesburg.

The project is to occur in FY 04 and the final demolition schedule will be determined by the construction of the new Adult Detention Center facility located near the government support facilities outside of Leesburg.



CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	0	50	0	0	0	0	50	0	50
Construction	0	0	525	0	0	0	0	525	0	525
Furnishings/Equipment	0	0	0	0	0	0	0	0	0	0
TOTAL COST:	0	0	575	0	0	0	0	575	0	575
Local Tax Funding	0	0	575	0	0	0	0	575	0	575
TOTAL FINANCING:	0	0	575	0	0	0	0	575	0	575

Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	0	0	0	0	0	0

PUBLIC SAFETY FIRING RANGE

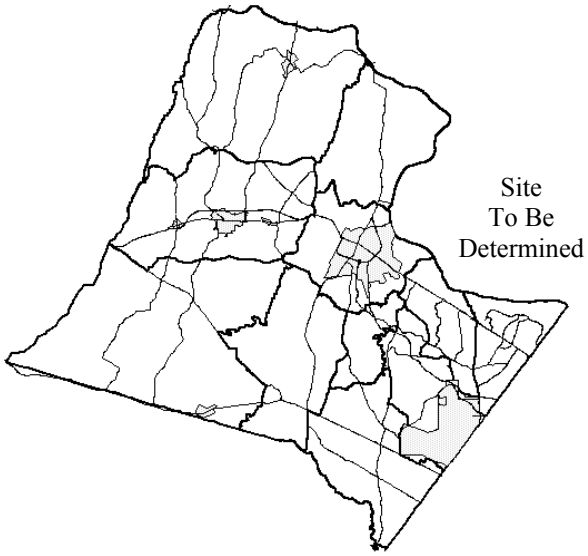
County Project Description:

This project constructs a Public Safety Firing Range at an appropriate zoned 25-acre site in Loudoun County to replace the Sheriff's Office current range.

The land acquisition costs for the project are proposed for FY 04 with construction costs in future fiscal years. The purchase of land will insure the County has a location available to construct a public safety firing range in the event the current leased range became unavailable. In FY 08 the project would construct:

- a 20-point firing range
- 2,500 sq.ft. fire control building
- 1,600 sq.ft. weapons storage buildings
- storage buildings
- a concrete ammunition bunker
- a tactical firing course

In future years a funding allowance is included for lead remediation at the existing range. All Public Safety personnel would use the proposed range.



Operating Impact:

Operating expenditures will not occur until FY 09.

** Land acquisition is scheduled in FY 04 from the Land Acquisition Fund (Page 348)

CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	**	0	0	0	0	0	0	0
Professional Services	0	0	0	0	0	525	205	730	0	730
Construction	0	0	0	0	0	0	5,120	5,120	0	5,120
Furnishings/Equipment	0	0	0	0	0	0	100	100	0	100
TOTAL COST:	0	0	**	0	0	525	5,425	5,950	0	5,950
Local Tax Funding	0	0	**	0	0	525	5,425	5,950	0	5,950
TOTAL FINANCING:	0	0	**	0	0	525	5,425	5,950	0	5,950

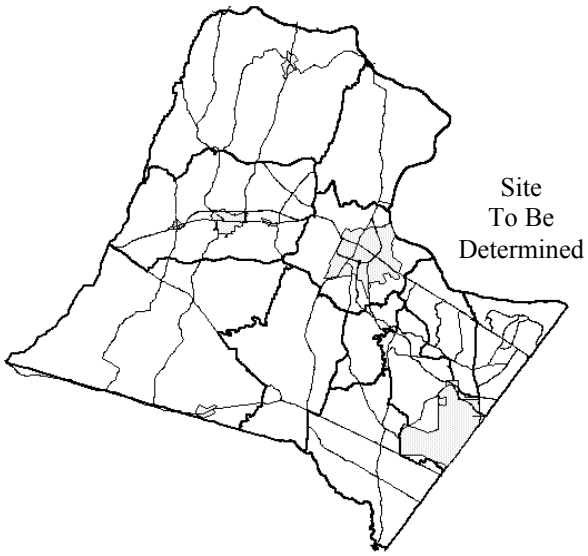
Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	0	0	0	0	0	0

JUVENILE PROBATION RESIDENCE

County Project Description:

This project proposes the construction of an 8,800 square feet juvenile probation house to serve 12 court ordered juveniles age fourteen to eighteen. This residential program facility will be constructed on approximately two-acres of appropriately zoned land in Central Loudoun.

This project is in the County's adopted Capital Needs Assessment. Construction is proposed in the FY 08-FY 09 time frame.



Cost Benefits:

In FY 02 it costs $138,374 per year to serve 1 juvenile in facilities not located in Loudoun County. There is no local placement option in Loudoun County.

Serving these juveniles in Loudoun provides a more integrated treatment program, as families may be included in the treatment plan. In FY 09 it should cost approximately $175,734 per year to serve 1 juvenile. An in-county placement option would cost the county approximately $158,335 per year to serve 1 juvenile.

Operating Impact:

Opening in FY 09 the first year operating costs are projected to be $1.9 million for 12 residents.

** Land acquisition is scheduled in FY 08 from the Land Acquisition Fund (Page 348)

CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	**	**	0	0
Professional Services	0	0	0	0	0	0	240	240	0	240
Construction	0	0	0	0	0	0	1,055	1,055	1,055	2,110
Furnishings/Equipment	0	0	0	0	0	0	0	0	85	85
TOTAL COST:	0	0	0	0	0	0	1,295	1,295	1,140	2,435
Local Tax Funding	0	0	0	0	0	0	1,295	1,295	1,140	2,435
TOTAL FINANCING:	0	0	0	0	0	0	1,295	1,295	1,140	2,435

Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	0	0	0	0	0	0

Health and Welfare

TOWNHOUSES/CONDOS - MENTAL HEALTH

County Project Description:

The Department of Mental Health, Mental Retardation and Substance Abuse will purchase six three-bedroom townhouses/condominiums to serve 18 Mental Health Supported Living clients in FY 03. There are currently 26 people on the Supported Living waiting list. The department estimates that 15 potential clients are added each year. By the end of FY 02 there will be another 30 clients added to the current waiting list. A dramatic change has occurred in the needs for those on the waiting list. Due to such historically long wait for Supported Living Services, the level of support services this population needs from the program has evolved from weekly contact (2-3 times/wk) to daily contact (2-3 times/day).

The purchases would be funded using the following designated cash proffers:

Proffers		
Northlake	ZMAP 19960011	$400,000
Loudoun Parkway Center	ZMAP19900015	$279,735
Ryan Park Center	ZMAP 19950010	$ 2,255
Wortman Property	ZMAP 19940003	$ 18,775
Belmont Forest	ZCPA 19930006	$168,790
Toll Road Plaza	ZMAP 19900008	$191,215
Ryan Park Center	ZMAP 19950010	$ 38,405
Warner	ZCPA 19920001	$ 5,935
Belmont Ridge	ZCPA 19930003	$ 4,135
Ashleigh	ZMAP 19860047	$ 22,785
Belmont Forest	ZMAP 19860047	$ 1,750
Swarthout	ZMAP 19870032	$ 1,595
Belmont Bluff	ZMAP 19960001	$ 34,625

Operating Impact:
Personnel and operating costs are projected beginning in FY 04 and are estimates if all six facilities are purchased in FY 03.

CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Prof. Services	0	0	0	0	0	0	0	0	0	0
Bldg./Construction	0	1,025	0	0	0	0	0	1,025	0	1,025
Furnishings/Equipment	0	145	0	0	0	0	0	145	0	145
TOTAL COST:	0	1,170	0	0	0	0	0	1,170	0	1,170
Proffers (Cash)	0	1,170	0	0	0	0	0	1,170	0	1,170
TOTAL FINANCING:	0	1,170	0	0	0	0	0	1,170	0	1,170

Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal
General Operating	0	725	745	765	785	805	3,825

SUPPORTED LIVING RESIDENCE - NO. 2

County Project Description:

This project entails the construction of a four-bedroom, 2,500 square foot home. The home will be fully accessible to the handicapped and will be situated on a 0.25-acre lot and will serve four Mental Retardation supported living clients. The house will be fully staffed and will operate as a 24-hour residence for mentally disabled individuals.

According to the 20-Year Growth Scenarios and Assumptions, the Department of Mental Health, Mental Retardation and Substance Abuse (MH/MR/SA) should add a group home for each additional 14,000 in population in Loudoun County. This will allow MH/MR/SA to maintain the medium level of service as established in its service plan as approved by the Board of Supervisors.

Operating Impact:

In FY 05, a total of 9.00 FTEs would be requested by the Department of Mental Health, Mental Retardation and Substance Abuse to staff this facility. The total operating impact is estimated to be $435,000 annually.

** Land acquisition is scheduled in FY 04 from the Land Acquisition Fund (Page 348)

CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	**	0	0	0	0	**	0	**
Professional Services	0	0	50	0	0	0	0	50	0	50
Construction	0	0	460	0	0	0	0	460	0	460
Furnishings/Equipment	0	0	100	0	0	0	0	100	0	100
TOTAL COST:	0	0	610	0	0	0	0	610	0	610
Local Tax Funding	0	0	610	0	0	0	0	610	0	610
TOTAL FINANCING:	0	0	610	0	0	0	0	610	0	610

Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	0	435	445	455	465	1,800

SUPPORTED LIVING RESIDENCE - NO. 3

County Project Description:

This project entails the construction of a four-bedroom, 2,500 square foot home. The home will be fully accessible to the handicapped and will be situated on a 0.25-acre lot and will serve four Mental Retardation supported living clients. The house will be fully staffed and will operate as a 24-hour residence for mentally disabled individuals.

According to the 20-Year Growth Scenarios and Assumptions, the Department of Mental Health, Mental Retardation and Substance Abuse (MH/MR/SA) should add a group home for each additional 14,000 in population in Loudoun County. This will allow MH/MR/SA to maintain the medium level of service as established in its service plan as approved by the Board of Supervisors.

Operating Impact:

In FY 06, a total of 9.00 FTEs would be requested by the Department of Mental Health, Mental Retardation and Substance Abuse to staff this facility. The total operating impact is estimated to be $445,000 annually.

** Land acquisition is scheduled in FY 05 from the Land Acquisition Fund (Page 348)

CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	**	0	0	0	**	0	**
Professional Services	0	0	0	55	0	0	0	55	0	55
Construction	0	0	0	465	0	0	0	465	0	465
Furnishings/Equipment	0	0	0	105	0	0	0	105	0	105
TOTAL COST:	0	0	0	625	0	0	0	625	0	625
Local Tax Funding	0	0	0	625	0	0	0	625	0	625
TOTAL FINANCING:	0	0	0	625	0	0	0	625	0	625

Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	0	0	445	455	465	1,365

SUPPORTED LIVING RESIDENCE - NO. 4

County Project Description:

This project entails the construction of a four-bedroom, 2,500 square foot home. The home will be fully accessible to the handicapped and will be situated on a 0.25-acre lot and will serve four Mental Retardation supported living clients. The house will be fully staffed and will operate as a 24-hour residence for mentally disabled individuals.

According to the 20-Year Growth Scenarios and Assumptions, the Department of Mental Health, Mental Retardation and Substance Abuse (MH/MR/SA) should add a group home for each additional 14,000 in population in Loudoun County. This will allow MH/MR/SA to maintain the medium level of service as established in its service plan as approved by the Board of Supervisors.

Operating Impact:

In FY 07, a total of 9.00 FTEs would be requested by the Department of Mental Health, Mental Retardation and Substance Abuse to staff this facility. The total operating impact is estimated to be $455,000 annually.

****** Land acquisition is scheduled in FY 06 from the Land Acquisition Fund (Page 348)

CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	**	0	0	**	0	**
Professional Services	0	0	0	0	60	0	0	60	0	60
Construction	0	0	0	0	495	0	0	495	0	495
Furnishings/Equipment	0	0	0	0	110	0	0	110	0	110
TOTAL COST:	0	0	0	0	665	0	0	665	0	665
Local Tax Funding	0	0	0	0	665	0	0	665	0	665
TOTAL FINANCING:	0	0	0	0	665	0	0	665	0	665

Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	0	0	0	455	465	920

SUPPORTED LIVING RESIDENCE - NO. 5

County Project Description:

This project entails the construction of a four-bedroom, 2,500 square foot home. The home will be fully accessible to the handicapped and will be situated on a 0.25-acre lot and will serve four Mental Retardation supported living clients. The house will be fully staffed and will operate as a 24-hour residence for mentally disabled individuals.

According to the 20-Year Growth Scenarios and Assumptions, the Department of Mental Health, Mental Retardation and Substance Abuse (MH/MR/SA) should add a group home for each additional 14,000 in population in Loudoun County. This will allow MH/MR/SA to maintain the medium level of service as established in its service plan as approved by the Board of Supervisors.

Operating Impact:

In FY 08, a total of 9.00 FTEs would be requested by the Department of Mental Health, Mental Retardation and Substance Abuse to staff this facility. The total operating impact is estimated to be $465,000 annually.

** Land acquisition is scheduled in FY 07 from the Land Acquisition Fund (Page 348)

CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	**	0	**	0	**
Professional Services	0	0	0	0	0	60	0	60	0	60
Construction	0	0	0	0	0	510	0	510	0	510
Furnishings/Equipment	0	0	0	0	0	110	0	110	0	110
TOTAL COST:	0	0	0	0	0	680	0	680	0	680
Local Tax Funding	0	0	0	0	0	680	0	680	0	680
TOTAL FINANCING:	0	0	0	0	0	680	0	680	0	680

Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	0	0	0	0	465	465

SUPPORTED LIVING RESIDENCE - NO. 6

County Project Description:

This project entails the construction of a four-bedroom, 2,500 square foot home. The home will be fully accessible to the handicapped and will be situated on a 0.25-acre lot and will serve four Mental Retardation supported living clients. The house will be fully staffed and will operate as a 24-hour residence for mentally disabled individuals.

According to the 20-Year Growth Scenarios and Assumptions, the Department of Mental Health, Mental Retardation and Substance Abuse (MH/MR/SA) should add a group home for each additional 14,000 in population in Loudoun County. This will allow MH/MR/SA to maintain the medium level of service as established in its service plan as approved by the Board of Supervisors.

Operating Impact:

In FY 09, a total of 9.00 FTEs would be requested by the Department of Mental Health, Mental Retardation and Substance Abuse to staff this facility. The total operating impact is estimated to be $475,000 annually.

** Land acquisition is scheduled in FY 08 from the Land Acquisition Fund (Page 348)

CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	**	**	0	**
Professional Services	0	0	0	0	0	0	65	65	0	65
Construction	0	0	0	0	0	0	515	515	0	515
Furnishings/Equipment	0	0	0	0	0	0	115	115	0	115
TOTAL COST:	0	0	0	0	0	0	695	695	0	695
Local Tax Funding	0	0	0	0	0	0	695	695	0	695
TOTAL FINANCING:	0	0	0	0	0	0	695	695	0	695

Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	0	0	0	0	0	0

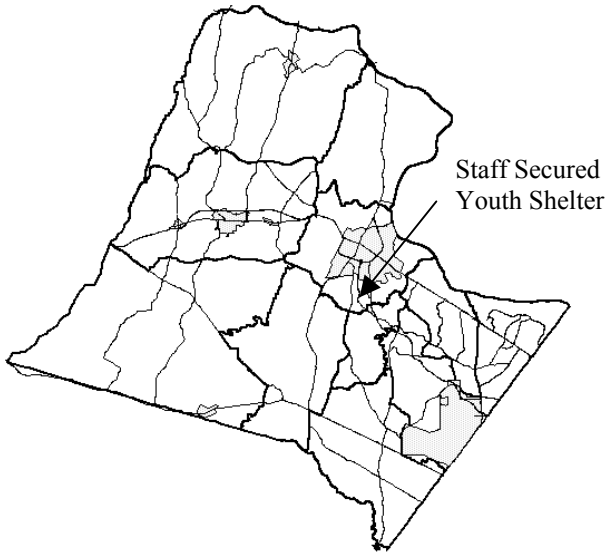
STAFF SECURED YOUTH SHELTER

County Project Description:

This project entails the construction of an 8,000 square feet addition to the County's work release structure. As this structure becomes available following the completion of the County's new Adult Detention Center it is proposed the work release building be renovated in FY 05 as a Capital Asset Replacement Project and become a Juvenile Assessment Center. In FY 07, an 8,000 square foot addition is proposed to add a twelve-bed licensed staff secured youth shelter.

This residential program will supplement the County's existing twelve-bed Youth Shelter and serve Juvenile and Domestic Relations Court appointed juveniles ages 11-17. This residence will relieve the growing court ordered juvenile population using the current Youth Shelter beds. Service trends indicate the Courts averaged using 52% of the Youth Shelter beds in a given year.

In FY 07, the juvenile client population will support the need for 24 residential beds.



Operating Impact:

A total of 22.00 FTEs staff this facility. The total operating impact is estimated to be $1,265,000 annually.

CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	0	0	0	0	390	0	390	0	390
Construction	0	0	0	0	0	2,030	0	2,030	0	2,030
Furnishings/Equipment	0	0	0	0	0	150	0	150	0	150
TOTAL COST:	0	0	0	0	0	2,570	0	2,570	0	2,570
Local Tax Funding	0	0	0	0	0	2,570	0	2,570	0	2,570
TOTAL FINANCING:	0	0	0	0	0	2,570	0	2,570	0	2,570

Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	0	0	0	0	1,265	1,265

JUVENILE DETENTION CENTER EXPANSION

County Project Description:

This project entails the construction of a 21,742 square foot addition to the County's Juvenile Detention Center.

The Juvenile Detention Center is a secure residential program for court-ordered juveniles between the ages of 11 and 17 that are waiting court disposition. The existing facility is approximately 15,000 square feet and is certified to house 24 youth by the Virginia Department of Juvenile Justice.

Based on current service trends 30 additional beds will be needed by FY 09. The expansion would add the 30 beds and the total facility capacity would be 54 juveniles. In FY 02, an architectural study was conducted on the expansion feasibility and it was determined the existing site has the capacity to add the proposed addition.

Operating Impact:

A total of 28.00 FTEs staff this facility. The total operating impact is estimated to be $2.4 million annually in FY 09.

CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	0	0	0	0	960	205	1,165	0	1,165
Construction	0	0	0	0	0	0	6,395	6,395	0	6,395
Furnishings/Equipment	0	0	0	0	0	0	530	530	0	530
TOTAL COST:	0	0	0	0	0	960	7,130	8,090	0	8,090
Local Tax Funding	0	0	0	0	0	960	7,130	8,090	0	8,090
TOTAL FINANCING:	0	0	0	0	0	960	7,130	8,090	0	8,090

Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	0	0	0	0	0	0

Parks, Recreation and Culture

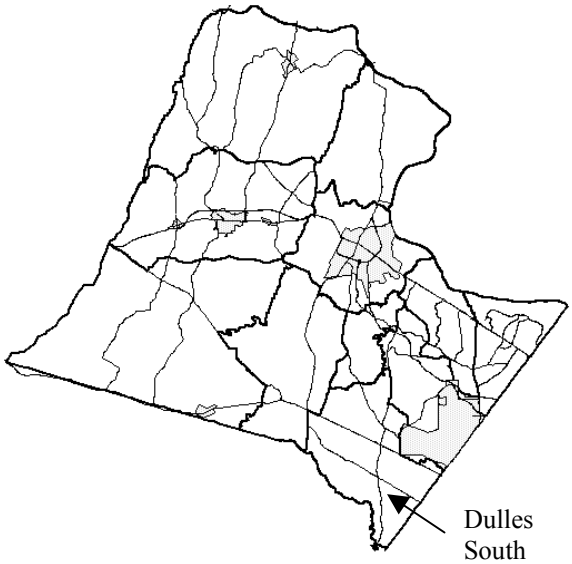
DULLES SOUTH LIBRARY

County Project Description:

This project provides for a community library facility up to 30,000 square feet on a site in the Dulles South Area.

A proffered site of 7.2 acres is available in the Stone Ridge development suitable for the Library site. The Library would serve the South Riding and Stone Ridge residential development and the Dulles South Planning subarea.

The facility is to be designed in FY 06 with construction in FY 07. The Library is planned to have 80,000 books in its circulation collection.



Referendum Date:

Funding for the project is derived from the issuance of general obligation bonds pending voter approval on the November 2005 referenda.

Operating Impact:

The operating impact is beyond the six-year capital plan.

CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	180	0	0	180	0	180
Professional Services	0	0	0	0	935	305	0	1,240	0	1,240
Construction	0	0	0	0	0	8,220	0	8,220	0	8,220
Furnishings/Equipment	0	0	0	0	0	2,500	0	2,500	0	2,500
TOTAL COST:	0	0	0	0	1,115	11,025	0	12,140	0	12,140
Gen. Oblig. Bonds	0	0	0	0	935	11,025	0	11,960	0	11,960
Proffers, Land	0	0	0	0	180	0	0	180	0	180
TOTAL FINANCING:	0	0	0	0	1,115	11,025	0	12,140	0	12,140

Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	200	780	980
TOTAL	0	0	0	0	200	780	980

EASTERN REGIONAL LIBRARY EXPANSION

County Project Description:

The Loudoun County Eastern Regional Library is a 30,000 square foot library serving eastern Loudoun County. When this library opened it was projected to circulate 275,000 items annually and have 250,000 visits annually. In FY 01, the library circulated 970,000 items and had 359,000 visitors.

The current building was constructed for expansion at a future date when population and customer service growth supported an addition. Current service trends indicate an addition of 30,000 square feet would better serve the Eastern Loudoun community by FY 08. Eastern Loudoun will have a population of over 110,000 by FY 08. This expansion will enhance Library services to a growing patron base.

Referendum Date:

Funding for the project is derived from a combination of local tax funding and the issuance of general obligation bonds pending voter approval on the November 2006 referenda.

Operating Impact:

The proposed addition would be completed in FY 09 or FY 10 and add 21.0 FTEs to the facilities personnel costs. Annual operating costs including the additional personnel is estimated at $1.1 million.

CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Debt Payment	0	0	0	0	0	2,025	0	2,025	0	2,025
Professional Services	0	0	0	0	0	1,280	310	1,590	0	1,590
Construction	0	0	0	0	0	0	10,655	10,655	0	10,655
Furnishings/Equipment	0	0	0	0	0	0	1,800	1,800	0	1,800
TOTAL COST:	0	0	0	0	0	3,305	12,765	16,070	0	16,070
Local Tax Funding	0	0	0	0	0	2,025	0	2,025	0	2,025
Gen. Oblig. Bonds	0	0	0	0	0	1,280	12,765	14,045	0	14,045
TOTAL FINANCING:	0	0	0	0	0	3,305	12,765	16,070	0	16,070

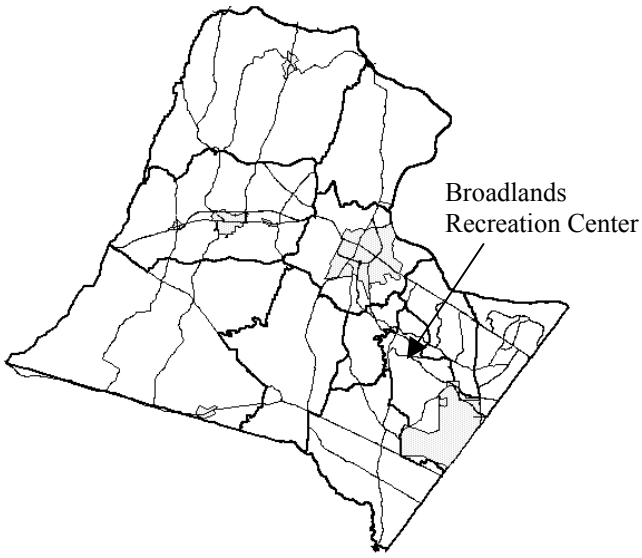
Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	400	400
TOTAL	0	0	0	0	0	400	400

BROADLANDS RECREATION CENTER

County Project Description:

This project is located on a 15-acre proffered site to be received in FY 01 in the Broadlands area of Loudoun County. A 25,000 square foot recreation center is to be constructed which will include approximately 14,000 square feet dedicated to a 25m x 25y swimming pool, equipment space and locker rooms. The additional 11,000 square feet is proposed for classrooms, meetings and recreational program functions.

Design of this facility is adopted in FY 05 and construction phase in FY 06.

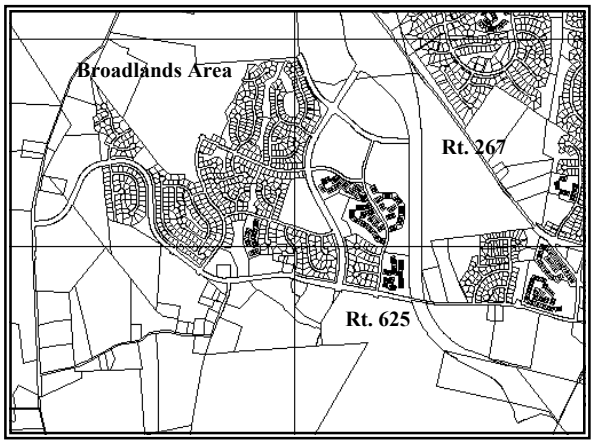


Referendum Date:

Funding for the project is derived from the issuance of general obligation bonds pending voter approval on the November 2004 referenda.

Operating Impact:

Future staffing needs for the facility are to be adopted as part of the Department of Parks, Recreation and Community Services operating budget in FY 07 and may include 21.28 FTEs. Operating cost estimates include personnel, operating, maintenance and utility cost projections.



CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	320	0	0	0	0	0	0	0	0	320
Professional Services	0	0	0	770	195	0	0	965	0	965
Construction	0	0	0	0	5,850	0	0	5,850	0	5,850
Furnishings/Equipment	0	0	0	0	790	0	0	790	0	790
TOTAL COST:	320	0	0	770	6,835	0	0	7,605	0	7,925
Gen. Oblig. Bonds	0	0	0	770	6,835	0	0	7,605	0	7,605
Proffers (Land)	320	0	0	0	0	0	0	0	0	320
TOTAL FINANCING:	320	0	0	770	6,835	0	0	7,605	0	7,925

Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	0	0	0	910	935	1,845
Debt Service	0	0	0	200	988	957	2,145
TOTAL	0	0	0	200	1,898	1,892	3,990

CARVER SCHOOL

County Project Description:

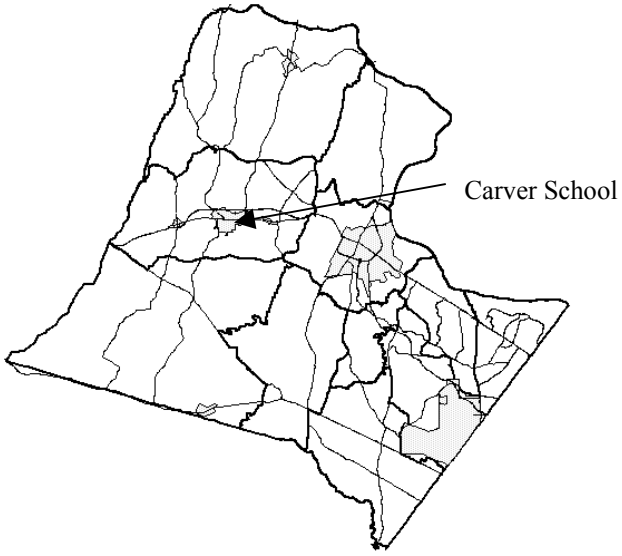
Carver School in Purcellville, Virginia, served as an elementary school for African American children from 1948 to 1968, after which time it was designated as a school storage facility. The building consists of an estimated 15,000 gross square feet of space. In the spring of 2000, Older Americans Humanities Corporation, a local non-profit organization approached County and School officials asking that Carver School be restored for community use.

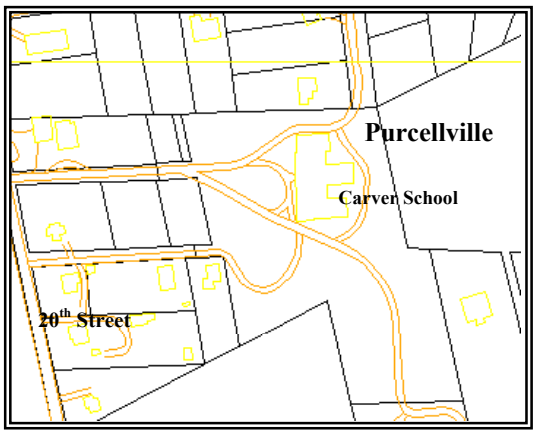
A FY 01 a Board-commissioned feasibility study reported a multi-use center with primary focus on senior center during its core operating hours as the recommended use for the facility. Currently the project is in the design phase.

Funds were approved for initial architectural and engineering design work for the facility. Funding for a construction phase is derived from the issuance of general obligation bonds pending that voters approved in the November 2001 referendum.

Operating Impact:

Projected costs reflect personnel (18.72 FTEs), general maintenance and utility cost projections with a FY 05 opening.





CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	300	0	0	0	0	0	0	0	0	300
Construction	4,800	0	0	0	0	0	0	0	0	4,800
Furnishings/Equipment	0	550	0	0	0	0	0	550	0	550
TOTAL COST:	5,100	550	0	0	0	0	0	550	0	5,650
Gen. Oblig. Bonds	4,800	550	0	0	0	0	0	550	0	5,350
Local Tax Funding	300	0	0	0	0	0	0	0	0	300
TOTAL FINANCING:	5,100	550	0	0	0	0	0	550	0	5,650

Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	0	1,175	1,210	1,245	1,285	4,915
Debt Service	59	235	224	223	212	200	1,153
TOTAL	59	235	1,399	1,433	1,457	1,485	6,068

CENTRAL LOUDOUN PARK SITE

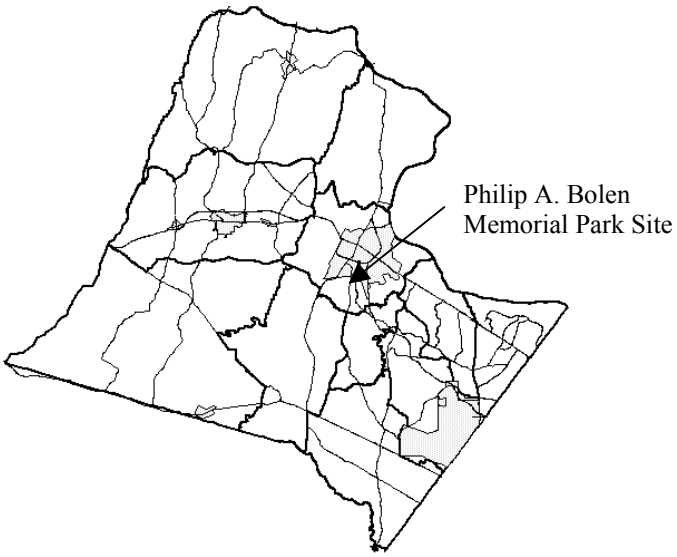
(Philip A. Bolen Memorial Park)

County Project Description

The Board of Supervisors, to meet the need for this 200-acre project and other governmental facilities, acquired a 460-acre parcel near the Leesburg Airport in FY 01. The Shellhorn parcel is currently in the Master Plan stage to determine the best location for the park amenities and other possible uses. This project provides for the design and construction of the following recreational amenities:

- Four (4) 300' softball fields
- Two (2) 90' baseball diamonds with 300' fences
- Two (2) skinned baseball diamonds with 300' fences
- One (1) grass infield diamond with 200' fence
- Six (6) large soccer fields
- Two (2) football fields
- Two (2) 1,500 sq. ft. restroom/kiosk facilities
- 4,000 square foot equipment storage facility
- 25,000 sq. ft. recreation center (future years)

The facility standards contained in the currently approved service plan for Parks, Recreation and Community Services are in substantial deficit in the Central Loudoun/Leesburg area. This project with its planned amenities and 285 acres designated for passive use would address some of that deficit. Currently the park is in the Master Plan phase.



Operating Impact:
Construction of the recreational components would begin in FY 03. Development of the recreation center is anticipated in FY 07. Projected operating expenditures during the FY 04 - 08 period would include the addition of 9.02 FTE, serving principally in park management and maintenance roles.

CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	6,000	0	0	0	0	0	0	0	0	6,000
Professional Services	1,115	100	0	0	0	610	205	915	0	2,030
Construction	2,115	12,800	0	0	0	0	6,715	19,515	0	21,630
Furnish./Equipment	0	230	0	0	0	0	875	1,105	0	1,105
TOTAL COST:	9,230	13,130	0	0	0	610	7,795	21,535	0	30,765
Gen. Oblig. Bonds	3,230	13,030	0	0	0	610	7,795	21,435	0	24,665
Local Tax Funding	6,000	100	0	0	0	0	0	100	0	6,100
TOTAL FINANCING:	9,230	13,130	0	0	0	610	7,795	21,535	0	30,765

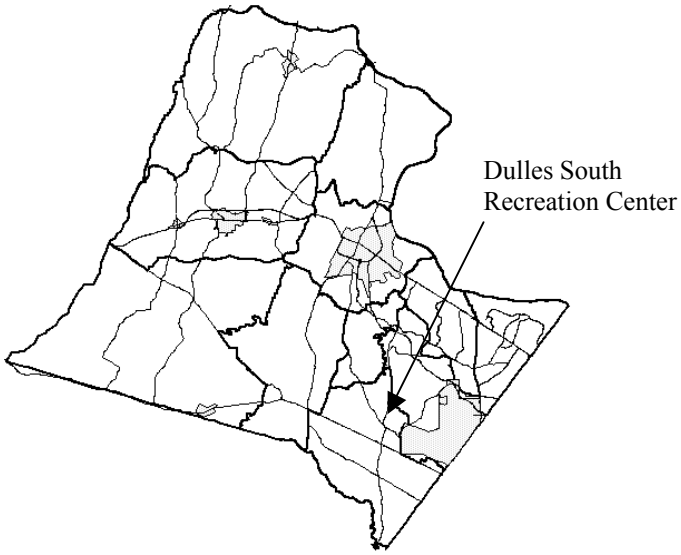
Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	0	120	495	510	525	1,650
Debt Service	125	1,125	1,637	1,590	1,545	1,524	7,546
TOTAL:	125	1,125	1,757	2,085	2,055	2,049	9,196

DULLES SOUTH RECREATION CENTER

County Project Description:

This project is located on a six-acre site to be determined in the Dulles South subarea of Loudoun County. A 25,000 square foot recreation center is to be constructed which will include approximately 14,000 square feet dedicated to a 25m x 25y swimming pool, equipment space and locker rooms. The additional 11,000 square feet is proposed for classrooms, meetings and recreational program functions.

Design of this facility is proposed in FY 08 and construction phase in Future FY's.



Referendum Date:

Funding for the project is subject to voter-approved general obligation bonds scheduled on the November 2007 referendum.

Operating Impact:

Future staffing needs for the facility are to be adopted as part of the Department of Parks, Recreation and Community Services operating budget in FY 10 and may include 21.28 FTEs. Operating cost estimates include personnel, operating, maintenance and utility cost projections.

**Land acquisition is scheduled in FY 08 from the Land Acquisition Fund (Page 348)

CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	**	0	0	0
Professional Services	0	0	0	0	0	0	1,020	1,020	0	1,020
Construction	0	0	0	0	0	0	0	0	6,080	6,080
Furnishings/Equipment	0	0	0	0	0	0	0	0	860	860
TOTAL COST:	0	0	0	0	0	0	1,020	0	6,940	7,960
Gen. Oblig. Bonds	0	0	0	0	0	0	1,020	0	6,940	7,960
Proffers (Land)	0	0	0	0	0	0	0	0	0	0
TOTAL FINANCING:	0	0	0	0	0	0	1,020	1,020	6,940	7,960

Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0

EASTERN LOUDOUN RECREATION CENTER

(Claude Moore Park Recreation Center)

County Project Description:

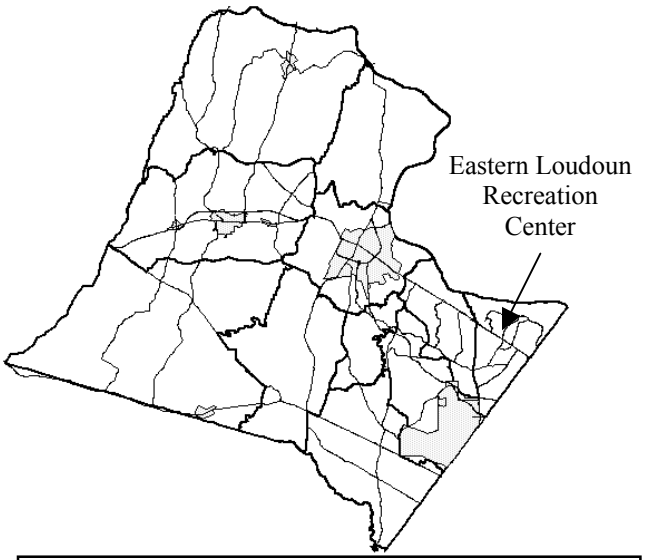
This project constructs a 60,000+-sq. ft. recreation center in eastern Loudoun County. The center will be constructed in the County's eastern regional park, Claude Moore Park. The center will include indoor recreation, gymnasium, and swimming facilities such as a leisure pool and lap pool.

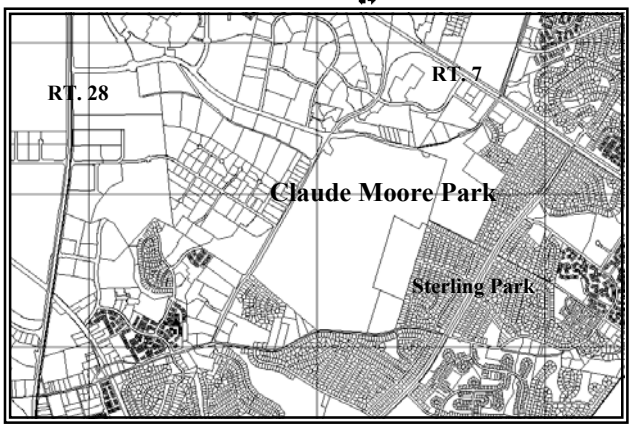
Design of this facility was adopted in FY 02 with the construction phase in FY 03-04. Funding is voter-approved general obligation bonds on the November 2001 referenda. Currently the project is in the programmatic design phase.

Operating Impact:

Staffing for the facility is projected at 30.49 FTEs. Equipment and partial year costs for operations will be $555,000 in FY 05. The first full year operations and maintenance costs are projected to cost $1,191,000 in FY 06.

It is proposed that memberships to the facility would offset the construction/debt and operating costs of the center.





CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	1,024	180	0	0	0	0	0	180	0	1,204
Construction	5,605	9,650	0	0	0	0	0	9,650	0	15,255
Furnishings/Equipment	0	1,045	0	0	0	0	0	1,045	0	1,045
TOTAL COST:	6,629	10,875	0	0	0	0	0	10,875	0	17,504
Gen. Oblig. Bonds	6,305	10,695	0	0	0	0	0	10,695	0	17,000
Local Tax Funding	0	180	0	0	0	0	0	180	0	180
Proffers (Cash)	324	0	0	0	0	0	0	0	0	324
TOTAL FINANCING:	6,629	10,875	0	0	0	0	0	10,875	0	17,504

Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	0	555	1,191	1,226	1,264	4,236
Debt Service	100	1,103	1,545	1,502	1,459	1,420	7,129
TOTAL	100	1,103	2,100	2,693	2,685	2,684	11,365

EASTERN LOUDOUN RESPITE CENTER

County Project Description:

This project constructs a 4,000 gross square foot one-story building to be located on one acre in the Eastern Loudoun region. Land for this project has not yet been identified.

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 foot of usable program activity space (not including offices and support areas) per client. The facility will also need a clinic area, an outdoor program area, restrooms equipped with showers, office space, adequate storage and a food service area. The building will be designed to provide a safe, hygienic, and home-like environment.

The Department of Parks, Recreation and Community Services currently operates a Respite Center in the Leesburg area. The department's Service Plan stipulates the need for an additional Respite Center when there is a waiting list of 15 persons for the Leesburg Center. It is projected by 2003 this service threshold will be met. A center located in Eastern Loudoun would also alleviate transportation resource problems for Eastern Loudoun families.

Operating Impact:

Operating costs reflect personnel and maintenance costs comparable to the Leesburg Respite Center operations.

**Land acquisition is scheduled in FY 03 from the Land Acquisition Fund (Page 348)

CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	**	0	0	0	0	0	**	0	**
Professional Services	0	145	0	0	0	0	0	145	0	145
Construction	0	0	1,065	0	0	0	0	1,065	0	1,065
Furnishings/Equipment	0	0	150	0	0	0	0	150	0	150
TOTAL COST:	0	145	1,215	0	0	0	0	1,360	0	1,360
Local Tax Funding	0	145	1,215	0	0	0	0	1,360	0	1,360
TOTAL FINANCING:	0	145	1,215	0	0	0	0	1,360	0	1,360

Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	180	185	190	195	200	950

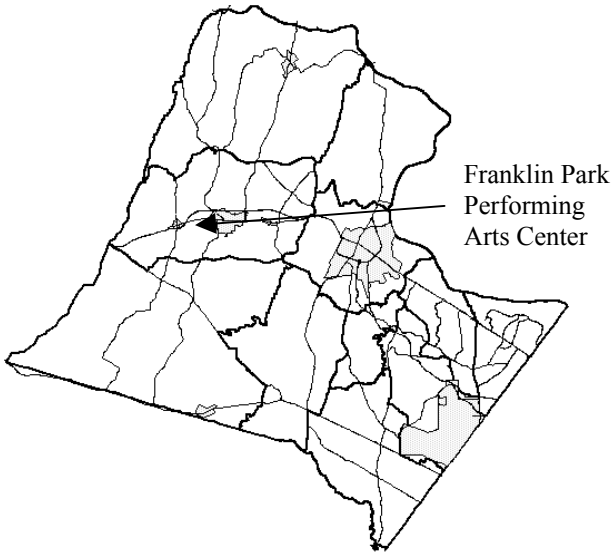
FRANKLIN PARK PERFORMING ARTS CENTER

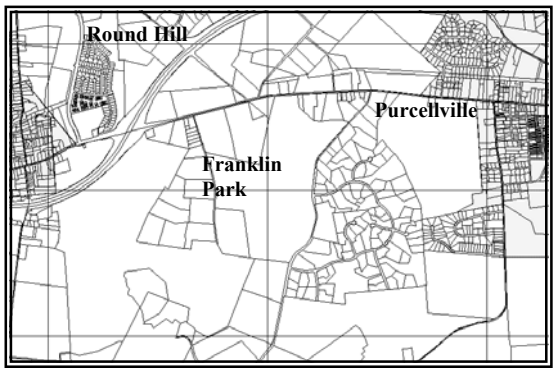
County Project Description:

The Performing Arts Center at Franklin Park is a grass roots project of community organizations rebuilding barns located at the County's western regional park to serve as a cultural and performing arts center. The Barns, Inc., a non-profit organization, has spearheaded this project and lack the necessary funding to complete the project.

The barn structure shell and interior timber framing have been completed and riser structures installed for theater seating. Final construction documents are required for complete interior electrical and mechanical systems, finishes, seating, theater equipment and staff office spaces. The Board of Supervisors has provided $300,350 in local tax funding toward the project. The Board also provided $200,000 in TOT funding to The Barns, Inc., toward construction of the barn roof. Insurance proceeds of $223,543 were also applied to the project from an insurance settlement when the original barn structure burned down in FY 98. An independent cost estimate was conducted in December 2001 indicating an additional $1,245,000 in funding is needed to complete the Performing Arts Center. The only potential funding option appears to be local tax funding.

In FY 03, the Board of Supervisors approved $200,000 in local tax funding to support the project. An independent engineering study will occur in FY 03 to determine the most cost effective means to complete the project. The balance of funds will be used for construction as determined by the study.





Operating Impact:
In FY 00, the Board of Supervisors approved 6.6 FTEs to staff the Performing Arts Center and it opened using existing community structures in Western Loudoun. Currently the Performing Arts Center has an operational budget of $325,000 and generates approximately $12,000 - $15,000 in revenue annually against planned revenue of $95,000 in FY 02.

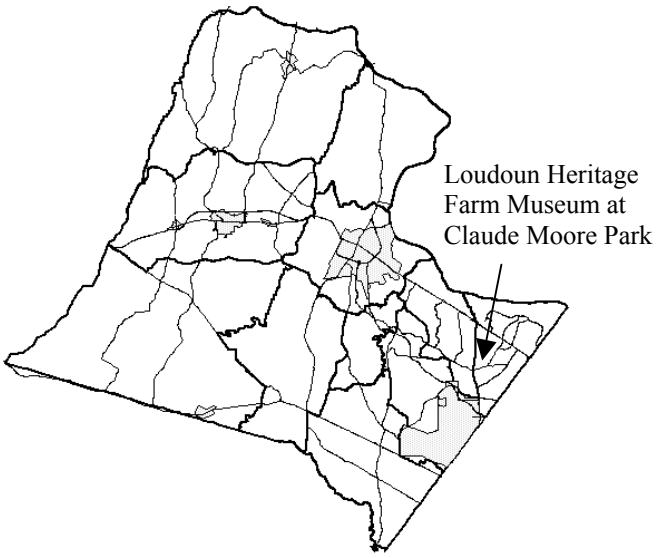
CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	20	0	0	0	0	0	200	0	200
Construction	0	180	0	0	0	0	0	0	0	0
Furnishings/Equipment	0	0	0	0	0	0	0	0	0	0
TOTAL COST:	0	200	0	0	0	0	0	0	0	0
Local Tax Funding	0	200	0	0	0	0	0	200	0	200
TOTAL FINANCING:	0	200	0	0	0	0	0	200	0	200

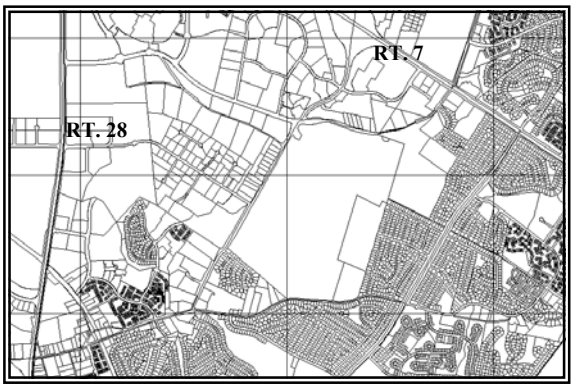
Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	325	335	345	355	365	375	2,100

LOUDOUN HERITAGE FARM MUSEUM

County Project Description:

Located at Claude Moore Regional Park in Eastern Loudoun, the Loudoun Heritage Farm Museum (modeled after Carroll County, Maryland Farm Museum) was begun in FY 99 to house interior/exterior museum exhibits reflecting Loudoun County's agricultural history. In FY 99-00, exterior improvements were made to existing farm structures and grounds. In FY 00-01 construction of the main interior exhibit building shell began and a certificate of occupancy was issued in November 2001. The Board of Supervisors has provided $1,285,265 in funding toward the cost of the project ($220,000 in local tax funding, $400,000 in TOT funding, $610,000 in capital cash proffer contributions, and an operational budget carry over of $55,265). An independent cost estimate was conducted in December 2001 indicating an additional $450,000 in funding is needed to complete the Farm Museum's interior exhibit modules and exterior parking infrastructure.





Operating Impact:
In FY 00, the Board of Supervisors approved 6.0 FTEs to staff the museum and it opened using existing structures at Claude Moore Park. Currently the Farm Museum's annual operational budget is $441,864 with fee revenue of $110,100 in FY 03.

The Board of Supervisors adopted the use of $450,000 in cash proffers to fund the completion of this project in FY 03. The following proffer was designated to fund the project:

Dominion Station ZCPA19930005 $450,000

CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	70	0	0	0	0	0	0	0	0	70
Construction	810	450	0	0	0	0	0	450	0	1,260
Furnishings/Equipment	350	0	0	0	0	0	0	0	0	350
TOTAL COST:	1,230	450	0	0	0	0	0	450	0	1,680
Local Tax Funding	220	0	0	0	0	0	0	0	0	220
TOT Funding	400	0	0	0	0	0	0	0	0	400
Proffers (Cash)	610	450	0	0	0	0	0	450	0	1,060
TOTAL FINANCING:	1,230	450	0	0	0	0	0	450	0	1,680

Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	442	455	469	483	497	512	2,858

LOUDOUN TEEN CENTER

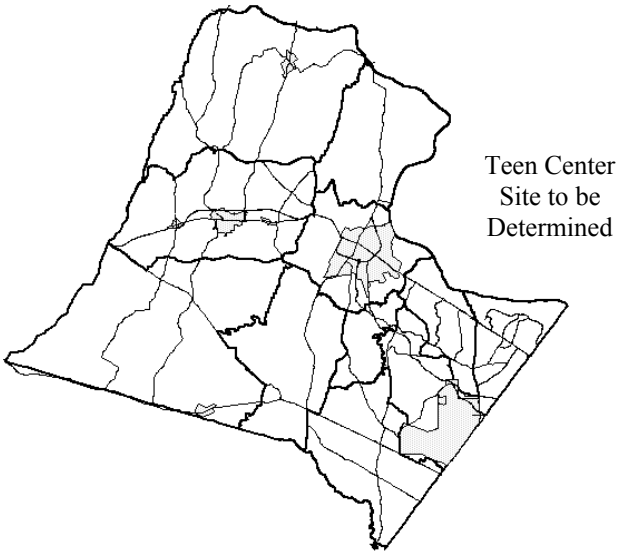
County Project Description:

In FY 02, the Board of Supervisors adopted funds to contract for design and feasibility study services to develop a teen center.

This study and design project is to determine appropriate existing County-owned facilities that would be appropriate for teen programming. Ideally the project would be an extension of an existing Community Center program.

In FY 05 the Board designated $1,560,000 in local tax funding contingent upon a community match of $500,000 to renovate an existing facility for use as a teen center.

The Department of Parks, Recreation and Community Service is to present options to the Board of Supervisors in the FY 04-05 Capital Improvement Budget submission process.



Operating Impact:

Projected personnel and operating expenses are estimates pending final project design determinations.

CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Prof. Services	85	0	0	0	0	0	0	0	0	85
Bldg./Construction	0	0	0	1,560	0	0	0	1,560	0	1,560
Furnishings/Equipment	0	0	0	500	0	0	0	500	0	500
TOTAL COST:	85	0	0	2,060	0	0	0	2,060	0	2,145
Local Tax Funding	85	0	0	1,560	0	0	0	1,560	0	1,645
Community Donations	0	0	0	500	0	0	0	500	0	500
TOTAL FINANCING:	85	0	0	2,060	0	0	0	2,060	0	2,145

Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal
General Operating	0	0	580	597	615	633	2,425

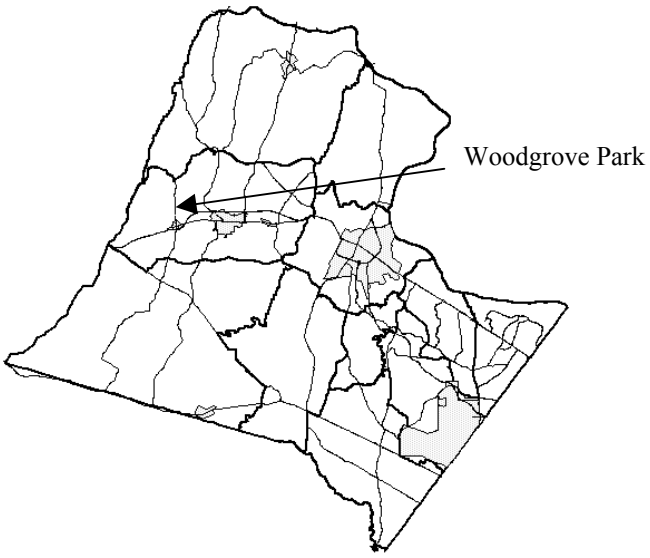
WOODGROVE PARK

County Project Description:

This project is a proffered 30-acre park, which includes two soccer fields, two baseball fields (one 60 foot and one 90 foot) and one softball field. The design and construction of these facilities in FY 97 were offset by developer contributions (in-kind proffers). Equipment for the facility was funded by local tax funding in FY 97.

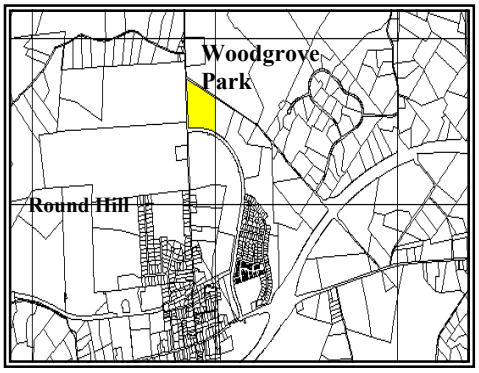
Funding in FY 04-05 will add a 1,500 square foot concession/restroom facility. In future fiscal years a 1,800 square foot picnic pavilion, playground and the lighting of sports fields are proposed.

The park will assist in meeting the demands for active recreation amenities along the Route 7 West corridor as the Town of Round Hill and Villages at Round Hill continue to develop.



Operating Impact:

Operating costs for this capital project reflect projected expenditures for and maintenance and utility costs for the facility.



CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	180	0	0	0	0	0	0	0	0	180
Professional Services	40	0	25	0	0	255	0	280	0	320
Construction	400	0	0	340	0	1,790	0	2,130	0	2,530
Furnishings/Equipment	120	0	0	20	0	0	0	20	0	140
TOTAL COST:	740	0	25	360	0	2,045	0	2,430	0	3,170
Local Tax Funding	0	0	25	360	0	2,045	0	2,430	0	2,430
Proffers (In-Kind)	560	0	0	0	0	0	0	0	0	560
Proffers (Land)	180	0	0	0	0	0	0	0	0	180
TOTAL FINANCING:	740	0	25	360	0	2,045	0	2,430	0	3,170

Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	0	47	49	51	53	200

Community Development

WOODS ROAD SOLID WASTE MANAGEMENT FACILITY - PHASE IIIB

County Project Description:

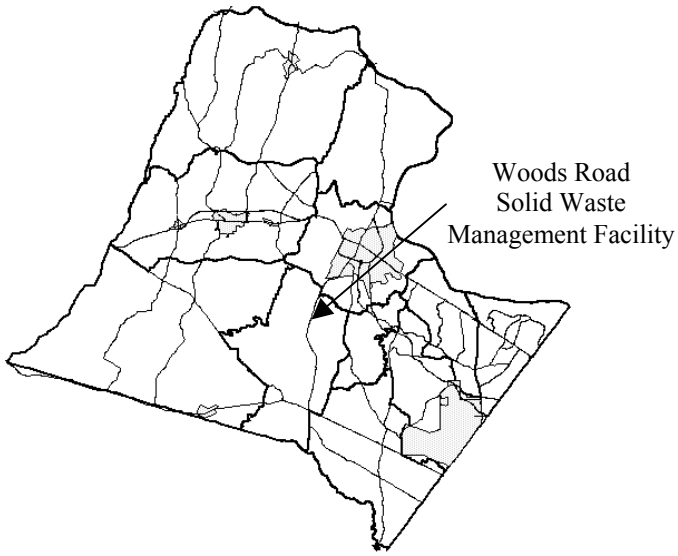
This project includes funding for engineering and construction services to maintain available disposal capacity at the Loudoun County Landfill. This project includes closure of Phase IIIA and constructing Phase IIIB at the same time.

Anticipated date to begin design is FY 05. The new space provided should serve the County for more than eight years at current disposal rates.

Local tax funding is the proposed funding source.

Operating Impact:

Operating costs for daily operations is projected to remain within the base budget operations of the Office of Solid Waste Management.



CAPITAL ($ in thousands)	Prior Alloc.	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	0	0	310	95	0	0	405	0	405
Construction	0	0	0	0	2,400	0	0	2,400	0	2,400
Furnish./Equipment	0	0	0	0	0	0	0	0	0	0
TOTAL COST:	0	0	0	310	2,495	0	0	2,805	0	2,805
Local Tax Funding	0	0	0	310	2,495	0	0	2,805	0	2,805
TOTAL FINANCING:	0	0	0	310	2,495	0	0	2,805	0	2,805

Net Operating Impact: ($ in thousands)	Adopted FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Total
General Operating	0	0	0	0	0	0	0

SCHOOL CAPITAL PROJECTS

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Elementary Schools

(ES-4) WESTERN LOUDOUN ELEMENTARY SCHOOL

School Project Description:

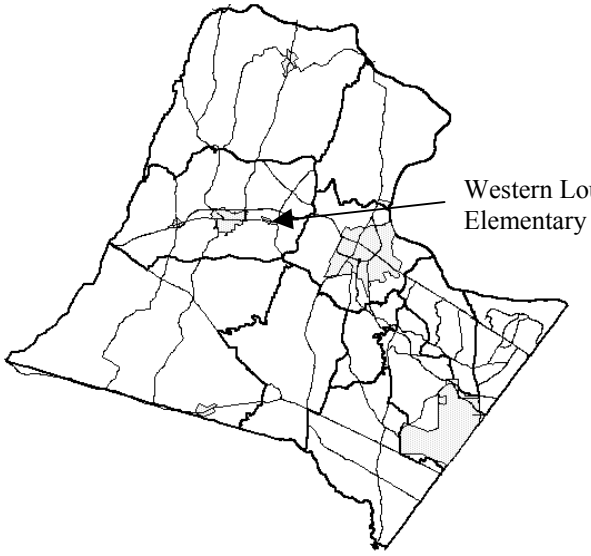
This new elementary school will be an estimated 77,830 square feet and will be located on a site of approximately 20 acres. This school will be designed for an anticipated program capacity of 750, for students in grades K through 5. The building will contain classrooms, a media center, a cafeteria, and a multi-purpose room.

The school site is currently part of the Loudoun Valley High School Cluster.

Opening Date:
Fall 2008

Operating Impact:
Operating impact is beyond the six-year capital plan in FY 09.

Referendum Date:
November 2006



ES-4 Western Loudoun Elementary School						
Enrollment Projections	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**
Building Program Capacity						
Projected Enrollment						
Space Available						
% Utilized						

N/A, opens FY 09

** This school is proposed to be constructed at the Harmony Intermediate School site in Hamilton. The land value in Prior Allocation reflects the cost of 20 acres at the Harmony site at $13,000 per acre.

CAPITAL ($ in thousands)	Prior Alloc.	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	**260	0	0	0	0	0	0	0	0	260
Prof. Services	0	0	0	0	0	1,390	0	1,390	0	1,390
Bldg./Construction	0	0	0	0	0	15,040	0	15,040	0	15,040
Equip./Furnishings	0	0	0	0	0	2,935	0	2,935	0	2,935
TOTAL COST:	260	0	0	0	0	19,365	0	19,365	0	19,625
Gen. Oblig. Bonds	260	0	0	0	0	18,135	0	18,135	0	18,395
Local Tax Funding	0	0	0	0	0	0	0	0	0	0
State Grant Program	0	0	0	0	0	1,230	0	1,230	0	1,230
TOTAL FINANCING:	260	0	0	0	0	19,365	0	19,365	0	19,625

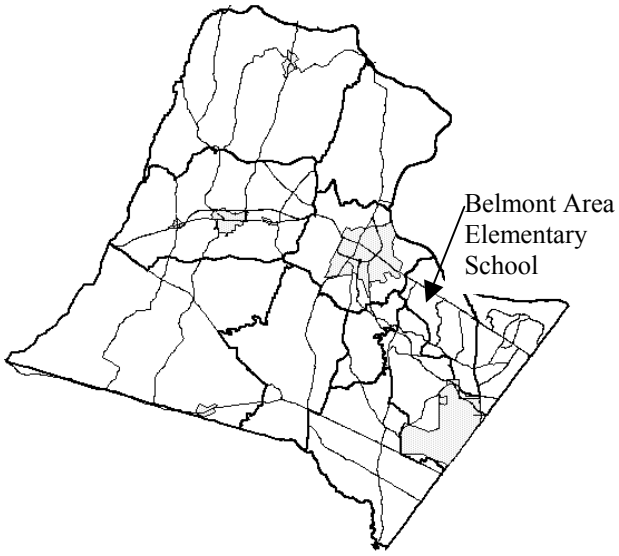
Net Operating Impact: ($ in thousands)	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	591	591
TOTAL	0	0	0	0	0	591	591

(ES-6) BELMONT AREA ELEMENTARY SCHOOL

School Project Description:

This new elementary school will be an estimated 84,000 square feet and will be located on a site of approximately 15/20 acres. This school will be designed for an anticipated program capacity of 800, for students in grades K through 5. The building will contain classrooms, a media center, a cafeteria, and a multi-purpose room.

The school is currently located in the Stone Bridge High School Cluster.



Opening Date:
Fall 2005

Operating Impact:
Operating impact below is based on a FY 03 per pupil cost of $9,310. This cost is established by dividing the School Board's Adopted FY 03 operating budget ($347,964,893) by the projected FY 03 school enrollment of 37,375 students.

Referendum Date:
November 2003

ES-6 Belmont Area Elementary School						
Enrollment Projections	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**
Building Program Capacity				800	800	800
Projected Enrollment				745	805	778
Space Available				55	-5	22
% Utilized				93.1%	100.6%	97.3%

CAPITAL ($ in thousands)	Prior Alloc.	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	300	0	0	0	0	300	0	300
Prof. Services	0	0	1,165	0	0	0	0	1,165	0	1,165
Bldg./Construction	0	0	12,630	0	0	0	0	12,630	0	12,630
Equip./Furnishings	0	0	2,465	0	0	0	0	2,465	0	2,465
TOTAL COST:	0	0	16,560	0	0	0	0	16,560	0	16,560
Gen. Oblig. Bonds	0	0	15,030	0	0	0	0	15,030	0	15,030
State Grant Program	0	0	1,230	0	0	0	0	1,230	0	1,230
Poffers (Land)	0	0	300	0	0	0	0	300	0	300
TOTAL FINANCING:	0	0	16,560	0	0	0	0	16,560	0	16,560

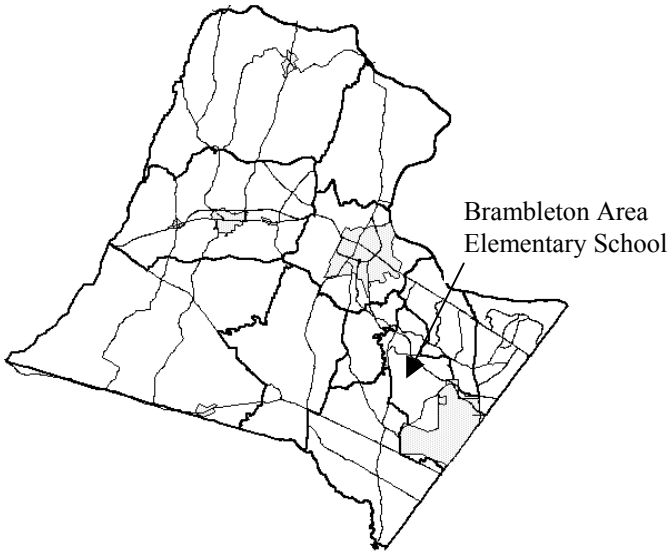
Net Operating Impact: ($ in thousands)	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal
General Operating	0	0	0	8,139	8,383	8,635	25,157
Debt Service	0	0	500	1,183	1,885	1,830	5,398
TOTAL	0	0	500	9,322	10,268	10,465	30,555

(ES-7) BRAMBLETON AREA ELEMENTARY SCHOOL

School Project Description:

This new elementary school will be an estimated 84,000 square feet and will be located on a site of approximately 15/20 acres. This school will be designed for an anticipated program capacity of 800, for students in grades K through 5. The building will contain classrooms, a media center, a cafeteria, and a multi-purpose room.

The school is currently located in the Stone Bridge High School Cluster.



Opening Date:
Fall 2006

Operating Impact:
Operating impact below is based on a FY 03 per pupil cost of $9,310. This cost is established by dividing the School Board's Adopted FY 03 operating budget ($347,964,893) by the projected FY 03 school enrollment of 37,375 students.

This school is proposed to be funded with local tax funding in FY 05.

ES-7 Brambleton Area Elementary School						
Enrollment Projections	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**
Building Program Capacity					800	800
Projected Enrollment					567	757
Space Available					233	43
% Utilized					70.9%	94.6%

CAPITAL ($ in thousands)	Prior Alloc.	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	320	0	0	0	320	0	320
Prof. Services	0	0	0	1,235	0	0	0	1,235	0	1,235
Bldg./Construction	0	0	0	13,385	0	0	0	13,385	0	13,385
Equip./Furnishings	0	0	0	2,615	0	0	0	2,615	0	2,615
TOTAL COST:	0	0	0	17,555	0	0	0	17,555	0	17,555
Gen. Oblig. Bonds	0	0	0	0	0	0	0	0	0	0
Local Tax Funding	0	0	0	17,235	0	0	0	17,235	0	17,235
Proffers (Land)	0	0	0	320	0	0	0	320	0	320
TOTAL FINANCING:	0	0	0	17,555	0	0	0	17,555	0	17,555

Net Operating Impact: ($ in thousands)	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal
General Operating	0	0	0	0	8,383	8,635	17,018
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	0	0	8,383	8,635	17,018

(ES-8) KIRKPATRICK FARMS AREA ELEMENTARY SCHOOL

School Project Description:

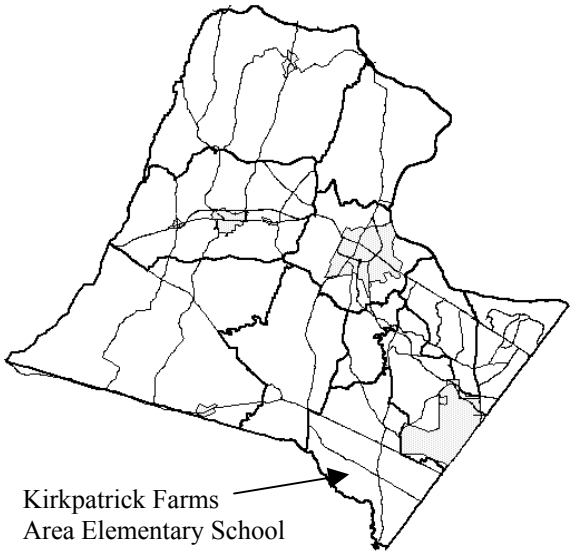
This new elementary school will be an estimated 84,000 square feet and will be located on a site of approximately 15/20 acres. This school will be designed for an anticipated program capacity of 800, for students in grades K through 5. The building will contain classrooms, a media center, a cafeteria, and a multi-purpose room.

The school is currently located in the Broad Run High School Cluster.

Opening Date:
Fall 2007

Operating Impact:
Operating impact below is based on a FY 03 per pupil cost of $9,310. This cost is established by dividing the School Board's Adopted FY 03 operating budget ($347,964,893) by the projected FY 03 school enrollment of 37,375 students.

Referendum Date:
November 2005



ES-8 Kirkpatrick Farms Area Elementary School						
Enrollment Projections	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**
Building Program Capacity						800
Projected Enrollment						479
Space Available						321
% Utilized						59.9%

CAPITAL ($ in thousands)	Prior Alloc.	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	300	0	0	300	0	300
Prof. Services	0	0	0	0	1,310	0	0	1,310	0	1,310
Bldg./Construction	0	0	0	0	14,190	0	0	14,190	0	14,190
Equip./Furnishings	0	0	0	0	2,770	0	0	2,770	0	2,770
TOTAL COST:	0	0	0	0	18,570	0	0	18,570	0	18,570
Gen. Oblig. Bonds	0	0	0	0	5,795	0	0	5,795	0	5,795
Local Tax Funding	0	0	0	0	12,475	0	0	12,475	0	12,475
Proffer (Land)	0	0	0	0	300	0	0	300	0	300
TOTAL FINANCING:	0	0	0	0	18,570	0	0	18,570	0	18,570

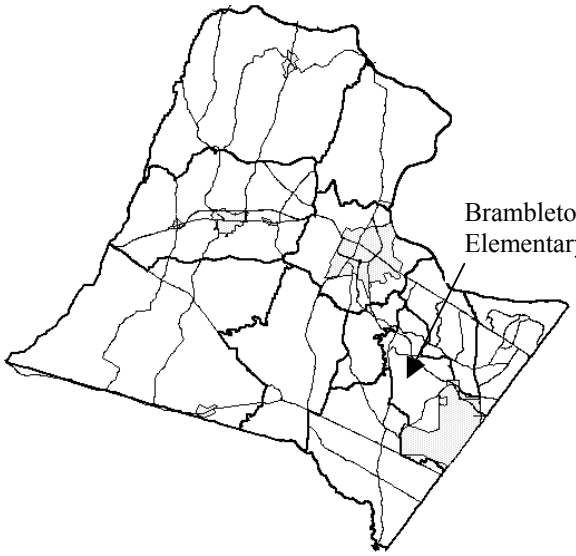
Net Operating Impact: ($ in thousands)	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal
General Operating	0	0	0	0	0	8,635	8,635
Debt Service	0	0	0	0	0	1,020	1,020
TOTAL	0	0	0	0	0	9,655	9,655

(ES-9) BRAMBLETON AREA ELEMENTARY SCHOOL

School Project Description:

This new elementary school will be an estimated 84,000 square feet and will be located on a site of approximately 15/20 acres. This school will be designed for an anticipated program capacity of 800, for students in grades K through 5. The building will contain classrooms, a media center, a cafeteria, and a multi-purpose room.

The school is currently located in the Stone Bridge High School Cluster.



Opening Date:
Fall 2007

Operating Impact:
Operating impact below is based on a FY 03 per pupil cost of $9,310. This cost is established by dividing the School Board's Adopted FY 03 operating budget ($347,964,893) by the projected FY 03 school enrollment of 37,375 students.

Referendum Date:
November 2005

ES-9 Brambleton Area Elementary School						
Enrollment Projections	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**
Building Program Capacity						800
Projected Enrollment						719
Space Available						81
% Utilized						89.9%

CAPITAL ($ in thousands)	Prior Alloc.	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	300	0	0	300	0	300
Prof. Services	0	0	0	0	1,310	0	0	1,310	0	1,310
Bldg./Construction	0	0	0	0	14,190	0	0	14,190	0	14,190
Equip./Furnishings	0	0	0	0	2,770	0	0	2,770	0	2,770
	0	0	0	0	18,570	0	0	18,570	0	18,570
Gen. Oblig. Bonds	0	0	0	0	17,670	0	0	17,670	0	17,670
State Grant	0	0	0	0	600	0	0	600	0	600
Proffers (Land)	0	0	0	0	300	0	0	300	0	300
TOTAL FINANCING:	0	0	0	0	18,570	0	0	18,570	0	18,570

Net Operating Impact: ($ in thousands)	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal
General Operating	0	0	0	0	0	8,635	8,635
Debt Service	0	0	0	0	543	1,375	1,918
TOTAL	0	0	0	0	543	10,010	10,553

(ES-13) LEESBURG AREA ELEMENTARY SCHOOL

School Project Description:

This new elementary school will be an estimated 84,000 square feet and will be located on a site of approximately 20 acres. This school will be designed for an anticipated program capacity of 800, for students in grades K through 5. The building will contain classrooms, a media center, a cafeteria, and a multi-purpose room.

The school is currently located in the Loudoun County High School Cluster.

Opening Date:
Fall 2005

Operating Impact:
Operating impact below is based on a FY 03 per pupil cost of $9,310. This cost is established by dividing the School Board's Adopted FY 03 operating budget ($347,964,893) by the projected FY 03 school enrollment of 37,375 students.

Referendum Date:
November 2003

ES-13 Leesburg Area Elementary School						
Enrollment Projections	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**
Building Program Capacity				800	800	800
Projected Enrollment				623	783	752
Space Available				177	17	48
% Utilized				77.9%	97.9%	94.0%

**Land acquisition is scheduled in FY 03 from the Land Acquisition Fund (Page 348)

CAPITAL ($ in thousands)	Prior Alloc.	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	**	0	0	0	0	0	0	0	0
Prof. Services	0	0	1,165	0	0	0	0	1,165	0	1,165
Bldg./Construction	0	0	12,630	0	0	0	0	12,630	0	12,630
Equip./Furnishings	0	0	2,465	0	0	0	0	2,465	0	2,465
TOTAL COST:	0	0	16,260	0	0	0	0	16,260	0	16,260
Gen. Oblig. Bonds	0	0	15,030	0	0	0	0	15,030	0	15,030
State Grant	0	0	1,230	0	0	0	0	1,230	0	1,230
TOTAL FINANCING:	0	0	16,260	0	0	0	0	16,260	0	16,260

Net Operating Impact: ($ in thousands)	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal
General Operating	0	0	0	8,139	8,383	8,635	25,157
Debt Service	0	0	500	1,183	1,885	1,830	5,398
TOTAL	0	0	500	9,322	10,268	10,465	30,555

(ES-14) BRAMBLETON AREA ELEMENTARY SCHOOL

School Project Description:

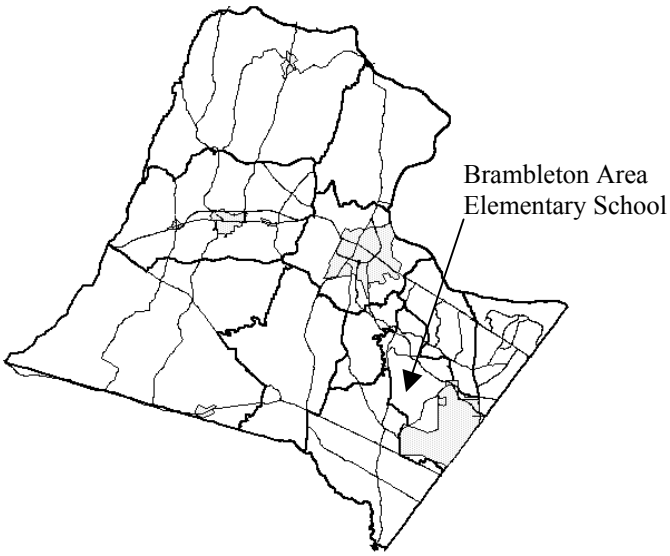
This new elementary school will be an estimated 84,000 square feet and will be located on a site of approximately 20 acres. This school will be designed for an anticipated program capacity of 800, for students in grades K through 5. The building will contain classrooms, a media center, a cafeteria, and a multi-purpose room.

The school site is currently part of the Stone Bridge High School Cluster.

Opening Date:
Fall 2008

Operating Impact:
Operating impact is beyond the six-year capital plan in FY 09.

Referendum Date:
November 2006



ES-14 Brambleton Area Elementary School						
Enrollment Projections	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**
Building Program Capacity						
Projected Enrollment						
Space Available						
% Utilized						

N/A, opens FY 09

CAPITAL ($ in thousands)	Prior Alloc.	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	320	0	320	0	320
Prof. Services	0	0	0	0	0	1,390	0	1,390	0	1,390
Bldg./Construction	0	0	0	0	0	15,040	0	15,040	0	15,040
Equip./Furnishings	0	0	0	0	0	2,935	0	2,935	0	2,935
TOTAL COST:	0	0	0	0	0	19,685	0	19,685	0	19,685
Gen. Oblig. Bonds	0	0	0	0	0	18,135	0	18,135	0	18,135
State Grant	0	0	0	0	0	1,230	0	1,230	0	1,230
Proffers (Land)	0	0	0	0	0	320	0	320	0	320
TOTAL FINANCING:	0	0	0	0	0	19,685	0	19,685	0	19,685

Net Operating Impact: ($ in thousands)	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	591	591
TOTAL	0	0	0	0	0	591	591

(ES-15) LEESBURG AREA ELEMENTARY SCHOOL

School Project Description:

This new elementary school will be an estimated 84,000 square feet and will be located on a site of approximately 15/20 acres. This school will be designed for an anticipated program capacity of 800, for students in grades K through 5. The building will contain classrooms, a media center, a cafeteria, and a multi-purpose room.

The school is currently located in the Loudoun County High School Cluster.

Opening Date:
Fall 2007

Operating Impact:
Operating impact below is based on a FY 03 per pupil cost of $9,310. This cost is established by dividing the School Board's Adopted FY 03 operating budget ($347,964,893) by the projected FY 03 school enrollment of 37,375 students.

Referendum Date:
November 2005

ES-15 Leesburg Area Elementary School						
Enrollment Projections	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**
Building Program Capacity						800
Projected Enrollment						757
Space Available						43
% Utilized						94.6%

**Land acquisition is scheduled in FY 04 from the Land Acquisition Fund (Page 348)

CAPITAL ($ in thousands)	Prior Alloc.	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	**	0	0	0	0	0	0	0
Prof. Services	0	0	0	0	1,310	0	0	1,310	0	1,310
Bldg./Construction	0	0	0	0	14,190	0	0	14,190	0	14,190
Equip./Furnishings	0	0	0	0	2,770	0	0	2,770	0	2,770
TOTAL COST:	0	0	0	0	18,270	0	0	18,270	0	18,270
Gen. Oblig. Bonds	0	0	0	0	16,410	0	0	16,410	0	16,410
State Grant	0	0	0	0	1,860	0	0	1,860	0	1,860
TOTAL FINANCING:	0	0	0	0	18,270	0	0	18,270	0	18,270

Net Operating Impact: ($ in thousands)	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal
General Operating	0	0	0	0	0	8,635	8,635
Debt Service	0	0	0	0	510	1,247	1,247
TOTAL	0	0	0	0	510	9,882	9,882

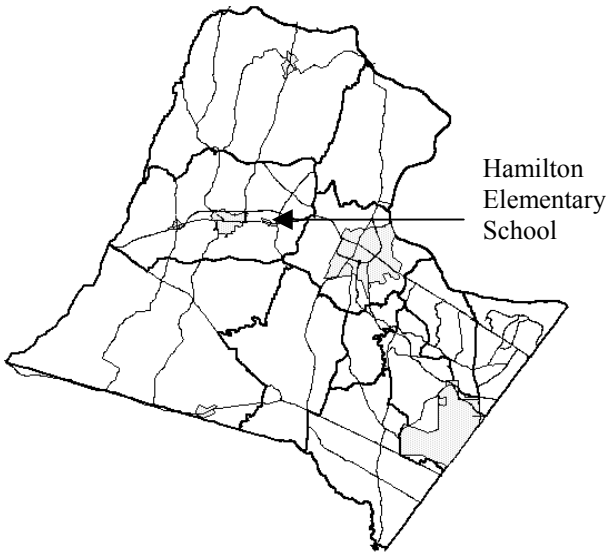
HAMILTON ELEMENTARY SCHOOL ADDITION/RENOVATION

School Project Description:

This project is an addition and renovation to the Hamilton Elementary School in western Loudoun. The School Board is proposing adding a full-size gymnasium and renovating the school interior space to reflect programmatic needs in the school.

In FY 03, $428,000 in local funding is designated to replace lighting fixtures and windows as a part of the school renovations. In FY 04 $676,000 in local tax funding is designated to replace a walk-in freezer and the schools heating system. Virginia Public School Authority bonds are designated to finance the remainder of the renovation/addition work at the school in FY 03.

Hamilton Elementary School is in the Loudoun Valley High School Cluster.



Opening Date:
Fall 2004

Operating Impact:
Operating impact below is based on a FY 03 per pupil cost of $9,310. This cost is established by dividing the School Board's Adopted FY 03 operating budget ($347,964,893) by the projected FY 03 school enrollment of 37,375 students.

Hamilton Elementary School						
Enrollment Projections	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**
Building Program Capacity	297	297	297	297	297	297
Projected Enrollment	294	199	211	238	263	287
Space Available	3	98	86	59	34	10
% Utilized	99.0%	67.0%	71.0%	80.1%	88.6%	96.6%

CAPITAL ($ in thousands)	Prior Alloc.	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Prof. Services	0	15	0	0	0	0	0	15	0	15
Bldg./Construction	0	3,653	676	0	0	0	0	4,329	0	4,329
Equip./Furnishings	0	40	0	0	0	0	0	40	0	40
TOTAL COST:	0	3,708	676	0	0	0	0	4,384	0	4,384
VPSA Bonds	0	3,280	0	0	0	0	0	3,280	0	3,280
Local Tax Funding	0	428	676	0	0	0	0	1,104		1,104
TOTAL FINANCING:	0	3,708	676	0	0	0	0	4,384	0	4,384

Net Operating Impact: ($ in thousands)	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal
General Operating	0	2,826	2,911	2,999	3,088	3,181	15,005
Debt Service	0	82	437	423	409	400	1,751
TOTAL	0	2,908	3,348	3,422	3,497	3,581	16,756

Middle Schools

(MS-4) ASHBURN/ARCOLA AREA MIDDLE SCHOOL

School Project Description:

The new middle school will be an estimated 160,000 square feet and will be located on a site of approximately 35 acres. The school will be designed for an anticipated program capacity of 1,184 pupils for students in grades 6 through 8. This building will utilize the school "house" concept for individual grades.

The school is currently in the Broad Run High School Cluster.

Opening Date:
Fall 2007

Operating Impact:
Operating impact below is based on a FY 03 per pupil cost of $9,310. This cost is established by dividing the School Board's Adopted FY 03 operating budget ($347,964,893) by the projected FY 03 school enrollment of 37,375 students.

Referendum Date:
November 2004

Ashburn/Arcola Area
Middle School

MS-4 Ashburn/Arcola Area Middle School						
Enrollment Projections	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**
Building Program Capacity						1184
Projected Enrollment						846
Space Available						338
% Utilized						71.5%

**Land acquisition is shown in Prior Allocation from the Land Acquisition Fund (Page 348)

CAPITAL ($ in thousands)	Prior Alloc.	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	**	0	0	0	0	0	0	0	0	0
Prof. Services	0	0	0	2,445	0	0	0	2,445	0	2,445
Bldg./Construction	0	0	0	26,225	0	0	0	26,225	0	26,225
Equip./Furnishings	0	0	0	4,745	0	0	0	4,745	0	4,745
TOTAL COST:	0	0	0	33,415	0	0	0	33,415	0	33,415
Gen. Oblig. Bonds	0	0	0	23,365	0	0	0	23,365	0	23,365
Local Tax Funding	0	0	0	7,590	0	0	0	7,590	0	7,590
State Grant	0	0	0	2,460	0	0	0	2,460		2,460
TOTAL FINANCING:	0	0	0	33,415	0	0	0	33,415	0	33,415

Net Operating Impact: ($ in thousands)	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal
General Operating	0	0	0	0	0	12,676	12,676
Debt Service	0	0	0	600	2,289	2,843	5,732
TOTAL	0	0	0	600	2,289	15,519	18,408

High Schools

(HS-2) SOUTH RIDING AREA HIGH SCHOOL

School Project Description:

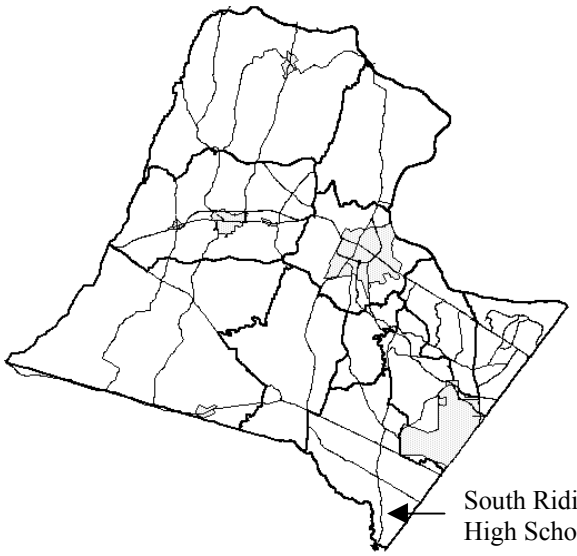
This new high school will be an estimated 245,700 square feet and will be located on a site of approximately 60 acres. This school will be designed for an anticipated program capacity of 1,600 for students in grades 9 through 12.

The South Riding Area High School is currently part of the Broad Run High School Cluster.

Opening Date:
Fall 2005

Operating Impact:
Operating impact below is based on a FY 03 per pupil cost of $9,310. This cost is established by dividing the School Board's Adopted FY 03 operating budget ($347,964,893) by the projected FY 03 school enrollment of 37,375 students.

Referendum Date:
November 2002



HS-2 South Riding Area High School						
Enrollment Projections	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**
Building Program Capacity				1600	1600	1600
Projected Enrollment				625	807	1023
Space Available				975	793	577
% Utilized				39.1%	50.4%	63.9%

CAPITAL ($ in thousands)	Prior Alloc.	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	1,150	0	0	0	0	0	1,150	0	1,150
Prof. Services	0	3,945	0	0	0	0	0	3,945	0	3,945
Bldg./Construction	0	42,385	0	0	0	0	0	42,385	0	42,385
Equip./Furnishings	0	7,300	0	0	0	0	0	7,300	0	7,300
TOTAL COST:	0	54,780	0	0	0	0	0	54,780	0	54,780
Gen. Oblig. Bonds	0	52,050	0	0	0	0	0	52,050	0	52,050
State Grant	0	1,580	0	0	0	0	0	1,580	0	1,580
Proffers (Land)	0	1,150	0	0	0	0	0	1,150	0	1,150
TOTAL FINANCING:	0	54,780	0	0	0	0	0	54,780	0	54,780

Net Operating Impact: ($ in thousands)	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal
General Operating	0	0	0	16,277	16,766	17,269	50,312
Debt Service	0	800	3,124	5,837	5,665	5,502	20,928
TOTAL	0	800	3,124	22,114	22,431	22,771	71,240

(HS-4) BRAMBLETON AREA HIGH SCHOOL

School Project Description:

This new high school will be an estimated 245,700 square feet and will be located on a site of approximately 60 acres. This school will be designed for an anticipated program capacity of 1,600 for students in grades 9 through 12.

The Brambleton Area High School is currently part of the Stone Bridge High School Cluster.

Opening Date:
Fall 2005

Operating Impact:
Operating impact below is based on a FY 03 per pupil cost of $9,310. This cost is established by dividing the School Board's Adopted FY 03 operating budget ($347,964,893) by the projected FY 03 school enrollment of 37,375 students.

Referendum Date:
November 2002

HS-4 Brambleton Area High School						
Enrollment Projections	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**
Building Program Capacity				1600	1600	1600
Projected Enrollment				967	1252	1520
Space Available				633	348	80
% Utilized				60.4%	78.3%	95.0%

CAPITAL ($ in thousands)	Prior Alloc.	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	5,665	0	0	0	0	0	5,665	0	5,665
Prof. Services	0	3,945	0	0	0	0	0	3,945	0	3,945
Bldg./Construction	0	42,385	0	0	0	0	0	42,385	0	42,385
Equip./Furnishings	0	7,300	0	0	0	0	0	7,300	0	7,300
TOTAL COST:	0	59,295	0	0	0	0	0	59,295	0	59,295
Gen Oblig. Bonds	0	52,930	0	0	0	0	0	52,930	0	52,930
State Grant	0	700	0	0	0	0	0	700	0	700
Proffers (Land)	0	5,665	0	0	0	0	0	5,665	0	5,665
TOTAL FINANCING:	0	59,295	0	0	0	0	0	59,295	0	59,295

Net Operating Impact: ($ in thousands)	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal
General Operating	0	0	0	16,277	16,766	17,269	50,312
Debt Service	0	800	3,145	5,920	5,750	5,580	21,195
TOTAL	0	800	3,145	22,197	22,516	22,849	71,507

(HS-5) LEESBURG AREA HIGH SCHOOL

School Project Description:

This new high school will be an estimated 245,700 square feet and will be located on a site of approximately 60 acres. This school will be designed for an anticipated program capacity of 1,600 for students in grades 9 through 12.

The school is currently part of the Loudoun County High School Cluster.

Opening Date:
Fall 2006

Operating Impact:
Operating impact below is based on a FY 03 per pupil cost of $9,310. This cost is established by dividing the School Board's Adopted FY 03 operating budget ($347,964,893) by the projected FY 03 school enrollment of 37,375 students.

Referendum Date:
November 2003

HS-5 Leesburg Area High School						
Enrollment Projections	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**
Building Program Capacity					1600	1600
Projected Enrollment					961	1015
Space Available					639	585
% Utilized					60.1%	63.4%

**Land acquisition was budgeted in Prior FY in the Land Acquisition Fund (Page 348)

CAPITAL ($ in thousands)	Prior Alloc.	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	**	0	0	0	0	0	0	0	0	0
Prof. Services	0	0	0	0	4,695	0	0	4,695	0	4,695
Bldg./Construction	0	0	0	0	50,480	0	0	50,480	0	50,480
Equip./Furnishings	0	0	0	0	8,700	0	0	8,700	0	8,700
TOTAL COST:	0	0	0	0	63,875	0	0	63,875	0	63,875
Gen. Oblig. Bonds	0	0	0	0	63,875	0	0	63,875	0	63,875
State Grant	0	0	0	0	0	0	0	0	0	0
TOTAL FINANCING:	0	0	0	0	63,875	0	0	63,875	0	63,875

Net Operating Impact: ($ in thousands)	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal
General Operating	0	0	0	0	16,766	17,269	34,035
Debt Service	0	0	0	0	938	3,648	4,586
TOTAL	0	0	0	0	17,704	20,917	38,621

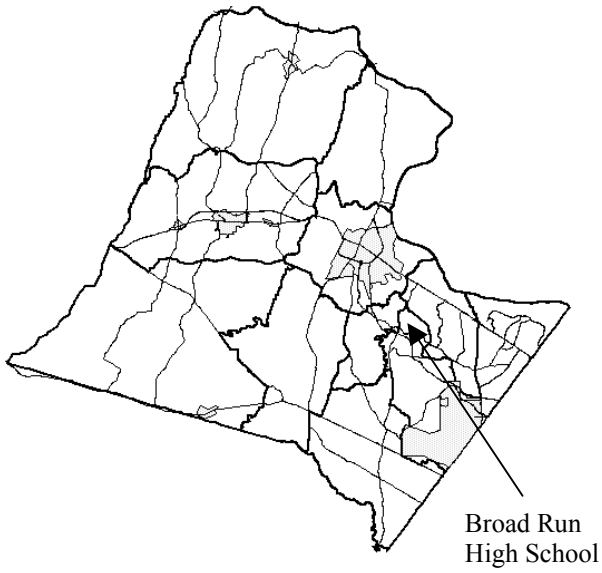
BROAD RUN HIGH SCHOOL ADDITION/RENOVATION

School Project Description:

Plans include a renovation of existing instructional and administrative support space at Broad Run High School. The school has a current program capacity of 1,489 pupils for students in grades 9 through 12. Upon completion of the renovation project trailers will be removed from the school.

Broad Run High School is located at 21670 Ashburn Road, Ashburn, Virginia 20147. The school is currently located in the Broad Run High School Cluster.

In FY 03, the Board of Supervisors designated $300,000 in local tax funding to renovate the baseball field lights, drainage, and grading. In FY 04 an amount of $105,000 in local tax funding was designated to replace lighting fixtures in the school. The balance of the project renovations is funded by general obligation bond financing pending voter approval on the November 2002 referendum.



Operating Impact:
Operating impact below is based on a FY 03 per pupil cost of $9,310. This cost is established by dividing the School Board's Adopted FY 03 operating budget ($347,964,893) by the projected FY 03 school enrollment of 37,375 students.

Referendum Date:
November 2002

Broad Run High School						
Enrollment Projections	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**
Building Program Capacity	1489	1489	1489	1489	1427	1427
Projected Enrollment	1484	1289	1407	1457	1151	1226
Space Available	5	200	82	32	276	201
% Utilized	99.7%	86.6%	94.5%	97.9%	80.7%	85.9%

CAPITAL ($ in thousands)	Prior Alloc.	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Prof. Services	0	1,265	0	0	0	0	0	1,265	0	1,265
Bldg./Construction	0	14,845	105	0	0	0	0	14,950	0	14,950
Equip./Furnishings	0	530	0	0	0	0	0	530	0	530
TOTAL COST:	0	16,640	105	0	0	0	0	16,745	0	16,745
Gen. Oblig. Bonds	0	13,875	0	0	0	0	0	13,875	0	13,875
State Grant	0	330	105	0	0	0	0	435	0	435
Local Tax Funding	0	300	0	0	0	0	0	300	0	300
CIP Fund Balance	0	2,135	0	0	0	0	0	2,135	0	2,135
TOTAL FINANCING:	0	16,640	105	0	0	0	0	16,745	0	16,745

Net Operating Impact: ($ in thousands)	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	6-Year Subtotal
General Operating	14,170	14,595	15,034	15,485	15,950	16,430	91,664
Debt Service	0	500	1,874	1,814	1,749	1,695	7,632
TOTAL	14,170	15,095	16,908	17,299	17,699	18,125	99,296

DEBT SERVICE

DEBT SERVICE FUND

Debt service is not an organizational unit. It is an expense to the County for principal and interest payments on financing mechanisms which include: general obligation bonds, revenue bonds issued through the Virginia Resource Authority, lease-purchase arrangements and loans from the School Literary Fund.

Pursuant to the Constitution of the Commonwealth of Virginia and the Public Finance Act, a County in Virginia is authorized to issue general obligation bonds secured by a pledge of its full faith and credit. For the payment of principal and interest on such bonds, the governing body of the County is authorized and required to levy on all taxable property within the County such ad valorem taxes as may be necessary. The issuance of general obligation bonds must have been approved by public referendum, unless such bonds are issued to certain State authorities. In the Commonwealth of Virginia there is no statutory limitation on the amount of debt the County may incur. It should be noted that the County is restricted (by its own policies) to borrowing no more than 3% of its assessed value of taxable real and personal property.

Debt service expenditures result from total debt being issued by the County for both school and general government capital projects in the Capital Projects Fund, School Fund, and/or Capital Asset Replacement Fund. These expenditures are typically offset by interest earnings, proceeds from lease-purchase financing transferred from the School Fund or General Fund, and/or use of various fund balances. Debt service expenditures and the amount of local tax funding required to offset these expenditures for FY 03 are projected to increase by 16.9 percent over what were adopted for FY 02.

Table 1.—Projected Expenditures and Revenue Sources

	FY 98 Adopted	FY 99 Adopted	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures	$26,636,819	$28,026,021	$35,257,233	$41,573,050	$59,020,070	$73,976,229
Revenues:						
Interest earnings	$500,000	$300,000	$620,000	$1,500,000	$2,400,000	$1,100,000
School Fund[1]	728,760	2,115,085	2,364,048	3,981,032	----	----
Total, revenues	$1,228,760	$2,415,085	$2,984,048	$5,481,032	$2,400,000	$1,100,000
Use of fund balance	$1,336,975	$319,330	$500,000	$4,475,307	$5,000,000	$12,500,000
Local tax funding	$24,071,084	$25,291,606	$31,773,185	$31,616,711	$51,620,070	$60,376,229

Notes:

[1]The School System has transferred these amounts of School Fund Balance to the Debt Service Fund for the debt associated with the purchase of school buses and vehicles in FY 98-FY 01.

Table 2. —Debt Financing illustrates the following information based on the assumption that the Board of Supervisors will approve the debt issuance for all capital projects that are found in the proposed capital improvement program and capital asset replacement fund, in addition to the continued payment of debt service for old projects and other loan obligations. It illustrates the beginning tax supported debt for this six year period which is increased by the new debt issued and reduced by the total amount of retire debt for old and new projects. The table also depicts vital demographic and economic indicators for Loudoun County that are necessary in outlining and assessing the community's ability to retire and issue new debt. The bond rating agencies, as one of many indicators in analyzing a jurisdiction's credit worthiness and financial security, use the following debt ratios:

1. debt per capita
2. debt to estimated income
3. debt to per capita income, and
4. debt service to expenditures

In an effort to maintain fiscal restraint and control, the Board of Supervisors has established guidelines for each of these debt ratios. These guides are found in parentheses next to each of the four debt ratios in Table 3.

The Board also established an affordability index as part of its approved County Fiscal Policies. This index is a debt capacity tracking method for determining the County's ability to pay its current and future debt burdens. If the County exceeds the Board's established affordability index ceilings for each fiscal year, residential growth may be slowed by the Board. The ceilings for each year are determined using an average weighted comparison of the amount of debt that would have to be eliminated to maintain three of the four debt ratio ceilings established by the Board. The three ratios and applied weights used for this index are the following: debt per capita (20%), debt to estimated value (45%), and debt to per capita income (35%). Figure 5 illustrates the affordability index and its Board established ceiling.

Table 2 does not show debt service that will be associated with the Dulles Rapid Transit Rail Project anticipated to begin in fiscal year 2004. Loudoun County's projected share of the cost for the Dulles Rapid Transit Rail Project is $153.1 million. Pledge bonds are proposed to fund Loudoun's share secured with BPOL tax revenues set aside in FY 04 – FY 08. Pledge Bond financing would not affect the County's debt ratios in the proposed FY 03 – FY 08 Capital Improvement Program.

Table 2 - Loudoun County Capital Improvement Program
Impact on Future Debt Ratios (1)

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Beginning Net Tax Supported Debt	$530,291,802	$689,797,941	$783,261,089	$793,012,020	$813,020,040	$814,911,111
New Debt Issued (2)	203,990,000	152,685,000	81,480,000	97,955,000	85,960,000	108,670,000
Retired Debt (Old)	42,923,861	42,396,852	41,499,069	40,431,980	37,943,929	32,170,918
Retired Debt (New)	1,560,000	16,825,000	30,230,000	37,515,000	46,125,000	50,770,000
Ending Net Tax Supported Debt	$689,797,941	$783,261,089	$793,012,020	$813,020,040	$814,911,111	$840,640,193
Population (3)	218,281	232,432	245,644	258,577	270,609	282,644
Public School Enrollment (4)	37,375	40,186	43,278	46,931	50,622	54,338
Estimated Property Value (in Millions) (5)	$31,500	$33,700	$36,000	$38,600	$41,300	$44,200
Per Capita Income (6)	$42,798	$44,322	$45,941	$47,659	$49,482	$51,434
Expenditures (in Thousands) (7)	$1,068,730	$1,150,386	$1,307,038	$1,460,538	$1,683,402	$1,912,341
Debt Service	$73,976,229	$96,315,468	$111,973,925	$118,137,852	$125,622,918	$125,173,651
Debt Per Capita ($2,500)	$3,160	$3,370	$3,228	$3,144	$3,011	$2,974
Debt to Estimated Value (3.0%)	2.19%	2.32%	2.20%	2.11%	1.97%	1.90%
Debt to Per Capita Income (7.5%)	7.38%	7.60%	7.03%	6.60%	6.09%	5.78%
Debt Service to Expenditures (10.0%)	6.92%	8.37%	8.57%	8.09%	7.46%	6.55%

Note: Numbers in parentheses represent generally accepted, or fiscal policy target ratios.

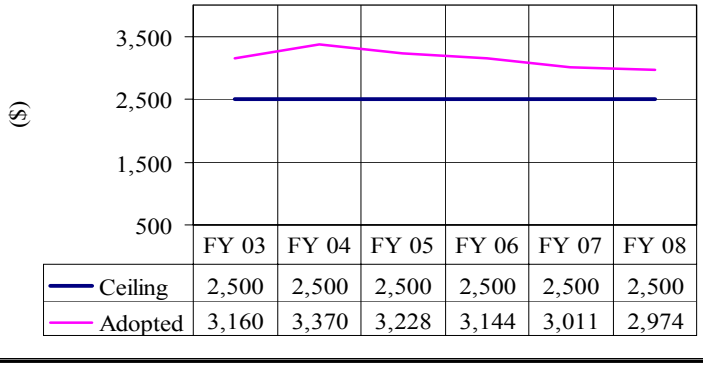
(1) Debt includes appropriation based capital lease obligations. Does not include revenue bonds.
(2) Issued debt retirement rate assumes 20 year maturity on general obligations and capital lease obligations (level principal).
(3) Estimated population provided by the Department of Economic Development.
(4) Public school enrollment from the School Board Adopted Capital Improvements Program.
(5) Estimated property value provided by the Departments of Financial Services, Management Services, and the Commissioner of the Revenue is an estimate of the fair market value of all taxable real and personal property in the County, exclusive of fair market deferrals resulting from Real Property Land Use Assessments (non-taxable base), as of January 1 for each Fiscal Year ending June 30.
(6) Estimated per capita income provided by the Department of Economic Development.
(7) Estimated expenditures provided by the Department of Management Services.

Source: Department of Financial Services.

The following charts display the four debt ratios respectively for the six projected fiscal years in comparison to the Board established ceilings and the fifth chart reflects the Board's established affordability index.

Debt per capita —The Board guideline for debt per capita ($2,500) is breached throughout the six-year debt issuance schedule.

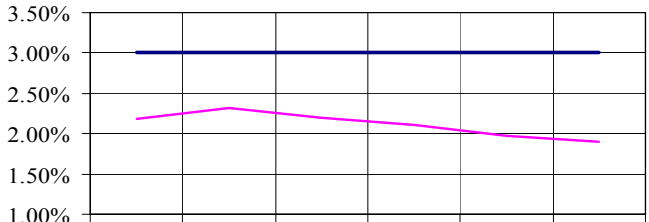
Figure 1. - Debt Per Capita



	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Ceiling	2,500	2,500	2,500	2,500	2,500	2,500
Adopted	3,160	3,370	3,228	3,144	3,011	2,974

Debt to estimated value - The Board guideline for debt to estimated value (3.0%) remains intact for the entire period of the proposed debt issuance schedule.

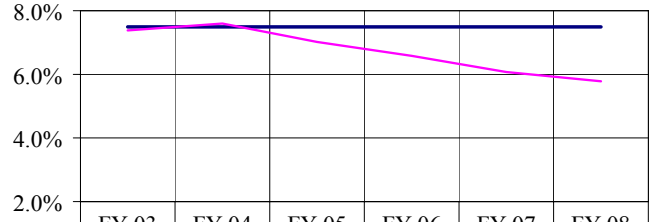
Figure 2. - Debt to Estimated Value



	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Ceiling	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Adopted	2.19%	2.32%	2.20%	2.11%	1.97%	1.90%

Debt to per capita income —The Board guideline for debt per capita income (7.5%) is breached in FY 04 and remains intact for the remaining Fiscal years in the six-year period of proposed debt issuance schedule.

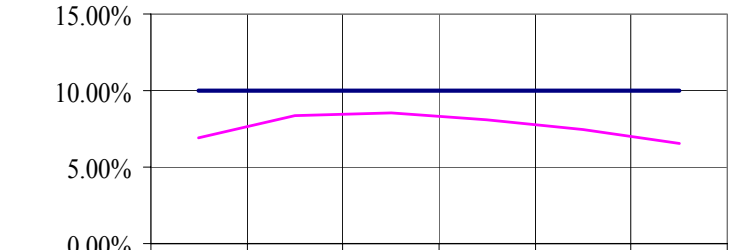
Figure 3. - Debt to Per Capita Income



	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Ceiling	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%
Adopted	7.38%	7.60%	7.03%	6.60%	6.09%	5.78%

Debt service to total expenditures —The Board guideline for debt service to expenditures (10%) remains intact for the entire period of the proposed debt issuance schedule.

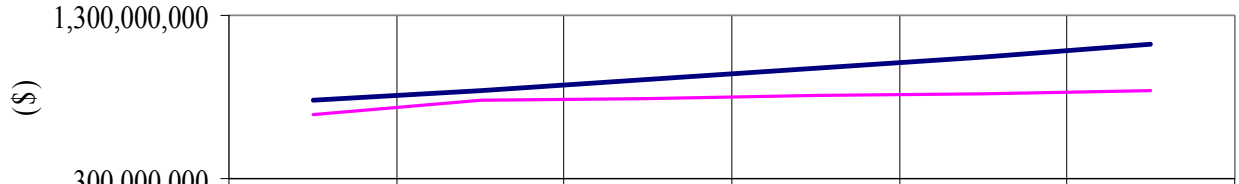
Figure 4. - Debt to Service Expenditures



	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Ceiling	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
Adopted	6.92%	8.37%	8.57%	8.09%	7.46%	6.55%

Affordability Index —The Board affordability index guideline remains intact for the entire period of the proposed debt issuance schedule.

Figure 5. - Affordability Index
(weighted avg. comparisons)



	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Ceiling	779,617,744	841,589,592	905,056,689	973,880,933	1,044,349,207	1,119,631,677
Adopted	689,797,941	783,261,089	793,012,020	813,020,040	814,911,111	840,640,193

Schedule of Major Financings
FY 03 - 08

Capital Projects and Leases to be Financed						Anticipated Sale or Closing Dates and Amounts					
Financing Type/Project	Total Project	Amount to be Financed FY 03-FY 08	Start Year	Amount of Referendum	Potential Referendum Date or Status	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
General Obligation Bonds or Revenue Bonds (Local or VRA): Certificates of Participation:											
South Riding Fire/Sheriff Station	4,475,000	1,975,000	2000	4,475,000	Nov. 99	1,975,000	0	0	0	0	0
Fire and Rescue Training Center	7,065,000	2,565,000	2000	7,065,000	Nov. 99	2,565,000	0	0	0	0	0
Community Library - Ashburn	6,425,000	1,155,000	2000	6,275,000	Nov. 99	1,155,000	0	0	0	0	0
Broadlands Fire/Sheriff Station	3,950,000	1,815,000	2001	3,005,000	Nov. 00	1,815,000	0	0	0	0	0
Central Loudoun Regional Park	16,465,000	15,265,000	2002	16,260,000	Nov. 01	10,000,000	5,265,000	0	0	0	0
Carver School Rehabilitation	5,350,000	2,350,000	2002	5,350,000	Nov. 01	2,350,000	0	0	0	0	0
Eastern Loudoun Recreation Center	17,000,000	14,300,000	2002	17,000,000	Nov. 01	10,000,000	4,300,000	0	0	0	0
Rust Library Renovation	8,635,000	5,885,000	2002	7,885,000	Nov. 01	5,885,000	0	0	0	0	0
Dulles/Route 28 Fire/Sheriff Station	8,805,000	8,805,000	2003	8,805,000	Nov. 02	2,000,000	6,805,000	0	0	0	0
Broadlands Recreation Center	7,605,000	7,605,000	2005	7,605,000	Nov. 04	0	0	1,000,000	6,605,000	0	0
Western Loudoun Fire/Sheriff Station	8,730,000	8,730,000	2005	8,730,000	Nov. 04	0	0	2,000,000	6,730,000	0	0
Dulles South Library	12,140,000	11,960,000	2006	11,960,000	Nov. 05	0	0	0	1,500,000	5,000,000	5,460,000
Government Office Space	40,560,000	40,560,000	2006	0	Not Required (2)	0	0	0	40,560,000	0	0
Brambleton Area Fire/ Sheriff Station	9,985,000	9,985,000	2007	9,985,000	Nov. 06	0	0	0	0	2,500,000	7,485,000
Fire Station Renovations	14,680,000	11,100,000	2007	14,680,000	Nov. 06	0	0	0	0	3,700,000	7,400,000
Eastern Regional Library Expansion	16,070,000	11,045,000	2007	14,045,000	Nov. 06	0	0	0	0	3,000,000	8,045,000
Central Loudoun Recreation Center	8,405,000	8,405,000	2007	8,405,000	Nov. 06	0	0	0	0	2,000,000	6,405,000
Lansdowne Area Fire/Sheriff Station	6,375,000	2,375,000	2008	6,375,000	Nov. 07	0	0	0	0	0	2,375,000
Dulles South Recreation Center	8,875,000	3,875,000	2008	8,875,000	Nov. 07	0	0	0	0	0	3,875,000
SUBTOTAL	211,595,000	169,755,000		166,780,000		37,745,000	16,370,000	3,000,000	55,395,000	16,200,000	41,045,000
General Obligation Bonds (Local or VPSA):											
Leesburg Area HS (LC-2)	41,815,000	14,200,000	2000	39,905,000	Nov. 99	14,200,000	0	0	0	0	0
South Riding ES (ES-2)	12,570,000	4,065,000	2001	116,650	Nov. 00	4,065,000	0	0	0	0	0
Forest Ridge ES (ES-3)	11,940,000	3,450,000	2001	24,645,000	Nov. 00	3,450,000	0	0	0	0	0
Lansdowne MS (MS-1)	27,460,000	18,145,000	2001	24,645,000	Nov. 00	16,145,000	2,000,000	0	0	0	0
Leesburg Area MS (MS-2)	28,030,000	18,645,000	2001	25,145,000	Nov. 00	14,500,000	4,145,000	0	0	0	0
Seneca Ridge HS (HS-1)	48,125,000	28,190,000	2001	41,710,000	Nov. 00	25,000,000	3,190,000	0	0	0	0
Seneca Ridge HS (HS-1) VPSA	11,000,000	11,000,000	2001	0	Not Required (1)	0	11,000,000	0	0	0	0
Countryside ES (ES-5)	14,910,000	11,560,000	2002	12,560,000	Nov. 01	7,000,000	4,560,000	0	0	0	0
General Obligation Bonds (Local or VPSA):											
Ashburn Area ES (ES-10)	15,820,000	11,560,000	2002	12,560,000	Nov. 01	7,000,000	4,560,000	0	0	0	0
Leesburg Area ES (ES-11)	15,970,000	11,560,000	2002	12,560,000	Nov. 01	7,000,000	4,560,000	0	0	0	0
Purcellville Area ES (ES-12)	14,605,000	13,060,000	2002	14,060,000	Nov. 01	7,000,000	6,060,000	0	0	0	0
Lovettsville ES Addition/Renovation	7,565,000	5,265,000	2002	7,265,000	Nov. 01	5,265,000	0	0	0	0	0

Schedule of Major Financings
FY 03 - 08

Capital Projects and Leases to be Financed						Anticipated Sale or Closing Dates and Amounts					
Financing Type/Project	Total Project	Amount to be Financed FY 03-FY 08	Start Year	Amount of Referendum	Potential Referendum Date or Status	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Stone Ridge MS (MS-3)	13,330,000	10,620,000	2002	12,120,000	Nov. 01	8,620,000	2,000,000	0	0	0	0
Stone Ridge MS (MS-3) VPSA	15,000,000	15,000,000	2002	0	Not Required (1)	0	11,000,000	4,000,000	0	0	0
Park View HS Addition/Renovation	11,390,000	7,690,000	2002	10,690,000	Nov. 01	7,690,000	0	0	0	0	0
School Administration Building	26,095,000	26,095,000	2002	0	Not Required (1)	17,510,000	8,585,000	0	0	0	0
School Bus Leases	45,300,000	45,300,000	2002	0	Not Required (2)	7,800,000	7,500,000	7,500,000	7,500,000	7,500,000	7,500,000
South Riding Area HS (HS-2)	54,780,000	52,050,000	2003	52,050,000	Nov. 02	5,000,000	24,000,000	23,050,000	0	0	0
Brambleton Area HS (HS-4)	59,295,000	52,930,000	2003	52,930,000	Nov. 02	5,000,000	24,000,000	23,930,000	0	0	0
Broad Run HS Addition/Renovation	16,340,000	13,875,000	2003	13,875,000	Nov. 02	4,000,000	9,875,000	0	0	0	0
Hamilton ES Addition/Renovation	3,280,000	3,280,000	2003	0	Not Required (1)	0	3,280,000	0	0	0	0
Belmont Area ES (ES-6)	16,560,000	15,030,000	2004	15,030,000	Nov. 03	0	3,000,000	8,000,000	4,030,000	0	0
Leesburg Area ES (ES-13)	18,850,000	15,030,000	2004	15,030,000	Nov. 03	0	3,000,000	8,000,000	4,030,000	0	0
Ashburn/Arcola Area MS (MS-4)	33,415,000	23,365,000	2005	23,365,000	Nov. 04	0	0	4,000,000	15,000,000	4,365,000	0
Leesburg Area HS (HS-5)	63,875,000	63,875,000	2006	63,875,000	Nov. 05	0	0	0	6,000,000	27,000,000	30,875,000
Kirkpatrick Farms Area ES (ES-8)	18,570,000	5,795,000	2006	5,795,000	Nov. 05	0	0	0	0	5,795,000	0
Brambleton Area ES (ES-9)	18,570,000	17,670,000	2006	17,670,000	Nov. 05	0	0	0	3,000,000	9,700,000	4,970,000
Leesburg Area ES (ES-15)	20,990,000	16,410,000	2006	16,410,000	Nov. 05	0	0	0	3,000,000	8,400,000	5,010,000
Western Loudoun Area ES (ES-4)	19,625,000	13,135,000	2007	18,135,000	Nov. 06	0	0	0	0	3,500,000	9,635,000
Brambleton Area ES (ES-14)	19,685,000	13,135,000	2007	18,135,000	Nov. 06	0	0	0	0	3,500,000	9,635,000
SUBTOTAL	724,760,000	560,985,000		550,281,650		166,245,000	136,315,000	78,480,000	42,560,000	69,760,000	67,625,000
GRAND TOTAL	936,355,000	730,740,000		717,061,650		203,990,000	152,685,000	81,480,000	97,955,000	85,960,000	108,670,000

Notes on Potential Referendum Dates and Projects:

(1) May be issued through VPSA -- no referendum required

(2) May be issued through Capital Leases -- no referendum required. Includes debt service reserve, capitalized interest and cost of issuance.

Source: Department of Financial Services.

	Current Debt			Authorized - Unissued			New Debt			
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	Total Debt Payments
2003	42,923,861	26,357,952	69,281,813	0	2,891,000	2,891,000	1,560,000	243,416	1,803,416	73,976,229
2004	42,396,852	24,321,366	66,718,218	12,965,000	10,175,250	23,140,250	3,860,000	2,597,000	6,457,000	96,315,468
2005	41,499,069	22,333,856	63,832,925	18,580,000	11,149,875	29,729,875	11,650,000	6,761,125	18,411,125	111,973,925
2006	40,431,980	20,273,747	60,705,727	19,365,000	10,300,750	29,665,750	18,150,000	9,616,375	27,766,375	118,137,852
2007	37,943,929	18,263,114	56,207,043	19,355,000	9,333,250	28,688,250	26,770,000	13,957,625	40,727,625	125,622,918
2008	32,170,918	16,384,983	48,555,901	19,370,000	8,364,500	27,734,500	31,400,000	17,483,250	48,883,250	125,173,651
2009	28,602,946	14,746,959	43,349,905	14,080,000	7,457,375	21,537,375	37,925,000	19,270,000	57,195,000	122,082,280
2010	26,812,247	13,334,559	40,146,806	10,665,000	6,838,875	17,503,875	33,725,000	17,414,625	51,139,625	108,790,306
2011	25,890,001	11,987,777	37,877,778	9,840,000	6,326,125	16,166,125	30,210,000	15,748,875	45,958,875	100,002,778
2012	24,630,000	10,647,488	35,277,488	9,865,000	5,833,625	15,698,625	25,245,000	14,267,500	39,512,500	90,488,613
2013	24,560,000	9,370,894	33,930,894	9,840,000	5,340,875	15,180,875	22,740,000	13,015,875	35,755,875	84,867,644
2014	24,729,999	8,063,619	32,793,618	9,840,000	4,849,000	14,689,000	18,755,000	11,939,375	30,694,375	78,176,993
2015	23,074,999	6,824,500	29,899,499	9,835,000	4,357,000	14,192,000	18,775,000	11,001,625	29,776,625	73,868,124
2016	22,070,000	5,641,742	27,711,742	9,845,000	3,865,125	13,710,125	18,745,000	10,063,125	28,808,125	70,229,992
2017	20,620,000	4,510,803	25,130,803	9,830,000	3,373,000	13,203,000	18,775,000	9,125,625	27,900,625	66,234,428
2018	20,750,001	3,422,687	24,172,688	9,850,000	2,881,250	12,731,250	18,745,000	8,187,125	26,932,125	63,836,063
2019	18,945,000	2,401,795	21,346,795	9,825,000	2,389,000	12,214,000	18,775,000	7,249,625	26,024,625	59,585,420
2020	14,490,000	1,423,155	15,913,155	9,850,000	1,897,500	11,747,500	18,735,000	6,311,125	25,046,125	52,706,780
2021	11,050,000	778,900	11,828,900	9,825,000	1,405,250	11,230,250	18,775,000	5,374,125	24,149,125	47,208,275
2022	6,700,000	237,532	6,937,532	9,845,000	913,875	10,758,875	18,735,000	4,435,625	23,170,625	40,867,032
2023	0	0	0	9,825,000	421,750	10,246,750	18,780,000	3,498,625	22,278,625	32,525,375
2024	0	0	0	2,120,000	60,500	2,180,500	17,935,000	2,559,875	20,494,875	22,675,375
2025	0	0	0	0	0	0	14,405,000	1,707,875	16,112,875	16,112,875
2026	0	0	0	0	0	0	11,365,000	1,029,250	12,394,250	12,394,250
2027	0	0	0	0	0	0	7,745,000	480,750	8,225,750	8,225,750
2028	0	0	0	0	0	0	4,045,000	138,750	4,183,750	4,183,750
2029	0	0	0	0	0	0	0	0	0	0
2030	0	0	0	0	0	0	0	0	0	0
	530,291,802	221,327,428	751,619,230	244,415,000	110,424,750	354,839,750	486,325,000	213,478,166	699,803,166	1,806,262,146

	General Government			Schools			Total Debt
	Principal	Interest	Total	Principal	Interest	Total	Payments
2003	7,831,642	5,907,086	13,738,728	36,652,219	23,585,282	60,237,501	73,976,229
2004	10,368,828	7,309,094	17,677,922	48,853,024	29,784,522	78,637,546	96,315,468
2005	11,755,652	7,294,224	19,049,876	59,973,417	32,950,632	92,924,049	111,973,925
2006	12,052,562	6,984,204	19,036,766	65,894,418	33,206,668	99,101,086	118,137,852
2007	16,319,161	9,014,242	25,333,403	67,749,768	32,539,747	100,289,515	125,622,918
2008	15,886,449	9,400,086	25,286,535	67,054,469	32,832,647	99,887,116	125,173,651
2009	17,043,679	10,158,021	27,201,700	63,564,267	31,316,313	94,880,580	122,082,280
2010	16,376,478	9,291,031	25,667,509	54,825,769	28,297,028	83,122,797	108,790,306
2011	15,566,532	8,466,476	24,033,008	50,373,469	25,596,301	75,969,770	100,002,778
2012	12,957,132	7,679,180	20,636,312	46,782,868	23,069,433	69,852,301	90,488,613
2013	13,109,733	7,004,926	20,114,659	44,030,267	20,722,718	64,752,985	84,867,644
2014	12,495,681	6,324,992	18,820,673	40,829,318	18,527,002	59,356,320	78,176,993
2015	11,967,081	5,697,278	17,664,359	39,717,918	16,485,847	56,203,765	73,868,124
2016	12,094,881	5,074,614	17,169,495	38,565,119	14,495,378	53,060,497	70,229,992
2017	11,274,033	4,461,798	15,735,831	37,950,967	12,547,630	50,498,597	66,234,428
2018	11,399,082	3,858,207	15,257,289	37,945,919	10,632,855	48,578,774	63,836,063
2019	12,184,050	3,249,865	15,433,915	35,360,950	8,790,555	44,151,505	59,585,420
2020	9,174,400	2,581,277	11,755,677	33,900,600	7,050,503	40,951,103	52,706,780
2021	8,768,150	2,132,168	10,900,318	30,881,850	5,426,107	36,307,957	47,208,275
2022	8,600,600	1,694,439	10,295,039	26,679,400	3,892,593	30,571,993	40,867,032
2023	7,150,000	1,269,500	8,419,500	21,455,000	2,650,875	24,105,875	32,525,375
2024	5,545,000	933,750	6,478,750	14,510,000	1,686,625	16,196,625	22,675,375
2025	4,970,000	668,125	5,638,125	9,435,000	1,039,750	10,474,750	16,112,875
2026	4,785,000	419,750	5,204,750	6,580,000	609,500	7,189,500	12,394,250
2027	2,515,000	187,875	2,702,875	5,230,000	292,875	5,522,875	8,225,750
2028	1,685,000	64,750	1,749,750	2,360,000	74,000	2,434,000	4,183,750
2029	0	0	0	0	0	0	0
2030	0	0	0	0	0	0	0
	273,875,806	127,126,958	401,002,764	987,155,996	418,103,386	1,405,259,382	1,806,262,146

Source: Department of Financial Services

Debt Service Projections

	COUNTY TOTAL	SCHOOL TOTAL	South Riding Fire/Sheriff Stn	Fire and Rescue Training Center	Community Library - Ashburn	Broadlands Fire/Sheriff Stn	Central Loudoun Regional Park
	104,120,806	426,170,996	1,975,000	2,565,000	1,155,000	1,815,000	15,265,000
2003	13,229,103	56,052,710	12,500	64,125	28,875	45,375	125,000
2004	12,703,672	54,014,546	378,125	372,000	262,500	363,750	1,125,375
2005	12,290,001	51,542,924	364,125	359,500	252,000	349,750	1,636,625
2006	12,039,641	48,666,086	350,125	347,000	241,500	330,875	1,590,875
2007	11,709,153	44,497,890	336,125	334,500	226,125	322,000	1,545,125
2008	10,048,160	38,507,741	317,125	322,000	220,750	303,125	1,504,250
2009	9,012,075	34,337,830	68,375	153,500	10,375	50,500	1,453,375
2010	8,826,134	31,320,672	66,375	149,000	15,000	49,000	1,207,750
2011	7,729,883	30,147,895	64,375	139,625	9,625	47,500	1,177,125
2012	6,736,187	28,541,301	62,375	140,250	14,250	46,000	1,136,500
2013	6,648,034	27,282,860	60,375	130,875	8,875	44,500	1,105,875
2014	7,197,548	25,596,070	58,375	131,500	13,500	43,000	1,065,250
2015	6,383,109	23,516,390	56,375	122,125	8,125	36,625	1,034,625
2016	6,261,120	21,450,622	54,375	122,750	12,750	40,250	994,000
2017	5,174,331	19,956,472	47,375	113,375	7,375	33,875	963,375
2018	5,063,414	19,109,274	50,625	114,000	12,000	37,500	922,750
2019	5,591,915	15,754,880	43,625	104,625	6,625	31,125	892,125
2020	2,286,052	13,627,103	46,875	105,250	11,250	34,750	851,500
2021	1,772,068	10,056,832	39,875	95,875	5,875	28,375	820,875
2022	1,539,164	5,398,368	43,125	96,500	10,500	32,000	780,250
2023	0	0	36,125	87,125	5,125	25,625	749,625
2024	0	0	0	0	0	0	215,250
2025	0	0	0	0	0	0	0
2026	0	0	0	0	0	0	0
2027	0	0	0	0	0	0	0
2028	0	0	0	0	0	0	0
2029	0	0	0	0	0	0	0
	152,240,764	599,378,466	2,556,750	3,605,500	1,383,000	2,295,500	22,897,500

Source: Department of Financial Services.

Debt Service Projections

	Carver School Rehabilitation	Eastern Loudoun Recreation Center	Rust Library Renovation	Dulles/Route 28 Fire/Sheriff Stn	Broadlands Recreation Center	Western Loudoun Fire/Sheriff Stn	Dulles South Library
	2,350,000	14,300,000	5,885,000	8,805,000	7,605,000	8,730,000	11,960,000
2003	58,750	100,000	75,000	0	0	0	0
2004	234,500	1,102,500	885,500	250,000	0	0	0
2005	223,625	1,545,750	855,750	1,172,750	0	0	0
2006	222,750	1,502,250	826,000	1,135,750	200,000	250,000	0
2007	211,875	1,458,750	796,250	1,098,750	987,750	1,164,000	200,000
2008	211,000	1,420,125	766,500	1,061,750	957,000	1,127,250	780,250
2009	200,125	1,371,500	336,750	1,024,750	926,250	1,090,500	1,607,375
2010	199,250	1,128,125	327,000	587,750	895,500	1,053,750	1,554,875
2011	188,375	1,094,875	317,250	570,750	859,750	1,017,000	1,502,375
2012	187,500	1,061,625	307,500	553,750	519,250	580,250	1,449,875
2013	176,625	1,028,375	297,750	536,750	509,250	563,500	1,397,375
2014	175,750	990,250	288,000	519,750	489,000	546,750	755,000
2015	164,875	962,125	278,250	502,750	479,000	535,000	737,625
2016	164,000	924,000	268,500	485,750	458,750	513,000	710,250
2017	153,125	895,875	258,750	468,750	448,750	501,250	692,875
2018	152,250	857,750	249,000	451,750	428,500	479,250	665,500
2019	141,375	829,625	234,250	434,750	418,500	467,500	648,125
2020	140,500	791,500	229,750	417,750	398,250	445,500	620,750
2021	129,625	763,375	215,000	400,750	388,250	433,750	603,375
2022	128,750	725,250	210,500	383,750	368,000	411,750	576,000
2023	117,875	697,125	195,750	371,750	358,000	400,000	558,625
2024	0	164,000	0	249,500	337,750	378,000	531,250
2025	0	0	0	0	327,750	366,250	513,875
2026	0	0	0	0	257,500	244,250	486,500
2027	0	0	0	0	0	0	394,125
2028	0	0	0	0	0	0	123,000
2029	0	0	0	0	0	0	0
	3,582,500	21,414,750	8,219,000	12,679,750	11,012,750	12,568,500	17,109,000

Source: Department of Financial Services.

Debt Service Projections

	Government Office Space 40,560,000	Brambleton Area Fire/Sheriff Stn 9,985,000	Fire Station Renovations 11,100,000	Eastern Regional Library Expansion 11,045,000	Central Loudoun Recreation Center 8,405,000	Lansdowne Area Fire/Sheriff Stn 2,375,000	Dulles South Recreation Center 3,875,000
2003	0	0	0	0	0	0	0
2004	0	0	0	0	0	0	0
2005	0	0	0	0	0	0	0
2006	0	0	0	0	0	0	0
2007	4,943,000	0	0	0	0	0	0
2008	4,797,250	312,500	462,500	400,000	275,000	0	0
2009	4,651,500	1,329,875	1,096,125	1,089,750	1,101,500	238,750	388,750
2010	4,505,750	1,292,875	1,068,375	1,062,250	1,067,000	232,750	379,000
2011	4,360,000	1,245,625	1,040,625	1,039,750	1,032,500	226,750	369,250
2012	3,029,250	1,208,625	1,012,875	1,007,000	1,003,000	220,750	359,500
2013	2,947,750	1,161,375	985,125	984,500	963,250	214,750	349,750
2014	2,856,000	664,375	957,375	951,750	568,750	208,750	340,000
2015	2,774,500	645,125	929,625	929,250	552,250	202,750	330,250
2016	2,682,750	625,875	901,875	896,500	535,750	196,750	320,500
2017	2,601,250	606,625	874,125	874,000	519,250	190,750	310,750
2018	2,509,500	587,375	846,375	841,250	502,750	184,750	301,000
2019	2,428,000	568,125	818,625	818,750	486,250	178,750	291,250
2020	2,336,250	548,875	790,875	786,000	469,750	167,750	276,500
2021	2,254,750	529,625	763,125	763,500	453,250	167,000	272,000
2022	2,163,000	510,375	735,375	730,750	436,750	156,000	257,250
2023	2,081,500	491,125	707,625	708,250	420,250	155,250	252,750
2024	1,989,750	471,875	679,875	675,500	403,750	144,250	238,000
2025	1,908,250	452,625	652,125	653,000	387,250	143,500	233,500
2026	1,816,500	433,375	624,375	620,250	370,750	132,500	218,750
2027	0	414,125	596,625	597,750	354,250	131,750	214,250
2028	0	269,875	383,875	415,000	237,750	120,750	199,500
2029	0	0	0	0	0	0	0
	59,636,500	14,370,250	16,927,500	16,844,750	12,141,000	3,615,000	5,902,500

Source: Department of Financial Services.

Debt Service Projections

	Leesburg Area HS (LC-2)	South Riding ES (ES-2)	Forest Ridge ES (ES-3)	Lansdowne MS (MS-1)	Leesburg Area MS (MS-2)	Seneca Ridge HS (HS-1)	Seneca Ridge HS (HS-1) VPSA
	14,200,000	4,065,000	3,450,000	18,145,000	18,645,000	28,190,000	11,000,000
2003	355,000	54,125	19,000	212,500	212,500	325,000	0
2004	2,435,750	968,375	601,500	1,876,625	1,843,000	2,563,500	275,000
2005	2,352,125	929,625	580,000	2,270,125	2,339,000	2,736,750	2,183,125
2006	2,258,500	890,875	553,500	2,193,375	2,269,875	2,666,250	2,099,375
2007	2,174,875	852,125	537,250	2,126,875	2,190,750	2,595,750	2,015,625
2008	2,081,250	813,375	510,750	2,050,125	2,121,625	2,525,250	1,931,875
2009	613,125	24,125	149,625	1,678,625	1,642,500	2,454,750	1,848,125
2010	595,375	23,375	150,250	1,237,125	1,266,750	2,384,250	301,875
2011	577,625	17,750	140,875	1,195,375	1,229,250	2,313,750	293,125
2012	559,875	22,125	141,500	1,163,875	1,191,750	2,243,250	284,375
2013	542,125	16,500	132,125	1,122,125	1,154,250	2,172,750	275,625
2014	524,375	20,875	132,750	1,090,625	1,116,750	2,102,250	266,875
2015	506,625	15,250	123,375	1,048,875	1,079,250	2,031,750	258,125
2016	488,875	19,625	124,000	1,017,375	1,041,750	1,961,250	249,375
2017	471,125	14,000	114,625	975,625	1,004,250	1,890,750	240,625
2018	458,250	18,375	115,250	944,125	966,750	1,820,250	231,875
2019	435,375	12,750	105,875	902,375	929,250	1,749,750	223,125
2020	422,500	17,125	106,500	870,875	886,875	1,679,250	214,375
2021	399,625	11,500	97,125	829,125	854,500	1,608,750	205,625
2022	386,750	15,875	97,750	797,625	812,125	1,533,375	196,875
2023	363,875	10,250	88,375	755,875	779,750	1,468,000	188,125
2024	0	0	0	0	123,000	158,875	179,375
2025	0	0	0	0	0	0	0
2026	0	0	0	0	0	0	0
2027	0	0	0	0	0	0	0
2028	0	0	0	0	0	0	0
2029	0	0	0	0	0	0	0
	19,003,000	4,768,000	4,622,000	26,359,250	27,055,500	42,985,500	13,962,500

Source: Department of Financial Services.

Debt Service Projections

	Countryside ES (ES-5) 11,560,000	Ashburn Area ES (ES-10) 11,560,000	Leesburg Area ES (ES-11) 11,560,000	Purcellville Area ES (ES-12) 13,060,000	Lovettsville ES Addtn/Renovatn 5,265,000	Stone Ridge MS (MS-3) 10,620,000	Stone Ridge MS (MS-3) VPSA 15,000,000
2003	175,000	175,000	175,000	175,000	50,000	115,500	0
2004	805,250	805,250	805,250	842,750	760,750	905,250	125,000
2005	1,418,500	1,418,500	1,418,500	1,566,625	735,750	1,031,250	1,193,750
2006	1,374,500	1,374,500	1,374,500	1,518,875	705,750	1,004,750	2,046,250
2007	1,325,625	1,325,625	1,325,625	1,466,250	686,000	978,250	1,978,750
2008	1,286,750	1,286,750	1,286,750	1,423,625	656,000	951,750	1,911,250
2009	1,237,875	1,237,875	1,237,875	1,371,000	321,250	925,250	1,843,750
2010	809,000	809,000	809,000	938,375	312,000	898,750	1,776,250
2011	785,000	785,000	785,000	910,625	302,750	872,250	928,750
2012	761,000	761,000	761,000	882,875	293,500	845,750	901,250
2013	737,000	737,000	737,000	855,125	284,250	819,250	873,750
2014	708,125	708,125	708,125	822,500	275,000	792,750	846,250
2015	689,250	689,250	689,250	799,875	265,750	766,250	818,750
2016	660,375	660,375	660,375	767,250	256,500	744,625	791,250
2017	641,500	641,500	641,500	744,625	247,250	713,000	763,750
2018	612,625	612,625	612,625	712,000	238,000	691,375	736,250
2019	593,750	593,750	593,750	689,375	228,750	659,750	708,750
2020	564,875	564,875	564,875	656,750	219,500	638,125	681,250
2021	546,000	546,000	546,000	634,125	210,250	606,500	653,750
2022	517,125	517,125	517,125	601,500	201,000	584,875	626,250
2023	498,250	498,250	498,250	578,875	191,750	553,250	598,750
2024	128,125	128,125	128,125	205,000	0	102,500	571,250
2025	0	0	0	0	0	0	0
2026	0	0	0	0	0	0	0
2027	0	0	0	0	0	0	0
2028	0	0	0	0	0	0	0
2029	0	0	0	0	0	0	0
	16,875,500	16,875,500	16,875,500	19,163,000	7,441,750	16,201,000	21,375,000

Source: Department of Financial Services.

Debt Service Projections

	Park View HS Addtn/Renovatn	School Admin. Building	School Bus Leases	South Riding Area HS (HS-2)	Brambleton Area HS (HS-4)	Broad Run HS Addtn/Renovatn	Hamilton ES Addtn/Renovatn
	7,690,000	26,095,000	45,300,000	52,050,000	52,930,000	13,875,000	3,280,000
2003	75,000	262,750	1,803,416	0	0	0	0
2004	1,125,750	1,952,000	3,750,000	800,000	800,000	500,000	82,000
2005	1,088,500	3,063,750	5,475,000	3,123,750	3,145,750	1,873,750	437,000
2006	1,046,250	2,976,625	7,120,000	5,837,375	5,920,375	1,814,000	423,000
2007	1,014,250	2,879,500	8,695,000	5,664,750	5,750,625	1,749,250	409,000
2008	972,000	2,792,375	8,625,000	5,502,125	5,580,875	1,694,750	399,875
2009	460,000	2,695,250	6,750,000	5,329,500	5,411,125	1,630,000	380,750
2010	446,750	1,906,125	4,950,000	5,166,875	5,241,375	905,500	215,625
2011	433,500	1,849,875	3,225,000	4,004,250	4,081,625	884,250	209,375
2012	420,250	1,793,625	1,575,000	3,891,625	3,961,875	852,750	203,125
2013	407,000	1,737,375	0	3,769,000	3,842,125	831,500	196,875
2014	393,750	1,681,125	0	3,656,375	3,727,250	800,000	190,625
2015	380,500	1,624,875	0	3,533,750	3,602,375	778,750	184,375
2016	367,250	1,568,625	0	3,421,125	3,487,500	747,250	178,125
2017	354,000	1,512,375	0	3,298,500	3,362,625	726,000	171,875
2018	340,750	1,456,125	0	3,185,875	3,247,750	694,500	165,625
2019	327,500	1,399,875	0	3,063,250	3,122,875	673,250	159,375
2020	314,250	1,348,500	0	2,950,625	3,008,000	641,750	153,125
2021	301,000	1,287,125	0	2,828,000	2,883,125	620,500	146,875
2022	287,750	1,235,750	0	2,715,375	2,768,250	589,000	140,625
2023	274,500	1,174,375	0	2,592,750	2,643,375	567,750	134,375
2024	0	256,250	0	2,230,125	2,278,500	336,250	128,125
2025	0	0	0	935,000	981,125	0	0
2026	0	0	0	0	0	0	0
2027	0	0	0	0	0	0	0
2028	0	0	0	0	0	0	0
2029	0	0	0	0	0	0	0
	10,830,500	38,454,250	51,968,416	77,500,000	78,848,500	19,910,750	4,709,750

Source: Department of Financial Services.

Debt Service Projections

	Belmont Area ES (ES-6) 15,030,000	Leesburg Area ES (ES-13) 15,030,000	Ashburn/Arcola Area MS (MS-4) 23,365,000	Leesburg Area HS (HS-5) 63,875,000	Kirkpatrick Farms ES (ES-8) 5,795,000	Brambleton Area ES (ES-9) 17,670,000	Leesburg Area ES (ES-15) 16,410,000
2003	0	0	0	0	0	0	0
2004	0	0	0	0	0	0	0
2005	500,000	500,000	0	0	0	0	0
2006	1,183,250	1,183,250	600,000	0	0	0	0
2007	1,885,375	1,885,375	2,289,125	937,500	0	542,500	510,000
2008	1,830,500	1,830,500	2,842,750	3,648,125	1,019,750	1,374,625	1,247,250
2009	1,765,625	1,765,625	2,754,250	7,273,375	988,250	2,144,750	2,026,500
2010	1,710,750	1,710,750	2,665,750	7,062,125	946,500	2,078,250	1,967,875
2011	1,645,875	1,645,875	2,577,250	6,850,875	915,000	2,011,750	1,899,250
2012	1,010,875	1,010,875	2,093,625	6,639,625	873,250	1,945,250	1,840,625
2013	980,625	980,625	1,625,125	6,428,375	246,750	1,873,875	1,772,000
2014	950,375	950,375	1,581,750	4,858,125	244,750	1,232,375	1,123,500
2015	920,125	920,125	1,528,375	4,715,625	232,500	1,195,625	1,090,000
2016	885,000	885,000	1,485,000	4,573,125	230,500	1,158,875	1,056,500
2017	859,875	859,875	1,431,625	4,430,625	218,250	1,122,125	1,023,000
2018	824,750	824,750	1,388,250	4,288,125	216,250	1,085,375	989,500
2019	799,625	799,625	1,334,875	4,145,625	204,000	1,048,625	956,000
2020	764,500	764,500	1,291,500	4,003,125	202,000	1,011,875	922,500
2021	739,375	739,375	1,238,125	3,860,625	189,750	975,125	889,000
2022	704,250	704,250	1,194,750	3,718,125	187,750	938,375	855,500
2023	679,125	679,125	1,141,375	3,575,625	175,500	901,625	822,000
2024	644,000	644,000	1,098,000	3,433,125	173,500	864,875	788,500
2025	468,875	468,875	1,044,625	3,290,625	161,250	828,125	755,000
2026	51,250	51,250	801,250	3,148,125	159,250	791,375	721,500
2027	0	0	117,875	2,705,625	147,000	604,625	538,000
2028	0	0	0	1,245,000	0	102,500	102,500
2029	0	0	0	0	0	0	0
	21,804,000	21,804,000	34,125,250	94,831,250	7,731,750	25,832,500	23,896,500

Source: Department of Financial Services.

Debt Service Projections

	Western Loudoun ES (ES-4)	Brambleton Area ES (ES-14)	Total General	Total Schools
	13,135,000	13,135,000	270,000,806	987,155,996
2003	0	0	13,738,728	60,237,501
2004	0	0	17,677,922	78,637,546
2005	0	0	19,049,876	92,924,049
2006	0	0	19,036,766	99,101,086
2007	0	0	25,333,403	100,289,515
2008	590,875	590,875	25,286,535	99,887,116
2009	1,291,000	1,291,000	27,201,700	94,880,580
2010	1,258,250	1,258,250	25,667,509	83,122,797
2011	1,225,500	1,225,500	24,033,008	75,969,770
2012	1,192,750	1,192,750	20,636,312	69,852,301
2013	1,160,000	1,160,000	20,114,659	64,752,985
2014	1,127,250	1,127,250	18,820,673	59,356,320
2015	1,099,375	1,099,375	17,664,359	56,203,765
2016	1,061,500	1,061,500	17,169,495	53,060,497
2017	1,033,625	1,033,625	15,735,831	50,498,597
2018	995,750	995,750	15,257,289	48,578,774
2019	967,875	967,875	15,433,915	44,151,505
2020	930,000	930,000	11,755,677	40,951,103
2021	902,125	902,125	10,900,318	36,307,957
2022	864,250	864,250	10,295,039	30,571,993
2023	836,375	836,375	8,419,500	24,105,875
2024	798,500	798,500	6,478,750	16,196,625
2025	770,625	770,625	5,638,125	10,474,750
2026	732,750	732,750	5,204,750	7,189,500
2027	704,875	704,875	2,702,875	5,522,875
2028	492,000	492,000	1,749,750	2,434,000
2029	0	0	0	0
	20,035,250	20,035,250	401,002,764	1,405,259,382

Source: Department of Financial Services.

OTHER FUNDS

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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.

Property owners within the Village of Aldie pay an additional tax of $0.27 per $100 of assessed valuation annually. All taxes levied and collected are pledged to repay a $527,000 loan from the State of Virginia Water Control Board. This loan, along with a $700,000 grant from the County, financed the costs of the installation of sewer collector lines and a package treatment plant with the district. The sewer collector lines and the package treatment plant were constructed by and placed under the management of the Loudoun County Sanitation Authority. Construction of the plant was completed in FY 97.

For FY 03, the Aldie Sewer Service District will receive $35,360 in current and delinquent revenue accrued from its taxable base. Total projected expenditures are estimated at $35,360, leaving no deficit for the Fund.

ALDIE SEWER SERVICE DISTRICT
PROJECTED BUDGET SCHEDULE

	FY 03
Revenue	$35,360
Expenditures	$35,360
Surplus (+)/Deficit (-)	$---

ALDIE SEWER SERVICE DISTRICT
FY 03 Estimated Real Property Taxable Base
(Estimated as of January 2002)

2001 Estimated fair market value of real taxable property	$10,036,900
PLUS: Reassessment due to equalization	3,450,700
PLUS: Actual full value of new construction	---
FY 2003 Estimated fair market value of real taxable property	$13,487,600
LESS: Potential administrative and/or Board of Equalization adjustments[1]	(40,460)[2]
FY 2003 Estimated real property taxable base	$13,447,140
PLUS: Estimated partial value of new construction	---
FY 2003 Estimated real property taxable base	$13,447,140

ALDIE SEWER SERVICE DISTRICT
FY 03 Estimated Real Property Tax Revenue

	Estimated Taxable Base	**Net Revenue Per Penny[3]**	**Revenue ($0.27/$100 Tax Based)**
Real property	$13,447,140	$1,310	$35,360

Notes:

1 Resulting from hearings and appeals.
2 Estimated at 0.30% of equalized value including new construction.
3 Excludes estimate of 0.05% of uncollectable revenue and 2.25% 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 03

Source: Department of Financial Services

BROAD RUN FARMS SEWER SERVICE DISTRICT
BROAD RUN FARMS TAX INCREMENT FINANCING DISTRICT

Background: Loudoun County formed the Broad Run Farms Sewer Service and Tax Increment Financing Districts on September 1, 1993. The districts were established 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 protects the health and safety of the residents and conserves property values within the district.

The districts as established are bounded on the north by the Potomac River; on the west by Broad Run; and on the south by Virginia Route 7. To the east the district is bounded by the properties identified as tax map parcels 63-19 and 63-15 and property shown on tax map 64A5.

All taxes levied and collected are pledged to finance the costs of the installation of sewer collector lines within the district and to make available public sewage treatment services for those properties located within the district. The sewer collector lines were constructed by the Loudoun County Sanitation Authority and connected to the existing sewer line, known as the Potomac Interceptor, which transverses the district.

Property owners within Broad Run Farms pay an additional tax of $0.14 per $100 of assessed valuation annually to amortize for twenty years debt incurred for the installation of collector sewer lines in the service district. In the Broad Run Farms Tax Increment Financing District (TIF), all increases in value of property located in the district are used as a separate basis for taxation to be directed toward repayment of the State Water Control Board loan financing the sewer collection lines and the sewage treatment facility.

For FY 03 the Broad Run Farms Sewer Service District and the Broad Run Farms Tax Increment Financing District are projected to receive $144,688 in combined revenue. Total projected expenditures are estimated at $144,688, leaving no deficit for the Fund.

BROAD RUN FARMS SEWER SERVICE DISTRICT BROAD RUN FARMS TAX INCREMENT FINANCING DISTRICT PROJECTED BUDGET SCHEDULE	
	FY 03
Revenues:	
Taxable base	$131,310
Tax increment financing (TIF)	$13,378
Total revenue	$144,688
Expenditures	$144,688
Surplus (+)/Deficit (-)	$---

BROAD RUN FARMS SEWER SERVICE DISTRICT
BROAD RUN FARMS TAX INCREMENT FINANCING DISTRICT
FY 03 Estimated Real Property Taxable Base
(Estimated as of January 2002)

2001 Estimated fair market value of real taxable property	$79,517,200
PLUS: Reassessment due to equalization	16,722,000
PLUS: Actual full value of new construction	$350,000
FY 2003 Estimated fair market value of real taxable property	$96,589,200
LESS: Potential administrative and/or Board of Equalization adjustments[1]	(289,770)[2]
FY 2003 Estimated real property taxable base	$96,299,730
PLUS: Estimated partial value of new construction supplementals	0
FY 2003 Estimated real property taxable base total	$96,299,430

BROAD RUN FARMS SEWER SERVICE DISTRICT
BROAD RUN FARMS TAX INCREMENT FINANCING DISTRICT
FY 03 Estimated Real Property Tax Revenue

	Estimated Taxable Base	**Net Revenue Per Penny[4]**	**Revenue ($0.14/$100 Tax Based)**
Real property	$96,299,430	$9,380	$131,310
Tax increment financing			$13,378

Notes:

1 Resulting from hearings and appeals.
2 Estimated at 0.30% of equalized value including new construction.
3 Excludes estimate of 0.05% of uncollectable revenue and 2.25% 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 03.

Source: Department of Financial Services

CAPITAL ASSET REPLACEMENT FUND

The Board of Supervisors approved the creation of a Capital Asset Replacement Fund (CARF) in FY 90. This fund provides appropriations for the replacement of major components (primarily facilities) of the School and County physical plant and ensures a consistent means of financing and planning for Countywide major maintenance efforts.

In FY 01, the Board agreed that capital asset replacement expenditures be assigned to the CARF as required maintaining the operability of County facilities. As the County's facility assets mature, the routine replacement of aging equipment becomes increasingly important. National standards regarding the requisite investment required to maintain a mature infrastructure are relatively consistent. For example, the Association of Higher Education Facilities Officers recommends capital asset replacement expenditures equivalent to between 1.5% and 3.0% of the total replacement value of an institution's physical plant. Similarly, the Federal Internal Revenue Service has established a depreciation standard of 2.5% per year on fixed assets. The need for routine replacement of aging assets is particularly evident in the County's community centers, which are among the oldest County-owned facilities. The Capital Asset Replacement Plan provides for four community center renovations between FY 03 and FY 08 using local tax funding. The Capital Asset Replacement Fund funds on average 1.6% of the county and schools fixed asset value over the six-year CARF plan.

The CARF is proposed to continue receiving revenue from surcharges collected by the Clerk of the Circuit Court on recordation. This funding source is projected to increase from $65,000 in FY 03 to $75,000 in FY 08. The recordation surcharge is earmarked for the ongoing maintenance of projects associated with the Courts.

The Capital Asset Replacement Plan also includes the debt service on $6,005,000 in general obligation bond proceeds to complete HVAC system replacements at six schools approved in FY 01. The Debt Service payments are reflected in FY 03 - FY 06 when the debt will be retired.

Table 1 –CAPITAL ASSET REPLACEMENT FUND (FY 03-08)

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	TOTAL
Local Tax Funding:							
School Projects	$2,902,000	$5,006,000	$5,213,000	$4,442,000	$4,016,000	$2,384,000	$23,963,000
Gen. Govt. Projects	$1,765,000	$3,880,000	$3,800,000	$3,175,000	$3,900,000	$3,725,000	$20,245,000
Courts Recordation Fees	$65,000	$70,000	$70,000	$75,000	$75,000	$75,000	$430,000
TOTAL REVENUE	$4,732,000	$8,956,000	$9,083,000	$7,692,000	$7,991,000	$6,184,000	$44,638,000
Schools:							
Capital Asset Plan	$2,902,000	$5,006,000	$5,213,000	$4,442,000	$4,016,000	$2,384,000	$23,963,000
Subtotal, Schools	$2,902,000	$5,006,000	$5,213,000	$4,442,000	$4,016,000	$2,384,000	$23,963,000
General Government:							
Capital Asset Replacement	$1,765,000	$3,880,000	$3,800,000	$3,175,000	$3,900,000	$3,725,000	$20,245,000
Courts Maintenance	$65,000	$70,000	$70,000	$75,000	$75,000	$75,000	$430,000
Subtotal, Gen. Government	$1,830,000	$3,950,000	$3,870,000	$3,250,000	$3,975,000	$3,800,000	$20,675,000
TOTAL, CARF expenditures	$4,732,000	$8,956,000	$9,083,000	$7,692,000	$7,991,000	$6,184,000	$44,638,000
Addendum (Debt Service):							
HVAC Replacement Projects	$1,470,300	$1,398,300	$1,331,150	$1,254,000	$0	$0	$5,453,750
TOTAL,CARF & Debt Service	$6,202,300	$10,354,300	$10,414,150	$8,946,000	$7,991,000	$6,184,000	$50,091,750

TABLE 2 – CAPITAL ASSET REPLACEMENT PLAN COMPARED TO FIXED ASSET VALUE

	FY 03	FY04	FY 05	FY 06	FY 07	FY 08
Fixed Asset Value (FAV):						
Schools	$313,281,717	$344,609,888	$379,070,877	$416,977,965	$458,675,761	$504,543,337
Gen. Government	$95,433,043	$104,976,347	$115,473,982	$127,021,380	$139,723,518	$153,695,870
Total	$408,714,760	$449,586,235	$494,544,859	$543,999,345	$598,399,279	$658,239,207
CARF Projects as % of FAV:						
Schools	1.6%	2.0%	1.7%	1.4%	0.9%	0.5%
Gen. Government	1.9%	3.8%	3.4%	2.8%	2.9%	2.2%
Total	1.7%	2.3%	2.1%	1.7%	1.4%	0.9%

TABLE 3. - FY 03-08 PROPOSED CAPITAL REPLACEMENT PLAN

FACILITY	PROJECT							
GENERAL GOVERNMENT CAPITAL ASSET REPLACEMENT		**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**TOTAL**
County Courts	FY 03 Courts Maintenance	$65,000	$ -	$ -	$ -	$ -	$ -	$65,000
County Landfill	Replace Security System	$100,000	$ -	$ -	$ -	$ -	$ -	$100,000
County Landfill	Replacement Inventory	$50,000	$ -	$ -	$ -	$ -	$ -	$50,000
County Wide Facilities	Emergency Repairs	$75,000	$ -	$ -	$ -	$ -	$ -	$75,000
Department of Information Tech.	Replace Emergency Power	$355,000	$ -	$ -	$ -	$ -	$ -	$355,000
Douglass Community Center	Replace Portable Classroom	$50,000	$ -	$ -	$ -	$ -	$ -	$50,000
Eastern Loudoun Library	Replace Circulation Counter	$15,000	$ -	$ -	$ -	$ -	$ -	$15,000
Franklin Park	Pool Resurface	$45,000	$ -	$ -	$ -	$ -	$ -	$45,000
Government Center	Repair Roof	$150,000	$ -	$ -	$ -	$ -	$ -	$150,000
Government Center	Treasurer's Office Glazing	$180,000	$ -	$ -	$ -	$ -	$ -	$180,000
Government Support Center	Repair SWM Pond	$125,000	$ -	$ -	$ -	$ -	$ -	$125,000
Juvenile Detention Center	Replace HVAC Control System	$45,000	$ -	$ -	$ -	$ -	$ -	$45,000
Mickie Gordon Park	Replace Ballfield Lights	$200,000	$ -	$ -	$ -	$ -	$ -	$200,000
Purcellville Library	HVAC Control Replacement	$40,000	$ -	$ -	$ -	$ -	$ -	$40,000
Purcellville Library	Book Return Renovation	$40,000	$ -	$ -	$ -	$ -	$ -	$40,000
Purcellville Library	Replace Windows/Doors	$35,000	$ -	$ -	$ -	$ -	$ -	$35,000
Shenandoah Building	Replace Elevator Controls	$100,000	$ -	$ -	$ -	$ -	$ -	$100,000
Sterling Community Center	Replace Playground Equipment	$90,000	$ -	$ -	$ -	$ -	$ -	$90,000
Youth Shelter	Fire Suppression	$70,000	$ -	$ -	$ -	$ -	$ -	$70,000
SUBTOTAL, FY 03 GENERAL GOVERNMENT:		**$1,830,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$1,830,000**
SCHOOLS CAPITAL ASSET REPLACEMENT		**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**TOTAL**
Asphalt (Replace, Overlay, Seal & Stripe)								
Aldie ES	Repairs to Curbs, Wall, & Dock	$25,000	$ -	$ -	$ -	$ -	$ -	$25,000
Algonkian ES	Repair Concrete, Seal Coat	$20,000	$ -	$ -	$ -	$ -	$ -	$20,000
Arcola ES	Repave K-Courtyard	$30,000	$ -	$ -	$ -	$ -	$ -	$30,000
Catoctin ES	Repair Sidewalk	$10,500	$ -	$ -	$ -	$ -	$ -	$10,500
Guilford ES	Repave/Repair Parking Lots	$158,000	$ -	$ -	$ -	$ -	$ -	$158,000
Lincoln ES	Replace Sidewalks & Wall	$10,000	$ -	$ -	$ -	$ -	$ -	$10,000
Meadowland ES	Sealcoat Asphalt Pavement	$17,000	$ -	$ -	$ -	$ -	$ -	$17,000
Sugarland ES	Sealcoat Asphalt Pavement	$40,000	$ -	$ -	$ -	$ -	$ -	$40,000
Transportation	Phase II Asphalt Repairs	$250,000	$ -	$ -	$ -	$ -	$ -	$250,000
Design Fees	Design Fees	$20,000	$ -	$ -	$ -	$ -	$ -	$20,000
SUBTOTAL, ASPHALT:		**$580,500**	$ -	$ -	$ -	$ -	$ -	**$580,500**
Electrical								
Catoctin ES	Replace Fixtures in Pod III	$20,000	$ -	$ -	$ -	$ -	$ -	$20,000
Loudoun County HS	Replace Stage Dimmer System	$88,000	$ -	$ -	$ -	$ -	$ -	$88,000
Loudoun County HS	Replace Football Lighting	$205,000	$ -	$ -	$ -	$ -	$ -	$205,000
Loudoun County HS	Upgrade Parking Lot Lighting	$40,000	$ -	$ -	$ -	$ -	$ -	$40,000
Park View HS	Replace Baseball Field Lights	$160,000	$ -	$ -	$ -	$ -	$ -	$160,000
Sugarland ES	Replace Lighting Fixtures	$75,000	$ -	$ -	$ -	$ -	$ -	$75,000
Design Fees	Design Fees	$20,000	$ -	$ -	$ -	$ -	$ -	$20,000
Various	Lighting Replacements	$50,000	$ -	$ -	$ -	$ -	$ -	$50,000
SUBTOTAL, ELECTRICAL:		**$658,000**	$ -	$ -	$ -	$ -	$ -	**$658,000**
Structure Repair								
Algonkian ES	Replace Carpet in Office/Media	$30,000	$ -	$ -	$ -	$ -	$ -	$30,000
Arcola ES	Replace Noise Insulation	$30,000	$ -	$ -	$ -	$ -	$ -	$30,000
Arcola ES	Replace Folding Partition	$65,000	$ -	$ -	$ -	$ -	$ -	$65,000
Ashburn ES	Replace Carpets with VCT	$130,000	$ -	$ -	$ -	$ -	$ -	$130,000
Catoctin ES	Replace Carpet in Media Center	$17,000	$ -	$ -	$ -	$ -	$ -	$17,000
Catoctin ES	Replace Partitions in POD III	$9,000	$ -	$ -	$ -	$ -	$ -	$9,000
Dominion Trail ES	Install Entrance Window	$5,000	$ -	$ -	$ -	$ -	$ -	$5,000
Lincoln ES	Replace Carpet with VCT	7,500	$ -	$ -	$ -	$ -	$ -	$7,500
Loudoun County HS	Replace Interior Doors/Hardware	$95,000	$ -	$ -	$ -	$ -	$ -	$95,000
Loudoun County HS	Replace Carpet with VCT	$25,000	$ -	$ -	$ -	$ -	$ -	$25,000
Meadowland ES	Replace Carpet in Office	$19,000	$ -	$ -	$ -	$ -	$ -	$19,000
Park View HS	Replace Bleachers at Ballfields	$120,000	$ -	$ -	$ -	$ -	$ -	$120,000
Sterling MS	Replace Carpet	$30,000	$ -	$ -	$ -	$ -	$ -	$30,000
Design Fees	Design Fees	$15,000	$ -	$ -	$ -	$ -	$ -	$15,000
Various	Replace Carpet	50,000	$ -	$ -	$ -	$ -	$ -	$50,000
SUBTOTAL, STRUCTURE REPAIR:		**$647,500**	$ -	$ -	$ -	$ -	$ -	**$647,500**
Heating, Ventilation & Air Conditioning								
Loudoun Valley HS	Replace Rooftop A/C Unit	$40,000	$ -	$ -	$ -	$ -	$ -	$40,000
Sugarland ES	Replace Office A/C Unit	$30,000	$ -	$ -	$ -	$ -	$ -	$30,000
Design Fees	Design Fees	$34,000	$ -	$ -	$ -	$ -	$ -	$34,000
SUBTOTAL, HVAC:		**$104,000**	$ -	$ -	$ -	$ -	$ -	**$104,000**

TABLE 3. - FY 03-08 PROPOSED CAPITAL REPLACEMENT PLAN

FACILITY	PROJECT							
SCHOOLS CAPITAL ASSET REPLACEMENT FY 03 continued		**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**TOTAL**
Windows								
Design Fees	Design Fees	$34,000	$ -	$ -	$ -	$ -	$ -	$34,000
SUBTOTAL, WINDOWS:		**$34,000**	$ -	$ -	$ -	$ -	$ -	**$34,000**
Plumbing								
Catoctin ES	Replace Heating System	$19,000	$ -	$ -	$ -	$ -	$ -	$19,000
Catoctin ES	Replace Lavatories	$14,000	$ -	$ -	$ -	$ -	$ -	$14,000
Douglass School	Repair Restrooms by PRCS Offices	$25,000	$ -	$ -	$ -	$ -	$ -	$25,000
Middleburg ES	Upgrade Heating System	$95,000	$ -	$ -	$ -	$ -	$ -	$95,000
Seneca Ridge MS	Replace Wall Water Coolers	$37,000	$ -	$ -	$ -	$ -	$ -	$37,000
Design Fees	Design Fees	$14,000	$ -	$ -	$ -	$ -	$ -	$14,000
Division-wide	Plumbing Replacements	$50,000	$ -	$ -	$ -	$ -	$ -	$50,000
SUBTOTAL, PLUMBING:		**$254,000**	$ -	$ -	$ -	$ -	$ -	**$254,000**
Roofing								
Algonkian ES	Replace Flashing	$12,000	$ -	$ -	$ -	$ -	$ -	$12,000
Cool Spring ES	Replace Flashing	$12,000	$ -	$ -	$ -	$ -	$ -	$12,000
Loudoun County HS	Replace Flashing	$15,000	$ -	$ -	$ -	$ -	$ -	$15,000
Loudoun County HS	Reroof Athletic Facilities	$10,000	$ -	$ -	$ -	$ -	$ -	$10,000
Seneca Ridge MS	Replace Flashing	$15,000	$ -	$ -	$ -	$ -	$ -	$15,000
Union Street	Replace Flashing	$10,000	$ -	$ -	$ -	$ -	$ -	$10,000
Division-wide	Roof Repairs	$50,000	$ -	$ -	$ -	$ -	$ -	$50,000
SUBTOTAL, ROOFING:		**$124,000**	$ -	$ -	$ -	$ -	$ -	**$124,000**
Asbestos Removal		**$500,000**	$ -	$ -	$ -	$ -	$ -	**$500,000**
SUBTOTAL, FY 03 SCHOOLS:		**$2,902,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$2,902,000**
TOTAL, FY 03:		**$4,732,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$4,732,000**

TABLE 3. - FY 03-08 PROPOSED CAPITAL REPLACEMENT PLAN

FACILITY	PROJECT	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	TOTAL
GENERAL GOVERNMENT CAPITAL ASSET REPLACEMENT								
Animal Shelter	Repair/Repave Access Road	$ -	$30,000	$ -	$ -	$ -	$ -	$30,000
County Courts	FY 04 Courts Maintenance	$ -	$70,000	$ -	$ -	$ -	$ -	$70,000
County Landfill	Dredge & Restore Silt Basin	$ -	$65,000	$ -	$ -	$ -	$ -	$65,000
County Landfill	Shop Replacement	$ -	$350,000	$ -	$ -	$ -	$ -	$350,000
County Warehouse	Fire Suppression	$ -	$80,000	$ -	$ -	$ -	$ -	$80,000
Countywide Facilities	Emergency Repairs	$ -	$80,000	$ -	$ -	$ -	$ -	$80,000
Government Center	Elevator Machine Room Repairs	$ -	$50,000	$ -	$ -	$ -	$ -	$50,000
Government Support Center	Repair SWM Pond	$ -	$130,000	$ -	$ -	$ -	$ -	$130,000
Government Support Center	SS Line Replacement	$ -	$150,000	$ -	$ -	$ -	$ -	$150,000
Government Support Center	Waterline Loop	$ -	$110,000	$ -	$ -	$ -	$ -	$110,000
Lucketts Community Center	Repair Parking Lot	$ -	$75,000	$ -	$ -	$ -	$ -	$75,000
Philomont Comm. Center	Relocate Fire Suppression Tank	$ -	$45,000	$ -	$ -	$ -	$ -	$45,000
PRCS Various Locations	Playground Equipment	$ -	$200,000	$ -	$ -	$ -	$ -	$200,000
Shenandoah Building	Repair Roof & Gutters	$ -	$50,000	$ -	$ -	$ -	$ -	$50,000
Sterling Annex Comm. Center	Rehabilitation	$ -	$2,415,000	$ -	$ -	$ -	$ -	$2,415,000
Sterling Library	Window Replacement	$ -	$50,000	$ -	$ -	$ -	$ -	$50,000
SUBTOTAL, FY 04 GENERAL GOVERNMENT:		**$ -**	**$3,950,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$3,950,000**
SCHOOLS CAPITAL ASSET REPLACEMENT		**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**TOTAL**
Asphalt (Replace, Overlay, Seal & Stripe)								
Blue Ridge MS	Seal Coat Pavement & Restripe	$ -	$15,000	$ -	$ -	$ -	$ -	$15,000
Douglass School	Replace Curbs & Sidewalks	$ -	$11,000	$ -	$ -	$ -	$ -	$11,000
Farmwell Station MS	Seal Outdoor Basketball Courts	$ -	$12,000	$ -	$ -	$ -	$ -	$12,000
Loudoun County HS	Seal Concession Stand Asphalt	$ -	$12,000	$ -	$ -	$ -	$ -	$12,000
Loudoun Valley HS	Seal Coat Pavement & Restripe	$ -	$56,000	$ -	$ -	$ -	$ -	$56,000
Potomac Falls HS	Seal Coat Pavement & Restripe	$ -	$75,000	$ -	$ -	$ -	$ -	$75,000
Potowmack ES	Seal Coat Pavement & Restripe	$ -	$20,000	$ -	$ -	$ -	$ -	$20,000
Sanders Corner ES	Seal Coat Pavement & Restripe	$ -	$20,000	$ -	$ -	$ -	$ -	$20,000
Sterling MS	Seal Coat Pavement & Restripe	$ -	$18,000	$ -	$ -	$ -	$ -	$18,000
Sully ES	Repave Driveways and Lots	$ -	$200,000	$ -	$ -	$ -	$ -	$200,000
Transportation	Repair Asphalt Phase III	$ -	$250,000	$ -	$ -	$ -	$ -	$250,000
Waterford ES	Regrade Playground Area	$ -	$22,000	$ -	$ -	$ -	$ -	$22,000
Design Fees	Design Fees	$ -	$20,000	$ -	$ -	$ -	$ -	$20,000
Various Locations	Asphalt Repair	$ -	$75,000	$ -	$ -	$ -	$ -	$75,000
SUBTOTAL, ASPHALT:		$ -	**$806,000**	$ -	$ -	$ -	$ -	**$806,000**
Electrical								
Aldie ES	Replace Walk-In Refrigerator	$ -	$35,000	$ -	$ -	$ -	$ -	$35,000
Aldie ES	Replace Lighting Fixtures	$ -	$25,000	$ -	$ -	$ -	$ -	$25,000
Algonkian ES	Replace Lighting Fixtures	$ -	$72,000	$ -	$ -	$ -	$ -	$72,000
Banneker ES	Replace Lighting Fixtures	$ -	$41,000	$ -	$ -	$ -	$ -	$41,000
Banneker ES	Upgrade Electric Service in Office	$ -	$20,000	$ -	$ -	$ -	$ -	$20,000
Catoctin ES	Replace Lighting Fixtures	$ -	$50,000	$ -	$ -	$ -	$ -	$50,000
Douglass Support Facility	Replace Walk-In Freezer	$ -	$40,000	$ -	$ -	$ -	$ -	$40,000
Emerick ES	Replace Walk-In Refrigerator	$ -	$35,000	$ -	$ -	$ -	$ -	$35,000
Loudoun County HS	Replace Lighting Fixtures	$ -	$210,000	$ -	$ -	$ -	$ -	$210,000
Park View HS	Replace Site Lighting	$ -	$250,000	$ -	$ -	$ -	$ -	$250,000
Staff Training Center	Replace Lights and Ceilings	$ -	$100,000	$ -	$ -	$ -	$ -	$100,000
Design Fees	Design Fees	$ -	$20,000	$ -	$ -	$ -	$ -	$20,000
Various	Lighting/Electrical Replacement	$ -	$50,000	$ -	$ -	$ -	$ -	$50,000
SUBTOTAL, ELECTRICAL:		$ -	**$948,000**	$ -	$ -	$ -	$ -	**$948,000**
Structure Repair								
Banneker ES	Replace VCT in Multi-Purpose	$ -	$25,000	$ -	$ -	$ -	$ -	$25,000
Cool Spring ES	Replace Office Carpet	$ -	$15,000	$ -	$ -	$ -	$ -	$15,000
Cool Spring ES	Fill-In Library Reading Pit	$ -	$25,000	$ -	$ -	$ -	$ -	$25,000
Cool Spring ES	Enclose Library Entrance	$ -	$40,000	$ -	$ -	$ -	$ -	$40,000
Cool Spring ES	Replace Carpet with VCT	$ -	$130,000	$ -	$ -	$ -	$ -	$130,000
Leesburg ES	Enclose Library Entrance	$ -	$40,000	$ -	$ -	$ -	$ -	$40,000
Leesburg ES	Replace Office Carpet	$ -	$15,000	$ -	$ -	$ -	$ -	$15,000
Monroe Technology	Repair Exterior Brick Wall	$ -	$25,000	$ -	$ -	$ -	$ -	$25,000
Monroe Technology	Repair Folding Partitions 3,4,& 5	$ -	$11,000	$ -	$ -	$ -	$ -	$11,000
Monroe Technology	Replace Floor in Horticulture	$ -	$10,000	$ -	$ -	$ -	$ -	$10,000
Park View HS	Replace Press Box	$ -	$100,000	$ -	$ -	$ -	$ -	$100,000
Park View HS	Replace Bleachers in Stadium	$ -	$400,000	$ -	$ -	$ -	$ -	$400,000
Rolling Ridge ES	Replace Floor Tile	$ -	$10,000	$ -	$ -	$ -	$ -	$10,000
Sterling ES	Replace Ceramic Tile in Hallway	$ -	$45,000	$ -	$ -	$ -	$ -	$45,000
Sterling ES	Replace Classroom Doors	$ -	$55,000	$ -	$ -	$ -	$ -	$55,000
Sugarland ES	Install Library Enclosure	$ -	$40,000	$ -	$ -	$ -	$ -	$40,000
Media Centers	Replace Circulation Desks	$ -	$108,000	$ -	$ -	$ -	$ -	$108,000
Design Fees	Design Fees	$ -	$20,000	$ -	$ -	$ -	$ -	$20,000
Division-wide	Replace Carpet	$ -	$50,000	$ -	$ -	$ -	$ -	$50,000
SUBTOTAL, STRUCTURE REPAIR:		$ -	**$1,164,000**	$ -	$ -	$ -	$ -	**$1,164,000**

TABLE 3. - FY 03-08 PROPOSED CAPITAL REPLACEMENT PLAN

FACILITY	PROJECT	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	TOTAL
SCHOOLS CAPITAL ASSET REPLACEMENT FY 04 continued								
Heating, Ventilation & Air Conditioning								
Hillsboro ES	Upgrade A/C System	$ -	$200,000	$ -	$ -	$ -	$ -	$200,000
Leesburg ES	Replace Diffusers	$ -	$13,000	$ -	$ -	$ -	$ -	$13,000
Meadowland ES	Replace Kitchen Hood	$ -	$27,000	$ -	$ -	$ -	$ -	$27,000
Sugarland ES	Replace Kitchen Hood	$ -	$27,000	$ -	$ -	$ -	$ -	$27,000
Design Fees	Design Fees	$ -	$15,000	$ -	$ -	$ -	$ -	$15,000
Division-wide	Rooftop A/C Replacements	$ -	$45,000	$ -	$ -	$ -	$ -	$45,000
SUBTOTAL, HVAC:		$ -	**$327,000**	$ -	$ -	$ -	$ -	**$327,000**
Windows								
Broad Run HS	Replace Windows	$ -	$477,000	$ -	$ -	$ -	$ -	$477,000
Loudoun Valley HS	Replace Windows	$ -	$350,000	$ -	$ -	$ -	$ -	$350,000
Design Fees	Design Fees	$ -	$50,000	$ -	$ -	$ -	$ -	$50,000
SUBTOTAL, WINDOWS:		$ -	**$877,000**	$ -	$ -	$ -	$ -	**$877,000**
Plumbing								
Loudoun Valley HS	Replace Restroom Basins	$ -	$20,000	$ -	$ -	$ -	$ -	$20,000
Simpson MS	Replace Wall Water Coolers	$ -	$25,000	$ -	$ -	$ -	$ -	$25,000
Simpson MS	Upgrade Restrooms	$ -	$85,000	$ -	$ -	$ -	$ -	$85,000
Sterling MS	Replace Wall Water Coolers	$ -	$19,000	$ -	$ -	$ -	$ -	$19,000
Sterling MS	Replace Wall Lavatories	$ -	$22,000	$ -	$ -	$ -	$ -	$22,000
Design Fees	Design Fees	$ -	$52,000	$ -	$ -	$ -	$ -	$52,000
Division-wide	Plumbing Replacements	$ -	$50,000	$ -	$ -	$ -	$ -	$50,000
SUBTOTAL, PLUMBING:		$ -	**$273,000**	$ -	$ -	$ -	$ -	**$273,000**
Roofing								
Lincoln ES	Replace Roof Tiles	$ -	$36,000	$ -	$ -	$ -	$ -	$36,000
Division-wide	Roof Repairs	$ -	$75,000	$ -	$ -	$ -	$ -	$75,000
SUBTOTAL, ROOFING:		$ -	**$111,000**	$ -	$ -	$ -	$ -	**$111,000**
Asbestos Removal								
Various	Asbestos Removal	$ -	$500,000	$ -	$ -	$ -	$ -	$500,000
SUBTOTAL, ASBESTOS		$ -	**$500,000**	**$ -**	**$ -**	**$ -**	$ -	**$500,000**
SUBTOTAL, FY 04 SCHOOLS:		**$ -**	**$5,006,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$5,006,000**
TOTAL, FY 04:		**$ -**	**$8,956,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$8,956,000**

TABLE 3. - FY 03-08 PROPOSED CAPITAL REPLACEMENT PLAN

FACILITY	PROJECT	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	TOTAL
GENERAL GOVERNMENT CAPITAL ASSET REPLACEMENT								
Administration	Work Release Renovation	$ -	$ -	$600,000	$ -	$ -	$ -	$600,000
Arcola Community Center	Pave & Expand Parking Lot	$ -	$ -	$150,000	$ -	$ -	$ -	$150,000
Banshee Reeks Park	Repair and Resurface Pavements	$ -	$ -	$150,000	$ -	$ -	$ -	$150,000
Arcola Community Center	Rehabilitation	$ -	$ -	$2,120,000	$ -	$ -	$ -	$2,120,000
Claude Moore Park	Rewire Frogshackle Cabin	$ -	$ -	$10,000	$ -	$ -	$ -	$10,000
Claude Moore Park	Parking Lot Overlay	$ -	$ -	$125,000	$ -	$ -	$ -	$125,000
Claude Moore Park	Renovate Caretakers Cottage	$ -	$ -	$125,000	$ -	$ -	$ -	$125,000
County Courts	FY 05 Courts Maintenance	$ -	$ -	$70,000	$ -	$ -	$ -	$70,000
County Landfill	Replace 1994 Scale	$ -	$ -	$150,000	$ -	$ -	$ -	$150,000
County Landfill	1/3 Fence Replacements	$ -	$ -	$40,000	$ -	$ -	$ -	$40,000
County Wide Facilities	Emergency Repairs	$ -	$ -	$80,000	$ -	$ -	$ -	$80,000
Eastern Regional Library	Repair Parking Lot	$ -	$ -	$20,000	$ -	$ -	$ -	$20,000
Government Support Center	Fence Replacements/Extensions	$ -	$ -	$80,000	$ -	$ -	$ -	$80,000
Juvenile Detention Facility	Security Control Room Upgrade	$ -	$ -	$70,000	$ -	$ -	$ -	$70,000
Lovettsville Comm. Center	Pool Renovations	$ -	$ -	$80,000	$ -	$ -	$ -	$80,000
Philomont Comm. Center	Replace Lavatory Doors	$ -	$ -	$15,000	$ -	$ -	$ -	$15,000
Valley Bank Building	Window & Masonry Repairs	$ -	$ -	$50,000	$ -	$ -	$ -	$50,000
SUBTOTAL, FY 05 GENERAL GOVERNMENT:		**$ -**	**$ -**	**$3,870,000**	**$ -**	**$ -**	**$ -**	**$3,870,000**
SCHOOLS CAPITAL ASSET REPLACEMENT		**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**TOTAL**
Asphalt (Replace, Overlay, Seal & Stripe)								
Balls Bluff ES	Seal Coat, Bus Loop & Entrance	$ -	$ -	$60,000	$ -	$ -	$ -	$60,000
Monroe Technology Center	Seal Coat Pavement/Restripe	$ -	$ -	$20,000	$ -	$ -	$ -	$20,000
Simpson MS	Seal Coat Pavement/Restripe	$ -	$ -	$28,000	$ -	$ -	$ -	$28,000
Design Fees	Design Fees	$ -	$ -	$11,000	$ -	$ -	$ -	$11,000
Various	Asphalt Repair	$ -	$ -	$75,000	$ -	$ -	$ -	$75,000
SUBTOTAL, ASPHALT:		$ -	$ -	**$194,000**	$ -	$ -	$ -	**$194,000**
Electrical								
Blue Eidge MS	Replace Panel Boxes	$ -	$ -	$238,000	$ -	$ -	$ -	$238,000
Hillsboro ES	Replace Service & Distribution	$ -	$ -	$500,000	$ -	$ -	$ -	$500,000
Hillsboro ES	Replace Fire & Security Systems	$ -	$ -	$40,000	$ -	$ -	$ -	$40,000
Hillsboro ES	Replace Lighting Fixtures	$ -	$ -	$27,000	$ -	$ -	$ -	$27,000
Loudoun Valley HS	Replace Lighting Fixtures	$ -	$ -	$170,000	$ -	$ -	$ -	$170,000
Meadowland ES	Replace Panel Boxes	$ -	$ -	$165,000	$ -	$ -	$ -	$165,000
Middleburg ES	Replace Lighting Fixtures	$ -	$ -	$85,000	$ -	$ -	$ -	$85,000
Rolling ridge ES	Replace Lighting Fixtures	$ -	$ -	$83,000	$ -	$ -	$ -	$83,000
Waterford ES	Replace Lighting Fixtures	$ -	$ -	$20,000	$ -	$ -	$ -	$20,000
Design Fees	Design Fees	$ -	$ -	$20,000	$ -	$ -	$ -	$20,000
Various	Lighting/Electrical Replacements	$ -	$ -	$50,000	$ -	$ -	$ -	$50,000
SUBTOTAL, ELECTRICAL:		$ -	$ -	**$1,398,000**	$ -	$ -	$ -	**$1,398,000**
Structure Repair								
Aldie ES	Renovate White House	$ -	$ -	$275,000	$ -	$ -	$ -	$275,000
Algonkian ES	Replace Carpet with VCT	$ -	$ -	$140,000	$ -	$ -	$ -	$140,000
Arcola ES	Replace Carpet in Media Center	$ -	$ -	$22,000	$ -	$ -	$ -	$22,000
Blue Ridge MS	Replace Carpet	$ -	$ -	$19,000	$ -	$ -	$ -	$19,000
Guilford ES	Replace Interior Doors	$ -	$ -	$66,000	$ -	$ -	$ -	$66,000
Loudoun County HS	Replace Shades with Mini-Blinds	$ -	$ -	$15,000	$ -	$ -	$ -	$15,000
Lowes Island ES	Replace Carpet in Office/Media	$ -	$ -	$41,000	$ -	$ -	$ -	$41,000
Meadowland ES	Replace Floor Tile	$ -	$ -	$15,000	$ -	$ -	$ -	$15,000
Meadowland ES	Replace Quarry Tile	$ -	$ -	$50,000	$ -	$ -	$ -	$50,000
Meadowland ES	Replace Ceilings	$ -	$ -	$25,000	$ -	$ -	$ -	$25,000
Monroe Technology	Replace Interior Doors	$ -	$ -	$65,000	$ -	$ -	$ -	$65,000
Rolling Ridge ES	Install Storefront at Entrance	$ -	$ -	$14,000	$ -	$ -	$ -	$14,000
Rolling Ridge ES	Replace Panic Hardware on Doors	$ -	$ -	$22,000	$ -	$ -	$ -	$22,000
Rolling Ridge ES	Replace Interior Doors	$ -	$ -	$31,000	$ -	$ -	$ -	$31,000
Sanders Corner ES	Replace Carpet with VCT	$ -	$ -	$140,000	$ -	$ -	$ -	$140,000
Sanders Corner ES	Replace Carpet in Office/Media	$ -	$ -	$50,000	$ -	$ -	$ -	$50,000
Seneca Ridge MS	Replace Carpet in Resource Room	$ -	$ -	$25,000	$ -	$ -	$ -	$25,000
Seneca Ridge MS	Replace Auditorium Partition	$ -	$ -	$65,000	$ -	$ -	$ -	$65,000
Seneca Ridge MS	Replace Cafeteria Partition	$ -	$ -	$25,000	$ -	$ -	$ -	$25,000
Simpson MS	Replace Floor Tile	$ -	$ -	$22,000	$ -	$ -	$ -	$22,000
Simpson MS	Replace Panic Hardware on Doors	$ -	$ -	$31,000	$ -	$ -	$ -	$31,000
Sterling ES	Replace Multi-Purpose Ceiling	$ -	$ -	$85,000	$ -	$ -	$ -	$85,000
Sterling MS	Replace Countertops	$ -	$ -	$16,000	$ -	$ -	$ -	$16,000
Sterling MS	Replace Panic Hardware on Doors	$ -	$ -	$35,000	$ -	$ -	$ -	$35,000
Sterling MS	Replace Classroom Partitions	$ -	$ -	$60,000	$ -	$ -	$ -	$60,000
Sugarland ES	Install Storefront at Entrance	$ -	$ -	$14,000	$ -	$ -	$ -	$14,000
Media Centers	Replace Circulation Desks	$ -	$ -	$73,000	$ -	$ -	$ -	$73,000
Design Fees	Design Fees	$ -	$ -	$20,000	$ -	$ -	$ -	$20,000
Division-wide	Replace Carpet	$ -	$ -	$50,000	$ -	$ -	$ -	$50,000
SUBTOTAL, STRUCTURE REPAIR:		$ -	$ -	**$1,511,000**	$ -	$ -	$ -	**$1,511,000**

TABLE 3. - FY 03-08 PROPOSED CAPITAL REPLACEMENT PLAN

FACILITY	PROJECT	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	TOTAL
SCHOOLS CAPITAL ASSET REPLACEMENT FY 05 continued								
Heating, Ventilation & Air Conditioning								
Rolling Ridge ES	Replace Energy Mgmt. System	$ -	$ -	$85,000	$ -	$ -	$ -	$85,000
Staff Training Center	Upgrade A/C System	$ -	$ -	$100,000	$ -	$ -	$ -	$100,000
Sugarland ES	Replace Energy Mgmt. System	$ -	$ -	$85,000	$ -	$ -	$ -	$85,000
Design Fees	Design Fees	$ -	$ -	$10,000	$ -	$ -	$ -	$10,000
Division-wide	Replace Rooftop A/C units	$ -	$ -	$45,000	$ -	$ -	$ -	$45,000
SUBTOTAL, HVAC:		$ -	$ -	**$325,000**	$ -	$ -	$ -	**$325,000**
Windows								
Aldie ES	Replace Windows	$ -	$ -	$90,000	$ -	$ -	$ -	$90,000
Douglass School	Replace Windows	$ -	$ -	$150,000	$ -	$ -	$ -	$150,000
Middleburg ES	Replace Windows	$ -	$ -	$95,000	$ -	$ -	$ -	$95,000
Sterling ES	Replace Casement Windows	$ -	$ -	$33,000	$ -	$ -	$ -	$33,000
Sugarland ES	Replace Windows	$ -	$ -	$50,000	$ -	$ -	$ -	$50,000
Design Fees	Design Fees	$ -	$ -	$19,000	$ -	$ -	$ -	$19,000
SUBTOTAL, WINDOWS:		$ -	$ -	**$437,000**	$ -	$ -	$ -	**$437,000**
Plumbing								
Douglass School	Replace 2-Pipe Heating System	$ -	$ -	$656,000	$ -	$ -	$ -	$656,000
Hillsboro ES	Replace Cafeteria Dishwasher	$ -	$ -	$25,000	$ -	$ -	$ -	$25,000
Design Fees	Design Fees	$ -	$ -	$42,000	$ -	$ -	$ -	$42,000
Division-wide	Plumbing Replacements	$ -	$ -	$50,000	$ -	$ -	$ -	$50,000
SUBTOTAL, PLUMBING:		$ -	$ -	**$773,000**	$ -	$ -	$ -	**$773,000**
Roofing								
Division-wide	Roof Repairs	$ -	$ -	$75,000	$ -	$ -	$ -	$75,000
SUBTOTAL, ROOFING:		$ -	$ -	**$75,000**	$ -	$ -	$ -	**$75,000**
Asbestos Removal								
Various	Asbestos Removal	$ -	$ -	$500,000	$ -	$ -	$ -	$500,000
SUBTOTAL, ASBESTOS		$ -	$ -	**$500,000**	**$ -**	**$ -**	$ -	**$500,000**
SUBTOTAL, FY 05 SCHOOLS:		**$ -**	**$ -**	**$5,213,000**	**$ -**	**$ -**	**$ -**	**$5,213,000**
TOTAL, FY 05:		**$ -**	**$ -**	**$9,083,000**	**$ -**	**$ -**	**$ -**	**$9,083,000**

TABLE 3. - FY 03-08 PROPOSED CAPITAL REPLACEMENT PLAN

FACILITY	PROJECT	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	TOTAL
GENERAL GOVERNMENT CAPITAL ASSET REPLACEMENT								
County Courts	FY 06 Courts Maintenance	$ -	$ -	$ -	$75,000	$ -	$ -	$75,000
County Wide Asphalt	Asphalt Repairs	$ -	$ -	$ -	$150,000	$ -	$ -	$150,000
County Wide Facilities	Emergency Repairs	$ -	$ -	$ -	$80,000	$ -	$ -	$80,000
Edwards Ferry Homes	Exterior Repairs (2)	$ -	$ -	$ -	$150,000	$ -	$ -	$150,000
Juvenile Detention Facility	Replace Carpet in Secure Areas	$ -	$ -	$ -	$75,000	$ -	$ -	$75,000
Juvenile Detention Facility	Paint Interior	$ -	$ -	$ -	$45,000	$ -	$ -	$45,000
Bluemont Comm. Center	Rehabilitation	$ -	$ -	$ -	$1,995,000	$ -	$ -	$1,995,000
MH/MR Group Homes	Renovate (2)	$ -	$ -	$ -	$150,000	$ -	$ -	$150,000
Middleburg Library	Parking Lot Overlay	$ -	$ -	$ -	$100,000	$ -	$ -	$100,000
Old Courthouse Building	Asbestos Removal	$ -	$ -	$ -	$20,000	$ -	$ -	$20,000
Potomac Lakes Sportsplex	Upgrade Irrigation	$ -	$ -	$ -	$10,000	$ -	$ -	$10,000
Potomac Lakes Sportsplex	Stormwater Improvements	$ -	$ -	$ -	$120,000	$ -	$ -	$120,000
PRCS Various Sites	Replace Playground Equipment	$ -	$ -	$ -	$100,000	$ -	$ -	$100,000
PRCS Various Sites	Fence Replacements	$ -	$ -	$ -	$100,000	$ -	$ -	$100,000
Shenandoah Building	Replace Emergency Generator	$ -	$ -	$ -	$80,000	$ -	$ -	$80,000
SUBTOTAL, FY 06 GENERAL GOVERNMENT:		**$ -**	**$ -**	**$ -**	**$3,250,000**	**$ -**	**$ -**	**$3,250,000**
SCHOOLS CAPITAL ASSET REPLACEMENT		**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**TOTAL**
Asphalt (Replace, Overlay, Seal & Stripe)								
Emerick ES	Seal Coat Pavement/Restripe	$ -	$ -	$ -	$18,000	$ -	$ -	$18,000
Lincoln ES	Seal Coat Pavement/Restripe	$ -	$ -	$ -	$15,000	$ -	$ -	$15,000
Loudoun County HS	Repair/Seal Pavement/Restripe	$ -	$ -	$ -	$90,000	$ -	$ -	$90,000
Rolling Ridge ES	Seal Coat Pavement/Restripe	$ -	$ -	$ -	$23,000	$ -	$ -	$23,000
Design Fees	Design Fees	$ -	$ -	$ -	$14,000	$ -	$ -	$14,000
Various	Asphalt Repair	$ -	$ -	$ -	$75,000	$ -	$ -	$75,000
SUBTOTAL, ASPHALT:		$ -	$ -	$ -	**$235,000**	$ -	$ -	**$235,000**
Electrical								
Catoctin ES	Replace Distribution System	$ -	$ -	$ -	$800,000	$ -	$ -	$800,000
Park View HS	Replace Stage Dimmer System	$ -	$ -	$ -	$80,000	$ -	$ -	$80,000
Rolling Ridge ES	Replace Exhaust Fans	$ -	$ -	$ -	$100,000	$ -	$ -	$100,000
Round Hill Center	Replace Fire/Security Systems	$ -	$ -	$ -	$27,000	$ -	$ -	$27,000
Round Hill Center	Replace Lighting Fixtures	$ -	$ -	$ -	$72,000	$ -	$ -	$72,000
Round Hill Center	Replace Panel Boxes	$ -	$ -	$ -	$63,000	$ -	$ -	$63,000
Round Hill Center	Replace Receptacles	$ -	$ -	$ -	$37,000	$ -	$ -	$37,000
Design Fees	Design Fees	$ -	$ -	$ -	$20,000	$ -	$ -	$20,000
Various	Lighting Replacements	$ -	$ -	$ -	$50,000	$ -	$ -	$50,000
SUBTOTAL, ELECTRICAL:		$ -	$ -	$ -	**$1,249,000**	$ -	$ -	**$1,249,000**
Structure Repair								
Broad Run HS	Replace Panic Hardware on Doors	$ -	$ -	$ -	$124,000	$ -	$ -	$124,000
Loudoun County HS	Renovate Locker Rooms	$ -	$ -	$ -	$200,000	$ -	$ -	$200,000
Loudoun Valley HS	Replace Carpet	$ -	$ -	$ -	$69,000	$ -	$ -	$69,000
Park View HS	Replace Window Blinds	$ -	$ -	$ -	$35,000	$ -	$ -	$35,000
Park View HS	Replace Hall Lockers	$ -	$ -	$ -	$320,000	$ -	$ -	$320,000
Rolling Ridge ES	Replace Carpet in Office/Media	$ -	$ -	$ -	$30,000	$ -	$ -	$30,000
Sterling MS	Replace Auditorium Seats	$ -	$ -	$ -	$300,000	$ -	$ -	$300,000
Sterling MS	Replace Vinyl Tile	$ -	$ -	$ -	$20,000	$ -	$ -	$20,000
Design Fees	Design Fees	$ -	$ -	$ -	$15,000	$ -	$ -	$15,000
Division-wide	Replace Carpet	$ -	$ -	$ -	$50,000	$ -	$ -	$50,000
SUBTOTAL, STRUCTURE REPAIR:		$ -	$ -	$ -	**$1,163,000**	$ -	$ -	**$1,163,000**
Heating, Ventilation & Air Conditioning								
Catoctin ES	Replace 10 Ton Roof Unit	$ -	$ -	$ -	$30,000	$ -	$ -	$30,000
Emerick ES	Replace 21 Ton Condenser	$ -	$ -	$ -	$21,000	$ -	$ -	$21,000
Emerick ES	Replace (2) 21 Ton Class Units	$ -	$ -	$ -	$60,000	$ -	$ -	$60,000
Emerick ES	Replace (4) 4 Ton Condensers	$ -	$ -	$ -	$18,000	$ -	$ -	$18,000
Design Fees	Design Fees	$ -	$ -	$ -	$20,000	$ -	$ -	$20,000
Division-wide	Replace Rooftop A/C Units	$ -	$ -	$ -	$45,000	$ -	$ -	$45,000
SUBTOTAL, HVAC:		$ -	$ -	$ -	**$194,000**	$ -	$ -	**$194,000**
Windows								
Loudoun County HS	Replace Windows	$ -	$ -	$ -	$450,000	$ -	$ -	$450,000
Rolling Ridge ES	Replace 32 Casement Windows	$ -	$ -	$ -	$64,000	$ -	$ -	$64,000
Design Fees	Design Fees	$ -	$ -	$ -	$4,000	$ -	$ -	$4,000
SUBTOTAL, WINDOWS:		$ -	$ -	$ -	**$518,000**	$ -	$ -	**$518,000**
Plumbing								
Aldie ES	Replace 2-Pipe Heating System	$ -	$ -	$ -	$208,000	$ -	$ -	$208,000
Banneker ES	Replace 2-Pipe Heating System	$ -	$ -	$ -	$190,000	$ -	$ -	$190,000
Park View HS	Replace Hot Water Heaters	$ -	$ -	$ -	$20,000	$ -	$ -	$20,000
Design Fees	Design Fees	$ -	$ -	$ -	$10,000	$ -	$ -	$10,000
Division-wide	Plumbing Replacement	$ -	$ -	$ -	$50,000	$ -	$ -	$50,000
SUBTOTAL, PLUMBING:		$ -	$ -	$ -	**$478,000**	$ -	$ -	**$478,000**

TABLE 3. - FY 03-08 PROPOSED CAPITAL REPLACEMENT PLAN

FACILITY	PROJECT							
SCHOOLS CAPITAL ASSET REPLACEMENT FY 06 continued		**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**TOTAL**
Roofing								
Loudoun County HS	Reroof Cottages	$ -	$ -	$ -	$30,000	$ -	$ -	$30,000
Division-wide	Roof Repairs	$ -	$ -	$ -	$75,000	$ -	$ -	$75,000
SUBTOTAL, ROOFING:		$ -	$ -	$ -	**$105,000**	$ -	$ -	**$105,000**
Asbestos Removal								
Various	Asbestos Removal	$ -	$ -	$ -	$500,000	$ -	$ -	$500,000
SUBTOTAL, ASBESTOS		$ -	$ -	$ -	**$500,000**	**$ -**	$ -	**$500,000**
SUBTOTAL, FY 04 SCHOOLS:		**$ -**	**$ -**	**$ -**	**$4,442,000**	**$ -**	**$ -**	**$4,442,000**
TOTAL, FY 06:		**$ -**	**$ -**	**$ -**	**$7,692,000**	**$ -**	**$ -**	**$7,692,000**

TABLE 3. - FY 03-08 PROPOSED CAPITAL REPLACEMENT PLAN

FACILITY	PROJECT	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	TOTAL
GENERAL GOVERNMENT CAPITAL ASSET REPLACEMENT								
County Landfill	Replace Drainage Ditch	$ -	$ -	$ -	$ -	$80,000	$ -	$80,000
County Wide Asphalt	Asphalt Repairs	$ -	$ -	$ -	$ -	$150,000	$ -	$150,000
County Wide Facilities	Emergency Repairs	$ -	$ -	$ -	$ -	$90,000	$ -	$90,000
Courts	FY 07 Courts Maintenance	$ -	$ -	$ -	$ -	$75,000	$ -	$75,000
Edwards Ferry Homes (2)	Exterior Repairs	$ -	$ -	$ -	$ -	$150,000	$ -	$150,000
Franklin Park	Pool Filter & Pump Replacement	$ -	$ -	$ -	$ -	$100,000	$ -	$100,000
Franklin Park	Water Filter System Replacement	$ -	$ -	$ -	$ -	$125,000	$ -	$125,000
Government Center	Carpet Replacement 1 Floor	$ -	$ -	$ -	$ -	$175,000	$ -	$175,000
Government Center	Garage Structural Inspection	$ -	$ -	$ -	$ -	$20,000	$ -	$20,000
MH/MR Group Homes	Rehabilitation (2)	$ -	$ -	$ -	$ -	$150,000	$ -	$150,000
Old Courthouse Building	Brick Repointing	$ -	$ -	$ -	$ -	$35,000	$ -	$35,000
Lovettsville Comm. Center	Rehabilitation	$ -	$ -	$ -	$ -	$2,415,000	$ -	$2,415,000
PRCS Various Sites	Irrigation Replacements	$ -	$ -	$ -	$ -	$75,000	$ -	$75,000
PRCS Various Sites	Replace Playground Equipment	$ -	$ -	$ -	$ -	$100,000	$ -	$100,000
PRCS Various Sites	Trail Overlays	$ -	$ -	$ -	$ -	$75,000	$ -	$75,000
Shenandoah Building	Carpet Replacement 1 Floor	$ -	$ -	$ -	$ -	$140,000	$ -	$140,000
Transitional Housing Facility	Replace Siding	$ -	$ -	$ -	$ -	$20,000	$ -	$20,000
SUBTOTAL, FY 07 GENERAL GOVERNMENT:		**$ -**	**$ -**	**$ -**	**$ -**	**$3,975,000**	**$ -**	**$3,975,000**
SCHOOLS CAPITAL ASSET REPLACEMENT		**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**TOTAL**
Asphalt (Replace, Overlay, Seal & Stripe)								
Ashburn ES	Seal Coat Pavement/Restripe	$ -	$ -	$ -	$ -	$25,000	$ -	$25,000
Cool Spring ES	Seal Coat Pavement/Restripe	$ -	$ -	$ -	$ -	$24,000	$ -	$24,000
Dominion Trail ES	Seal Coat Pavement/Restripe	$ -	$ -	$ -	$ -	$16,000	$ -	$16,000
Lowes Island ES	Seal Coat Pavement/Restripe	$ -	$ -	$ -	$ -	$16,000	$ -	$16,000
Round Hill Center	Seal Coat Pavement/Restripe	$ -	$ -	$ -	$ -	$13,000	$ -	$13,000
Design Fees	Design Fees	$ -	$ -	$ -	$ -	$10,000	$ -	$10,000
Various	Asphalt Repair	$ -	$ -	$ -	$ -	$75,000	$ -	$75,000
SUBTOTAL, ASPHALT:		$ -	$ -	$ -	$ -	**$179,000**	$ -	**$179,000**
Electrical								
Douglass School	Replace Panel Boxes	$ -	$ -	$ -	$ -	$650,000	$ -	$650,000
Douglass School	Replace Lighting Fixtures	$ -	$ -	$ -	$ -	$250,000	$ -	$250,000
Emerick ES	Replace Lighting Fixtures	$ -	$ -	$ -	$ -	$79,000	$ -	$79,000
Monroe Technology	Replace Panel Boxes	$ -	$ -	$ -	$ -	$151,000	$ -	$151,000
Design Fees	Design Fees	$ -	$ -	$ -	$ -	$10,000	$ -	$10,000
Various	Lighting Replacements	$ -	$ -	$ -	$ -	$50,000	$ -	$50,000
SUBTOTAL, ELECTRICAL:		$ -	$ -	$ -	$ -	**$1,190,000**	$ -	**$1,190,000**
Structure Repair								
Dominion Trail ES	Replace Carpet with VCT	$ -	$ -	$ -	$ -	$150,000	$ -	$150,000
Potomac Falls HS	Replace Carpet	$ -	$ -	$ -	$ -	$225,000	$ -	$225,000
Rolling Ridge ES	Replace Ceilings	$ -	$ -	$ -	$ -	$156,000	$ -	$156,000
Sugarland ES	Repair Grout in Quarry Tiles	$ -	$ -	$ -	$ -	$15,000	$ -	$15,000
Sully ES	Replace Interior Doors	$ -	$ -	$ -	$ -	$75,000	$ -	$75,000
Design Fees	Design Fees	$ -	$ -	$ -	$ -	$20,000	$ -	$20,000
Division-wide	Replace Carpet	$ -	$ -	$ -	$ -	$50,000	$ -	$50,000
SUBTOTAL, STRUCTURE REPAIR:		$ -	$ -	$ -	$ -	**$691,000**	$ -	**$691,000**
Heating, Ventilation & Air Conditioning								
Algonkian ES	Replace Energy Mgmt. System	$ -	$ -	$ -	$ -	$90,000	$ -	$90,000
Cool Spring ES	Replace Energy Mgmt. System	$ -	$ -	$ -	$ -	$90,000	$ -	$90,000
Monroe Technology	Replace Energy Mgmt. System	$ -	$ -	$ -	$ -	$90,000	$ -	$90,000
Rolling Ridge ES	Replace 4 Pipe Heating System	$ -	$ -	$ -	$ -	$771,000	$ -	$771,000
Design Fees	Design Fees	$ -	$ -	$ -	$ -	$10,000	$ -	$10,000
Division-wide	Rooftop A/C Replacements	$ -	$ -	$ -	$ -	$45,000	$ -	$45,000
SUBTOTAL, HVAC:		$ -	$ -	$ -	$ -	**$1,096,000**	$ -	**$1,096,000**
Windows								
Hillsboro ES	Replace Windows	$ -	$ -	$ -	$ -	$131,000	$ -	$131,000
Round Hill Center	Replace Windows	$ -	$ -	$ -	$ -	$26,000	$ -	$26,000
Design Fees	Design Fees	$ -	$ -	$ -	$ -	$9,000	$ -	$9,000
SUBTOTAL, WINDOWS:		$ -	$ -	$ -	$ -	**$166,000**	$ -	**$166,000**
Plumbing								
Blue Ridge MS	Replace 17 Water Coolers	$ -	$ -	$ -	$ -	$17,000	$ -	$17,000
Guilford ES	Replace Sinks and Cabinets	$ -	$ -	$ -	$ -	$23,000	$ -	$23,000
Sully ES	Replace Sinks and Cabinets	$ -	$ -	$ -	$ -	$21,000	$ -	$21,000
Design Fees	Design Fees	$ -	$ -	$ -	$ -	$8,000	$ -	$8,000
Division-wide	Plumbing Replacement	$ -	$ -	$ -	$ -	$50,000	$ -	$50,000
SUBTOTAL, PLUMBING:		$ -	$ -	$ -	$ -	**$119,000**	$ -	**$119,000**

TABLE 3. - FY 03-08 PROPOSED CAPITAL REPLACEMENT PLAN

FACILITY	PROJECT							
SCHOOLS CAPITAL ASSET REPLACEMENT FY 07 continued		**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**TOTAL**
Roofing								
Division-wide	Roof Repairs	$ -	$ -	$ -	$ -	$75,000	$ -	$75,000
SUBTOTAL, ROOFING:		$ -	$ -	$ -	$ -	**$75,000**	$ -	**$75,000**
Asbestos Removal								
Various	Asbestos Removal	$ -	$ -	$ -	$ -	$500,000	$ -	$500,000
SUBTOTAL, ASBESTOS		$ -	$ -	$ -	$ -	**$500,000**	$ -	**$500,000**
SUBTOTAL, FY 07 SCHOOLS:		**$ -**	**$ -**	**$ -**	**$ -**	**$4,016,000**	**$ -**	**$4,016,000**
TOTAL, FY 07:		**$ -**	**$ -**	**$ -**	**$ -**	**$7,991,000**	**$ -**	**$7,991,000**

TABLE 3. - FY 03-08 PROPOSED CAPITAL REPLACEMENT PLAN

FACILITY	PROJECT							
GENERAL GOVERNMENT CAPITAL ASSET REPLACEMENT		**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**TOTAL**
Government Center	Carpet Replacement 1 floor	$ -	$ -	$ -	$ -	$ -	$175,000	$175,000
County Courts	FY 08 Courts Maintenance	$ -	$ -	$ -	$ -	$ -	$75,000	$75,000
Shenandoah Building	Carpet Replacement 1 floor	$ -	$ -	$ -	$ -	$ -	$140,000	$140,000
Fire and Rescue	Rear Entry Renovations	$ -	$ -	$ -	$ -	$ -	$10,000	$10,000
MH/MR Group Home (2)	Renovate	$ -	$ -	$ -	$ -	$ -	$150,000	$150,000
Respite Center	Carpet Replacement	$ -	$ -	$ -	$ -	$ -	$10,000	$10,000
PRCS Various Sites	1/3 Tennis Court Resealing	$ -	$ -	$ -	$ -	$ -	$100,000	$100,000
PRCS Various Sites	Replace Playground Equipment	$ -	$ -	$ -	$ -	$ -	$100,000	$100,000
Loudoun Valley Comm. Center	Rehabilitation	$ -	$ -	$ -	$ -	$ -	$3,040,000	$3,040,000
SUBTOTAL, FY 08 GENERAL GOVERNMENT:		**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$3,800,000**	**$3,800,000**
SCHOOLS CAPITAL ASSET REPLACEMENT		**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**TOTAL**
Asphalt (Replace, Overlay, Seal & Stripe)								
Broad Run HS	Seal Coat Pavement/Restripe	$ -	$ -	$ -	$ -	$ -	$42,000	$42,000
Farmwell Station MS	Seal Coat Pavement/Restripe	$ -	$ -	$ -	$ -	$ -	$34,000	$34,000
Sterling ES	Seal Coat Pavement/Restripe	$ -	$ -	$ -	$ -	$ -	$25,000	$25,000
Design Fees	Design Fees	$ -	$ -	$ -	$ -	$ -	$10,000	$10,000
Various	Asphalt Repair	$ -	$ -	$ -	$ -	$ -	$75,000	$75,000
SUBTOTAL, ASPHALT:		$ -	$ -	$ -	$ -	$ -	**$186,000**	**$186,000**
Electrical								
Cool Spring ES	Replace Lighting Fixtures	$ -	$ -	$ -	$ -	$ -	$257,000	$257,000
Design Fees	Design Fees	$ -	$ -	$ -	$ -	$ -	$10,000	$10,000
Various	Lighting Replacements	$ -	$ -	$ -	$ -	$ -	$50,000	$50,000
SUBTOTAL, ELECTRICAL:		$ -	$ -	$ -	$ -	$ -	**$317,000**	**$317,000**
Structure Repair								
Aldie ES	Replace Wood Floors	$ -	$ -	$ -	$ -	$ -	$300,000	$300,000
Algonkian ES	Regrout Quarry Floor Tile	$ -	$ -	$ -	$ -	$ -	$10,000	$10,000
Broad Run HS	Paint Baseball Field Fence	$ -	$ -	$ -	$ -	$ -	$13,000	$13,000
Broad Run HS	Paint Football Field Fence	$ -	$ -	$ -	$ -	$ -	$11,000	$11,000
Broad Run HS	Paint Bus Lot Fence	$ -	$ -	$ -	$ -	$ -	$10,000	$10,000
Loudoun County HS	Caulk Exterior Windows	$ -	$ -	$ -	$ -	$ -	$18,000	$18,000
Loudoun County HS	Paint Football/Softball Fences	$ -	$ -	$ -	$ -	$ -	$7,000	$7,000
Loudoun County HS	Paint Football Stadium Bleachers	$ -	$ -	$ -	$ -	$ -	$10,000	$10,000
Loudoun Valley HS	Paint Football Stadium Bleachers	$ -	$ -	$ -	$ -	$ -	$11,000	$11,000
Sterling ES	Replace Ceiling Tiles	$ -	$ -	$ -	$ -	$ -	$500,000	$500,000
Design Fees	Design Fees	$ -	$ -	$ -	$ -	$ -	$20,000	$20,000
Division-wide	Replace Carpet	$ -	$ -	$ -	$ -	$ -	$75,000	$75,000
SUBTOTAL, STRUCTURE REPAIR:		$ -	$ -	$ -	$ -	$ -	**$985,000**	**$985,000**
Heating, Ventilation & Air Conditioning								
Ashburn ES	Replace Actuator	$ -	$ -	$ -	$ -	$ -	$11,000	$11,000
Ashburn ES	Replace Modulating Valves	$ -	$ -	$ -	$ -	$ -	$13,000	$13,000
Dominion Trail ES	Replace Actuator	$ -	$ -	$ -	$ -	$ -	$11,000	$11,000
Dominion Trail ES	Replace Modulating Valves	$ -	$ -	$ -	$ -	$ -	$13,000	$13,000
Lowes Island ES	Replace Actuator	$ -	$ -	$ -	$ -	$ -	$11,000	$11,000
Lowes Island ES	Replace Modulating Valves	$ -	$ -	$ -	$ -	$ -	$13,000	$13,000
Potowmack ES	Replace Actuator	$ -	$ -	$ -	$ -	$ -	$11,000	$11,000
Potowmack ES	Replace Modulating Valves	$ -	$ -	$ -	$ -	$ -	$13,000	$13,000
Sanders Corner ES	Replace Actuator	$ -	$ -	$ -	$ -	$ -	$11,000	$11,000
Sanders Corner ES	Replace Modulating Valves	$ -	$ -	$ -	$ -	$ -	$13,000	$13,000
Design Fees	Design Fees	$ -	$ -	$ -	$ -	$ -	$10,000	$10,000
Division-wide	Replace Rooftop A/C Units	$ -	$ -	$ -	$ -	$ -	$55,000	$55,000
SUBTOTAL, HVAC:		$ -	$ -	$ -	$ -	$ -	**$185,000**	**$185,000**
Windows								
Simpson MS	Replace Awning Windows	$ -	$ -	$ -	$ -	$ -	$30,000	$30,000
Simpson MS	Replace Sash Windows	$ -	$ -	$ -	$ -	$ -	$35,000	$35,000
Design Fees	Design Fees	$ -	$ -	$ -	$ -	$ -	$4,000	$4,000
SUBTOTAL, WINDOWS:		$ -	$ -	$ -	$ -	$ -	**$69,000**	**$69,000**
Plumbing								
Meadowland ES	Replace Flush Valves	$ -	$ -	$ -	$ -	$ -	$13,000	$13,000
Design Fees	Design Fees	$ -	$ -	$ -	$ -	$ -	$4,000	$4,000
Division-wide	Plumbing Replacement	$ -	$ -	$ -	$ -	$ -	$50,000	$50,000
SUBTOTAL, PLUMBING:		$ -	$ -	$ -	$ -	$ -	**$67,000**	**$67,000**
Roofing								
Division-wide	Roof Repairs	$ -	$ -	$ -	$ -	$ -	$75,000	$75,000
SUBTOTAL, ROOFING:		$ -	$ -	$ -	$ -	$ -	**$75,000**	**$75,000**

TABLE 3. - FY 03-08 PROPOSED CAPITAL REPLACEMENT PLAN								
FACILITY	**PROJECT**							
SCHOOLS CAPITAL ASSET REPLACEMENT FY 08 continued		**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**TOTAL**
Asbestos Removal								
Various	Asbestos Removal	$ -	$ -	$ -	$ -	$ -	$500,000	$500,000
SUBTOTAL, ASBESTOS:		$ -	$ -	$ -	$ -	$ -	**$500,000**	**$500,000**
FY 08 SUBTOTAL, SCHOOLS:		**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$2,384,000**	**$2,384,000**
TOTAL, FY 08:		**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$6,184,000**	**$6,184,000**
FY 03-08 TOTAL, GENERAL GOVERNMENT:		$1,830,000	$3,950,000	$3,870,000	$3,250,000	$3,975,000	$3,800,000	$20,675,000
FY 03-08 TOTAL, SCHOOLS:		$2,902,000	$5,006,000	$5,213,000	$4,442,000	$4,016,000	$2,384,000	$23,963,000
FY 03-08 TOTAL, ALL CARF EXPENDITURES:		**$4,732,000**	**$8,956,000**	**$9,083,000**	**$7,692,000**	**$7,991,000**	**$6,184,000**	**$44,638,000**

CENTRAL SERVICES FUND

The Governmental Accounting Standard Board, which serves as the final arbiter of governmental accounting matters, authorizes the use of internal services funds: "to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit…on a cost reimbursement basis (GASB 1300.104)." The Central Services Fund provides a mechanism for organizations 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 the system's cost. In the case of the county government, this objective is accomplished by charging agencies for:

- Their share of maintaining and operating the County telephone system, based on the number of extensions;
- Photocopies made at centrally-located machines;
- Their share of the County interdepartmental mail system, based on the number of pickup locations, and
- Costs borne by the shared County/Schools vehicle maintenance facility, based on the number and type of vehicles assigned to each department and employees' use of the motor pool.

Agencies are also charged for scheduled depreciation on vehicles to ensure that sufficient funding is available for replacement when the vehicles are no longer usable. Beginning in FY 02, the County also funded a heavy equipment component in the Central Services Fund that allows for scheduled depreciation and maintenance on vehicles whose replacement values exceed $100,000.

The Central Services Fund is managed on a cost reimbursement basis. Since resources are provided by means of transfers from the County's operating funds, the Central Services Fund's spending plan is developed as part of the annual budget process: payments are included in each agency's Adopted budget and vary depending on the department's size and estimated usage. For example, the Office of the Sheriff, which is the county government's largest department, is scheduled to pay $3,317,665 into the Central Services Fund, while Extension Services, the smallest agency, has budgeted $18,994. An overview of transfers to the Central Services Fund and associated personnel is provided to illustrate the Fund's operations from FY 99-03. The FY 03 Draft Fiscal Plan includes an additional mail services courier for the County's internal mail service. More information regarding this enhancement can be found in the Department of Management Services' budget narrative on page XX.

FY 99-03 CENTRAL SERVICES FUND TRANSFERS

Central Function	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Budget	FY 03 Adopted
Duplicating	$311,175	$330,440	$402,741	$531,046	$601,452
Telephone	$881,668	$836,567	$1,043,320	$1,396,888	$1,513,914
Mail	$319,500	$373,585	$440,552	$565,434	$736,640
Vehicle Maintenance	$897,969	$1,121,849	$1,402,118	$1,812,866	$2,159,676
Heavy Equip. Maintenance	N/A	N/A	N/A	$325,000	$336,520
Vehicle Depreciation	$1,750,468	$2,010,166	$2,290,958	$2,513,622	$3,231,798
Heavy Equip. Depreciation	N/A	N/A	N/A	$782,870	$842,020
Central Support	$352,030	$352,735	$451,502	$593,656	$760,327
Total Funding:	**$4,512,810**	**$5,025,342**	**$6,031,191**	**$8,521,382**	**$10,182,347**
FTE Summary:	**9.73**	**9.73**	**11.73**	**12.73**	**13.73**

COMPREHENSIVE SERVICES FOR AT-RISK YOUTH AND FAMILIES

Mission Statement: The purpose of the Comprehensive Services Act (CSA) is to provide, in the least restrictive environment, effective and individualized services to emotionally and behaviorally disturbed children and their families.

Program Description: The Comprehensive Services Act combined several funding streams intended for the purchase of private educational placements, foster care services and court ordered services for juveniles deemed at-risk of an out-of-home placement. CSA is a State mandated joint project of the Department of Social Services, Loudoun County Public Schools, the Department of Mental Health, Mental Retardation, and Substance Abuse Services, the Juvenile Court Services Unit, Management Services, the local Health Department, parents and private providers. The CSA policy and budget is monitored by a mix of department heads of each agency, Public School representatives, parents, and providers, collectively known as the Community Policy Management Team (CPMT). The Family Assessment and Planning Team (FAPT) composed of representatives from agencies listed above make most of the decisions regarding services for at-risk youth. This team develops an individualized service plan for each CSA child to address his or her needs. CSA receives FAPT referrals from any of the 5 following departments: public schools, social services, mental health/mental retardation/substance abuse services, the health department and the juvenile court services unit. The CSA Administrative Office is in the Department of Social Services and the CSA Utilization Review function is in the Department of Mental Health, Mental Retardation, and Substance Abuse Services.

Situational Analysis:

There were 193 CSA funded cases in FY 01. This number is projected to increase 35% to 260 in FY 02. Most of this increase is due to the rapidly growing number of educational day placements. During FY 01, 46 youths were placed residentially and 97 youths were placed in private educational day placements. During FY 00, 46 youths were placed residentially and 83 youths were placed in private educational day placements.

The rate of special education residential placements has increased 30%, while the special education non-residential population has increased over 50%. There are approximately 40 staff serving as CSA case managers and 18 to 20 Family Assessment Planning Team (FAPT) members. Currently FAPT meets on a weekly basis between 4 and 6 hours. CSA cases coming before FAPT are becoming more complicated and difficult and as a result, more time consuming. Private day educational placements and treatment foster care cases, once exempt from FAPT review, are now reviewed by a Multi-Disciplinary Review (MDR) team. The County's rapid population growth will continue to present additional challenges to staff involved in the case management of CSA clients as well as the time spent by FAPT members.

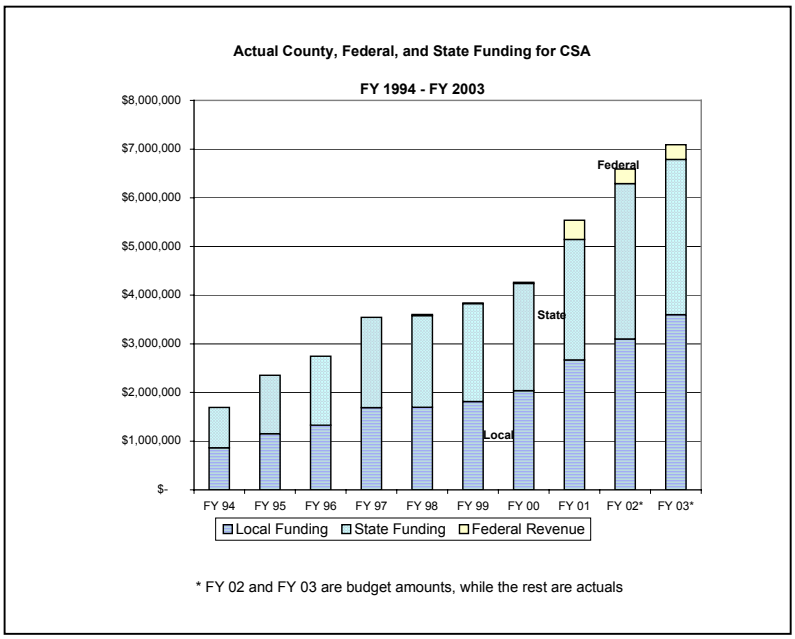
The financial composition of the CSA program is 47% local tax dollars and 53% State funds. Actual CSA expenditures in the County have grown from $1.7 million in FY 94 to $5.2 million in FY 01, which represents an increase of over 200% over this 7 year period. The County's CSA Office has coordinated over 620 CSA cases since the implementation of CSA in 1994. CSA services are mandated for children involved in special education and foster care. Loudoun has requested and received additional supplemental funding for this population when the need has exceeded the budgeted figures. Youth outside of this mandated population may be served as funding permits. Loudoun County has a fixed State budget of approximately $298,000 in non-mandated funds every year. Loudoun has traditionally spent all of the non-mandated CSA funds well before the end of each year. With the County's population growth, the expenditure of non-mandated funds will increase.

The CPMT is required to collect parental contributions whenever possible and is now seeking Medicaid funding for certain placements. The administration of Medicaid is a new and complex system to CSA personnel and will continue to provide challenges to staff responsible for accessing these Federal dollars.

The State requires all localities to incorporate utilization review of their CSA funded cases. This function is currently performed by three County staff (3.00 FTEs) in the Department of Mental Health, Mental Retardation, and Substance Abuse Services. Their focus has been on CSA residential placements and will begin to expand to review non-residential cases beginning in 2002.

Planned Accomplishments/Objectives for FY 03:

- The CPMT will assure access to an interdisciplinary process for CSA youth as identified in the Code of Virginia.
- The CPMT will encourage interagency collaboration at all levels, and the development and enhancement of local programs to meet identified needs.
- The CPMT will promote a progression of service interventions, consistent with the needs of the children and families served by the CSA.
- The CPMT will promote parental involvement, accountability, responsibility and family competence.
- The CPMT will assure that services for each child will be appropriate, cost effective and preferably located within the community.
- The CPMT will regularly assess CSA processes to ensure effectiveness and consistency with its mission.



Performance Measures	Actual FY 01	Est. FY 02	Proj. FY 03	Proj. FY 04
# cases staffed by Family Assessment and Planning Team (FAPT)	152	205	277	374
# cases staffed by Multi-Disciplinary Review Team (MDR)	64	87	117	158
# residential substance abuse placements	3	4	5	7
# residential behavioral placements	36	49	66	89
# residential foster care placements	7	10	14	19
# educational day placements	97	130	176	237
# clients receiving home based services	65	88	119	161
# cases receiving ancillary services (foster care maintenance, at risk day care, Young Adults Project, etc.)	40	59	80	108
# total CSA funded cases*	193	260	351	474

Note: Some cases are duplicated in the placement/service provisions shown above. For example, the family of a child in residential treatment, may receive home-based services to prepare for the return of that child. Foster children in residential treatment may also receive other types of ancillary services to cover daily maintenance needs. Children in educational day placements may also receive home-based services.

Medicaid funds are expected to offset the use of some of the CSA pool funds for the purchase of residential services, treatment foster care placements, home-based services and inpatient substance abuse treatment.

*Total CSA funded cases include mandated cases that are not required to go before FAPT.

COMPREHENSIVE SERVICES FOR AT-RISK YOUTH AND FAMILIES

	FY 99 Actual	FY 00 Actual	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures	$3,851,756	$4,292,096	$4,927,095	$6,642,002	$7,484,842
Revenue	$2,029,364	$2,243,771	$2,579,826	$3,539,726	$3,888,508
Local Tax Funding	$1,822,392	$2,048,325	$1,597,269	$3,102,276	$3,596,334

Note 1: $750,000 of the CSA fund balance was used to balance the FY 01 CSA budget. The FY 02 and the FY 03 budget amounts do not include any use of the CSA fund balance since these CSA fund balances were relatively small.

Note 2: The FY 03 Adopted budget includes an enhancement of $97,380 for a CSA Manager position (1.00 FTE) in the CSA Administration Office in the Department of Social Services. This enhancement position's expenditures are included in that department's budget.

COMPUTER SYSTEM REPLACEMENT FUND

In FY 03, a new sub-fund of the Capital Asset Replacement Fund is established to fund computer hardware and software system replacements critical to County operations. The Department of Information Technology reviewed current hardware and software systems and inventoried systems that have future replacement costs associated with their life cycle usefulness. Just as the County plans for the depreciation of its facilities and vehicles, it has adopted a fund to address the depreciation and replacement costs of the County's computer systems.

In FY 03, an appropriation of $1 million is included to start the fund. Two systems are to be replaced in FY 03. A portion of the Public Safety CAD system was scheduled to be replaced in the FY 03 CARF and that project has been moved to this sub-fund at a replacement cost of $550,000. The other system scheduled for replacement is the County Assessors Office CARAT system (Phase I - $450,000). Both projects address life-cycle system effectiveness.

The Public Safety Computer Aided Dispatch (CAD) system provides critical support to the dispatching function for both the Sheriff's Office and the Department of Fire and Rescue Services. The current CAD system was installed in 1997 and funding was adopted to use a master lease program so that the system is on a normal five-year replacement cycle. The funds were adopted in the FY 03 CARF during the FY 02-budget process. In FY 03, the funds are adopted in the new computer system replacement fund and removed from the adopted CARF. The FY 03 replacement will address CAD hardware replacements.

The CARAT system is used by the Assessor's Office to support the County's Real Estate Appraisal System. The Assessor's Office provides a countywide annual evaluation and maintenance of the fair market values and equitable assessments on all types of real property. The CARAT system's technical capabilities for conducting mass appraisals came under review in FY 01 and FY 02. In November 2001, a Citizens Committee on Real Property Tax Assessment recommended to the Board of Supervisors the CARAT system replacement. Replacement of the system will take two years and Phase I is recommended in FY 03 at a funding level of $450,000. In FY 04, the second phase will cost approximately $350,000 for a total project completion cost of $800,000.

The following list presents a detailed inventory of computer system replacement costs of $100,000 or more and the amount that should be budgeted on an annual basis to adequately fund a regular replacement schedule. The inventory indicates $2 million should be budgeted annually to cover planned replacement costs. As the County's fiscal condition improves over the six-year capital plan a funding schedule will be presented to address these needs.

SYSTEM REPLACEMENT INVENTORY

Item	*Useful Life (Yrs)*	*Replacement Cost*	*Annual Budget*
Cyborg Payroll System	12.5	$1,200,000	$96,000
KPMG Financial System	12.5	$3,300,000	$264,000
Student Information System	12.5	$1,000,000	$80,000
Library System	12.5	$1,000,000	$80,000
Parks & Recreation Mgmt System	12.5	$600,000	$48,000
BTI (MH/MR System)	12.5	$200,000	$16,000
Taxation	12.5	$1,200,000	$96,000
DK (Work Order/Inventory System)	6	$150,000	$25,000
Network FDDi Backbone	7	$1,750,000	$250,000
IBM Mainframe			
Processor	3	$1,200,000.00	$400,000
DASD	5	$250,000.00	$50,000
Tape Storage	5	$300,000.00	$60,000
GIS			
M80 Processor	5	$330,000.00	$66,000
RecTrac			
Processor	4	$200,000.00	$50,000
Public Safety System			
CAD	7	$1,450,000.00	$207,143
Library System			
HP Processor	5	$400,000.00	$80,000
Public School System			
Processor	5	$330,000.00	$66,000
Estimated Total Annual System Replacement Costs Equipment & Software $100,000 and More			**$1,934,143**

FEDERAL FOSTER CARE REIMBURSEMENT

In FY 01 the Virginia Department of Social Services recognized that the current structure of the Commonwealth's social services delivery system and limited State and local funding are not able to fully meet the expanding and changing needs of its residents. To help address this issue, the Commonwealth has developed a program to secure additional Federal revenue for local social service activities. The Loudoun County Department of Social Services implemented this Federal Foster Care Reimbursement (FFCR) program in FY 02. This additional Federal reimbursement is available for activities that prevent foster care placements under Federal Title IVE Foster Care Preplacement Prevention. To date in FY 02, the Loudoun County Department of Social Services has secured more than $700,000 in Federal revenue for FY 00 and FY 01 expenses that is available for re-investment in social service programs. The current estimate of reimbursement available for annual expenses is at least $550,000 per year.

The process of identifying, collecting, and preparing the documents which support reimbursement for the activities which are eligible for the additional reimbursement involves a great deal of time and effort. In addition to the Loudoun County Department of Social Services, many of the eligible activities involve other county and state departments such as the Juvenile Court Services Unit, the Department of Mental Health, Mental Retardation and Substance Abuse Services, and the Comprehensive Services Act Program. Eligible activities within each of the agencies must be identified, costs must be assigned, supporting documentation gathered, and claims for reimbursement prepared and submitted for review and audit. The State suggested, and the department learned by preparing the first few reimbursement requests with existing staff, that a full-time Financial Analyst position is required to adequately manage this documentation process. To that end, a Financial Analyst position was created in the Department of Financial Services during FY 02 and filled in April 2002. The guidelines for the program permit administrative activities related to the documentation process to be funded with the reimbursement revenue.

Two stipulations of this Program are that the reimbursement funds must be spent on social service activities and that these new funds cannot be used to supplant other funds. Only new or expanded programs can be funded. In addition to the Financial Analyst, FFCR funds were used in FY 02 to fund the initial Family Connections Program training with Dr. Scott Sells. There are five programs or positions funded in the FY 03 Adopted Budget in three departments, including the continuation of the Financial Analyst in the base budget.

FEDERAL FOSTER CARE REIMBURSEMENT
PROJECTED BUDGET SCHEDULE

	FY 03
Revenue	$568,779
Expenditures	
CSA Manager Enhancement (Social Services)	$97,380
Foster Care Worker Enhancement (Social Services)	87,307
Adolescent Day Treatment Program Enhancement (MH/MR/SA)	201,600
Family Connections Program Manager Enhancement (MH/MR/SA)	98,859
Financial Analyst (Financial Services)	83,633
Total Expenditures	$568,779
Surplus (+)/Deficit (-)	$---

HAMILTON SEWER SERVICE DISTRICT

Background: Loudoun County formed the Hamilton Sewer Service District on July 15, 1998 as a service district pursuant to Virginia Code Section 15.2-2400. The provision of a sewage collection system and the availability of public sewage treatment for the community protects the health and safety of the residents and conserves property values within the district. The district as established includes properties located within the Hamilton Joint Land Management Area.

All taxes levies and collected are pledged to repay a $2.8 million loan from the Virginia Department of Environmental Quality. This loan is financed by a combination of special tax assessments on the residents of the sewer district and an annual contribution of $88,000 from the County General Fund. On July 15, 1998, the Board of Supervisors also approved a $218,000 grant to finance possible easement condemnation costs, availability fee loan programs, easement research and recordation costs, as well as reimbursements to the Loudoun County Sanitation Authority for engineering and other services. The Board of Supervisors approved the Hamilton Area Sewer Project service agreement on December 16, 1998.

Property owners within the service district pay an additional $0.30 per $100 of assessed valuation annually. This tax is paid to finance the amortized debt for installation of collector sewer lines and related treatment plant improvements. For FY 2003, the Hamilton Area Sewer Service District will receive $80,780 in revenue from its taxable base and an annual County General Fund contribution of $88,000, for a total of $168,780. Projected expenditures will also total $168,780.

HAMILTON SEWER SERVICE DISTRICT
PROJECTED BUDGET SCHEDULE

	FY 03
Revenue	
Taxable base	$80,780
County Contribution	$88,000
Total Revenue	$168,780
Expenditures	$168,780
Surplus/Deficit	$0

HAMILTON SEWER SERVICE DISTRICT
FY 2003 Estimated Real Property Taxable Base
(Estimated as of January 2002

2001 Estimated Fair Market Value of Real Taxable Property	$22,351,400
PLUS: Reassessment due to equalization	$5,376,700
PLUS: Actual full value of new construction	---
FY 2003 Estimated Fair Market Value of Real Taxable Property	$27,728,100
LESS: Potential Administrative and/or Board of Equalization Adjustments[1]:	($83,184)[2]
FY 2003 Estimated Real Property Taxable Base:	$27,644,916
PLUS: Estimated partial value of new construction	---
FY 2003 Estimated real property tax base	$27,644,916

HAMILTON SEWER SERVICE DISTRICT
FY 2003 Estimated Real Property Tax Revenue

	Estimated Taxable Base	**Net Revenue per Penny[3]**	**Revenue ($0.30/$100 Tax Based)**
Real Property	$27,644,916	$2,693	$80,780

Notes:
1. Resulting from hearings and appeals.
2. Estimated at 0.30% of equalized value including new construction.
3. Excludes estimate of 0.05% uncollectable revenue and 2.25% 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 2003.

Source: Department of Financial Services

LEGAL RESOURCE CENTER (Law Library)

Mission Statement: 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.

Program Description: The Law Library provides a collection of legal materials that is needed, much used and not generally available elsewhere in Loudoun County. The part time Law Librarian selects, purchases, shelves and updates the materials, manages subscriptions, coordinates gifts, processes payments and develops library policies and procedures. The library is open to the public M-W-F from 9:00 a.m. to 4:00 p.m. During these hours, the librarian is available to provide reference service, bibliographic instruction, copier service and online access. Attorneys and court personnel can also access the collection at other times during the workweek. The librarian responds to patron's requests in person and by phone or e-mail, and prisoner requests submitted by the sheriff's department.

Planned Accomplishments for FY 03

- Improve and expand the law library collection by carefully selecting and weeding materials, considering online resources, making prudent use of the available budget, and seeking new sources of funding, gifts or contributions in kind.
- Maintain and improve reference service and access to the library collection for the increasing numbers of legal professionals and members of the general public that use the library.
- Acquire library management software necessary to inventory collection, track purchases, and control serials.
- Develop and implement plan for integrating large number of stored volumes into collection.

	ACTUAL FY 01	EST. FY 02	PROJ. FY 03	PROJ. FY 04
# volumes maintained	14,000	14,500	29,000	30,000
# pc terminals for access to e-resources	1	1	7	7
# Bar Association meetings/management contacts	8	16	20	20
$ value of contributions from Bar Assoc.	$5,800	$5,800	$5,800	$5,800
# reference requests	675	725	800	1,000
$ value of contributions from the court and other sources	$7,000	$9,200	$9,200	$9,200

	FY 00 Adopted	FY 01 Adopted	FY 02 Adopted	FY 03 Adopted
Expenditures	$25,330	$26,000	$32,076	$34,179
Revenue	$32,843	$26,000	$32,076	$34,179
Local Tax Funding	$0	$0	$0	$0

LOCAL GASOLINE TAX FUND

Background:

Loudoun County began the collection of a local two percent gasoline tax in January 1989. Initially, gasoline tax funds were administered through the Loudoun County Transportation District Commission (LCTDC). In January 1990, the Loudoun County Board of Supervisors dissolved the LCTDC and elected to join the Northern Virginia Transportation Commission (NVTC). Local gasoline tax collections are now directed to a special Loudoun account at NVTC and transferred to the County as revenue.

The Loudoun County Board of Supervisors adopted an initial policy governing the distribution of Gasoline Tax revenue in 1989. This policy included the requirement that $500,000 be set aside annually to provide local matching funds as required for participation in the State's Revenue Sharing transportation program. The Board subsequently increased the matching contribution by $100,000 to accommodate growth in the State Revenue Sharing program. In addition, the 1989 policy stipulated that 20% of total annual Gasoline Tax revenue be allocated for use by the Town of Leesburg on significant transportation projects.

In 1993, the Board of Supervisors modified the original policy by establishing a funding formula for the Local Gasoline Tax Fund's annual budget. This policy requires that Fund revenue be allocated according to the following formula: 80% for capital projects, 15% for transportation-related projects, and 5% for administration of the County's transportation system. The Board also implemented an application process for community organizations requesting use of County Gasoline Tax revenue.

Recent changes in the nature of public transportation in Loudoun County have resulted in a reassessment of current policy. The pending implementation of the Dulles Corridor Rapid Transit Project, which is scheduled to bring high speed public transit to Loudoun County by 2006, will require the dedication of County revenue toward the construction and operation of the County's share of this new infrastructure. It is anticipated that operating expenses will require a 100% diversion of Local Gasoline Tax revenue by the first full year of operation. However, the implementation of the Dulles transit project will not eliminate service demands currently supported with Gasoline Tax funding. To address these developments, in FY 02 the Board established the Public Transportation Special Revenue Fund, which will serve as a mechanism to provide the resources necessary to continue County support for many of the governmental and community-based projects that are described in this narrative. The description of this fund may be found on page 477.

The Board of Supervisors' consideration of the Local Gasoline Tax Fund budget typically occurs in two phases. Prior to the development of the County Administrator's Draft Fiscal Plan, County staff presents proposals received during the annual application process to the Board's Transportation Committee, along with revenue estimates for the upcoming biennium. Following its review, the Transportation Committee provides direction to staff on those applications it supports recommending to the full Board of Supervisors. The draft Local Gasoline Tax Fund budget is subsequently included in the Draft Fiscal Plan, and consideration by the Board occurs in concert with its development of the adopted budget. The Transportation Committee completed its review of Local Gasoline Tax applications on December 13, 2001. The Board of Supervisors adopted the FY 03 Local Gasoline Tax Fund budget in concert with the FY 03 Adopted Fiscal Plan.

The following pages reflect the Board of Supervisors decisions regarding the use of gasoline tax funds in FY 03 and FY 04. Current projections indicate that the County will have gasoline tax revenue totaling $3.35 million in FY 03 and $3.5 million in FY 04, plus $1,100,244 in undesignated carryover at the end of FY 02. Recent fluctuations in gasoline prices and sales volume, as well as the historic variability in annual yield, indicate that current estimates may be subject to revision. The Transportation Committee has indicated a desire to revisit fund revenue estimates periodically during the coming year.

FY 03/04 ADOPTED LOCAL GASOLINE TAX FUND BUDGET

(estimated amounts in current dollars)

Applicant/Sponsoring Organization	FY 03 Adopted		FY 04 Provisional	
AVAILABLE REVENUE				
Current Revenue	3,350,000		3,500,000	
Prior-Year Carryover	1,100,244		859,823	
TOTAL REVENUE	4,450,244		4,359,823	
CAPITAL PROJECTS (80%):	*3,560,195*	*80%*	*3,487,858*	*80%*
Revenue Sharing	500,000		500,000	
Revenue Sharing Supplement	100,000		100,000	
Town of Leesburg 20% Allocation	710,000		811,000	
Dulles Transit Project	827,080		0	
Traffic Signal Contingency	250,000		250,000	
Bikeway and Pedestrian Facilities Contingency	250,000		250,000	
SUBTOTAL, CAPITAL PROJECTS	2,637,080	73%	1,911,000	63%
TRANSPORTATION/TRANSIT (15%):	*667,537*	*15%*	*653,973*	*15%*
American Red Cross	61,040		68,364	
Every Citizen Has an Opportunity (ECHO)	20,800		21,900	
Loudoun County Commuter Bus Operations	604,375		759,687	
Loudoun County Transportation Association (LCTA)	206,592		212,970	
SUBTOTAL, TRANSPORTATION PROJECTS	892,807	25%	1,062,921	35%
ADMINISTRATIVE (5%):	*222,512*	*5%*	*217,991*	*5%*
Commuter Bus Promotion & Advertising	10,000		10,000	
Rideshare Program Match (Planning Services)	32,846		37,733	
Dulles Area Transportation Association (DATA)	6,000		6,000	
Northern Virginia Transportation Association (NVTC)	11,688		12,000	
SUBTOTAL, ADMINISTRATIVE	60,534	2%	65,733	2%
TOTAL RECOMMENDED EXPENDITURES	3,590,421	100%	3,039,654	100%
UNDESIGNATED	859,823		1,320,169	
TOTAL EXPENDITURES (including undesignated)	4,450,244		4,359,823	

Capital Projects

Project/Program Name: **Revenue Sharing**
FY 03 Adopted: $500,000
FY 04 Provisional: $500,000
Project Description: This allocation provides the local funding portion for the County's participation in the State revenue sharing program. Each year, the County has the opportunity to match up to $500,000 of State funds on a 50/50 basis for transportation improvement projects. Under this program, the County has successfully leveraged State funds for preliminary engineering and construction for the following projects: Routes 7, 28, 287, 625, 637, 641, 846, Route 15, Loudoun Parkway, Braddock Road and the Route 28/606 interchange. The revenue sharing program continues to remain an important funding source to facilitate the construction of surface transportation projects in the County.

Project/Program Name: **Revenue Sharing Supplement**
FY 03 Adopted: $100,000
FY 04 Provisional: $100,000
Project Description: At the end of each fiscal year, revenue sharing funds requests that are available for redistribution through the supplemental allocation program. These funds are available at the same 50/50 match as the regular Revenue Sharing Program. The County has successfully used these funds over the past several years to assist in construction projects, most recently including frontage improvements along Route 643/Sycolin Road in FY 02.

Project/Program Name: **Town of Leesburg (20% supplement tied to revenue projections)**
FY 03 Adopted: $710,000 ($755,000 requested)
FY 04 Provisional: $811,000 ($1,197,000 requested)
Project Description: This annual 20% percent allocation has been designated by the Town to move the Sycolin Road widening project forward. Allocations proposed through FY 04 are anticipated to provide the resources needed to complete the widening project to the County Government Support Center. The Transportation Committee declined to recommend funding the Town's share of the Market Street Bypass Safety Shuttle. In addition, the Committee did not recommend initiating funding for the West Market Street/Morven Park road realignment project.

Project/Program Name: **Dulles Transit Project**
FY 03 Adopted: $827,080
FY 04 Provisional: $0
Project Description: In FY 02, the Board of Supervisors appropriated $750,000 in Gasoline Tax revenue and $500,000 in BPOL revenue to create the Public Transportation Fund. This fund is intended to provide a mechanism for financing the County's share of construction costs for the Dulles Rapid Transit Project and to support public transit services upon that eventuality. During mid-FY 02, the Board appropriated $372,080 from the Fund to complete two road bond default projects. Combined with $872,080 in FY 03 Gasoline Tax revenue, the existing fund balance will be sufficient to accommodate FY 03 Dulles transit project requirements. The Adopted Fiscal Plan anticipates that FY 04 will be the first year when the County issues pledge bonds to provide its share of the project construction costs. Continuing the dedication of BPOL revenue at the FY 02 level will be sufficient to pay debt service on the FY 04 bond issue.

Project/Program Name: **Traffic Signal Contingency**
FY 03 Adopted: $250,000
FY 04 Provisional: $250,000
Project Description: The Board began designating funds for future traffic signal needs in FY 01. In both FY 01 and FY 02, the Board appropriated $200,000 per year for this purpose, and added $140,000 to replenish the contingency in mid-FY 01. The Board of Supervisors agreed with the Transportation Committee's recommendation to increase the designation by $50,000 in each year of the upcoming biennium to support future traffic signalization needs.

Capital Projects, *continued…*

Project/Program Name:	**Bikeway and Pedestrian Facilities Contingency**
FY 03 Adopted:	$250,000
FY 04 Provisional:	$250,000
Project Description:	The Board of Supervisors agreed with the Transportation Committee's recommendation to designate $250,000 in FY 03 and FY 04 for creation of a Bikeway and Pedestrian Facilities Contingency. This funding will be used to cover the County's share of requested bikeway and pedestrian facility costs for projects that are currently in the preliminary engineering phase. Examples of projects that may be proposed for funding under this initiative include Route 659 (Belmont Ridge Road) and Route 15 (Virt's Corner to Woodlea Drive). The Board of Supervisors has agreed to earmark funds for future traffic signal needs. This contingency would be used in tandem with $148,500 that was appropriated by the Board in FY 01 for a neighborhood trail matching program.

Transportation/Transit Projects

Project/Program Name: **American Red Cross, Loudoun County Chapter**
FY 03 Adopted: $61,040
FY 04 Provisional: $68,364
Project Description: The allocation provides the difference between the cost of operating this transportation service for senior citizens and the grant funding received under the Older Americans Act. The Red Cross program is a lifeline for necessary medical, pharmacy and shopping needs of seniors of Loudoun County.

Project/Program Name: **Every Citizen Has an Opportunity (ECHO)**
FY 03 Adopted: $20,800
FY 04 Provisional: $21,900
Project Description: ECHO assists disabled persons with securing and maintaining integrated community-based employment. This funding supports part of the organization's transportation operational costs for transporting clients to their workplaces. As in previous years, the organization will continue to seek Federal Transit Administration grant funding. These funds will be used for the required 20% match or the purchase of two-way radio equipment.

Project/Program Name: **Loudoun County Commuter Bus Operations**
FY 03 Adopted: $604,375
FY 04 Provisional: $759,687
Project Description: This allocation continues funding for Loudoun County Commuter Bus operations. This service provides transportation for citizens of Loudoun County commuting daily to and from Arlington County and Washington, D.C. In mid-FY 02, the Board authorized an enhancement to the service implementing two additional bus routes, for a current total of thirteen. As part of this enhancement, the Board authorized an exception to the existing policy requiring a maximum of 25% operating subsidy from the Local Gasoline Tax Fund. The FY 03/FY 04 budgets anticipate further expansions in the commuter bus network to 15 and 17 buses, respectively. Proposed allocations in FY 03 and FY 04 are also supplemented by a combination of farebox revenue and State formula aid. During its budget deliberations, the Board of Supervisors voted to increase commuter bus fares by $1 per trip. This enhancement is anticipated to generate $170,000 in additional fare revenue per year, thereby reducing Gasoline Tax subsidy requirements from the 35% rate included in the proposed budget to an adopted subsidy rate of 27.3%.

Project/Program Name: **Loudoun County Transportation Association**
FY 03 Adopted: $206,592 ($308,650 requested)
FY 04 Provisional: $212,970 ($929,687 requested)
Project Description: LCTA is a public transportation system that serves County residents using a combination of demand/response and fixed route services. LCTA's operations include daily transportation services in Leesburg and between Lansdowne and Reston, as well as demand/response services for residents in Lovettsville, Middleburg, Purcellville, and Round Hill. LCTA introduced its first fixed route bus service in Leesburg in January 2001. Gasoline tax funds have been provided to LCTA since FY 91. The FY 03/04 appropriations will allow the organization to continue services at current levels. The Committee declined to recommend funding any expansions in service pending the completion of the Public Transportation Study, which is due in early 2002. During its budget deliberations, the Board of Supervisors subsequently voted to reduce the Transportation Committee's recommended allocation by $6,000.

Administrative Projects

Project/Program Name: **Commuter Bus Promotion and Advertising**
FY 03 Adopted: $10,000
FY 04 Provisional: $10,000
Project Description: The policy guidelines for the distribution of these funds are to be established by the Loudoun Citizens Commuter Bus Advisory Board (CBAB). The purpose of this allocation is to provide a fund for the Loudoun County Commuter Bus Service for advertising to the public.

Project/Program Name: **Rideshare Program Match (Department of Planning)**
FY 03 Adopted $32,846
FY 04 Provisional: $37,733
Project Description: Local gasoline tax funding for the rideshare program has been an element of the budget since FY 90. This matching program leverages State funds at an 80/20 ratio, with the State providing 80% of the program costs. The rideshare program provides personal assistance to commuters interested in car/van pools and commuter transit service and advocates ridesharing services and benefits through advertising and promotional events. The County works with State and Regional rideshare programs.

Project/Program Name: **Dulles Area Transportation Association (DATA)**
FY 03 Adopted: $6,000
FY 04 Provisional: $6,000
Project Description: Loudoun County is a member of the Dulles Area Transportation Association. This organization is a transportation management association operating in the Dulles Airport/Route 28 employment center. DATA assists members by assessing transportation needs, identifying transportation issues, formulating strategies to meet those needs, and providing a forum within which all interested parties can work cooperatively to formulate polices, plans, and programs for the effective administration within the tri-county DATA area of operations. Membership consists of government and business organizations. Annual dues have been funded from the local gasoline tax since FY 92.

Project/Program Name: **NVTC Administrative Costs**
FY 03 Adopted: $11,688
FY 04 Provisional: $12,000
Project Description: The Northern Virginia Transportation Commission receives, invests, and disburses Loudoun County's share of local gasoline tax funds. This item represents the administrative cost for this service.

OPEN SPACE PRESERVATION FUND

On November 18, 1998, the Rural Economic Development Task Force completed its report: The 200,000 Acre Solution: Supporting and Enhancing a Rural Economy for Loudoun's 21st Century. One of the Subcommittee's recommendations was to develop a County-managed, one-year pilot program for the Purchase of Development Rights, "as a keystone of a general effort to secure the natural resource base for the rural economy." Based on that recommendation, the Board of Supervisors directed a subcommittee of the Open Space Advisory Committee to design and make recommendations on the establishment of a PDR program. The Board subsequently incorporated a pilot version of the subcommittee's recommendations into the FY 01 Adopted Fiscal Plan by establishing a separate Purchase of Development Rights Fund (now called the Open Space Preservation Fund), to be initially supported by a transfer of $4 million from the General Fund in each of the first two years of the Program (FY 01 and FY 02). The Board further directed staff to pursue potential outside grant resources as a supplement to the County's contribution.

The program was assigned to the Office of Mapping and Geographic Information (OMAGI). A seven-member citizen PDR Board that includes one Board member was appointed, Program staff was hired, and applications from landowners expressing interest in participating in the program are being evaluated. In January 2002, the Purchase of Development Rights Committee presented the first round of 10 properties to the Board of Supervisors for consideration for the PDR Program. In February 2002, the Board of Supervisors directed staff to proceed with final negotiations and purchase of the development rights for nine of those properties totaling nearly 1,750 acres which include prime agricultural soils, stream corridors, scenic byways and ridgelines, and property within designated historic districts. The PDR Board will be evaluating a second round of applications in early FY 03 and will likely be presenting recommendations to the Board of Supervisors in December 2002. It is anticipated that the original $8 million will be fully utilized in these first two application rounds. The third round of applications will then be evaluated later in FY 03.

The Adopted FY 03 Open Space Preservation Fund is funded through a transfer from the Transient Occupancy Tax (TOT) Fund. The Board of Supervisors also directed during the FY 03 budget deliberations that the formula for allocation of TOT funds be revised for the FY 04 budget so that a portion of the TOT funds are annually allocated to the Open Space Preservation Fund.

OPEN SPACE PRESERVATION FUND PROJECTED BUDGET SCHEDULE	
	FY 03
Revenue	
Transfer from TOT Fund	$980,080
Total Revenue	$980,080
Expenditures	$980,080
Surplus/Deficit	$0

PROFFER FUND

Developer contributions known as proffers remain a source of funding for capital facilities. Proffers are typically cash amounts, dedicated land, and/or in-kind services that are voluntarily granted to the County by the development community to partially offset the future capital facility costs associated with specific land developments. Proffers are voluntary contributions typically gained for rezoning (i.e. change of use for land). This change in development use of land may result in land use patterns that may generate significant capital facility costs. For example, if a developer is awarded a rezoning that changes the use of land parcels from commercial to residential use, housing units will more than likely be constructed on the parcels in the future. The new residential units will generate the need for County services and capital facilities such as schools, parks, libraries and other facilities. Therefore, the development community offers contributions to help offset these future capital costs. The County maintains an inventory of all forms of proffers. Cash proffers accrue to the Public Facilities Trust Fund.

The General Accounting Standards Board issued a new account-reporting standard for local governments (GASB34) and in FY 02 the County is required to budget proffer funds and report them in the County's Annual Financial Report. In the past, proffers have been reported as transfers from the Public Facilities Trust Fund to a particular capital project. In FY 03, the County will budget appropriated proffers in any fiscal year directly in a Proffer Fund. Land proffers will be budgeted at a pre-zoned assessed value with the final value of the land proffer established at the time of conveyance. In-kind proffers will be budgeted at an estimated value based on current construction market trends and at the time the work is completed the value of the in-kind asset will be verified.

In the FY 03 – FY 08 Adopted Capital Plan one percent of the total CIP projected expenditures are from a combination of cash or land proffers totaling $10.2 million in funding over the six-year plan.

In FY 03, $1.1 million in cash proffers is adopted to finance the purchase of six MH/MR/SA townhouses/condos to serve mental health customers, $450,000 in cash proffers for construction of the final phase of the Loudoun Heritage Farm Museum project, and $6.8 million in land proffers for two high school sites. These cash proffers are budgeted in the FY 03 Proffer Fund pending final Zoning Administrator determinations and Board of Supervisors appropriation. The cash proffers are budgeted in the Proffer Fund and show as transfers in the adopted capital project fund.

FY 03 CAPITAL PROFFERS

Proffer	ZMAP	PIMS#	Amount	Index	Capital
MH/MR/SA Townhomes – MH/MR/SA					
Northlake	ZMAP19960011	99061942	$400,000	910575	990311
Loudoun Parkway Center	ZCPA19900015	97040470	$279,735	910704	
Ryan Park Center	ZMAP19950010	97081315	$ 2,255	910562	
Wortman Property	ZMAP19940003	95060003	$ 18,775	910427	
Belmont Forest	ZCPA19930006	95070019	$168,790	910307	
Toll Road Plaza	ZMAP19900008	95120227	$191,215	910715	
Ryan Park Center	ZMAP19950010	97081315	$ 38,405	910562	
Warner	ZCPA19920001	97020051	$ 5,935	910345	
Belmont Ridge	ZCPA19930003	97012737	$ 4,135	910022	
Ashleigh	ZMAP19860032	96031115	$ 22,785	910025	
Belmont Forest	ZMAP19860047	96111451	$ 1,750	910348	
Swarthout	ZMAP19870032	97060832	$ 1,595	910388	
Belmont Bluff	ZMAP19960001	99041858	$ 34,625	910691	
Heritage Farm Museum - PRCS					
Dominion Station	ZCPA19930005	95070045	$450,000	910292	990303
School System Land Sites					
HS-2 South Riding HS	ZMAP19910005	95060167	$1,150,000	910862	A30012
HS-4 Brambleton HS	ZMAP19930005	99064077	$5,665,000	910861	A30042
Total:			$8,435,000		

PUBLIC SAFETY COMMUNICATIONS FUND

Loudoun County's Emergency Communications Center (ECC) serves as the primary answering point for the County's public safety agencies. The staff receives and processes incoming calls for service and promptly dispatches the appropriate Sheriff, Fire or EMS resources to handle the situation. ECC personnel are the first responders in the County's Public Safety system. Radio communications activities include real-time tracking of all on-duty law enforcement personnel and the prioritization and dispatching calls for service. The staff also maintains multiple databases of the County's address and the Computer Aided Dispatch systems and enters data into the Virginia Criminal Information Network and the National Crime Information Center.

The Center is staffed by three County agencies: the Department of Fire and Rescue Services (28.85 FTE); the Sheriff's Office (29.12 FTE); and the Department of Information Technology (3.32 FTE). Fire and Rescue dispatchers answer all calls made to the County's 911 system and process them to the appropriate agency for response. The Center is also the primary answering point for several County and State agencies following normal business hours. Emergency call volume is increasing at a rate of approximately 15-20% per year, with total call volume in FY 02 projected at 311,878.

In December 1998, the Board of Supervisors approved the purchase of a digital 800 MHz radio communications system to replace the low band radio system technology that has been in use for nearly 50 years. This project included system design, acquisition of 800 MHz frequencies from the Federal Communications Commission and additional tower locations, purchase and installation of hardware and software, and the configuration of the system to serve the needs of the County and towns' public safety departments. Since the new system relies extensively on computers; responsibility for maintenance and administration was transferred to the Department of Information Technology in FY 99. Operational implementation occurred in Spring 2002. The 800 MHz system employs a multi-channel framework, eliminating the previous reliance on a single channel.

Effective FY 02, resources associated with operation of the County's emergency communications system were assigned to the Public Safety Communications Fund. The Fund is primarily supported by three major revenue sources: (1) a per-line fee on telephone lines, which the Board of Supervisors increased from $1.00 per month to $2.00 per month during the FY 03 budget process; (2) a consumer utility tax on cellular telephones, and (3) a portion of State Compensation Board funding provided to the Office of the Sheriff. In addition, the Fund receives funding the Restricted Use Transient Occupancy Tax Fund for special events public safety support provided by the Department of Fire and Rescue Services and from the General Fund for general operations. Program descriptions for the three departments' components of the Fund may be found in the Operating Fund narratives for the Office of the Sheriff and the Departments of Fire and Rescue Services and Information Technology.

PUBLIC SAFETY COMMUNICATIONS FUND
PROJECTED BUDGET SCHEDULE

	FY 03
REVENUE	
Local Fees	$4,145,301
State Shared	219,813
General Fund Transfer	205,278
TOT Fund Transfer	74,024
TOTAL REVENUE:	**$4,644,416**
EXPENDITURES	
Fire and Rescue Services	$1,719,648
Sheriff	1,531,780
Information Technology	1,392,988
TOTAL EXPENDITURES:	**$4,644,416**
SURPLUS/DEFICIT:	**$0**

PUBLIC TRANSPORTATION FUND

Transportation services in Loudoun County are in a transitional phase. In the past, transportation at the local level consisted primarily of working with the Virginia Department of Transportation on revising the Six-Year Plan and reviewing land development applications to determine whether improvements to nearby arterials were necessary and whether sufficient provision had been made for projected traffic volume and safety. Most road improvements were designed and constructed by the State or developers. Little emphasis was placed on transit, aside from commuting assistance for residents working in Washington and the inner suburbs, and on-demand paratransit services for residents unable to drive a car.

The rapid suburbanization of the County is resulting in substantial changes to these dynamics. The State has fallen increasingly behind in providing road improvements that serve the County's accelerating needs. The pending implementation of the Dulles Corridor Rapid Transit Project and the regional park and ride lot system indicate that the County's role in funding and providing transit services will grow considerably in the near future. In addition, the trend toward the County implementing transportation improvements in advance of VDOT funding is likely to continue and accelerate over the next several years.

The Adopted Capital Improvement Program includes funding to provide Loudoun's share of construction costs associated with Phases II and III of the Dulles Corridor project, which would implement first a Bus Rapid Transit (BRT) and eventually a passenger rail line in the Dulles corridor. A complete description of the Dulles Transit Project may be found on page 381 of the Draft Capital Improvement Program. In addition, seven locally funded road projects have been included in the Options section of the CIP that the Board may choose to include; descriptions of these projects may be found on page 361. It is anticipated that operating expenses will require a complete dedication of Gasoline Tax revenue by the first full year of BRT operations in FY 06. In FY 02, the Board established the Public Transportation Special Revenue Fund to provide the resources necessary to continue County support for organizations currently receiving Gasoline Tax subsidies and to serve as the clearinghouse for debt service payments on County-funded transit and transportation projects.

Initial appropriations to the Fund were made with the designation of $500,000 in BPOL revenue and $750,000 from the Local Gasoline Tax Fund. Following the adoption of the FY 02 budget, the Board appropriated $372,080 to complete two road bond default projects, leaving a $877,920 fund balance. As of the date of printing, the Dulles transit project application was under consideration by the Federal Transit Administration, with public hearings scheduled to take place during Fall 2002. Current estimates indicate that the County's initial disbursements will commence sometime during FY 03. The Board of Supervisors appropriated $827,080 in Gasoline Tax revenue for this purpose, with the anticipation that funding requirements will increase beginning in FY 04. During future years, funding will consist entirely of BPOL revenue and will increase as Gasoline Tax revenue is designated for Dulles Transit operating expenses and debt service expenses for the transit project become payable. A five-year spending plan is provided for this fund to indicate the anticipated obligations that the County will incur as a result of the Dulles Corridor Project.

PUBLIC TRANSPORTATION FUND – FY 02-06 SPENDING PLAN					
	FY 02	**FY 03**	**FY 04**	**FY 05**	**FY 06**
Revenue					
General Fund Transfer (BPOL)	$500,000	$0	$469,500	$1,029,500	$6,085,000
Gas Tax Transfer	$750,000	$827,080	$0	$0	$0
Fund Balance	$0	$877,920	$0	$0	$0
TOTAL	$1,250,000	$1,705,000	$469,500	$1,029,500	$6,085,000
Expenditures	$372,080	$1,705,000	$469,500	$1,029,500	$6,085,000
Surplus/Deficit	$877,920	$0	$0	$0	$0

RENTAL ASSISTANCE FUND

In 1977, Loudoun County Housing Services executed its first agreement with the Virginia Housing and Development Authority (VHDA) to serve as the local administering agency to administer the Section 8 Rental Assistance Program. This federal Rental Assistance Program is funded by U.S. Department of Housing and Urban Development (HUD) and prior to FY 02 funding was passed through VHDA to Loudoun. Loudoun County executed agreements with VHDA and HUD to transfer the administration of the Section 8 Program from passing through VHDA to direct County administration with HUD, effective July 1, 2001 (FY 02). All Section 8 expense, revenue, and FTE, including the rent subsidy payment pass-through, were transferred to the Rental Assistance Fund.

The Program Description, Planned Accomplishments/Objectives, Performance Measures, and Program Financial Summary for the Section 8 Program are included in the Housing Services section beginning on page 156

RENTAL ASSISTANCE FUND PROJECTED BUDGET SCHEDULE	
	FY 03
Revenue	$6,241,931
Expenditures	$6,241,931
Surplus (+)/Deficit (-)	$---

RESTRICTED USE TRANSIENT OCCUPANCY TAX

Background: Loudoun County levies a transient occupancy tax on hotels, motels, boarding houses, travel campgrounds, and other facilities offering guest rooms rented out for continuous occupancy for fewer than thirty consecutive days. This tax, which is 5% of the lodging bill, is paid for by the customers of these establishments, such as traveling business persons and vacationers. The funds are collected by these establishments as customers pay their lodging bills and are remitted to the County on a quarterly basis. The revenue generated by the tax rate of 2% is unrestricted and is part of the General Fund, while the revenue generated by the tax rate of 3% is restricted to be used only for promoting tourism, travel, or business that generates tourism or travel in the County. The graphic on the following page highlights the allocation of TOT revenues.

The restricted TOT revenue is accounted for as follows, based on the Board of Supervisors' adopted Restricted Transient Occupancy Tax Policy:

- 75% goes into the **Grants Fund** and is used for distributions to tax-exempt community groups during the TOT application, review, and allocation process. This annual process determines the amount approved for each applicant's project.
- 25% goes into the **Tourism Opportunity Fund (TOF)**, which is used to fund eligible County Government Department projects. At the Board's discretion, the TOF is used to fund emergency funding requests approved during the fiscal year, if funds are available.

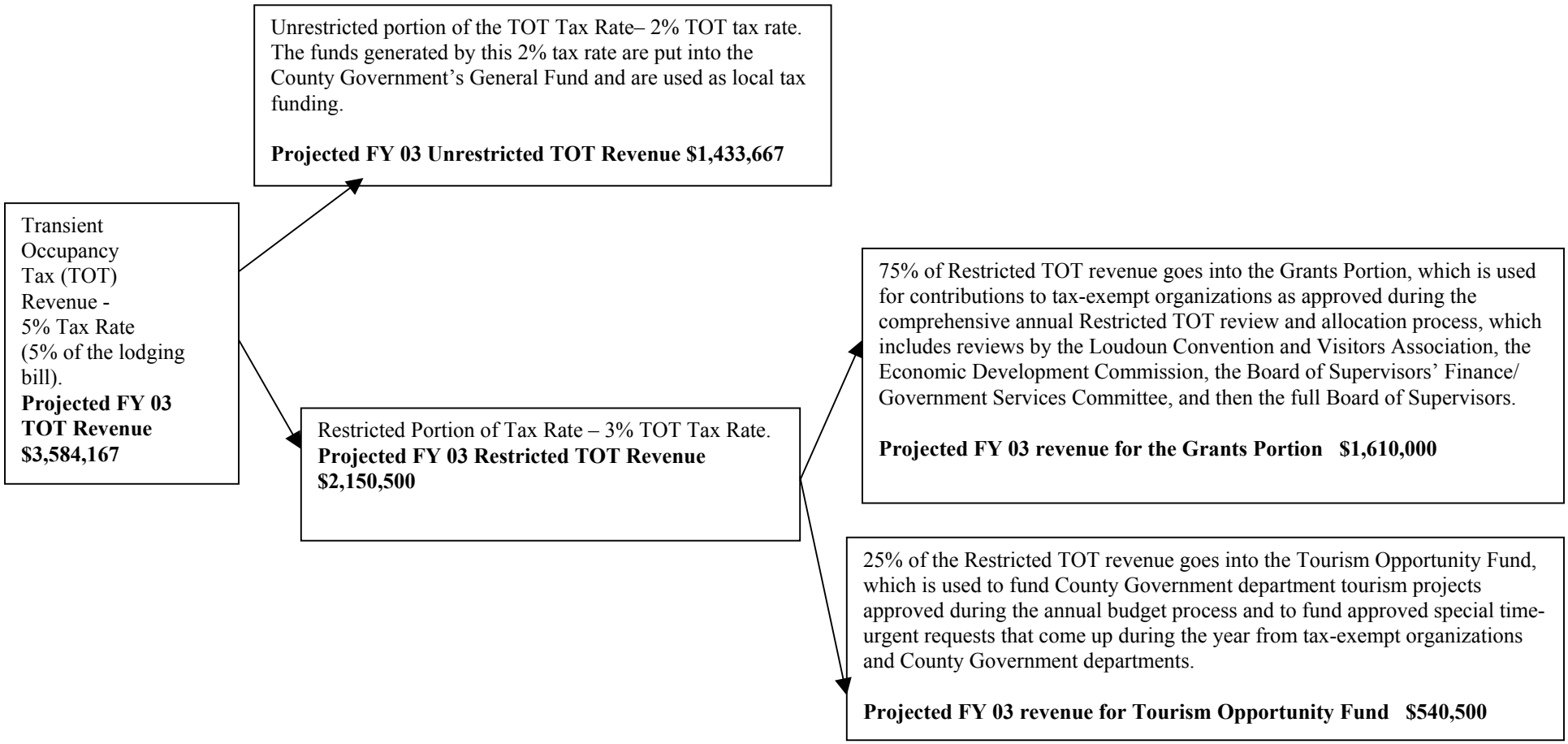
The Board of Supervisors' adopted TOT policy establishes the criteria for approving distributions of restricted TOT funds to tax-exempt organizations and to County Government departments. The tax-exempt organizations' applications for TOT funding go through a comprehensive review process, which includes the following schedule for the FY 03 TOT application, review, and allocation process for tax-exempt community organizations:

- **September 2001**: Loudoun Convention & Visitors Association's TOT application was due for the FY 2003 TOT Process.
- **Early October 2001**: TOT applications were due from tax-exempt community organizations for the FY 2003 TOT Process.
- **November 2001**: The Loudoun Convention and Visitors Association (LCVA) completed its review of all TOT requests received from tax-exempt community groups for FY 2003. The LCVA forwarded its recommendations to the Economic Development Commission (EDC) for review.
- **December/January 2002**: The EDC's Policy Implementation Committee completed its review and then presented its funding recommendations to the EDC's Executive Committee for review. The full EDC received the Executive Committee's recommendations and voted on its own recommendations in early February 2002.
- **February 19, 2002**: The EDC presented its TOT funding recommendations to the Finance/Government Services Committee.
- **March 2002**: The Finance/Government Services Committee presented its TOT funding recommendations to the full Board of Supervisors at one of the FY 2003 Budget Worksessions. The Board then made its final TOT funding decisions, which became part of the FY 2003 Adopted Budget.

County Government requests are reviewed as part of the budget process. Departments submit an application for each project to the Budget Office. The County Administrator recommends funding levels for these requests in the Adopted Budget.

	FY 03 Adopted
Restricted TOT Revenue Collections (3%):	
Projected Beginning Fund Balance Available	$1,411,905
Restricted Transient Occupancy Tax Revenue	$2,150,500
Total Restricted TOT Resources Available	$3,562,405
Uses of Restricted TOT Revenue:	
Tourism Opportunity Fund Distributions	$249,825
Grants Fund Distributions	$2,332,500
Total Restricted TOT Uses	$2,582,325
Undesignated and Available TOT Balance projected	$980,080

FY 03 Projected Transient Occupancy Tax Revenue - Unrestricted Portion, Restricted TOT Grants Portion, and Restricted TOT Tourism Opportunity Fund Portion



RESTRICTED USE TRANSIENT OCCUPANCY TAX

The actual restricted TOT revenue received since inception has been as follows:

	Actual Grants Fund Revenue	Actual Tourism Opportunity Fund Revenue	Actual Total Revenue - Restricted TOT
• FY 97	$601,826	n/a	$601,826
• FY 98	$958,790	$97,643	$1,056,433
• FY 99	$756,189	$642,858	$1,399,047
• FY 00	$1,327,810	$381,907	$1,709,717
• FY 01	$1,722,763	$529,482	$2,252,245

The TOF portion of the restricted TOT fund was established in FY 98.

TOURISM OPPORTUNITY FUND:

Projected balance available in the Tourism Opportunity Fund for FY 03:	
Projected beginning balance available as of June 30, 2002	$218,177
FY 03 projected TOF revenue	$540,500
Total projected amount available in the TOF for FY 03	$758,677
Less: FY 03 Adopted Budget Distributions for County Govt.	($249,825)
Undesignated and available projected TOF balance for FY 03	$508,852

Board of Supervisors Designated Use of Projected Undesignated and Available TOF balance for the Open Space Preservation Fund for FY 03:

During the FY 2003 Budget Process, the Board of Supervisors approved the designation of the projected TOF undesignated and available balance of $508,852 for FY 03 to the Open Space Preservation Fund. In addition, the Board designated the projected TOT Grants Fund balance to the Open Space Preservation Fund in the amount of $471,228. So, the total amount of Restricted TOT funds designated for the Open Space Preservation Fund for FY 2003 is $980,080.

County Government Restricted Transient Occupancy Tax Expenditures Included in the Adopted FY 03 Budget, funded by the Tourism Opportunity Fund:

The FY 03 Adopted Budget for the Restricted Transient Occupancy Tax Special Revenue Fund includes a Transfer from the Restricted Transient Occupancy Tax Tourism Opportunity Fund to the General Fund of $175,801 and to the Public Safety Communications Fund of $74,024, totaling $249,825 for the following County Government projects for FY 03:

Heritage Farm Museum Antique Restoration Show and Lucketts Classic Auto Show **$23,400**

This weekend event will have antique restoration workshops, appraisals, and an antique auction at the Heritage Farm Museum on one day and the second day, an antique and classic car show will be held at Lucketts Community Center. The TOT funds will be used for radio advertisements, Quick Guide to Washington advertisements, newspaper advertisements, web site, postage and mailing. This is budgeted as a Transfer to the General Fund (the Department of Parks, Recreation, and Community Services).

Special Events Marketing **$46,145**

This is the promotion and marketing budget for the Special Events Coordinator. These funds will be used for the promotion and marketing of major conferences, sporting tournaments, and community events. A promotion and marketing plan will be developed for each major special event and each will be evaluated for effectiveness. This is budgeted as a Transfer to the General Fund (the Department of Parks, Recreation, and Community Services).

Summer Concert Series at Franklin Park and Claude Moore Park **$10,000**

Local and regional artists will perform outdoors at four concerts at both Franklin and Claude Moore parks. In FY 2002, the concerts were presented at Franklin Park. They are being expanded to Claude Moore park for FY 2003. TOT funds will be used for promoting and marketing these 8 concerts. This is budgeted as a Transfer to the General Fund (the Department of Parks, Recreation, and Community Services).

RESTRICTED USE TRANSIENT OCCUPANCY TAX

Continued – County Government TOT Funded Projects in the FY 03 Adopted Budget:

Multicultural Arts Festival – George Washington University **$46,256**

The Celebrate Loudoun Festival is a multi-cultural arts festival, which is to be held for the second year in FY 03 at the Loudoun campus of George Washington University. The department will be assisted by the university and the Loudoun Arts Council to put on this event. It will feature musicians, singers, dancers, and artists. This event was first held in September 2001. This is budgeted as a Transfer to the General Fund (the Department of Parks, Recreation, and Community Services). Per a recent notification from the department, this event will not be held in FY 2003, but is now scheduled to be held in FY 2004, on October 19, 2003. The department has requested that the FY 2003 funds be carried forward to FY 2004.

Agri-Tourism Promotion Projects **$50,000**

This is to help fund the following projects: Spring Farm Tour and Product Guide, Farm Color Tour, Christmas in Loudoun Valleys, Loudoun Wine Trail update, promotional materials, advertising in the Visitors Center Guide, cooperative advertising, and a video on rural Loudoun. This is budgeted as a Transfer to the General Fund (the Department of Economic Development).

Public Events Safety Coordinator (FY 03 budget enhancement approved) **$74,024**

This new position will assist the organizers of special events in the County with the proactive coordination of Services that will be needed to ensure that a safe and secure environment is maintained throughout each event. The services will include the following: health and medical services, law enforcement services, transportation routing services, animal care services, obtaining required permits/licenses, and inspections of venue site prior to the event. This is budgeted as a Transfer from the TOT fund to the Public Safety Communications Fund (Department of Fire and Rescue Services).

Total FY 03 Adopted Budget Restricted Transient Occupancy Tax Funding for County Government **$249,825**

GRANTS FUND:

Projected balance available in the Grants Fund for FY 03:	
Projected beginning balance available as of June 30, 2002	$1,193,728
FY 03 projected TOT Grants revenue	$1,610,000
Total projected amount available in Grants Fund for FY 03	$2,803,728
Less: Adopted distributions approved by the Board of Supervisors for FY 03	($2,332,500)
Undesignated and available projected Grants balance for FY 03	$471,228

Board of Supervisors Designated Use of Projected Undesignated and Available TOT Grants Fund balance for the Open Space Preservation Fund for FY 03:

During the FY 2003 Budget Process, the Board of Supervisors approved the designation of the projected TOT Grants Fund, undesignated and available balance for FY 2003 to the Open Space Preservation Fund. The projected amount of the Grants Fund is $471,228. In addition, the Board designated the projected TOF balance to the Open Space Preservation Fund in the amount of $508,852. So, the total amount of Restricted TOT funds designated for the Open Space Preservation Fund for FY 2003 is $980,080.

Board of Supervisors' Approved FY 03 Restricted TOT Fund Contributions				
	Amount Requested	**EDC Recommended**	**Board Approved Amount**	
Applicant Name				**Comments**
Priority #1 Tourism Opportunity Fund				
Not Reviewed by EDC				25% of the revenue is to go into the Tourism Opportunity Fund.
Priority #2 Loudoun Convention and Visitors Association (LCVA)				
FY 2003 Application	$1,962,500	$1,797,500	$1,547,500	Adopted recommendation to reduce several enhancement elements of LCVA's request. Board reduced LCVA budget by $250,000 for FY 2003.
Priority #3 Funding requests that would result in an ability by the requesting organization to leverage such funds so as to maximize available assets.				
1. Oatlands, Inc.	$87,216	$60,716	$60,716	Fully fund newspaper advertising ($40,800), magazine advertising ($19,116), rack cards ($800)
2. Waterford Foundation, Inc.	$64,166	$34,166	$34,166	Fully fund Fair public relations ($4,866), Fair brochures ($6,800), lecture advertising & public relations ($2,500), concert radio ($8,500), fund ($6,000) direct mail, fund ($3,000) African American brochure, lecture ads ($2,500),
3. Lower Loudoun Girl's Softball League	$65,000	$47,300	$47,300	Fully fund communications ($3,500), opening ceremonies ($10,000), advertising using "Catch Your Breath" and LCVA visitor information 800 number ($800), banners using "Catch Your Breath" ($1,500), partially fund hospitality ($3,500), Full funding of merchandising with "Catch Your Breath" ($28,000). No funding of trophies, umpires, player picnic, or County infrastructure costs.
Priority #4 Established programs that have, on a continuing basis, demonstrated an ability to meet the objectives of the TOT revenue increment.				
1. Smithsonian Air and Space Museum at Dulles Airport	$300,000	$200,000	$200,000	Partial funding ($200,000) in the first year for visitor services operation within the facility for fixtures, displays, visitor service enhancements and brochure displays. Work with the LCVA to determine an appropriate location for Loudoun brochures.
2. Barnaby Council for Celtic Studies (Potomac Celtic Festival)	$40,000	$27,500	$27,500	Fully fund advertising ($17,000); partially fund brochure printing ($8,000), fully fund mailings/postage ($2,500).
3. Loudoun Museum	$40,000	$40,000	$40,000	Fully fund new exhibits/marketing/programming ($30,000); Border Guard Muster $5,000; CD of Border Guards ($5,000) tied to Loudoun County promotion including "Catch Your Breath" and the LCVA visitor information 800 number.

	Amount Requested	EDC Recommended	Board Approved Amount	
Applicant Name				**Comments**
Priority #5 Special one-time events or Programs that meet the funding criteria and that make an effort to have an impact on adding value to the County's tourism.				
1. Loudoun Heritage Farm Museum, Inc	$13,400	$4,700	$4,700	Fully fund print ad and postage for direct mail ($3,400), post cards ($1,300).
Priority #6 All other requests meeting the funding criteria. [Note that the direct return on investment may not be easy to obtain for this category, many are also community enhancements that may also attract visitors.]				
1. Loudoun Restoration & Preservation Society (August Court Days)	$35,000	$25,328	$25,328	Fully fund out-of-County newspaper advertising ($15,000), AAA magazine ad ($5,828), rack cards ($4,500).
2. First Friday Gallery Walk (Loudoun Arts Council)	$30,000	$29,000	$29,000	Fully fund design of print ad & mail piece ($4,000), printing of promotion piece ($14,000), postage ($6,000), 50% print advertising ($5,000).
3.Sights, Sounds, & Shopping (Loudoun Arts Council)	$25,000	$12,500	$12,500	Partially fund production & postage for 2 mailings of mail piece ($7,500), print advertising ($5,000).
4. Loudoun Symphony - Concert Advertising	$49,200	$17,500	$17,500	Partially fund at 50% radio spots ($12,500); partially fund at 25% display advertising ($5,000).
5. Loudoun Symphony - Stay with the Symphony Program	$6,500	$3,000	$3,000	Fully fund printing ($3,000).
6. Loudoun Ballet Company	$15,000	$3,000	$3,000	Fully fund advertising/promotion to attract out-of-County visitors to Swan Lake production ($3,000).
7. Bluemont Concert Series	$20,000	$6,700	$6,700	Fully fund ($1,000) for response/measurements cards; partially fund design/ print direct mail piece/postage for 15,000 copies. Survey results from concerts in FY 02 need to be reported before funding for FY 03 will be distributed.
8. Mosby Heritage Area Association	$29,335	$14,090	$14,090	Partially fund AAA advertising ($5,000), Civil War Conference promotion ($3,500), Virginia Travel Guide ad ($3,090), brochure Quaker Tours ($2,500).
9. Virginia Outdoors Foundation, Aldie Mill	$27,500	$7,500	$7,500	[Subsequent to LCVA review, the applicant provided additional information that clarified their request.] Fund Signage Text ($1,500), Signage Illustrations ($1,000), Brochure Printing ($3,000), Advertising ($2,000).

	Amount Requested	EDC Recommended	Board Approved Amount	
Applicant Name				**Comments**
Priority #6 (Continued)				
10. Loudoun Youth Soccer Association	$50,560	$0	$0	Funds from the current fiscal year FY 02 have not been expended as forecasted. The organization is attempting to schedule additional tournaments that may not occur in FY 02 as anticipated, but rather in FY 03. Allocations for the current fiscal year should be carried forward to fund some of the marketing projects in the FY 03 request.
11. Rotary Club of Leesburg, Rotary Resolution Race	$10,000	$2,000	$2,000	Fully fund full-page ad in Washington Running Report ($2,000).
12. Jamestown Compact Land Trust, Inc.	$500,000	NA	$200,000	To fund a portion of the purchase of land located adjacent to Oatlands. Applicant submitted application too late to be reviewed by the LCVA and the EDC.
13. George C. Marshall Center – Dodona Manor	$50,000	NA	$50,000	Marketing funds. Applicant submitted funding request too late to be reviewed by the LCVA and the EDC.
DOES NOT MEET TOT POLICY FUNDING CRITERIA				
1. Bluemont Concert Series/Heritage Farm Museum/ Economic Development/Parks, Recreation & Community Services - Home Grown Loudoun Project	$12,200	$0	$0	Did not meet the funding criteria --- no demonstrated impact on visitor spending. This is an event primarily attended by local residents. Anticipated attendance has been less than projected in its first 2 years.
Total Priority #2	**$ 1,962,500**	**$ 1,797,500**	**$ 1,547,500**	
Total Priorities #3 - #6	**$ 1,470,077**	**$ 535,000**	**$ 785,000**	
Grand Total Priority #2 - #6	**$ 3,432,577**	**$ 2,332,500**	**$ 2,332,500**	This amount does not reflect the Priority #1, which is for 25% of the revenue to go to the Tourism Opportunity Fund.

Note: The Board of Supervisors approved the distribution of $250,000 of TOT funds to the Jamestown Compact Land Trust, Inc. and the George C. Marshall Center for Dodona Manor. These requests were received too late to be reviewed by the LCVA and the EDC. The contribution amount to the LCVA was reduced by this $250,000 to provide for these additional contributions.

REVOLVING LOAN FUND

The Board of Supervisors created the Revolving Loan Fund (RLF) on July 21, 1992. The Fund provided a financing mechanism for capital project and equipment needs of General Government, the Schools, and Volunteer Fire/Rescue Companies. During the CIP deliberation process on March 21, 1996, the Board of Supervisors redefined the scope of the Revolving Loan Fund by limiting those entities that may receive these funds. As a result, General Government and School capital projects may no longer receive any financing from the Revolving Loan Fund. The Fund may remain a source of capital for future non-General Government and non-School requests related to wastewater treatment projects or Volunteer/Fire Rescue requests. The FY 03 estimated year end balance for the Revolving Loan Fund is $407,394.

FY 02 Adopted Revolving Loan Fund Requests

There were no Revolving Loan Fund requests submitted for the FY 02 Adopted Fiscal Plan. During the FY 02 budget deliberations, the Board of Supervisors granted a 2/3 waiver on all outstanding payments during the current fiscal year. The fund statement below has been adjusted accordingly.

FY 03 Revolving Loan Fund Requests

There have been no requests submitted for the FY 03 budget process. An estimated $407,394 will be available for loans meeting the Board of Supervisors' criteria.

Revolving Loan Fund
(amounts in dollars)

BEGINNING BALANCE			**$676,369**
Interest Income			**$16,000**
Less Loan Approved during FY 00 for Loudoun Rescue Company			**$350,000**
TOTAL AVAILABLE FOR FY 03:			**$342,369**
FY 03 REVENUE	**Principle**	**Interest**	**Total**
Ashburn Volunteer Fire Department	$10,500	$4,657	$15,157
Round Hill Volunteer Fire Department	$8,333	$3,292	$11,625
Philomont Volunteer Fire Department Loan 1	$2,500	$1,079	$3,579
Leesburg Volunteer Fire Department	$22,636	$20,372	$43,008
Sterling Park Volunteer Rescue Squad	$5,333	$688	$6,021
Philomont Volunteer Fire Department Loan 1	$1,000	$636	$1,636
TOTAL FY 03 REVENUE	$50,302	$30,724	**$81,026**
FY 03 AVAILABLE BALANCE			**$423,395**

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 Adopted 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 Adopted by the State 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. All debt issued by the State to fund road improvements to Route 28 was authorized during the 1988 Virginia General Assembly and became effective July 1, 1988. The Commonwealth of Virginia issued $138.5 million in revenue bonds for the Route 28 project in September 1988.

Loudoun County and Fairfax County entered into a contract with the District on September 1, 1988, and agreed to levy additional tax assessments as requested by the District, collect the tax and pay all tax revenues to the Commonwealth Transportation Board. The contract specified that: (1) the County Administrator shall include in the budget all amounts to be paid by the County under the District Contract for the fiscal year; (2) the County shall provide by February of each year the total assessed fair market value of the District as of January 1 of that year; and (3) the District in turn shall notify the County of the required payment and request a rate sufficient to collect that amount, up to a maximum of 20 cents per $100 of assessed value. Final figures based on the District request will be forwarded to the Board of Supervisors prior to their action. Initially, tax collections at the maximum amount were not sufficient to pay the debt obligation in full. Consequently, the difference has been made up from the Northern Virginia State Highway allocation. This process is expected to continue until such time as District revenues are sufficient to fund debt service costs in full. For FY 03, the Route 28 Transportation Improvement District is projected to generate $5,530,660 in current and delinquent tax revenue to offset its estimated $5,530,660 in expenditures.

ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT PROJECTED BUDGET SCHEDULE	
	FY 03
Revenue	$5,530,660
Expenditures	$5,530,660
Surplus (+)/Deficit (-)	$---

ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT FY 03 Estimated Real Property Taxable Base (Estimated as of January 2002)	
2002 Estimated fair market value of real taxable property[1]	$2,358,097,000
PLUS: Reassessment due to equalization	339,477,000
PLUS: Actual full value of new construction	145,000,000
2003 Estimated fair market value of real taxable property	$2,842,574,000
LESS: Potential administrative and/or Board of Equalization adjustments[2]	($28,425,740)[3]
2002 Estimated real property taxable base	$2,814,148,260
PLUS: Estimated partial value of new construction	25,000,000
2002 Estimated real property taxable base	$2,839,148,260

ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT FY 03 Estimated Real Property Tax Revenue			
	Estimated Taxable Base	**Net Revenue Per Penny[4]**	**Revenue ($0.20/$100 Tax Based)**
Real property	$2,839,148,260	$276,533	$5,530,660

Notes:

1. Excludes residential properties.
2. Resulting from hearings and appeals.
3. Estimated at 1% of fair market value.
4. Excludes estimate of 0.05% of uncollectable revenue and 2.25% of deferred revenue and 0.30% for refunds pursuant to Virginia Code 58.1-3980 through 3984 on 2002-2003 tax base projected to be unavailable for funding expenditures in FY 03.

Source: Department of Financial Services

Fiscal Trends

FISCAL TRENDS SECTION

To establish a greater understanding of the significant fiscal trends occurring in the County, an analysis was conducted for 4 major trend categories: Demographic and Economic, Assessed Value and Tax Rates, Revenues and Expenditures, and Debt and Debt Service. Each of these areas is explored in detail, with graphical representations of each major trend and a summary of its impact. Each trend is rated as either: FAVORABLE, UNFAVORABLE or MIXED in its impact on Loudoun's future financial condition.

Conducting the analysis of the County's fiscal trends fulfills the Board of Supervisors' Fiscal Policy. While the selection of the indicators to examine was based on a review of the approaches recommended by the International City/County Management Association (ICMA), Government Finance Officers Association (GFOA), and the efforts of other jurisdictions, both the final selection of indicators and the analysis of the nature of each trend was made at the discretion of the County Administrator and the Department of Management Services, and represents a strictly financial management viewpoint. Under this viewpoint the different trends have very clear meaning:

FAVORABLE -	A favorable trend is one that indicates that the County will have increasing resources, expenditure stability, or flexibility of action.
UNFAVORABLE -	An unfavorable trend is one that indicates that the County will have decreasing resources, expenditure instability (either up or down), or will lose flexibility of action.
MIXED -	A mixed trend is one that has both favorable and unfavorable effect, such as a trend that indicates that the County will have increasing resources, but resulting expenditures will rise faster. A mixed trend can be one of those cases where the trend is unclear.

SUMMARY OF FISCAL TRENDS:

Demographic and Economic Trends

During 2001, Loudoun had the 2nd fastest growing population in the country and continues to have the fastest growing population in the Commonwealth. During the decade of the 1960's, Loudoun's population increased 51%, during the decade of the 1970's, it increased 55%, and during the decade of the 1980's, it increased 50%. During the decade of the 1990's, the population grew much more rapidly, increasing by almost 100%. This trend influences all discussions of Loudoun's future. While population increases generally bring increased revenues, they also bring a demand for more services, and rarely pay for the resulting increased cost of education. In 2001, Loudoun's youth population aged 0 to 19 years was 32% of the total population, a significant portion. Consequently, the growth in the Public School enrollment is a key fiscal issue since it requires the construction and operation of many new schools in the County. The Board of Supervisors will be approving a new Zoning Ordinance, which is the next step in the process of the implementation of its smart growth strategy.

Other trends in this area are generally mixed or unfavorable, reflecting the slowing economy that has recently experienced a recession. Both the national and local economies have grown at a slower rate over the past year. Growth in both employment and retail sales continued, though at a slower rate. Since the economic recession in the early 1990's, Loudoun's growth in employment has exceeded the population growth rate. Loudoun's per capita income, a wealth measure, ranks in the top 1.5% in the nation. The 2000 U.S. Census ranked Loudoun as the third wealthiest County in the U.S., based on household income, with Fairfax County, Virginia and Douglas County, Colorado being ranked second and first, respectively. Washington Dulles International Airport, which is a key component of Loudoun's economy, will continue to have a favorable economic impact as the airport continues to expand its facilities and continues to experience growth in the number of passengers. The new Smithsonian National Air and Space Museum, which is currently 50% complete on land at Dulles Airport in Fairfax County, is scheduled to open in December 2003 (FY 2004) and is projected to attract over 3 million visitors per year. This facility's close proximity to Loudoun County will help to significantly boost tourism in Loudoun, as this facility becomes one of the top tourist attractions in the Commonwealth.

Hopefully, Dulles airport will resume its growth in passengers and freight soon. The airport is currently undergoing a multi-billion dollar expansion of its facilities, which will include infrastructure construction and two additional runways within the next five years.

DEMOGRAPHIC AND ECONOMIC TRENDS ANALYSIS: MIXED – Slowing Economic Growth

SUMMARY OF FISCAL TRENDS:

Assessed Value and Tax Rate Trends

The County has had significant growth in residential development during the past decade. During the last few years, a significant amount of Commercial and Industrial (C & I) construction has accompanied this residential growth. The C & I component has increased the past several years as more business office construction and a significant amount of retail development has occurred. In FY 2000, the assessed valuation of C & I, which has been on an increasing trend since FY 1995, surpassed the amount for FY 1990 for the first time. The C & I valuation had declined each year from 1991 through 1994. A major difference of the current period with the previous period is that the increase in value reflects construction and occupancy of buildings rather than a "speculative bubble" of value of vacant land. The assessed valuation of C & I continued to increase in FY 2002.

Residential property has grown at a much faster pace than C & I property over the past decade. Residential property valuation as a percentage of the total assessed value of property has remained close to 65% and the commercial and industrial property valuation as a percentage of the total assessed value of property has been around 21% for the past several years. The increase in the assessed values of residential properties to bring the assessed values to be more in line with fair market values has been significant the past couple of years. Although the real property tax rate decreased in 2001 and again in 2003, the increase in the assessed values the past few years have caused the average real property tax bill to increase.

Since revenue from real property taxes is the County's main funding source, these trends are extremely important. As the County has experienced strong residential and commercial and industrial growth, tax rates have remained within a small range over the last few years, while the average homeowner's tax bill increased due to higher assesssments.

ASSESSED VALUE AND TAX RATE TREND ANALYSIS: FAVORABLE

Revenues and Expenditures

The key favorable trend is General Fund revenue, which continued to increase in FY 2002. The increases have been in both total revenue and revenue per capita. This helps the County retain flexibility in meeting the service demands of its citizens. The growing economy is the primary source of the revenue increase.

Local revenue sources remain the primary source of County funding. Local revenue has maintained its total share of the overall revenue picture, with a rise in the percentage derived from property tax revenues. The County's reliance on Local revenue is positive since it provides more local control and does not create the vulnerability of relying heavily on intergovernmental revenue. The other revenue sources are the intergovernmental revenue from the Commonwealth and the Federal Government, both of which have been more variable in recent years.

As the Commonwealth struggles to deal with the current budget crisis (huge, structural budget deficits left by the previous administration) over the next several years, Loudoun County should expect to receive little, if any, additional funding from the Commonwealth. In fact, it is likely that Loudoun's Commonwealth revenue will actually decrease over the next few years as the State struggles to balance its budget. Loudoun should not expect to receive increased Federal funding during the next few years since the Federal Government is dealing with projected budget deficits caused by the increased expenditures needed for anti-terrorism efforts and increased defense spending for the war on terrorism.

Although County Government expenditures have increased, expenditures per capita have been relatively stable, considering inflation, although it increased for the FY 2001 and FY 2002 budgets. This document views rising expenditures, particularly on a per capita basis, as a negative trend. For example, School expenditures have risen sharply as a result of increased school enrollment. The amount of School expenditures per pupil and the total School System expenditures are increasing significantly for FY 2003.

REVENUES AND EXPENDITURES TREND ANALYSIS: MIXED

SUMMARY OF FISCAL TRENDS:

Debt and Debt Service Trends

The County has significantly increased its debt burden over the last decade and is projected to continue to significantly increase the debt burden over the next few years. The FY 2003 budgeted amount of the County Government's total net debt increased 27% over the FY 2002 amount, due to new debt issues required primarily for numerous school construction projects. Rapidly increasing debt is not an unusual situation for a community growing at an extremely rapid rate. Loudoun County is one of the fastest growing Counties in the entire country. Net Debt Outstanding, Debt Service, and all of the ratios resulting from these factors have shown unfavorable trends as Loudoun has struggled to develop the infrastructure necessary to serve a growing population. The growth in debt service has been significantly higher than the population growth rate the past several years.

Based on current projections related to the Board of Supervisors' Adopted FY 2003 to FY 2008 Capital Improvement Program, in FY 2002, the net bonded debt per capita is projected to exceed the County's self-imposed debt limit guideline of $2,500 per capita, as outlined in the County's Fiscal Policy, as the County continues to construct a large number of schools financed by debt. The net bonded debt per capita is projected to remain above this limit guideline for the foreseeable immediate future, FY 2003 through FY 2008. The ratio of debt per capita to per capita income was slightly above the County's fiscal policy debt limit guideline of 7.5% in FY 2000 and is projected to slightly exceed it again in FY 2004. The County is projected to remain well below the other self-imposed debt limit guideline of net debt as a percentage of total assessed value of 3% and the ratio of debt service to total expenditures of 10%. The debt limit guidelines were designed to help the County to maintain its currently good credit rating. Currently, the County's bond rating is Aa1 per Moody's Investors Service, AA+ per Standard & Poor's, and AA+ per Fitch. Both the Standard & Poor's and Fitch's bond ratings were upgraded from AA to AA+ within the last two years. The Moody's bond rating was upgraded during FY 2000. The bond rating is the main determining factor on the interest rate the County is charged when it goes to the bond market to borrow funds. The County would like to eventually receive the coveted AAA bond rating, to join the select few jurisdictions awarded this great honor.

DEBT AND DEBT SERVICE TREND ANALYSIS: UNFAVORABLE

Overall Summary of All Fiscal Trends

Loudoun County is experiencing significant residential and business growth. While these new residents bring additional revenues to the County, they also bring expenditure requirements, primarily for education, that typically exceed the additional revenue that they generate. Business growth has generated increased revenue such as property tax revenue and retail sales tax. The arrival of Hughes Research Group in Eastern Loudoun will be a welcome addition to the business community. The Northern Virginia area has one of the highest concentrations of high-technology firms in the country, particularly in the area near Washington Dulles Airport. Retail development is continuing around the County's two successful malls, the Dulles Town Center Mall and the Leesburg Outlets Center.

Revenues and expenditures, in total and on a per capita basis, are on an increasing trend. Currently, the increased expenditures generated by the residential growth are more than offset by the increased revenue generated by the commercial growth. Increased revenue generated by commercial growth allowed for the FY 2002 real property tax rate remaining at $1.08, while the FY 2002 budgeted expenditures increased significantly to address the increased service demands.

The national economy has begun to recover from an economic recession, during the past several months. The Federal Reserve responded to the slow-down in growth by aggressively cutting the Federal funds interest rate several times in CY 2001 in an effort to increase growth in the national economy. The local economy continues to grow its way out of the recession. There are a few favorable fiscal trends caused by the County's strong economic growth. The growth of the commercial and industrial sector must continue in order to ensure the County's long-term fiscal health as the population continues to increase.

Overall Summary of All Fiscal Trends

The debt picture is the one largely unfavorable area, as the County continues its large investment in the capital improvement program to provide the necessary facilities to provide services to the rapidly growing population, particularly for schools for the increasing public school enrollment.

SUMMARY OF ALL TRENDS ANALYSIS: MIXED

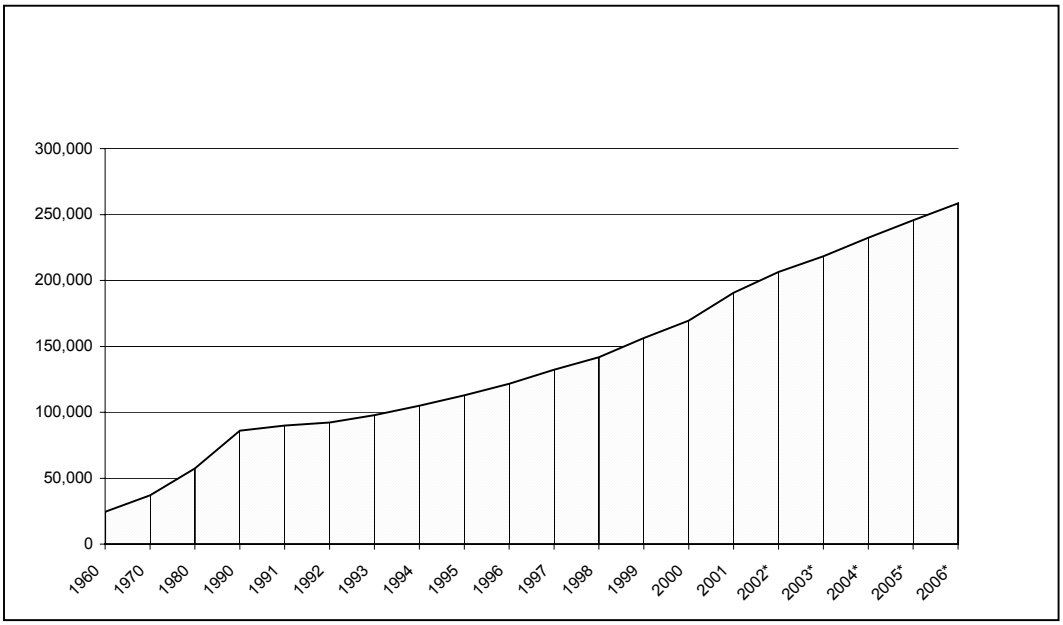
1. Demographic & Economic Trends

POPULATION

During the 1990's, Loudoun's population increased 97%. Loudoun's population increased close to 50% during each of the three decades prior to the 1990's. Loudoun's population is projected to continue to increase in the future. For 2001, Loudoun was the 2nd fastest growing jurisdiction in the country. High population growth is one of the key trends in the transformation of Loudoun County from a relatively rural to a suburban jurisdiction. Loudoun's 2001 population age characteristics were as follows: 32% aged 0 to 19 years, 62% aged 20 to 64 years, and 6% aged 65 years and over.

		Population	Percentage Change (Increase) in Population
1960	U.S. Census Bureau figure	24,549	n/a
1970	U.S. Census Bureau figure	37,150	51.3%
1980	U.S. Census Bureau figure	57,427	54.6
1990	U.S. Census Bureau figure	86,129	50.0
1991	Estimate	89,931	4.4
1992	Estimate	92,337	2.7
1993	Estimate	97,779	5.9
1994	Estimate	104,966	7.4
1995	Estimate	112,843	7.5
1996	Estimate	121,596	7.8
1997	Estimate	132,349	8.8
1998	Estimate	141,756	7.1
1999	Estimate	156,374	10.3
2000	Estimate	169,599	8.5
2001	Estimate	190,660	12.4
2002	Projection	206,430	8.3
2003	Projection	218,281	5.7
2004	Projection	232,432	6.5
2005	Projection	245,644	5.7
2006	Projection	258,577	5.3

Population in Loudoun County



*Projected

Source: Adopted Budget Documents; Loudoun County Economic Development Department

TREND ANALYSIS: MIXED – Loudoun's population growth has been extremely high. The increasing population is generating increasing demand for County Government services. With Loudoun's population aged 0 to 19 years old representing 32% of the total population, the increasing Public School enrollment will continue to be an issue in the future.

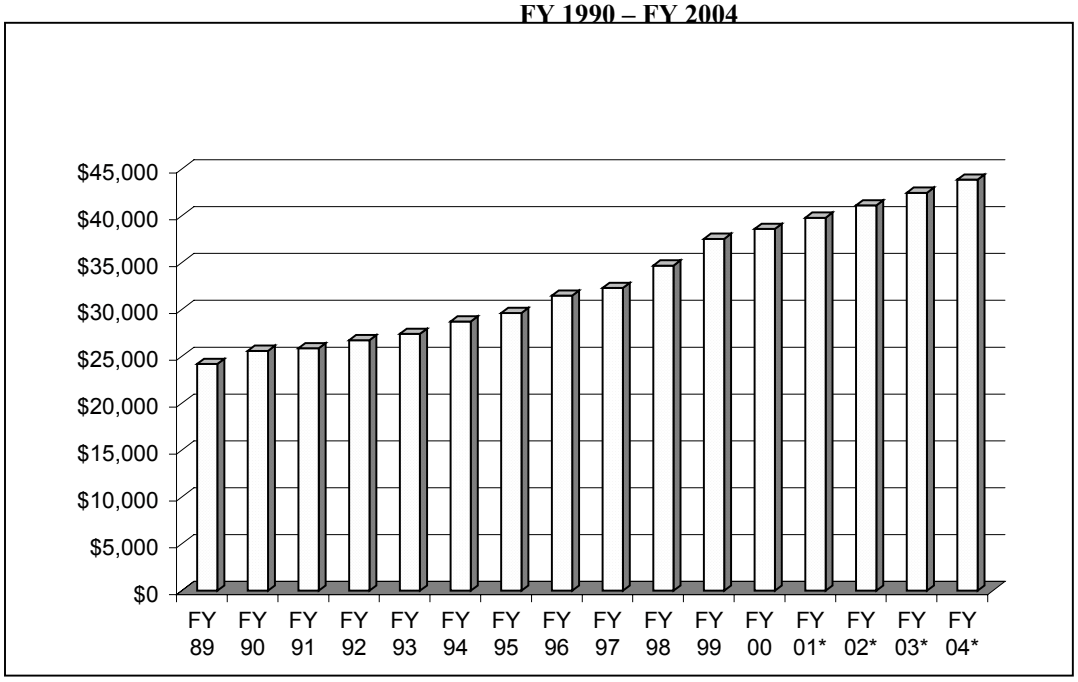
PER CAPITA INCOME

Loudoun County per capita income has increased significantly over the period from FY 1990 through FY 2001. During that period, Loudoun's average annual increase in per capita income was 4.3% per year, which was higher than the average annual inflation rate for that period. Per capita income is projected to continue to increase in the future.

The Bureau of Economic Analysis' (U.S. Commerce Department) latest available ranking of per capita income for U.S. counties is for the year 2000. Loudoun County's 2000 per capita income ranked in the top 1.5% in the U.S., placing 46th out of 3,110 U.S. counties in the Bureau of Economic Analysis' survey. As indicated by this wealth measure, Loudoun is one of the wealthiest counties in the country. According to the 2000 Census, Loudoun ranked as the 3rd wealthiest jurisdiction in the U.S., based on household income.

Year	Per Capita Income	Year	Per Capita Income
1990	$25,590	1998	$34,691
1991	25,860	1999	37,542
1992	26,725	2000	38,602
1993	27,411	2001	39,791
1994	28,722	2002*	41,104
1995	29,634	2003*	42,461
1996	31,485	2004*	43,862
1997	32,301		

Per Capita Income
FY 1990 – FY 2004



* Projected

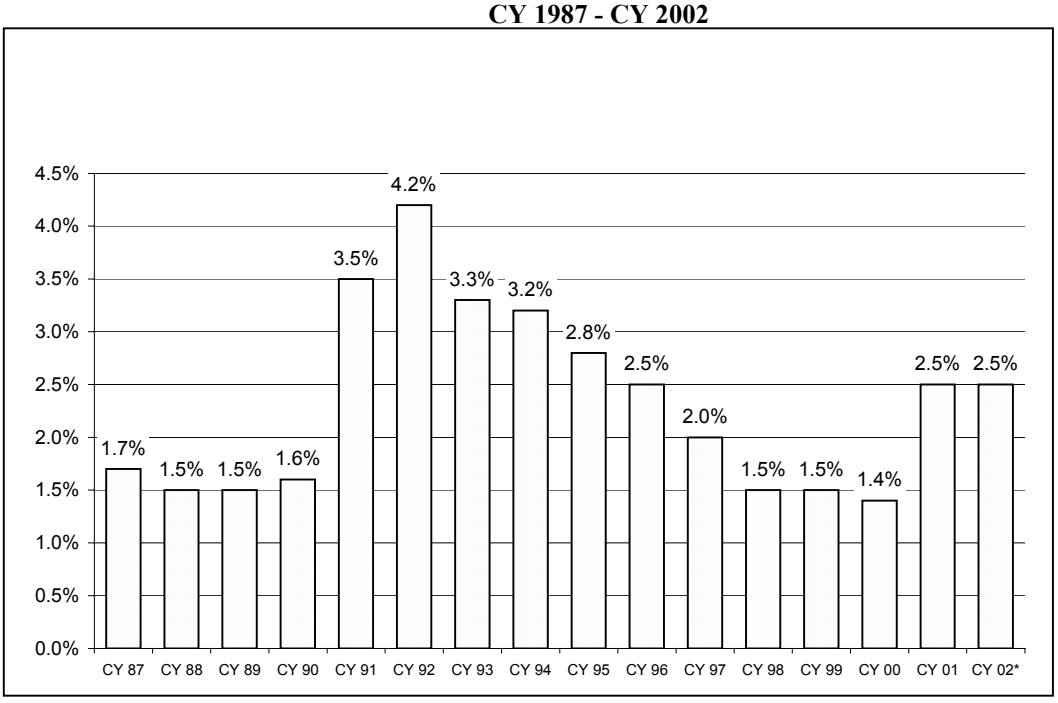
Source: Bureau of Economic Analysis, projection amounts are from the Department of Economic Development

TREND ANALYSIS: FAVORABLE – Per capita income is relatively higher than most counties in the U.S. and is increasing.

UNEMPLOYMENT RATE

Loudoun County's annual unemployment rates from CY 1987 through CY 2000 were low. The CY 2001 and CY 2002 rates are projected to remain low as economic growth continues. During CY 1991 and CY 1992, the rates of unemployment were relatively higher due to the effects of an economic recession. Loudoun's unemployment rate is well below the national unemployment rate as of April 2002 of 6.0%. The national rate is higher than prior years due to the current period of economic recession.

Unemployment Rate
CY 1987 - CY 2002



Source: Loudoun County Department of Economic Development; Virginia Employment Commission

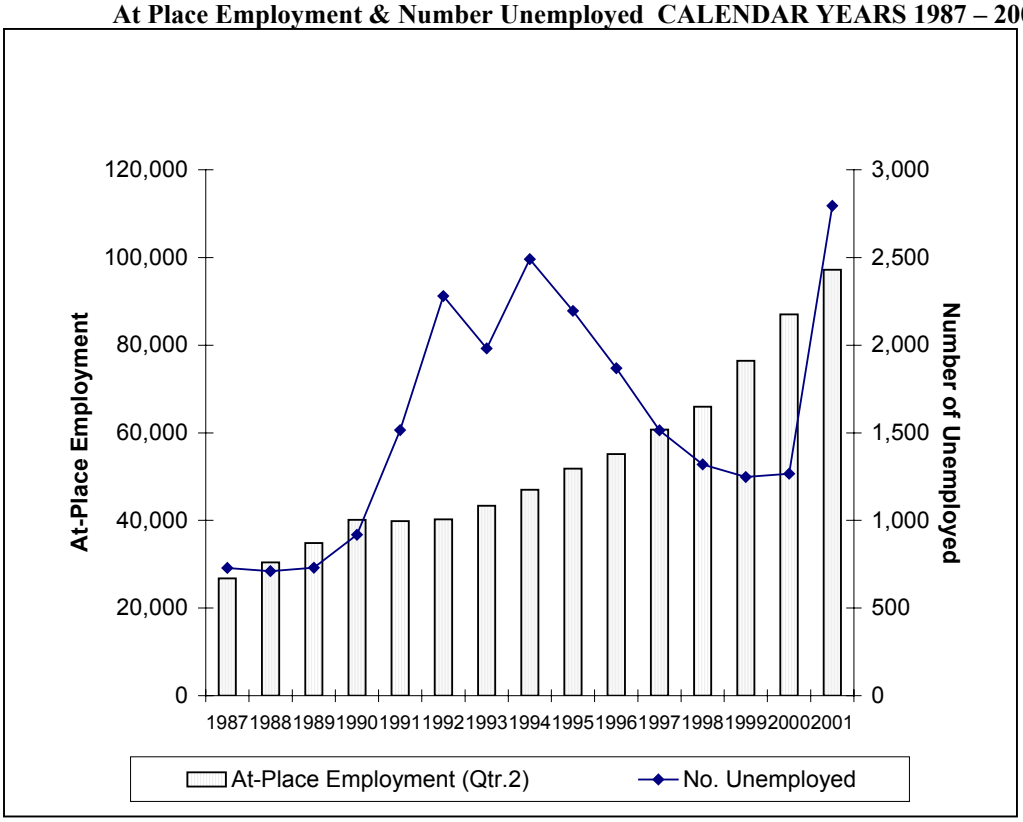
* Estimated

TREND ANALYSIS: FAVORABLE – The County's unemployment rate has stabalized at a relatively low rate the past several years.

AT PLACE EMPLOYMENT & UNEMPLOYED

At Place Employment is the number of persons working at businesses and other organizations in the County. Loudoun's At Place Employment increased 225% between Calendar Years 1987 and 2000. This translates to an average annual increase of approximately 16%, an annual rate of growth which significantly exceeds the County's population growth rate for that period. The number of unemployed persons increased by 65% in 1991 and by 51% in 1992 during the economic recession. From 1994 through 2000, the number of unemployed declined substantially each year, reflecting Loudoun's growing economy. The number of unemployed increased significantly in CY 2001, increasing 121%, due to the current period of economic recession.

At Place Employment & Number Unemployed CALENDAR YEARS 1987 – 2001



Note: The at-place employment data and the number of unemployed are for the second quarter of each calendar year, as of June 30th. Source: Virginia Employment Commission

The number of employees in the County for each industrial classification as of the 2nd quarter of 2000 are:

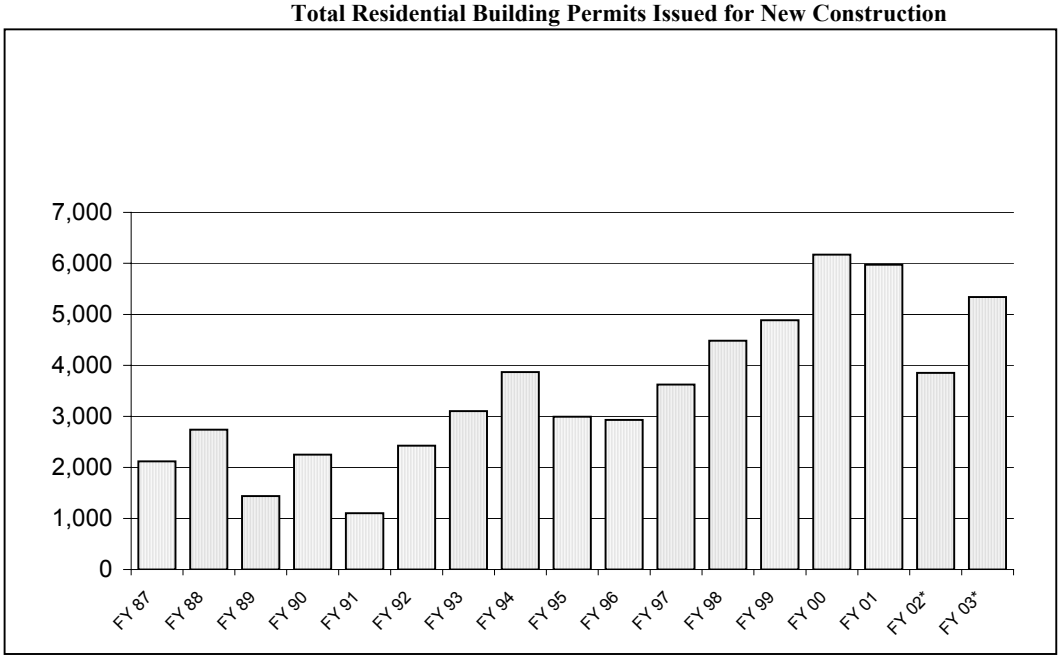
Industrial Classification	Number of Employees	Percentage
Agriculture	2,119	2.44%
Mining	186	0.20
Construction	8,190	9.41
Manufacturing	4,908	5.64
Transportation, Communications	13,643	15.67
Wholesale and Retail Trade	18,439	21.18
Finance, Insurance and Real Estate	2,174	2.50
Services	24,465	28.11
Government	12,924	14.85
Total	87,048	100.00

TREND ANALYSIS: MIXED – Growth in At-Place Employment continues, adding to the County's non-residential tax base. The County's job growth has exceeded population growth. The number of unemployed increased significantly in 2001 during the economic recession, having declined from 1995 through 1999. The number of unemployed in the County was by far the highest in recent years in 2001.

RESIDENTIAL BUILDING PERMITS ISSUED

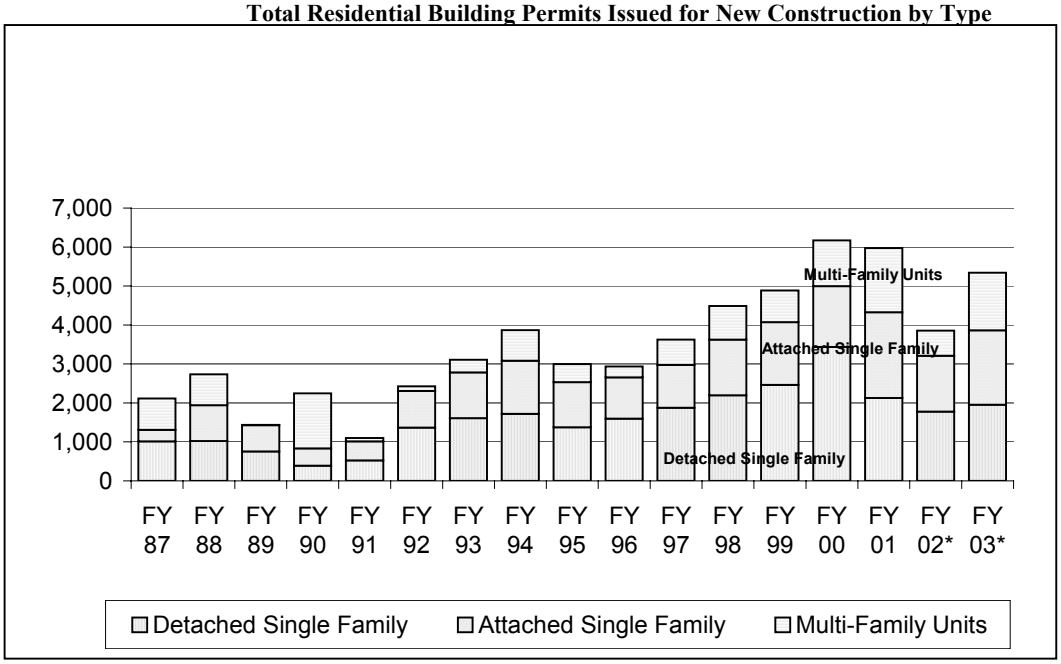
Residential construction has increased significantly since FY 1992. Almost 4,000 building permits are projected for FY 2002 and over 5,000 for FY 2003. Although the number of residential building permits issued for FY 2002 will be less than those issued in FY 2001, the projected number for FY 2003 is 38% higher than FY 2002. Most of the new residential construction is for detached single family homes. The County's relatively large amount of residential construction (more residents) has created increased service demands.

Total Residential Building Permits Issued for New Construction



* Projected

Total Residential Building Permits Issued for New Construction by Type



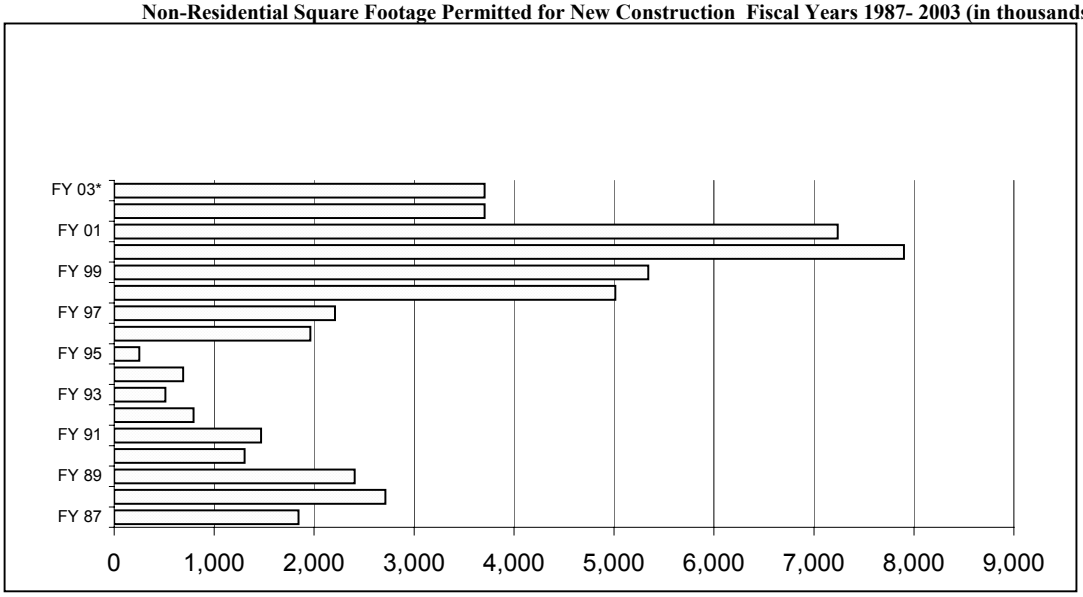
*Projected
Source: Loudoun County Economic Development Department

TREND ANALYSIS: UNFAVORABLE – The increased number of residential units bring both new revenues and new expenditures, particularly for education. The amount of the new expenditures generated by new residences typically exceeds the new revenue.

NON-RESIDENTIAL CONSTRUCTION AND VACANCY RATE

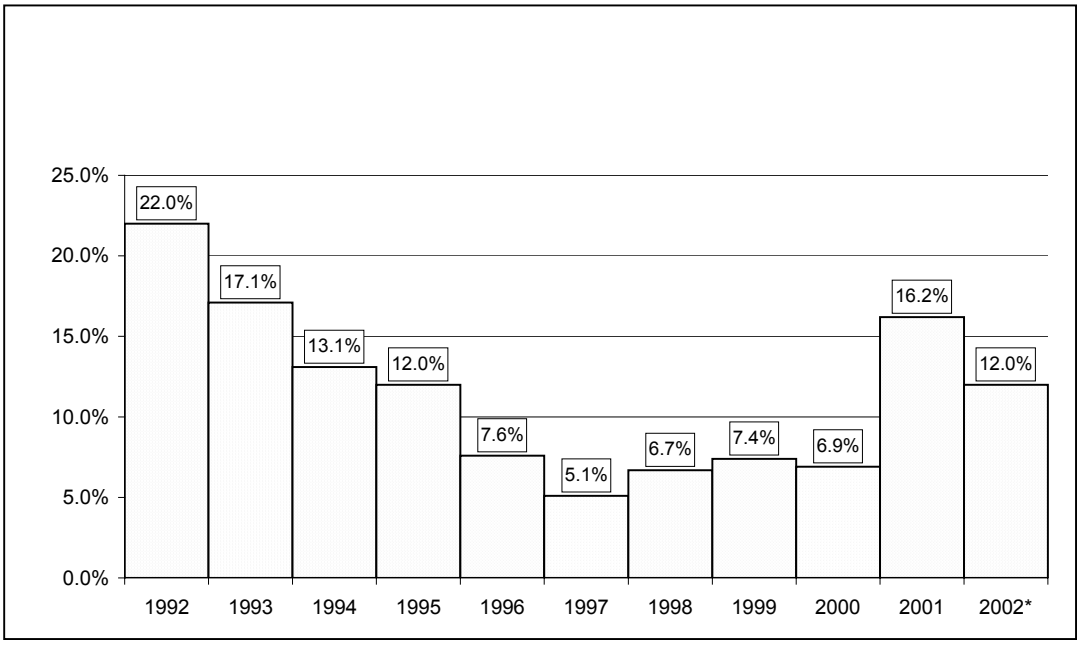
New non-residential construction has been increasing significantly since 1996. Non-residential square footage permitted for new construction in both FY 1999 and FY 2000 was very high because of the construction of the Dulles Town Center Regional Mall, the Leesburg Outlet Center, the WorldCom office buildings complex, and additional office space by existing businesses. Non-residential construction is projected to continue to increase in the near future. As the amount of office space has increased, the vacancy rate for commercial and industrial property is also increasing.

Non-Residential Square Footage Permitted for New Construction Fiscal Years 1987- 2003 (in thousands)



* Estimates for 2002 and 2003 Source: County Assessor

Commercial and Industrial Property Vacancy Rate as of December 31st



* Estimate for 2002
Source: Loudoun County Economic Development Department

TREND ANALYSIS: MIXED – Non-residential structures, when occupied, provide much of the revenue needed to offset the net cost of residential development. Although the substantial growth of non-residential space is continuing, the commercial and industrial vacancy rate for both December 31, 2001 and for December 31, 2002 are projected to be the highest in six years.

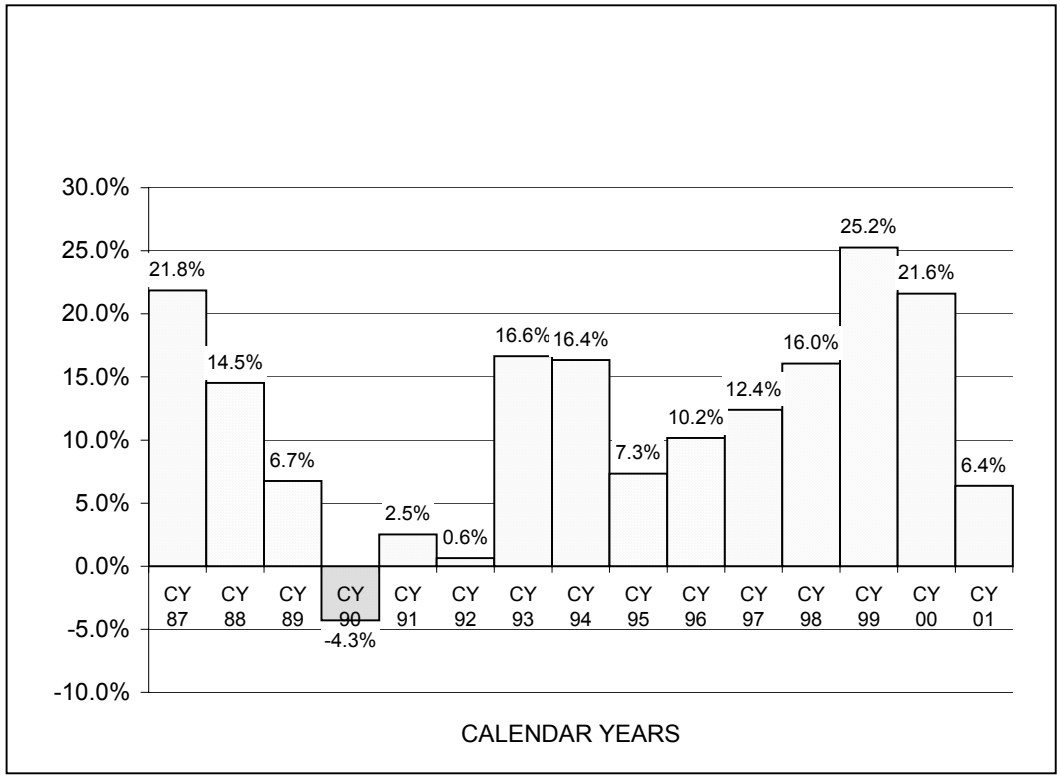
RETAIL SALES

Loudoun County's retail sales continued to grow in CY 2001, but at a much slower rate due to the economic recession and the impact of the terrorist attacks of September 11, 2001. The CY 2001 growth rate in retail sales was 6%, which was the lowest rate since CY 1992. The CY 2001 growth rate was 71% lower than the CY 2000 growth rate. The percentage increases in retail sales in both CY 1999 and CY 2000 were the largest in recent years, 25.2% and 21.6% respectively. The retail sales amounts below include retail sales in the incorporated towns of Loudoun County, as well as sales in unincorporated areas.

Actual Retail Sales (in millions of dollars)

Year	Sales	Year	Sales
1987	$ 647	1995	$1,138
1988	741	1996	1,253
1989	791	1997	1,409
1990	757	1998	1,635
1991	776	1999	2,047
1992	781	2000	2,490
1993	911	2001	2,648
1994	1,060		

Annual Percentage Change in Actual Retail Sales
Calendar Years 1987 - 2001



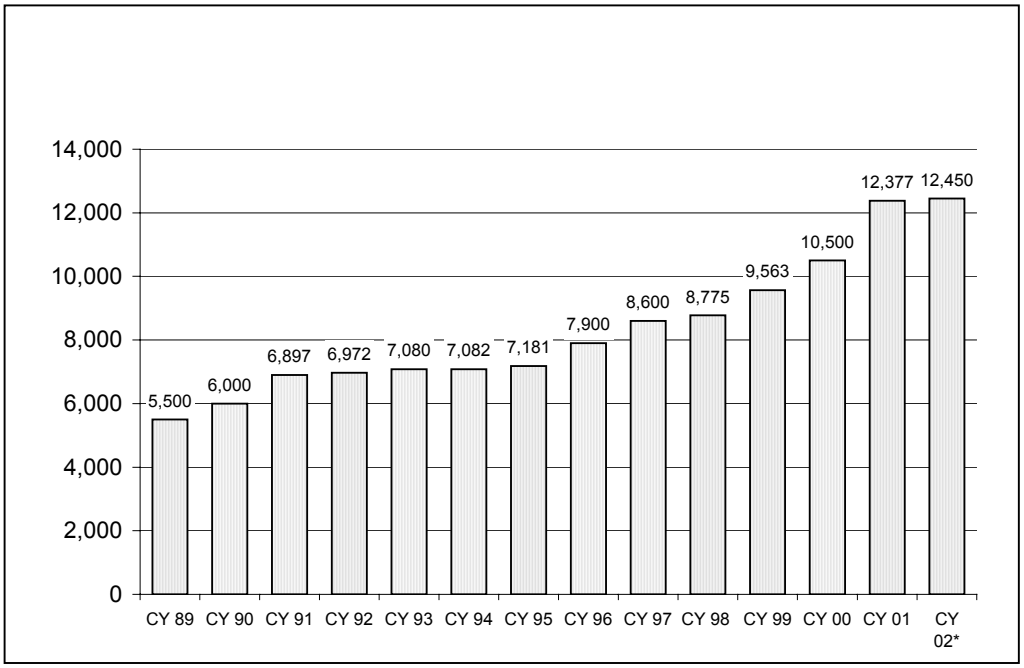
Source: Virginia Department of Taxation

TREND ANALYSIS: **MIXED** – Retail sales have grown significantly over the last several years, reflecting the County's economic and population growth. However, the rate of growth slowed significantly for CY 2001 when the lowest increase in retail sales since CY 1992 occurred due to an economic recession and the uncertainty caused by the terrorist attacks of September 2001. The good news is that retail sales continued to grow in CY 2001.

BUSINESS LICENSES

Since CY 1995, the number of business license renewals has been increasing, reflecting a growing economy. The number is projected to increase 18% in CY 2001 and 1% in CY 2002. Business license renewals include home businesses as well as other types of businesses, such as corporations, partnerships, and sole proprietorships. The number of new Business, Professional, and Occupational Licenses (BPOL) issued has also been on an increasing trend in recent years, increasing from 2,564 in CY 1999 to a projected 2,750 for CY 2002. This measures the number of new businesses in the County.

Number of Business License Renewals
CY 1989 - CY 2002



*Projected estimate

Source: Commissioner of Revenue Office's management plan

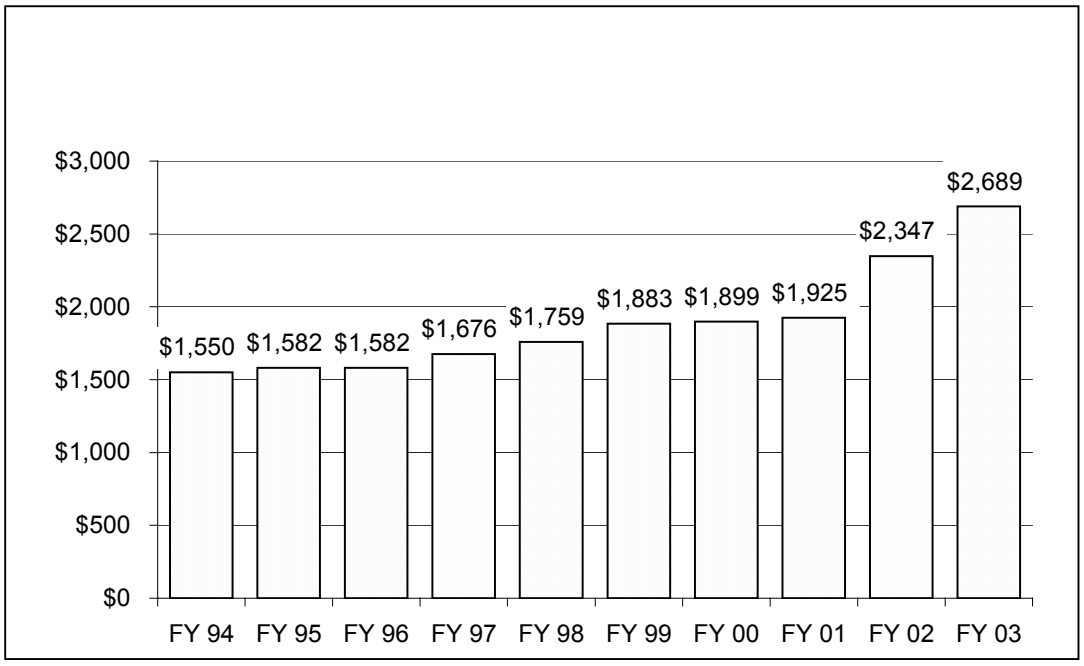
TREND ANALYSIS: FAVORABLE – The number of existing businesses, as measured by the number of business license renewals, the number of new businesses as measured by new BPOL licenses, are increasing, reflecting the strength of the local economy. The increase in CY 2003 is the smallest increase in recent years, reflecting the slowing of economic growth.

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 FY 2003 increase of 14% in the average homeowner tax bill is due to higher assessed values of property since the FY 2003 real property tax rate of $1.05 per $100 of assessed value is 3 cents lower than the FY 2002 tax rate. The following is a summary of the average assessed value of a home in Loudoun:

Calendar Year	Fiscal Year	Average Assessed Value of Home
1993	1994	$154,999
1994	1995	$155,118
1995	1996	$159,780
1996	1997	$162,787
1997	1998	$166,004
1998	1999	$169,644
1999	2000	$171,099
2000	2001	$178,251
2001	2002	$217,315
2002	2003	$256,095

Average Annual Homeowner Tax Bill
FY 1994 – FY 2003



TREND ANALYSIS: MIXED – The average annual homeowner tax bill has increased since FY 1997 to provide resources for the increased service demands of County departments and the higher number of students in the Public School System caused by the growth in the County's population. The FY 2003 average homeowner tax bill increased 14% over FY 2002. The FY 2002 increase was the largest increase in recent years.

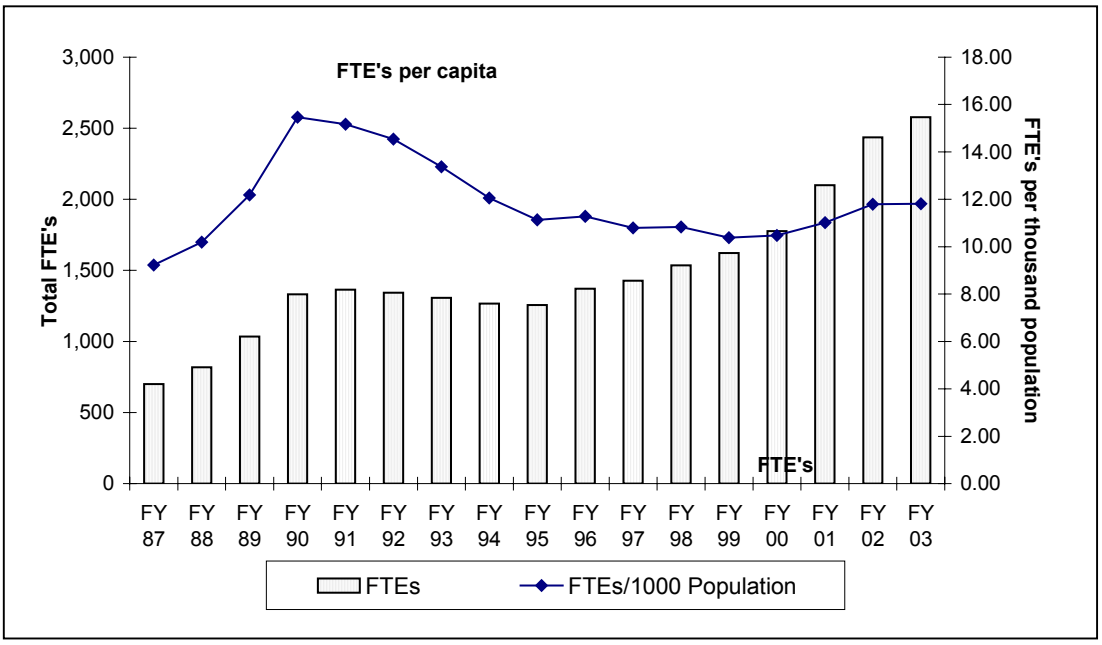
COUNTY GOVERNMENT FTE'S PER 1,000 POPULATION

One full-time equivalent employee (FTE) equates to one employee who is authorized to work the normal 1,950 hours per year. From FY 1991 through FY 1999, there was a decreasing trend in the number of FTE's per 1,000 population as the number of FTE's declined, in general, and the County's population increased significantly; however, the number of FTE's per 1,000 population increased by 5% in FY 2001 and 7% in FY 2002 to address increased service demands, as the number of FTE's increased. The FY 2002 amount is still well below the amount for FY 1990, which was the year that FTE's per capita peaked. The FY 2003 amount is approximately the same as the FY 2002 amount.

County Government FTE's Per 1,000 Population

Year	FTE's Per 1,000 Population	Year	FTE's Per 1,000 Population
1987	9.22	1995	11.13
1988	10.19	1996	11.28
1989	12.18	1997	10.79
1990	15.47	1998	10.83
1991	15.17	1999	10.38
1992	14.54	2000	10.47
1993	13.38	2001	11.01
1994	12.06	2002	11.80
		2003	11.81

FTE's per Capita (per 1,000 Population)
FY 1987 - FY 2003

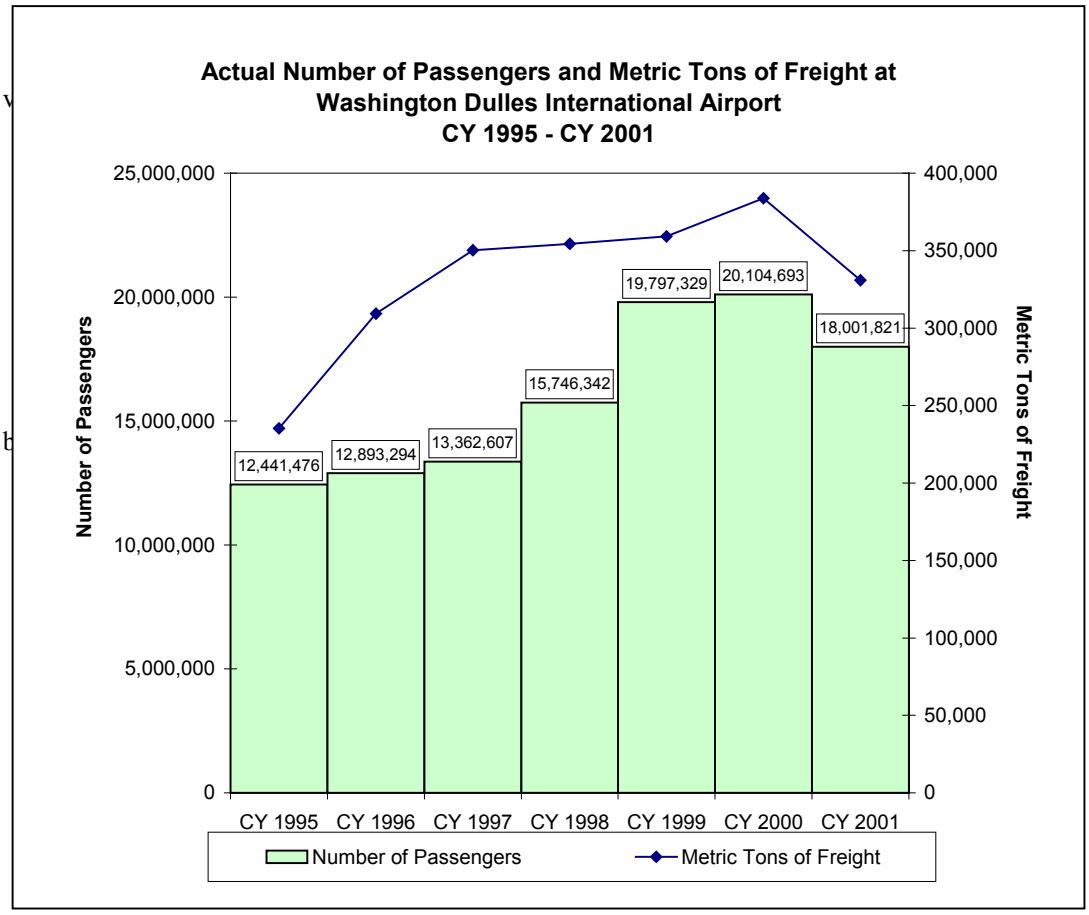


TREND ANALYSIS: FAVORABLE – The County's workforce has grown the past several years to address the increased service demands of the rapidly growing population. The FTEs per capita amounts have remained within a narrow range the past 10 years. The FY 2003 amount is about the same as the FY 2002 amount.

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, has increased significantly the past several years. However, due to the terrorist attacks of September 11, 2001 and the economic recession, the number of passengers in CY 2001 was 10% lower than in CY 2000. The amount of freight handled at the airport in CY 2001 decreased 14%, compared to CY 2000. Hopefully, the growth in passengers and freight will resume soon. The airport remains committed to completing the multi-billion dollar expansion of its facilities, which will include the opening of two additional runways and a transport system between the main terminal and outer terminals within the next five years.

The growing airport helps to attract businesses to locate in the County and it has a significant positive impact on the County's economic growth. The recent construction of several new hotels near the airport can be attributed to the airport's significant growth. These new hotels will generate additional transient occupancy tax revenue, which is a tax on a customer's hotel bill, for the County. The new Smithsonian Museum's Air and Space Museum, which is currently under construction on the airport's property, is scheduled to open in December 2003 and is expected to attract 3 million visitors each year. In addition, the County collects taxes on the rental car fees collected at the airport.



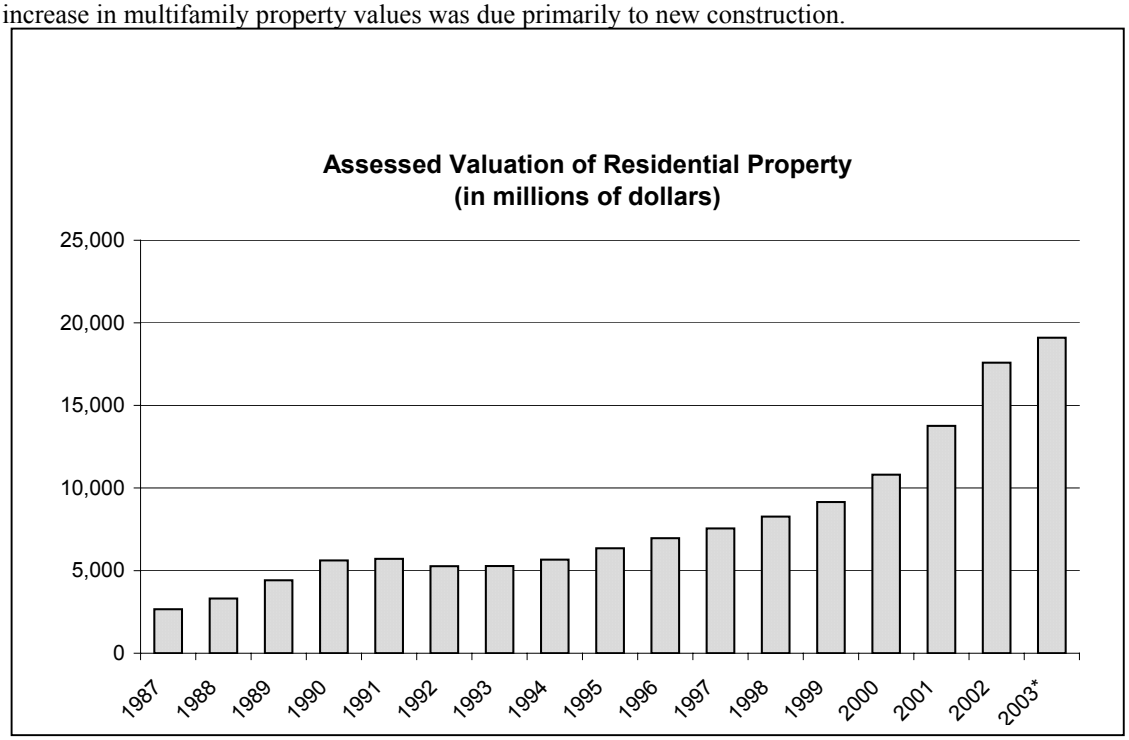
Source: Loudoun County Department of Economic Development

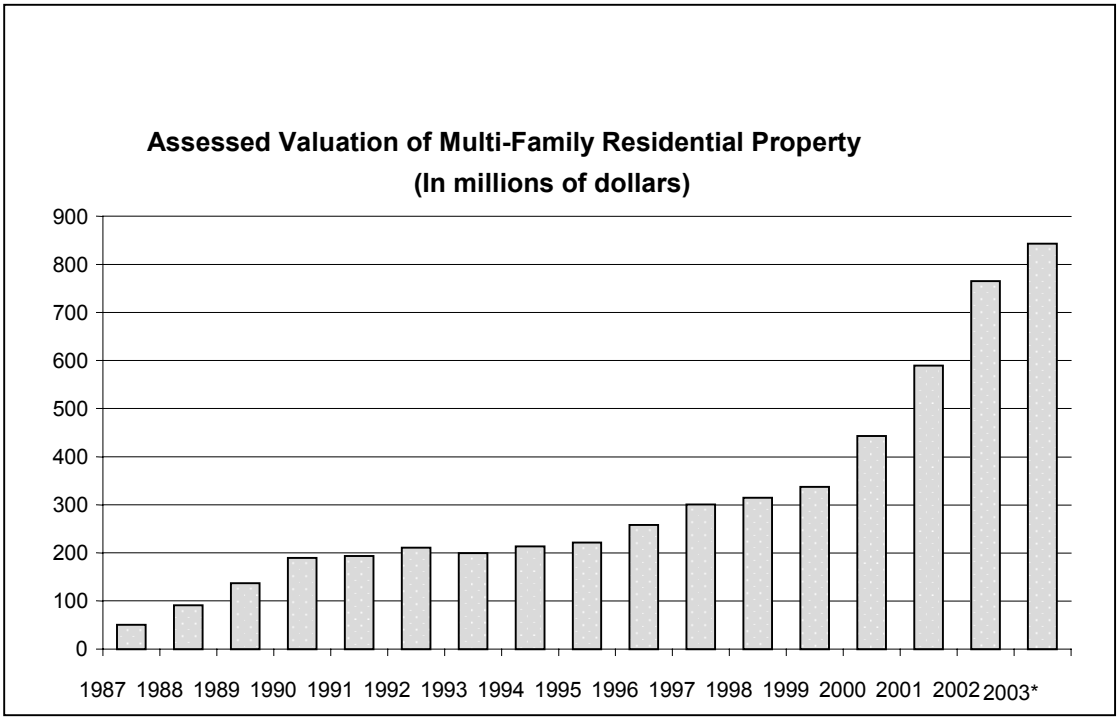
TREND ANALYSIS: MIXED – The tons of freight and number of passengers at Dulles Airport was on an increasing trend since CY 1995. The economic recession and September 11, 2001 airline terrorist attacks caused both of these to decline in CY 2001. Hopefully, this decline will be a temporary anomaly in the increasing trend.

2. Assessed Value & Tax Rates

ASSESSED VALUATION OF RESIDENTIAL REAL PROPERTY

Residential property assessed values have been on an increasing trend since 1994. This increase is due to increased values and new construction. Multifamily property assessed values have increased significantly since 1996. The increase in multifamily property values was due primarily to new construction.





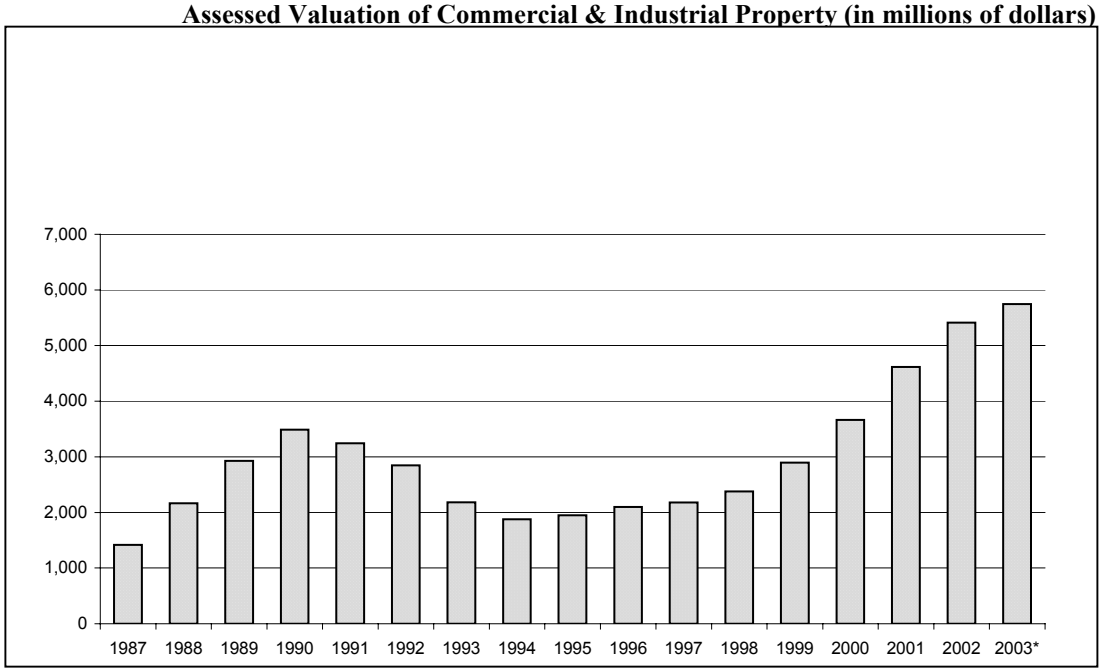
*Projected Estimate

TREND ANALYSIS: MIXED – From a positive perspective, there has been a significant increase in the assessed value of residential property. The increase in the assessed valuation reflectcs new residential construction and the increase in the assessed values of property. On the downside, in general, new residences require more expenditures than they generate in revenue. Education spending is the main issue.

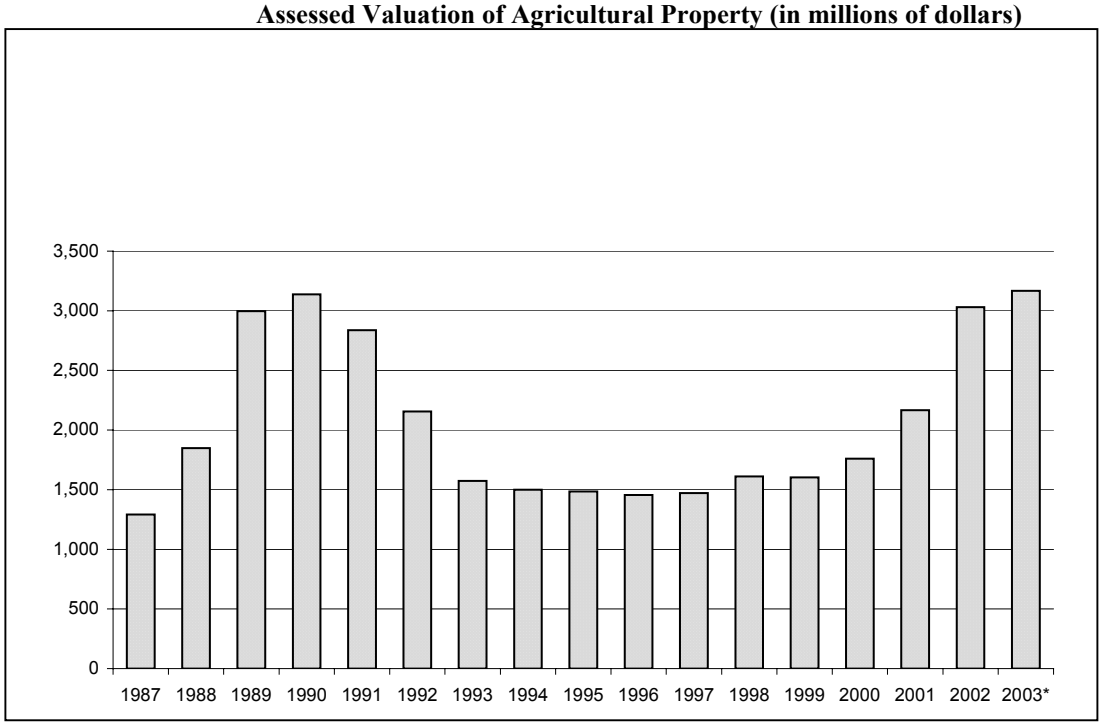
ASSESSED VALUATION OF OTHER REAL PROPERTY

Commercial and industrial values have started a moderate recovery from the period of decline from FY 1991 through FY 1994, increasing each year from FY 1995 through FY 2002 and is projected to increase in FY 2003. Agricultural property assessed values have lagged all other categories in a return to value since the County is becoming less rural and more urban. From FY 2000 through FY 2002, agricultural assessed values increased and are projected to increase in FY 2003.

Assessed Valuation of Commercial & Industrial Property (in millions of dollars)



Assessed Valuation of Agricultural Property (in millions of dollars)

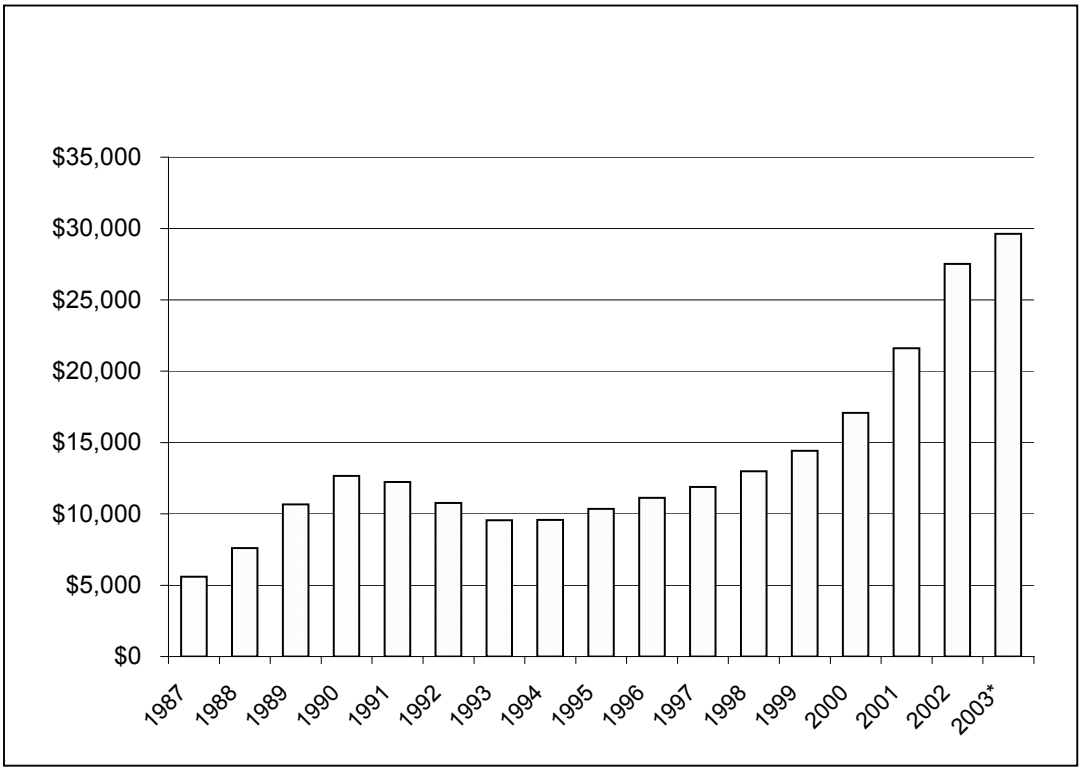


TREND ANALYSIS: FAVORABLE – The two components graphed here are important revenue generation sources for the County. Both Agricultural property and Commercial & Industrial property generally require less in expenditures than they generate in taxes. Assessed values of both are on increasing trends.

ASSESSED VALUE PER CAPITA

Per capita real property assessed values have been on an increasing trend since 1994, reflecting the higher growth in the County's real property assessed valuation than the County's population growth rate. Real property asssessed values increased significantly in 2001 and are projected to increase significantly in 2002.

Assessed Value per Capita
1987 – 2003



*Projected Estimate

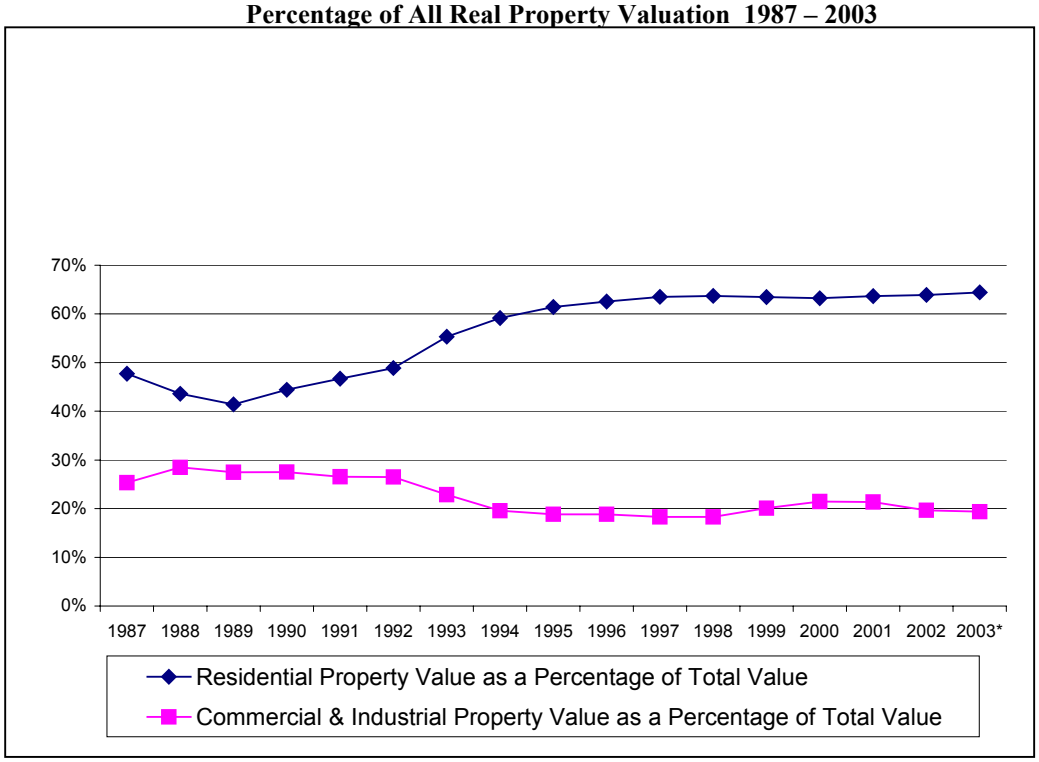
TREND ANALYSIS: FAVORABLE – A decline in per capita valuation signifies a more limited taxable base. After decreasing from 1991 through 1993, the per capita valuation has increased since 1994. The growth in the assessed valuation has exceeded the growth in population.

RESIDENTIAL & BUSINESS PROPERTY AS A PERCENTAGE OF TOTAL

The assessed value of residential property as a percentage of the County's total real property assessed valuation has been on a significant increasing trend since 1990. The Year 2000 commercial & industrial property values surpassed the level of the Year 1990. This was the first year that the amount was more than the Year 1990 level. The 2001 commercial and industrial property percentage is 23% lower than the 1990 percentage, which was the highest commercial and industrial percentage in recent years.

Year	Residential Property Valuation as a Percentage of Total	Year	Commercial & Industrial Property Valuation as a Percentage of Total
1987	48	1987	25
1988	44	1988	28
1989	41	1989	27
1990	44	1990	28
1991	47	1991	27
1992	49	1992	26
1993	55	1993	23
1994	59	1994	20
1995	61	1995	19
1996	63	1996	19
1997	64	1997	18
1998	64	1998	18
1999	63	1999	20
2000	63	2000	21
2001	64	2001	21
2002	64	2002	21
2003*	65	2003*	19

Residential Property Valuation and Commercial & Industrial Property Valuation as a Percentage of All Real Property Valuation 1987 – 2003



*Projection

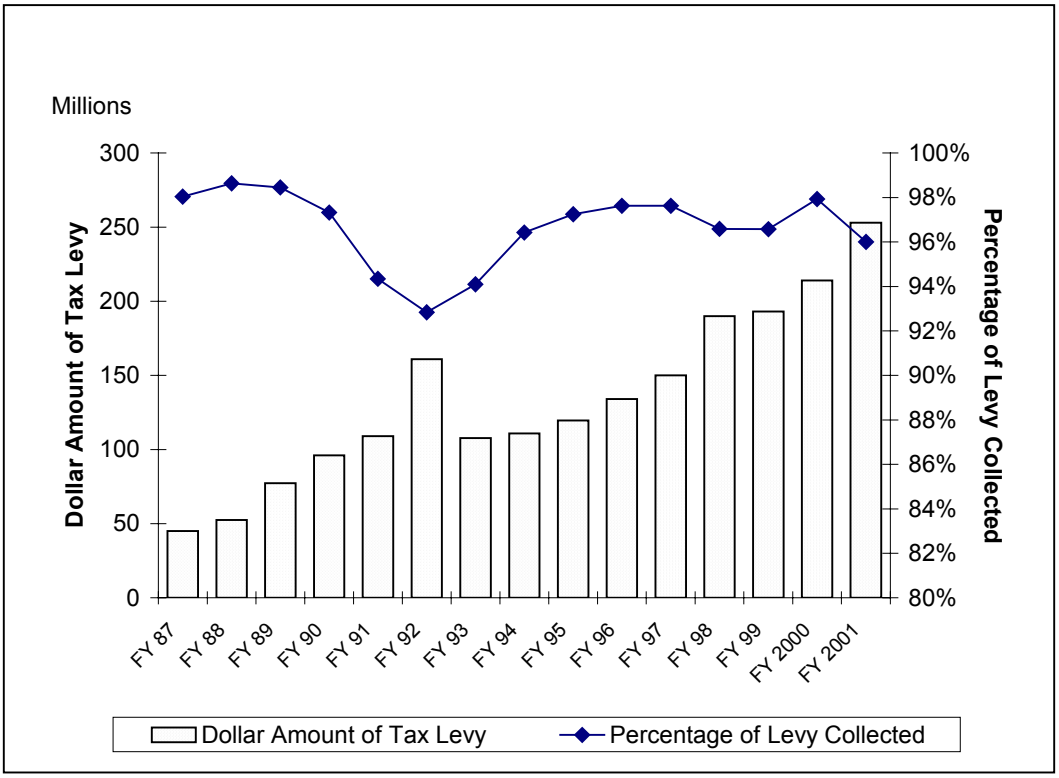
Source: Loudoun County Land Records compiled by Department of Economic Development

TREND ANALYSIS: FAVORABLE – Both the commercial and industrial property value percentage and the residential value percentage have remained relatively stable the past several years while the residential value percentage has remained stable since FY 1996. Since FY 1994, the commercial and industrial percentage has remained close to 20% and the residential percentage close to 65%.

PROPERTY TAX LEVY AND PERCENTAGE OF TAX LEVY COLLECTED

The General Property Tax Levy, which includes Real and Personal Property, has increased the past few years. The percentage of tax levy collected has been relatively stable the past few years and increased in FY 2000. With the economic recession, the percentage of the tax levy collected fell to 96% in FY 2001.

Total Property Tax Levy and Rate of Collection of Tax Levy
FY 1987 - FY 2001



Source: Comprehensive Annual Financial Report prepared by Financial Services Department

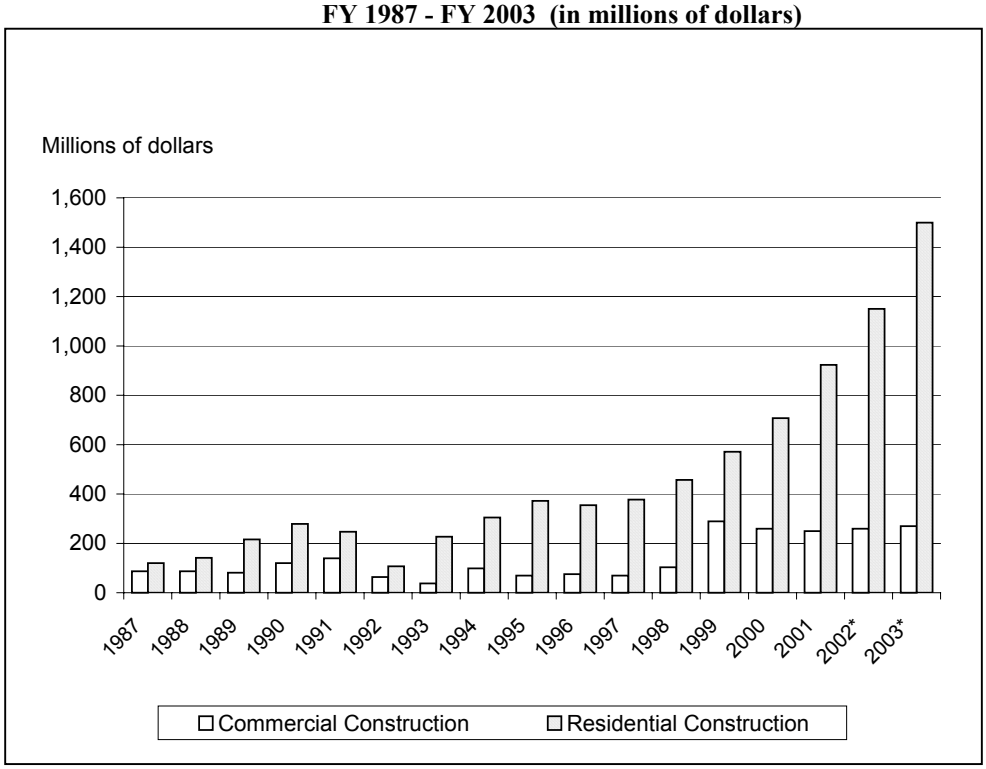
Note: FY 1992 reflects the change in assessments from an annual to a semi-annual tax assessment basis for real property. This change caused an extra one-half year's assessments to be included in FY 1992.

TREND ANALYSIS: UNFAVORABLE- A decreasing tax collection rate increases upward pressure on the tax rates.

ESTIMATED VALUE OF NEW CONSTRUCTION

Residential and commercial and industrial construction has increased significantly the past few years. Since FY 1993, the value of new residential construction has been significantly more than commercial and industrial construction.

Estimated Value of New Construction - Residential and Commercial & Industrial
FY 1987 - FY 2003 (in millions of dollars)



*Projection

Source: Comprehensive Annual Financial Report prepared by Financial Services

TREND ANALYSIS: FAVORABLE – The important building industry has shown great strength. Having a strong commercial and industrial market and housing market is a favorable trend. However, there are concerns over the longer term impact of the significant amount of residential construction.

Loudoun County Real Property Assessed Values

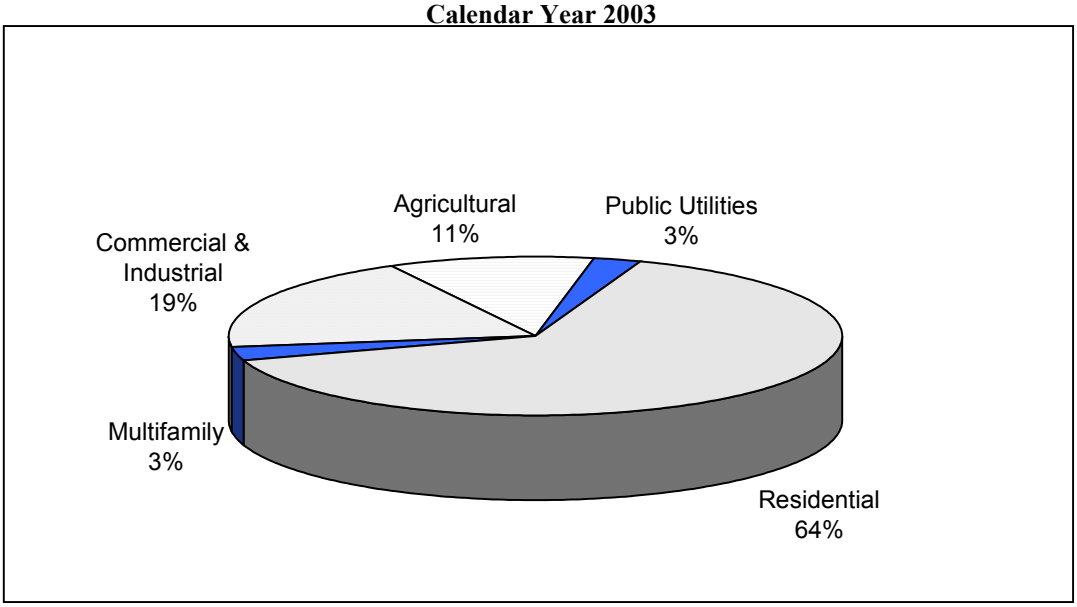
Loudoun County's total real property taxable base declined every year from 1991 through 1993. The total valuation has increased each year since 1994. The 2002 total valuation increased 27%, approximately $5.9 billion, primarily as a result of the increased residential valuation and commercial/industrial valuation. While the total commercial/industrial property valuation is increasing significantly, it remains at 20% of the total taxable base, which is significantly lower than the 1990 amount of 28%. The total tax base for 2003 is projected to increase approximately $2.1 billion, which equates to an 8% increase. Increases in the assessed valuation reflect both new construction as well as increases in the assessed value of property.

Real Property Assessed Values by Land Use Category for Loudoun County, January 1, 1987 - 2003

	Residential	Multifamily	Commercial & Industrial	Agricultural	Public Utilities	Total
1987	2,670,236,440	50,598,380	1,418,262,420	1,291,150,720	163,594,471	5,593,842,431
1988	3,309,605,270	90,749,095	2,163,626,815	1,849,806,682	179,324,307	7,593,112,169
1989	4,418,850,780	136,522,310	2,927,455,238	2,997,304,928	185,976,423	10,666,109,679
1990	5,625,468,900	189,651,000	3,487,722,300	3,138,723,100	223,167,174	12,664,732,474
1991	5,712,473,800	193,744,900	3,244,617,495	2,836,790,100	245,100,211	12,232,726,506
1992	5,260,777,400	211,023,600	2,848,178,800	2,155,184,970	283,128,660	10,758,293,430
1993	5,284,786,500	199,465,800	2,182,920,370	1,573,099,500	308,934,000	9,549,206,170
1994	5,663,279,300	212,970,300	1,874,711,700	1,499,856,800	323,934,000	9,574,752,100
1995	6,354,187,800	221,000,000	1,948,194,300	1,485,366,000	338,934,000	10,347,682,100
1996	6,959,037,400	257,804,300	2,098,954,600	1,454,946,700	359,934,000	11,130,677,000
1997	7,526,351,900	301,356,300	2,193,319,200	1,470,797,700	382,070,312	11,873,895,412
1998	8,271,028,500	314,589,400	2,379,126,100	1,611,620,700	411,209,000	12,987,573,700
1999	9,149,117,125	337,589,400	2,895,143,100	1,603,144,812	431,769,450	14,416,763,887
2000	10,799,020,800	442,620,700	3,664,607,200	1,759,495,700	421,406,500	17,087,150,900
2001	13,760,670,200	589,755,000	4,611,938,480	2,165,657,200	482,857,000	21,610,877,880
2002	17,592,389,440	765,191,700	5,410,528,600	3,031,158,500	725,955,100	27,525,223,340
2003*	19,095,389,440	843,328,700	5,747,528,600	3,167,158,500	775,955,100	29,629,360,340

Source: Loudoun County Land Records * Projected Estimates

Loudoun County Real Property Assessed Values for Calendar Year 2003



TREND ANALYSIS: FAVORABLE – Total assessed value, the County's tax base, has increased each year since 1994, having decreased in the years 1991 through 1993. The County's attractive quality of life, which is attracting new residents, and the favorable economy are reflected in the increasing assessed values.

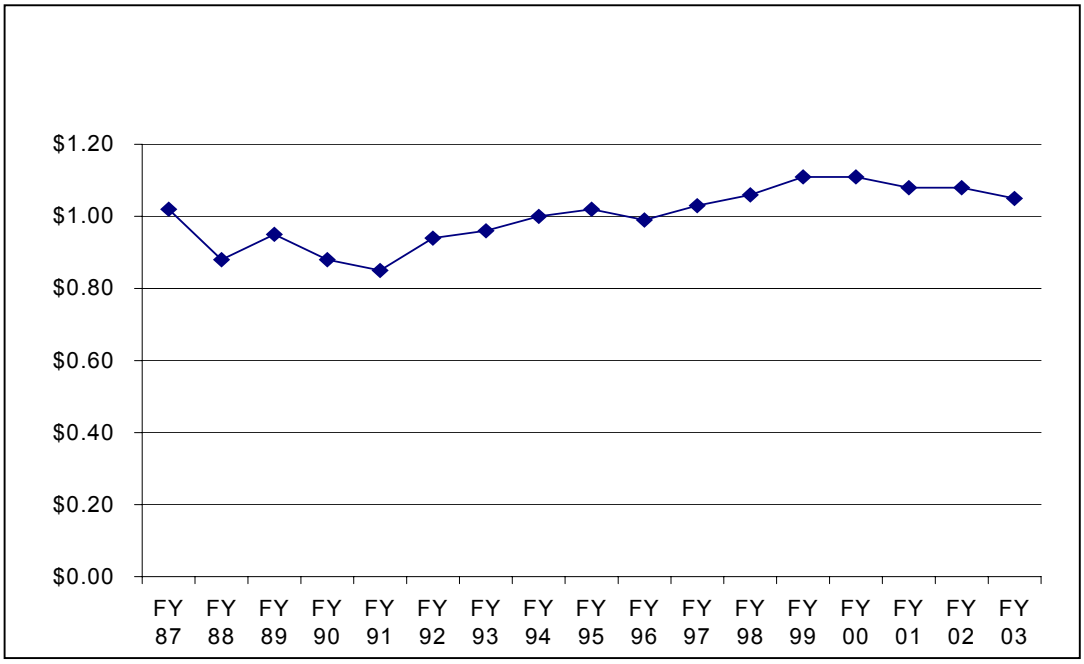
Loudoun County Real Estate, Personal Property, Machinery and Tools, and Heavy Construction Machinery Tax Rates

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 Adopted Budget tax rates below are per $100 of assessed value.

Calendar Year	Real Estate Tax Rate	Personal Property Tax Rate	Heavy Machinery & Tools Tax Rate	Construction Machinery Tax Rate
2003	$1.05	$4.20	$2.75	$4.00
2002	1.08	4.20	2.75	4.00
2001	1.08	4.20	2.75	4.00
2000	1.11	4.20	2.75	4.00
1999	1.11	4.20	2.75	4.00
1998	1.06	4.20	2.75	4.00
1997	1.03	4.20	2.75	4.00
1996	0.99	4.20	2.75	4.00
1995	1.02	4.20	2.75	4.00
1994	1.00	4.20	2.75	4.00
1993	0.96	4.20	2.75	4.00
1992	0.94	4.20	2.75	4.00
1991	0.85	4.20	2.75	4.00
1990	0.88	4.20	2.75	4.00
1989	0.95	4.20	2.75	4.00
1988	0.88	4.20	2.75	4.00
1987	1.02	4.40	2.75	4.00

Note 1: The tax rates on real estate and personal property of public utilities are the same as the rates shown above for real estate and personal property tax rates for individuals and businesses.

Adopted Real Estate Tax Rates (per $100 of value) FY 1987 – FY 2003



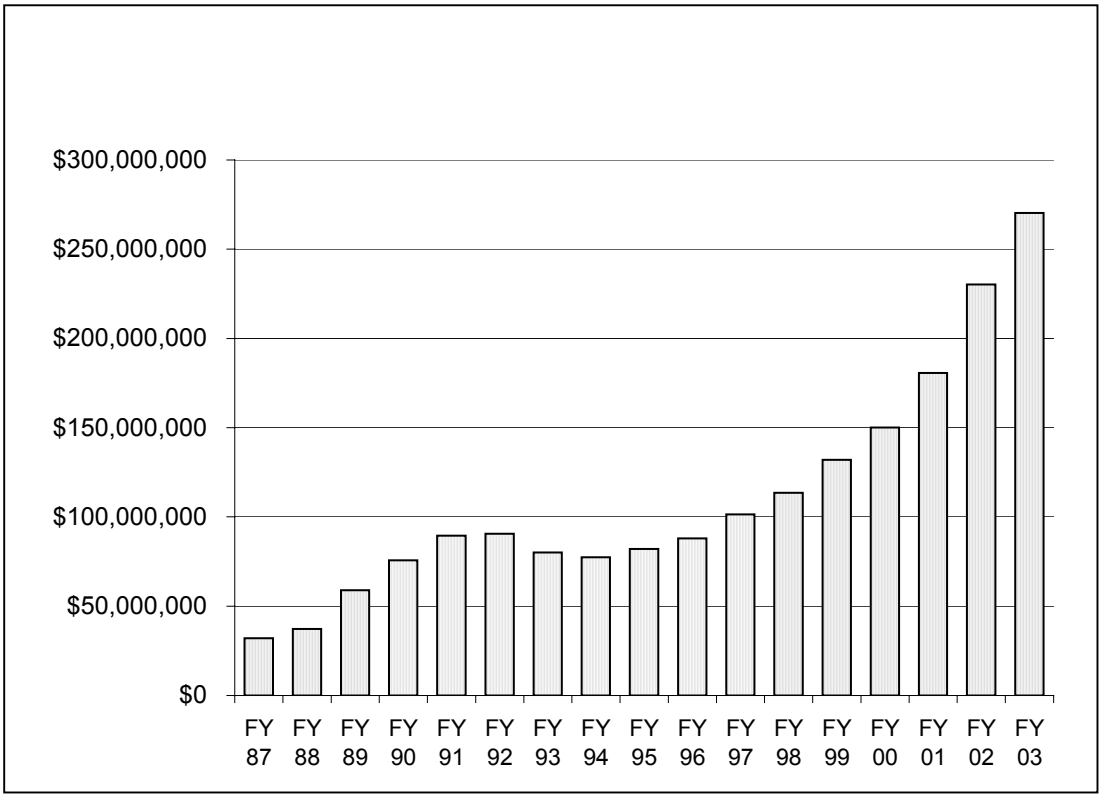
TREND ANALYSIS: FAVORABLE – The County's real property tax rate for CY 2003 is lower than the CY 2002 rate. However, the average homeowner's tax bill increased for CY 2003 due to the increase in the assessed value being greater than the decrease in the tax rate.

3. Revenue & Expenditures

REAL PROPERTY TAXES

The FY 2002 budgeted amount of real property tax revenue is 27% higher than FY 2001. This is the largest increase in recent years. The FY 2003 budgeted amount is 18% higher than FY 2002. The Board of Supervisors adopted a real property tax rate for FY 2003, which is 3 cents lower than FY 2002. The percentage of delinquent real property taxes, on which the FY 2003 budget estimates are based, is 2.5%. The real property tax is the County's largest source of revenue. For FY 2003, the budgeted real property tax revenue as a percentage of the total General Fund revenue is 51% and the budgeted real property tax revenue as a percentage of the total County Government and Schools budgeted expenditures is 47%.

Current Real Property Taxes Budgeted
FY 1987 - FY 2003

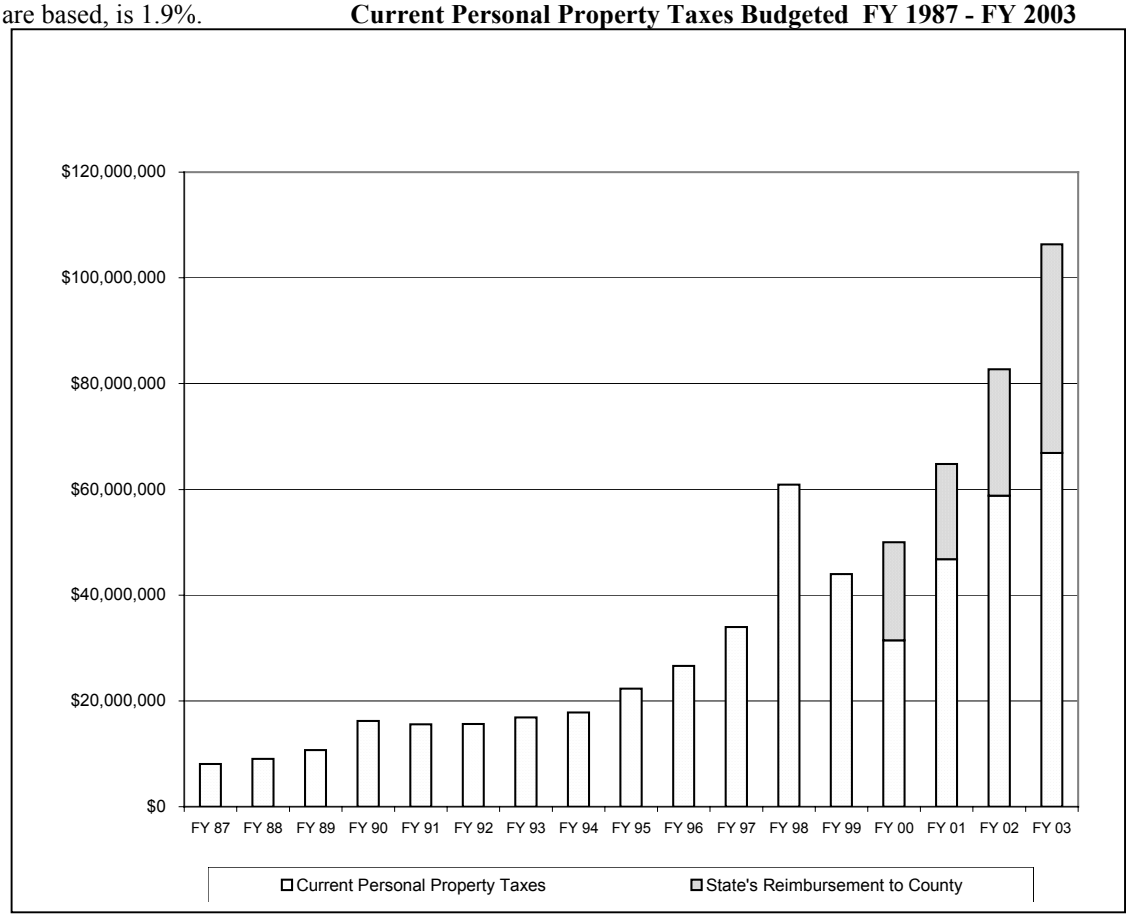


TREND ANALYSIS: FAVORABLE – This major revenue source is on an increasing trend. This signifies additional resources. Since the FY 2003 tax rate is slightly lower than the FY 2002 rate, the increased revenue is due to additional value due to new construction and higher assessments.

PERSONAL PROPERTY TAXES

The budgeted personal property taxes increased 29% for FY 2003 and 28% for FY 2002. In FY 1998, budgeted personal property tax revenue increased 79% due to the implementation of the semi-annual personal property tax billing and collection, such that CY 1997 taxes were collected in November 1997 and an extra FY 1998 collection for one-half of CY 1998 taxes was collected in May 1998. Strong demand for new vehicles and population growth have helped to drive up this revenue source. Over the past several years, the personal property tax rate has remained at $4.20 per $100 of assessed value. Budgeted delinquent personal property taxes have remained stable the past few years. The percentage of Delinquent Personal Property taxes, on which the FY 2003 budget estimates are based, is 1.9%.

Current Personal Property Taxes Budgeted FY 1987 - FY 2003



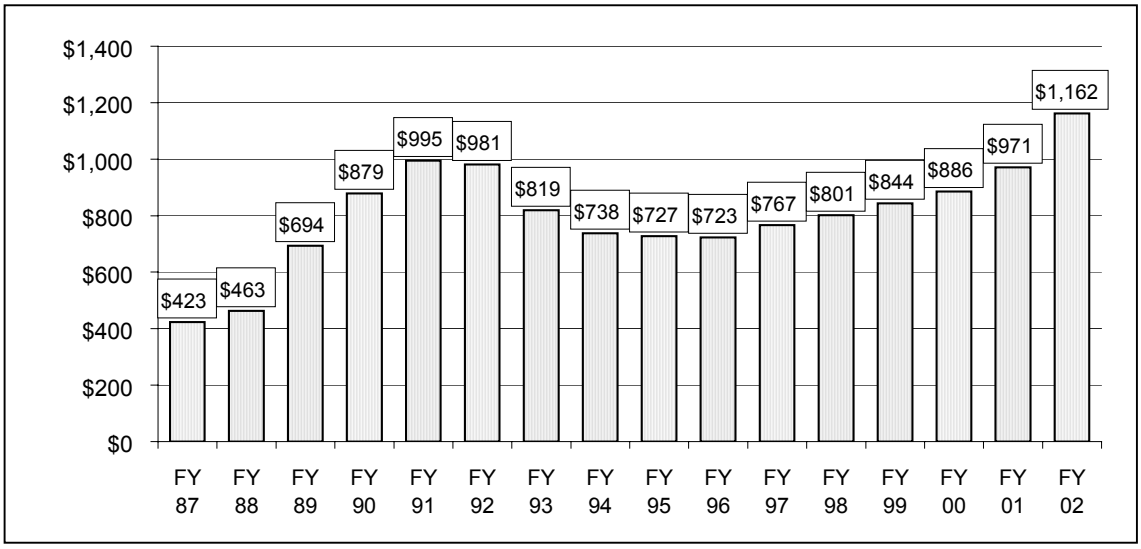
Note 1: The budgeted FY 1998 personal property tax revenue reflects the extra one-half year's collection related to the implementation of the semi-annual collection of personal property taxes, which began in May of 1998.
Note 2: The State's No Car Tax Implementation Schedule has reduced the personal property tax charged to citizens as follows:
CY 1999: Citizens' personal property tax bills are reduced by 27.5%. The State reimbursed the County for the lost revenue.
CY 2000: Citizens' personal property tax bills are reduced by 47.5%. The State will reimburse the County for the lost revenue.
CY 2001: Citizens' personal property tax bills are reduced by 70%. The State will reimburse the County for the lost revenue.
CY 2002: The State's plan to totally eliminate the personal property tax is on hold due to the State's revenue falling below their projections. At this time, the State cannot afford to totally eliminate the tax and reimburse the localities for the 100% elimination of the tax. The State's budget is based on a 70% reduction in citizens' personal property tax bills.
Note 3: The State reimburses the County for the revenue lost by the personal property tax reduction. This reimbursement is for the first $20,000 of assessed value per vehicle and is not for business property, which is an increasing share of the total taxable base for personal property tax revenue. The County continues to collect 100% of the personal property tax on the assessed value of a vehicle that is above $20,000.

TREND ANALYSIS: FAVORABLE – This major revenue source is on an increasing trend due to additional value and the increasing population. Per the direction of the State Government, the personal property tax has been cut by 70% as of CY 2002. Total elimination of this tax appears unlikley in CY 2003.

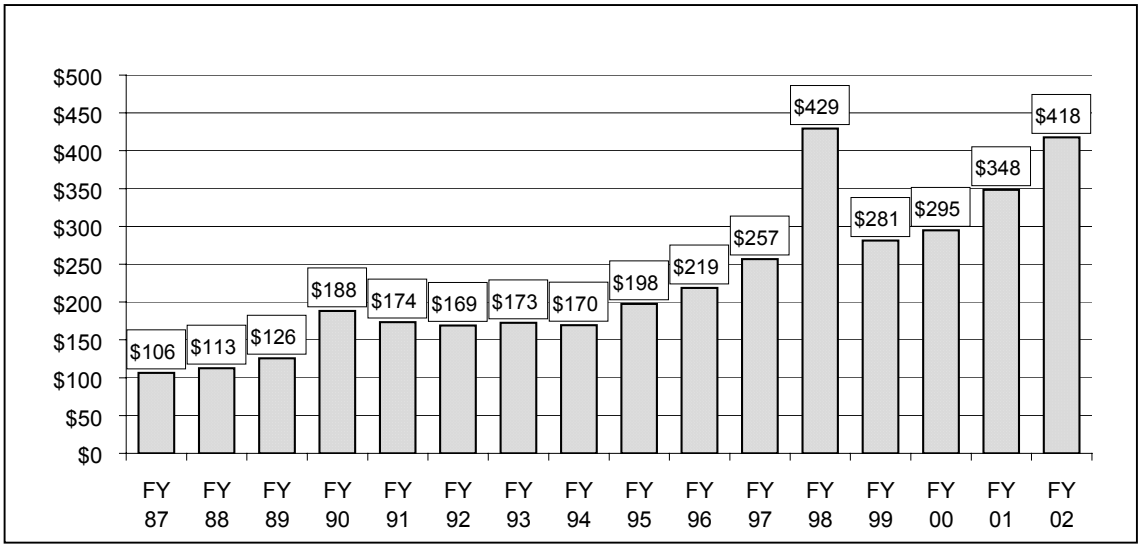
PERSONAL PROPERTY AND REAL PROPERTY TAXES PER CAPITA

Budgeted real property tax revenue per capita increased 18% in FY 2002 and 11% in FY 2003. Budgeted personal property tax revenue per capita increased 22% in FY 2003 and 18% in FY 2002. The budgeted personal property tax revenue per capita amount includes the reimbursement of funds from the Commonwealth of Virginia to Loudoun County of $18,000,000 for FY 2001, $23,900,000 for FY 2002, and $39,457,000 for FY 2003 to replace the revenue lost due to the State's reduction in the personal property tax on the first $20,000 of value of vehicles.

Budgeted REAL Property Tax Revenue per Capita
FY 1987 - FY 2003



Budgeted PERSONAL Property Tax Revenue per Capita
FY 1987 - FY 2003



Note: The budgeted FY 1998 personal property tax revenue reflects the additional collection related to the implementation of the semi-annual collection of personal property taxes in May of 1998.

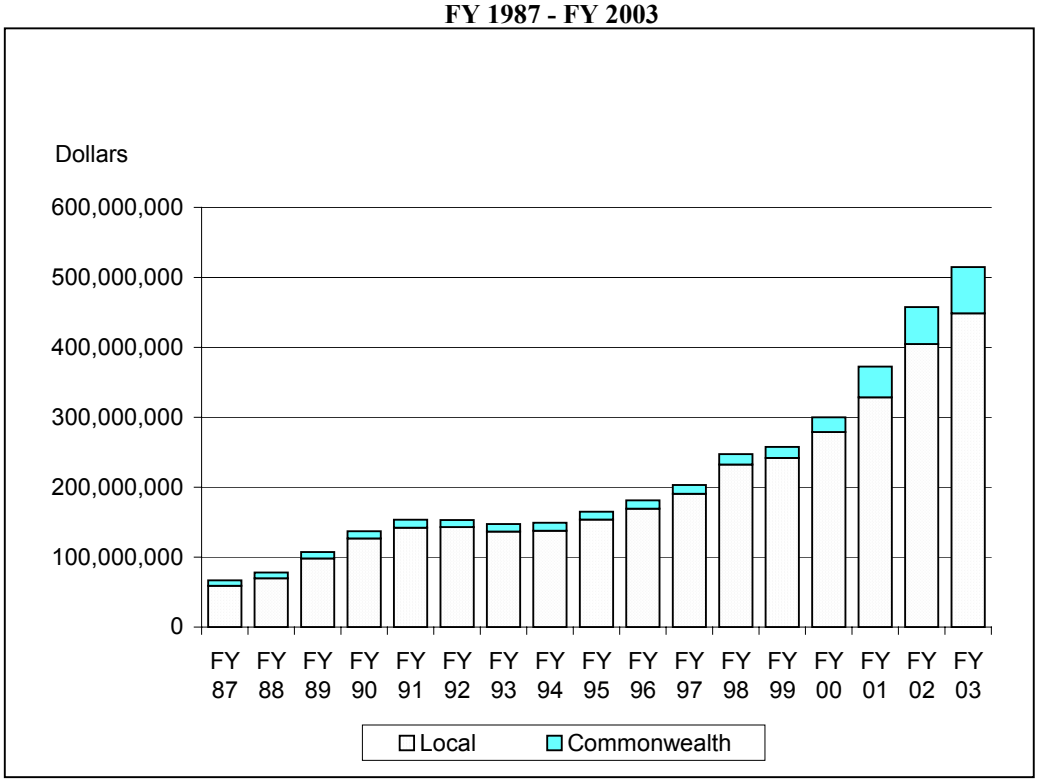
TREND ANALYSIS: FAVORABLE – As these major revenue sources rise, the per capita amounts are also rising. This trend signals the strengthening of the County's tax base.

LOCAL AND COMMONWEALTH REVENUES

In general, budgeted Local Revenue is increasing. The budgeted Local Revenue increased 23% in FY 2003 and 11% in FY 2002. Revenue from the Commonwealth has also been on an increasing trend. For the FY 2001 budget, Commonwealth Revenue includes $18,000,000, for the FY 2002 budget, Commonwealth Revenue includes $23,900,000, and for the FY 2003 budget, Commonwealth Revenue includes $39,457,000 for the State's property tax reimbursement to Loudoun County for the personal property tax lost due to the State's reduction in the personal property tax for the first $20,000 of assessed value of a vehicle. This represents the conversion of a Local Revenue source to a Commonwealth Revenue source. For both FY 2003 and FY 2002, the State Personal Property Tax Reimbursement is for 70% of the personal property tax since the tax cut is 70% for those years. FY 2003 budgeted Commonwealth revenue, exclusive of the State's personal property tax reimbursement, **decreased** 8% compared with the FY 2002 amount.

The growth in the Commonwealth Revenue has been significantly lower than the growth in the total adjusted income for the citizens of the County.

Budgeted Revenue from Local Sources and the Commonwealth
FY 1987 - FY 2003

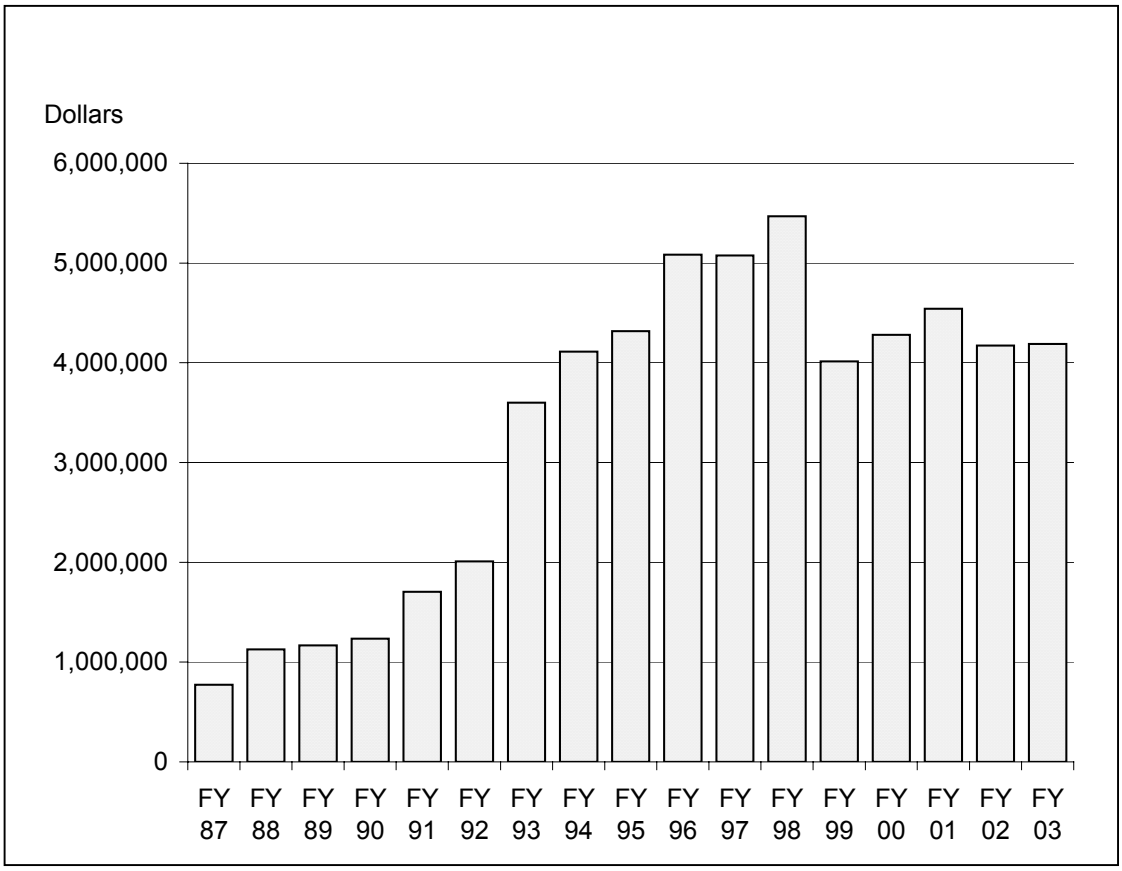


TREND ANALYSIS: MIXED – Local revenues are increasing. The FY 2003 budgeted Commonwealth revenue, excluding the State's personal property tax reimbursement, **decreased** 8% compared with the FY 2002 amount.

FEDERAL REVENUE

Federal Revenue, mostly in the form of program specific grants, increased dramatically during FY 1993 due to the County's receiving more Federal grants in a variety of categories. From FY 1991 through FY 1998, Federal Revenue was on an increasing trend. This trend ended in FY 1999 when the budgeted Federal Revenue was 27% lower than FY 1998. The Federal Revenue has been relatively stable, within a narrow range, during the past several years. Per capita budgeted Federal Revenue has been on a significant decreasing trend since FY 1999, decreasing 34% in FY 1999, 2% in FY 2000, 6% in FY 2001, 15% in FY 2002 and 5% in FY 2003, due to the increasing population.

Budgeted Federal Revenue
FY 1987 - FY 2003



TREND ANALYSIS: UNFAVORABLE – Having decreased significantly in FY 1999, the budgeted Federal revenue increased in FY 2000 and FY 2001. However, the budgeted Federal revenue decreased in FY 2002 by 8% and increased only 0.3% for FY 2003. Per capita Federal revenue has been on a significant decreasing trend since FY 1999.

GENERAL FUND REVENUE SOURCES

During the period FY 1987 through FY 2002, Local Revenue has accounted for over 80% of the total County revenue. In general, Local Revenue has made up an increasing percentage of total General Fund revenue while the amount of Commonwealth Revenue has made up a decreasing percentage. For the FY 2002 and 2003 budget, Commonwealth Revenue increased significantly because it includes $23,900,000 and $39,457,000 respectively, for the State Personal Property Tax Reimbursement. Excluding the State Personal Property Tax Reimbursement, the budgeted FY 2003 Commonwealth Revenue actually decreased, compared to FY 2002. This was not budgeted in years prior to FY 2001. The budgeted Federal Revenue for FY 2003 is less than both the FY 2001 and FY 2000 amounts and is just slightly more than the FY 2002 budget amount.

Budgeted Revenue:

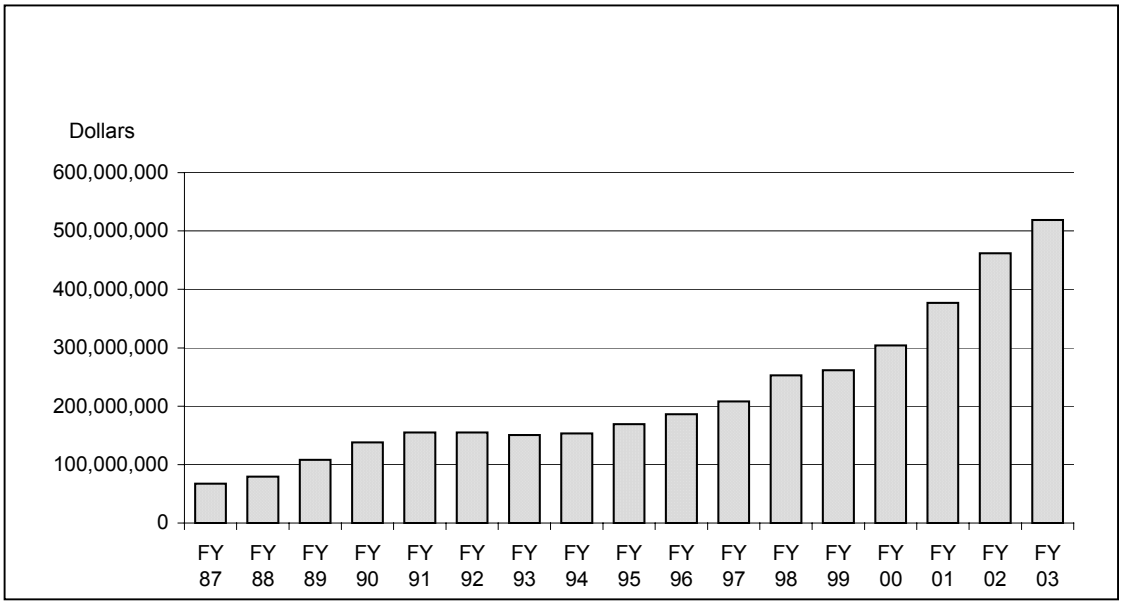
Fiscal Year	Local Revenue	Commonwealth Revenue	Federal Revenue
FY 1987	59,183,392	7,473,068	773,052
FY 1988	69,927,806	8,092,265	1,127,177
FY 1989	98,060,032	9,166,123	1,168,344
FY 1990	126,869,492	10,108,943	1,234,402
FY 1991	141,958,475	11,417,295	1,704,024
FY 1992	143,127,674	10,131,549	2,009,240
FY 1993	136,725,510	10,554,922	3,601,560
FY 1994	137,770,649	11,436,142	4,109,986
FY 1995	153,832,910	10,949,518	4,316,241
FY 1996	169,246,357	11,950,957	5,084,842
FY 1997	190,622,785	12,559,414	5,077,355
FY 1998	232,232,861	15,126,238	5,469,084
FY 1999	241,832,327	15,911,107	4,013,599
FY 2000	278,810,282	21,081,305	4,279,557
FY 2001	328,631,345	43,840,358	4,543,149
FY 2002	404,868,902	52,813,724	4,173,591
FY 2003	448,585,015	65,992,809	4,187,092

TREND ANALYSIS: FAVORABLE – Revenue sources within the County's control (Local) continue to be the largest and most reliable source of funding. This is of greater importance given the variability in the intergovernmental revenue sources.

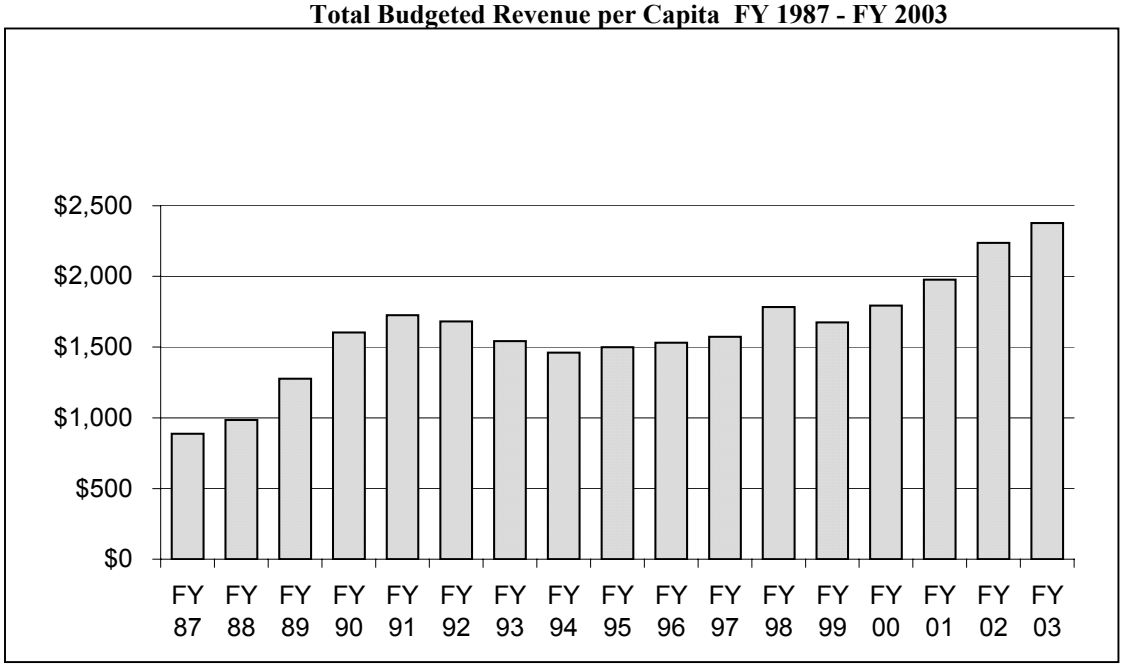
TOTAL GENERAL FUND REVENUE

Budgeted General Fund revenue and revenue per capita has been on a general increasing trend from FY 1987 through FY 2003. FY 1998 revenue increased significantly because it included the additional tax revenue that was generated by the implementation of the semi-annual collection of personal property taxes in May 1998. FY 2003 budgeted revenue is projected to increase 12% over FY 2002, which is significantly lower than the 23% increase in the FY 2002 budget over FY 2001.

Total Budgeted Revenue FY 1987 - FY 2003



Total Budgeted Revenue per Capita FY 1987 - FY 2003

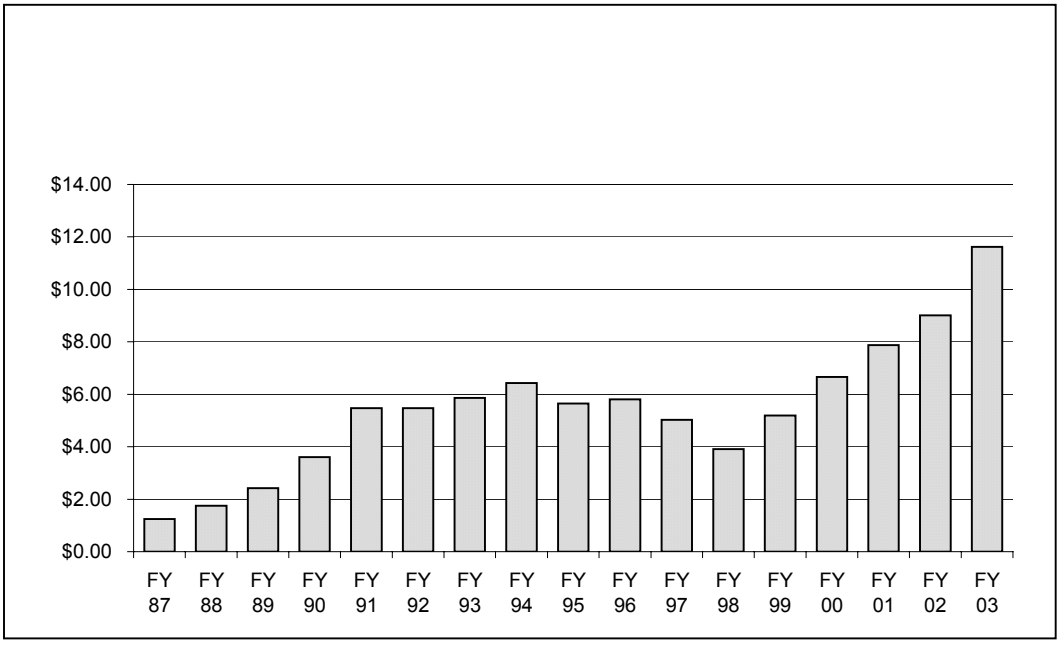


TREND ANALYSIS: FAVORABLE – Total and per capita General Fund revenue are both on an increasing trend. The rate of increase has slowed some, but the revenue is still growing.

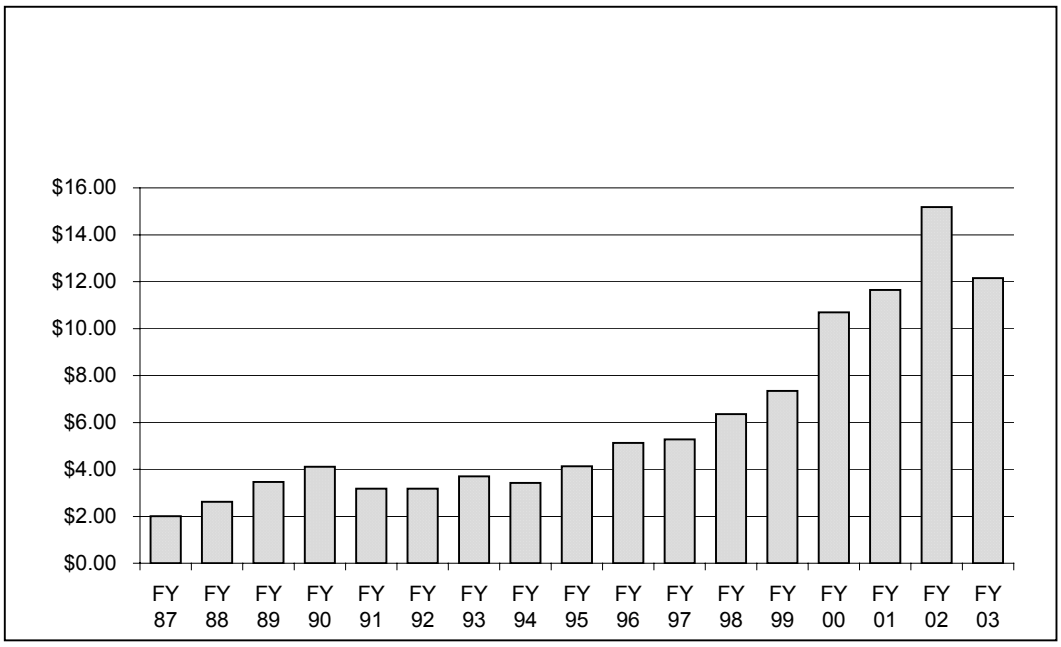
CHARGES FOR SERVICES AND PERMITS & PRIVILEGE FEES (REVENUE)

The FY 2003 and FY 2002 budgeted revenue for Charges for Services, some of which are landfill fees, sports league fees, and summer camp fees, increased 29% and 14%, respectively. Budgeted revenue from Permits and Privilege Fees, some of which are for dog licenses, building permits, and zoning permits, was on a general increasing trend, until FY 2003, when the budgeted amount is 20% lower than the FY 2002 amount. The decrease in revenue generated by building permits accounts for most of this decrease.

Charges for Services (Budgeted Revenue) (in millions of dollars) FY 1987 – FY 2003



Permits and Privilege Fees (Budgeted Revenue) (in millions of dollars) FY 1987 – FY 2003



TREND ANALYSIS: MIXED – Permits and Privilege Fees revenue was on an increasing trend, until FY 2003, when the budgeted amount was lower than the FY 2002 amount and Charges for Services revenue have been increasing significantly the past several years.

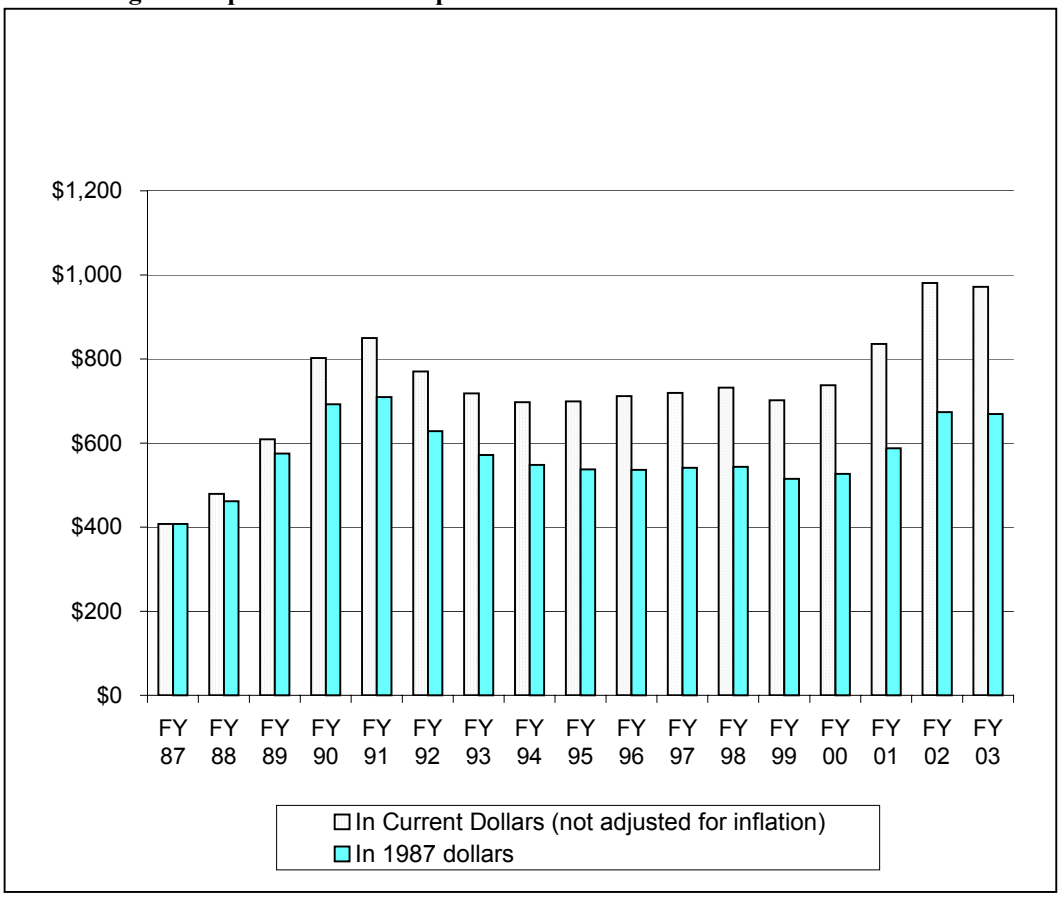
GENERAL GOVERNMENT EXPENDITURES PER CAPITA

For the period from FY 1992 through FY 2003, the average annual change in per capita expenditures in current dollars unadjusted for inflation of 1.4% has been much less than the average inflation rate, which is the percentage change in the Consumer Price Index – Urban (C.P.I.-U) for the Washington, D.C. metropolitan area, of 2.4%. General government expenditures per capita (in current dollars unadjusted for inflation and in 1987 dollars adjusted for inflation) have been relatively stable since FY 1994, except for increases in FY 2001 and FY 2002.

	General Government Expenditures per Capita		Percentage Increase (Decrease)		Percentage Change in the C.P.I.-U (Inflation) Wash., D.C. Area
	Current $'s	1987 $'s	For Current $'s	For 1987 $'s	
FY 1987	$408	$408	n/a	n/a	4.2
FY 1988	479	461	17.5	13.2	3.9
FY 1989	609	575	27.1	24.7	5.9
FY 1990	802	692	31.7	20.3	6.2
FY 1991	850	710	5.9	2.5	3.8
FY 1992	770	629	(9.4)	(11.4)	2.8
FY 1993	718	572	(6.8)	(9.1)	3.0
FY 1994	697	548	(2.8)	(4.2)	1.7
FY 1995	699	537	0.2	(2.0)	2.8
FY 1996	712	536	1.8	(0.1)	2.6
FY 1997	719	541	1.1	0.9	0.3
FY 1998	731	543	1.7	0.4	1.7
FY 1999	702	515	(4.1)	(5.3)	1.8
FY 2000	737	527	5.1	2.4	3.6
FY 2001	836	588	14.0	11.6	2.2*
FY 2002	981	674	19.7	14.7	3.3*
FY 2003	972	669	(1.1)	(0.6)	3.4*

Source: C.P.I. Fiscal Year data obtained from U.S. Bureau of Labor Statistics * Estimate projected by the Budget Office

Budgeted Expenditures Per Capita in Current Dollars and in 1987 Dollars FY 1987 - FY 2003

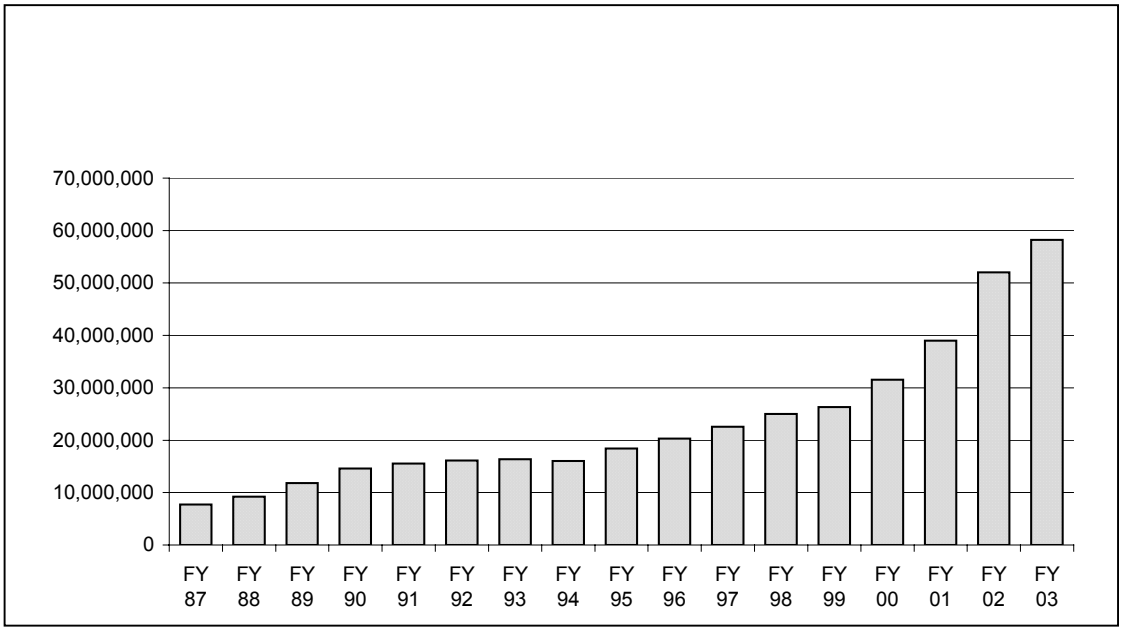


TREND ANALYSIS: MIXED – Per capita expenditures in 1987 dollars have been relatively stable the past few years. However, the FY 2001 and FY 2002 amounts increased significantly.

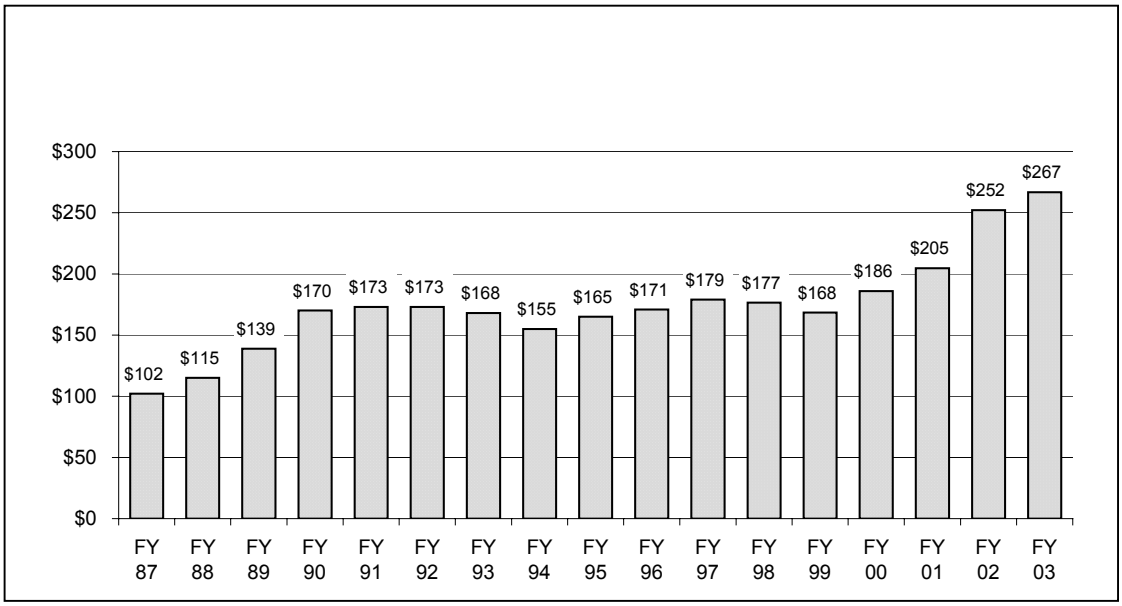
PUBLIC SAFETY EXPENDITURES

As the County's population has grown, the expenditures budgeted for public safety have also increased. FY 2003 budgeted expenditures are 12% higher than FY 2002 and FY 2002 budgeted expenditures were 33% higher than FY 2001. The per capita public safety expenditures are on an increasing trend, increasing 6% in FY 2003 and 23% in FY 2002 due to the large increase in total public safety expenditures budgeted. The growth in the budgeted expenditures is far outpacing the population growth rate. The public safety departmental expenditure budgets are increasing as follows for FY 2003: Fire and Rescue 17%, Community Corrections by 14%, Sheriff's Office by 9%, and Juvenile Court Services Unit by 27%.

Budgeted Public Safety Expenditures FY 1987 - FY 2003



Budgeted Public Safety Expenditures per Capita FY 1987 - FY 2003



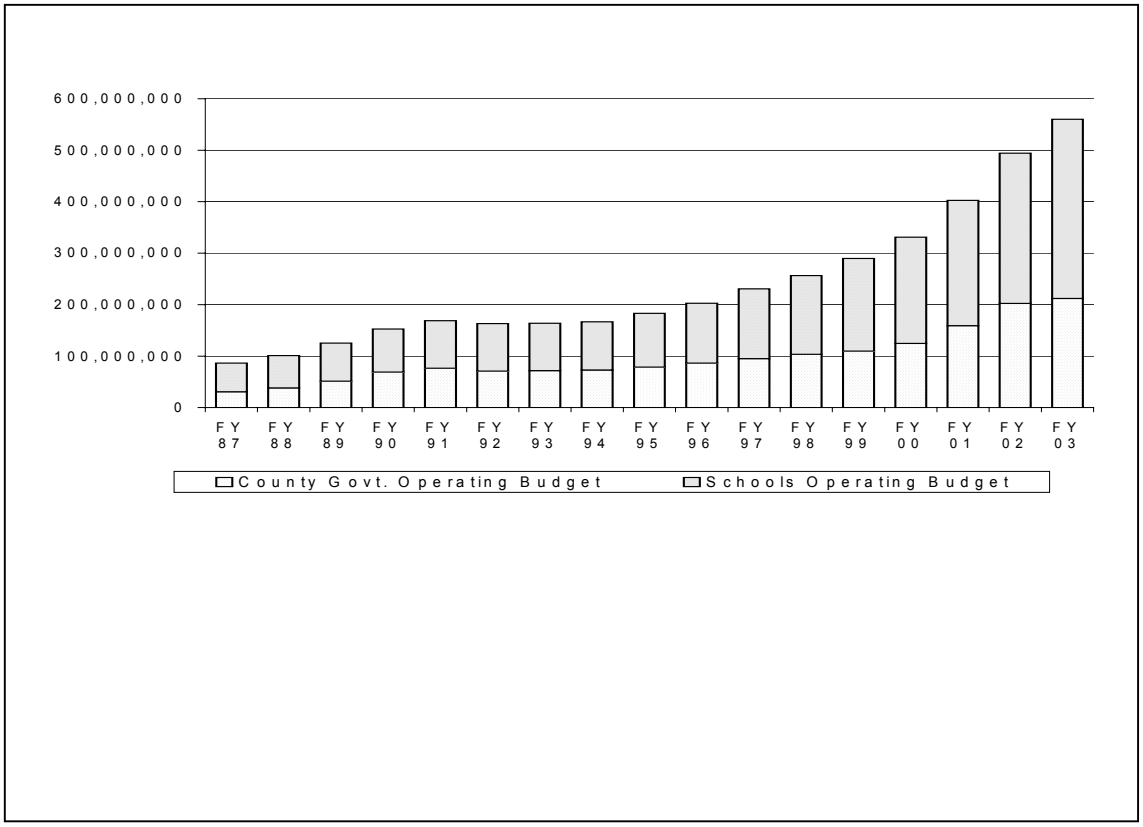
TREND ANALYSIS: UNFAVORABLE – Both the total and per capita budgeted Public Safety expenditures have increased significantly as the population has grown and the urbanization of the County has increased. The growth in the budgeted Public Safety expenditures is outpacing the population growth rate.

ADOPTED COUNTY GOVERNMENT AND SCHOOLS BUDGETS

During the past several years, the County Government Services budget increased more slowly than the budget for the School System. During the period from FY 1995 through FY 2003, the County Government budget increased at an average annual rate of 12.8%, while the School System budget increased at an average annual rate of 15.8%. The County's high growth rate in the public school age population has caused the School operating budget to grow significantly.

Adopted Budget:	County Government	School Operating Fund	Total
FY 1987	$ 30,964,519	$ 55,629,314	$ 86,593,833
FY 1988	38,492,243	62,735,881	101,228,124
FY 1989	51,709,601	73,674,012	125,383,613
FY 1990	69,093,788	83,570,763	152,664,551
FY 1991	76,414,188	92,553,624	168,967,812
FY 1992	71,114,132	92,236,832	163,350,964
FY 1993	71,959,546	91,968,794	163,928,340
FY 1994	73,200,892	93,516,262	166,717,154
FY 1995	78,929,732	104,292,265	183,221,997
FY 1996	86,525,351	116,289,089	202,814,440
FY 1997	95,195,643	135,414,312	230,609,955
FY 1998	103,691,724	152,788,376	256,480,100
FY 1999	109,724,319	180,107,161	289,831,480
FY 2000	125,067,865	206,090,775	331,158,640
FY 2001	159,324,936	243,326,748	402,651,684
FY 2002	202,463,631	291,743,646	494,207,277
FY 2003	212,142,509	347,964,893	560,107,402

Adopted County Government Budget and School Operating Budget FY 1987 - FY 2003



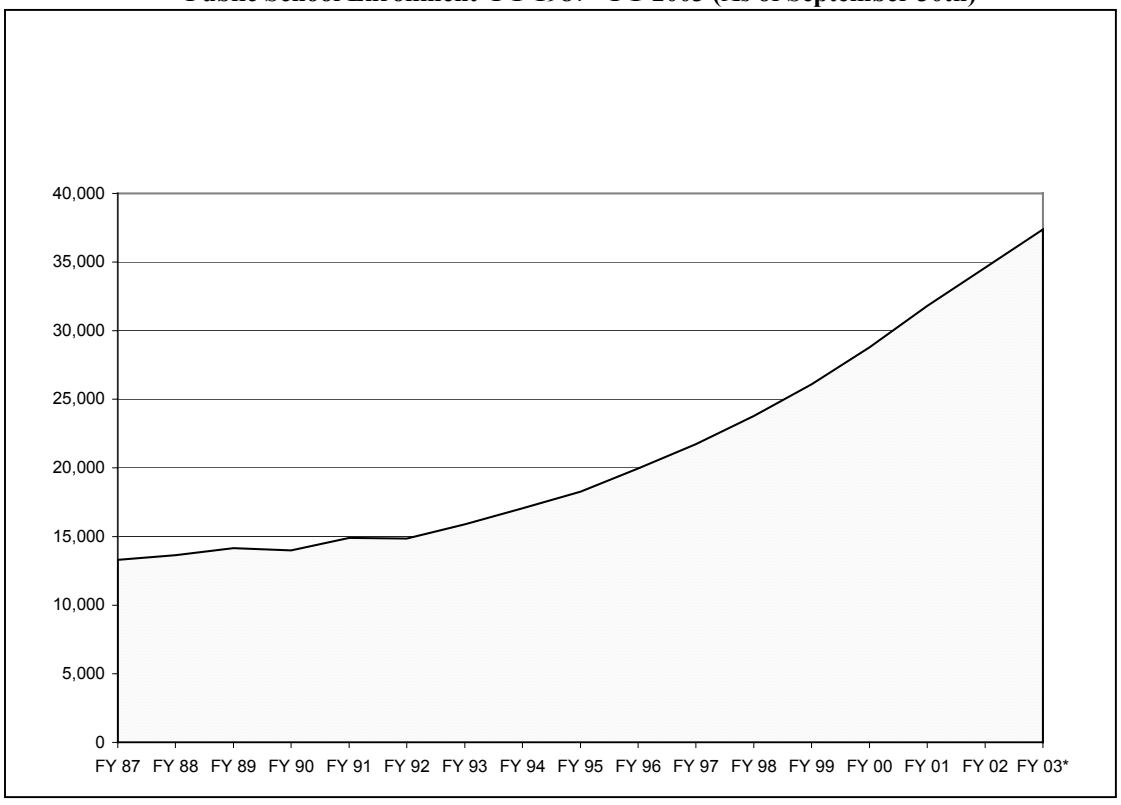
TREND ANALYSIS: UNFAVORABLE – The School System's budget has grown at a much faster rate than the County Government's budget during the past several years. The explosive growth in the school age population has caused the need for the huge increase in the School System's budget. The growth in these budgets has been higher than the rate of population growth.

LOUDOUN COUNTY SCHOOL SYSTEM ENROLLMENT

Since FY 1993, public school enrollment has been on a significant increasing trend. School enrollment is projected to increase 8% in FY 2003, having increased 9% in FY 2002. The FY 2003 growth in school enrollment of 8% is projected to be higher than the County's FY 2003 population growth rate of 6%.

Public School Enrollment FY 1987 – FY 2003	
FY 1987	13,295
FY 1988	13,630
FY 1989	14,166
FY 1990	13,994
FY 1991	14,904
FY 1992	14,838
FY 1993	15,887
FY 1994	17,067
FY 1995	18,270
FY 1996	19,967
FY 1997	21,733
FY 1998	23,782
FY 1999	26,091
FY 2000	28,787
FY 2001	31,804
FY 2002	34,589
FY 2003*	37,375

Public School Enrollment FY 1987 - FY 2003 (As of September 30th)



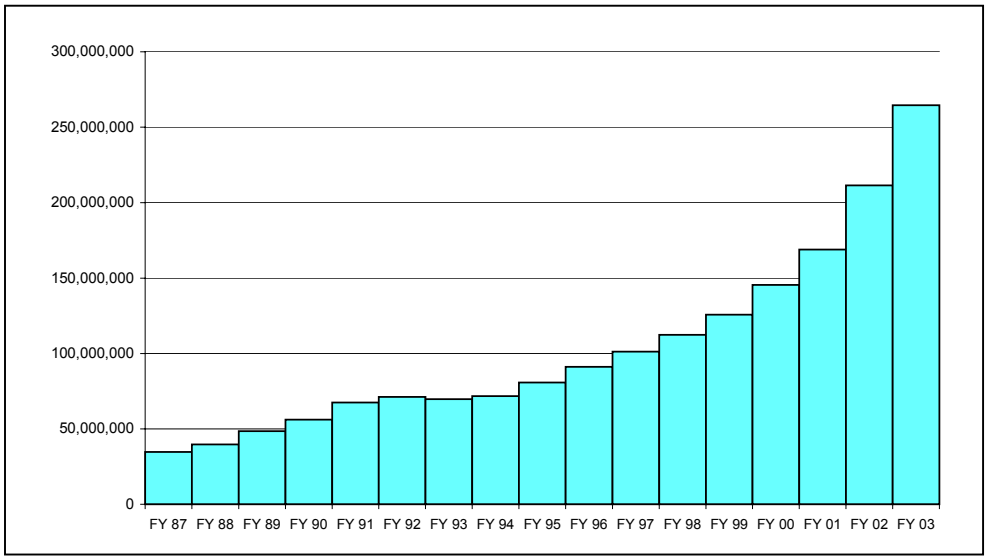
* Projected Source: School Board Adopted Capital Improvements Program

TREND ANALYSIS: UNFAVORABLE – Rapidly increasing school enrollment has caused the need for increasing expenditures for the School System, including funds for construction and operation of many new schools. The additional resources needed for school growth contribute to the need for additional revenue.

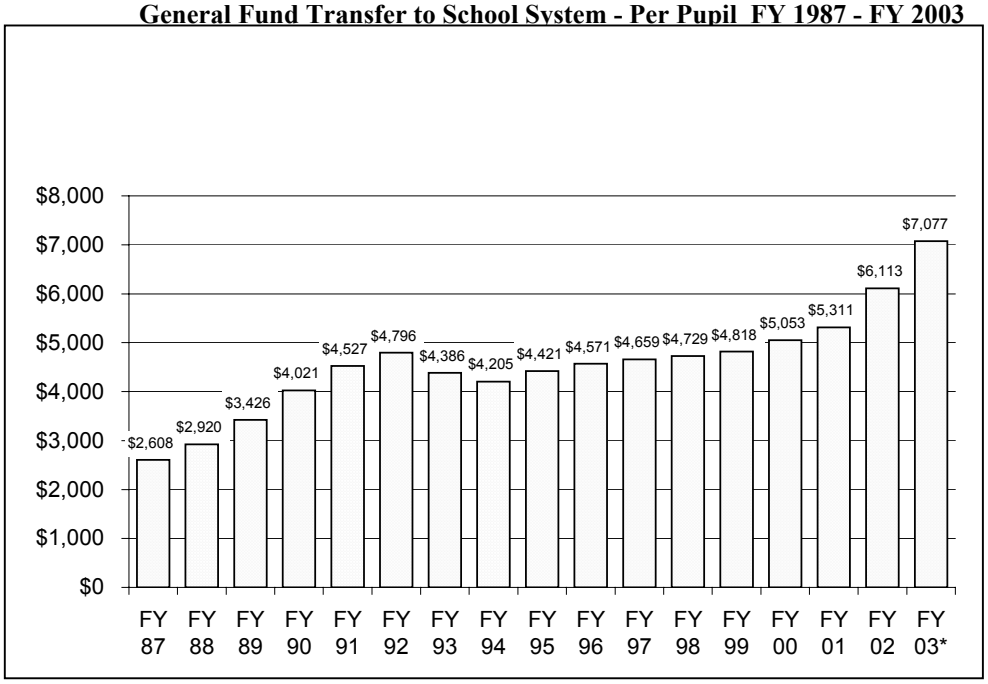
GENERAL FUND TRANSFER TO SCHOOLS – TOTAL & PER PUPIL

As public school enrollment has grown, the General Fund transfers to the School System have increased, with significant annual increases since FY 1995. The General fund transfer to the School System increased 25.1% for the FY 2003 budget. The General Fund transfer per pupil has been on an increasing trend since FY 1995. This is projected to increase by 15.8% for FY 2003.

General Fund Transfer to School System FY 1987 - FY 2003



General Fund Transfer to School System - Per Pupil FY 1987 - FY 2003



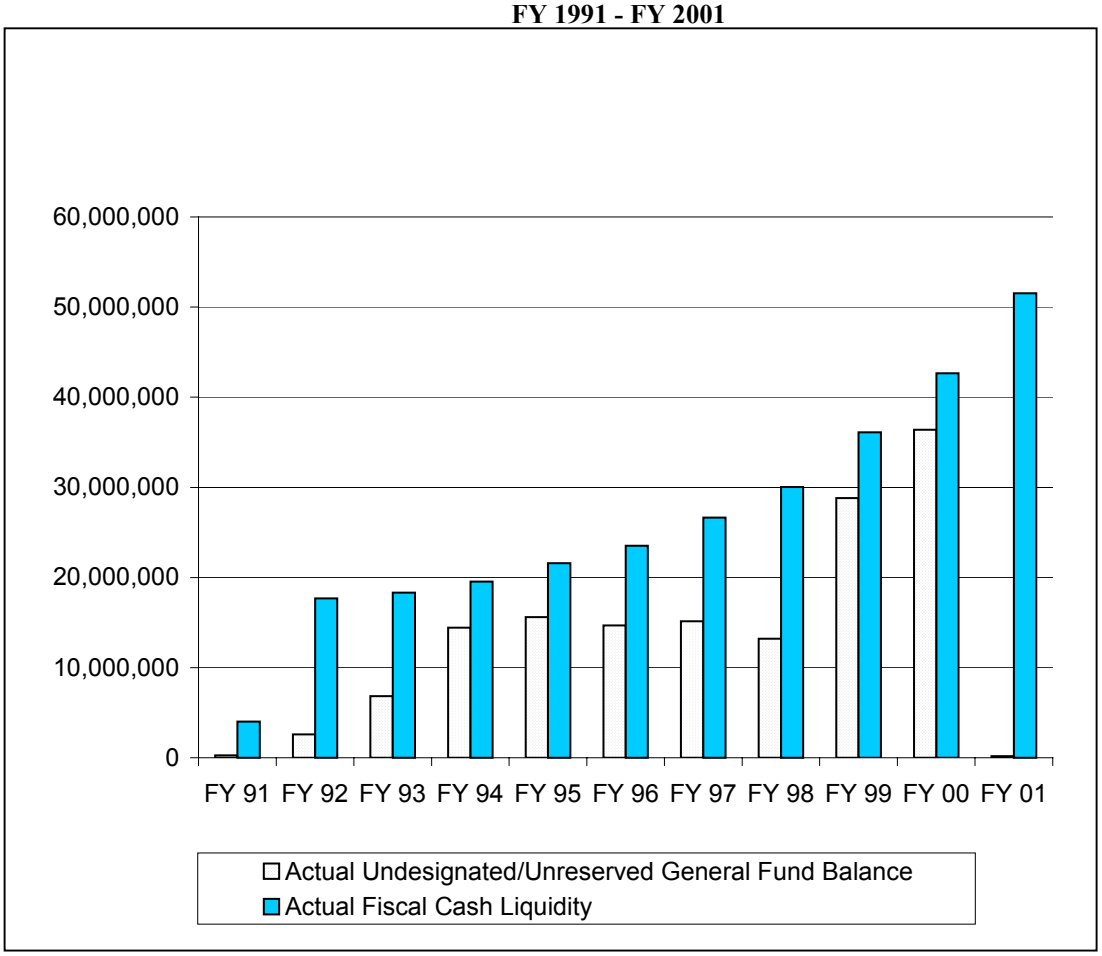
* The FY 2003 amount is based on the projected number of students as of September 30, 2002

TREND ANALYSIS: UNFAVORABLE – The total General Fund transfer to public schools is increasing significantly each year. The General Fund transfer per pupil is increasing too, but at a lower rate. This reflects the significant growth in the school-age population in the County.

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 Unrestricted/Undesignated General Fund balance and the Fiscal Cash Liquidity have been on an increasing trend the past couple of years. However, the FY 01 Undesignated/Unreserved General Fund Balance was much smaller than in prior years. 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 total expenditures.

Actual Fiscal Cash Liquidity and Unrestricted/Undesignated General Fund Balance
FY 1991 - FY 2001



Note 1: Fund balances are as of the end of each fiscal year.
Note 2: The FY 01 Undesignated/Unreserved General Fund Balance was $156,374, a relatively small amount compared with the other years.
Source: Comprehensive Annual Financial Reports prepared by Department of Financial Services.

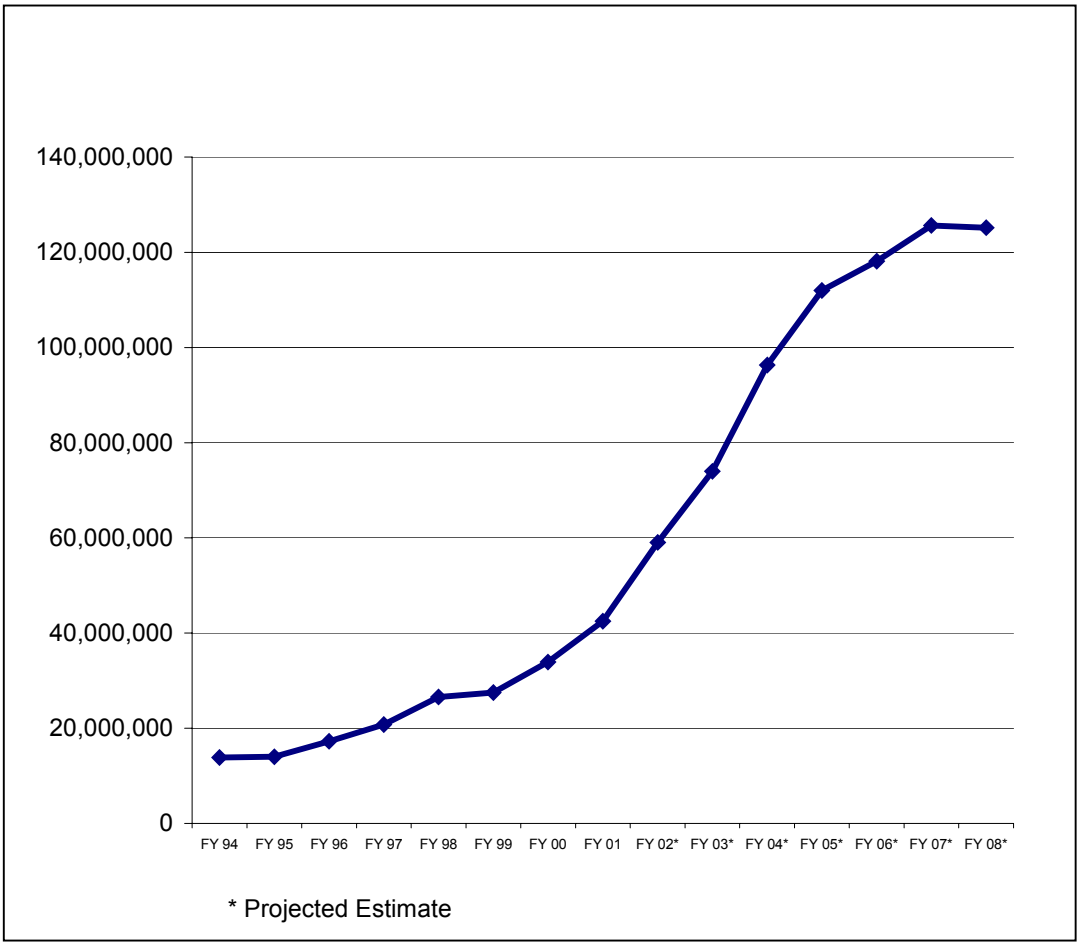
TREND ANALYSIS: MIXED – The total actual Fiscal Cash Liquidity increased significantly from FY 1999 through FY 2001, while the Undesignated/Unreserved General Fund Balance was extremely small in FY 2001.

4. Debt & Debt Service

DEBT SERVICE

The County's debt service has been on a significant increasing trend due primarily to the County's financing of the construction of many new public school buildings. The growth in the amount of debt service in recent years has been much higher than the population growth rate. The budgeted debt service for FY 2003 is 25% more than FY 2002. The debt service will continue to increase significantly through FY 2007 since the County's total debt is projected to increase.

Debt Service - Adopted Budget
FY 1994 - FY 2008



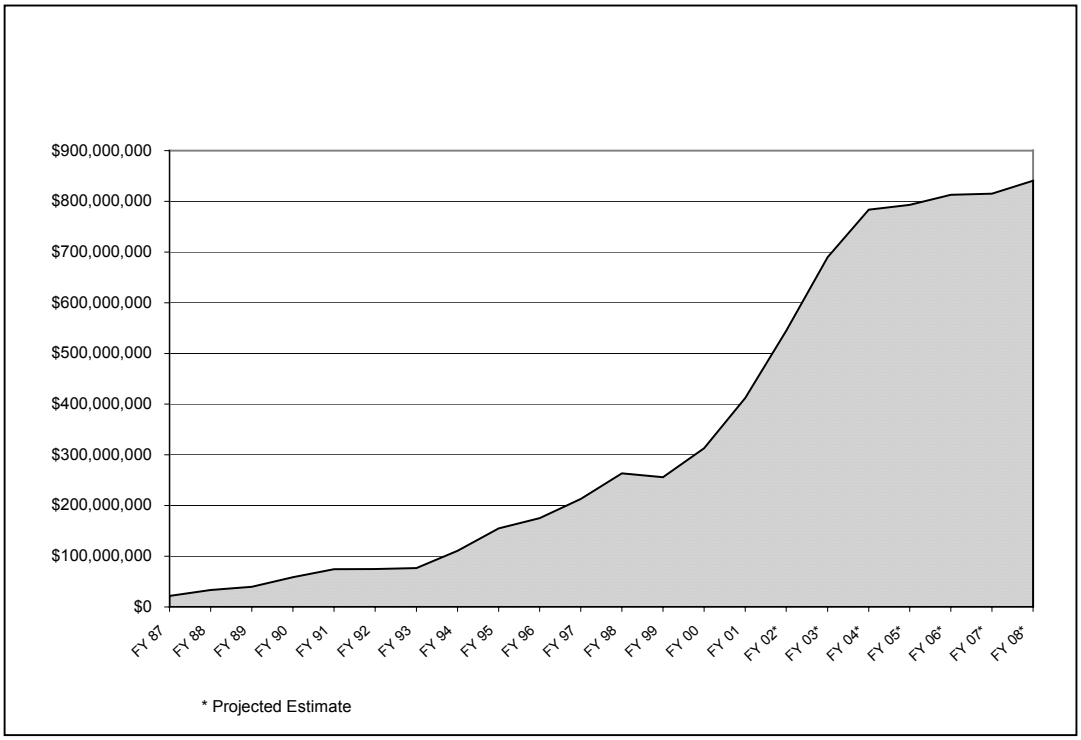
Source: Debt Service section of Adopted Budget Document

TREND ANALYSIS: UNFAVORABLE – Debt service has risen more than the population growth rate the past several years. The projections for the future are for even greater increases. This could limit the County's fiscal flexibility.

NET DEBT OUTSTANDING

The County continues to take on more debt, for financing infrastructure improvements, primarily for constructing new schools, created by the County's growing population. The budgeted amount of FY 2003 outstanding debt is 26.7% higher than the FY 2002 amount. As the County's debt financing program stabilizes, the FY 2004 debt is projected to increase by 14%. From FY 2005 through FY 2008, the amount of increase in debt is forecast to be quite small.

Total Net Bonded Debt - Adopted Budget
FY 1987 - FY 2008



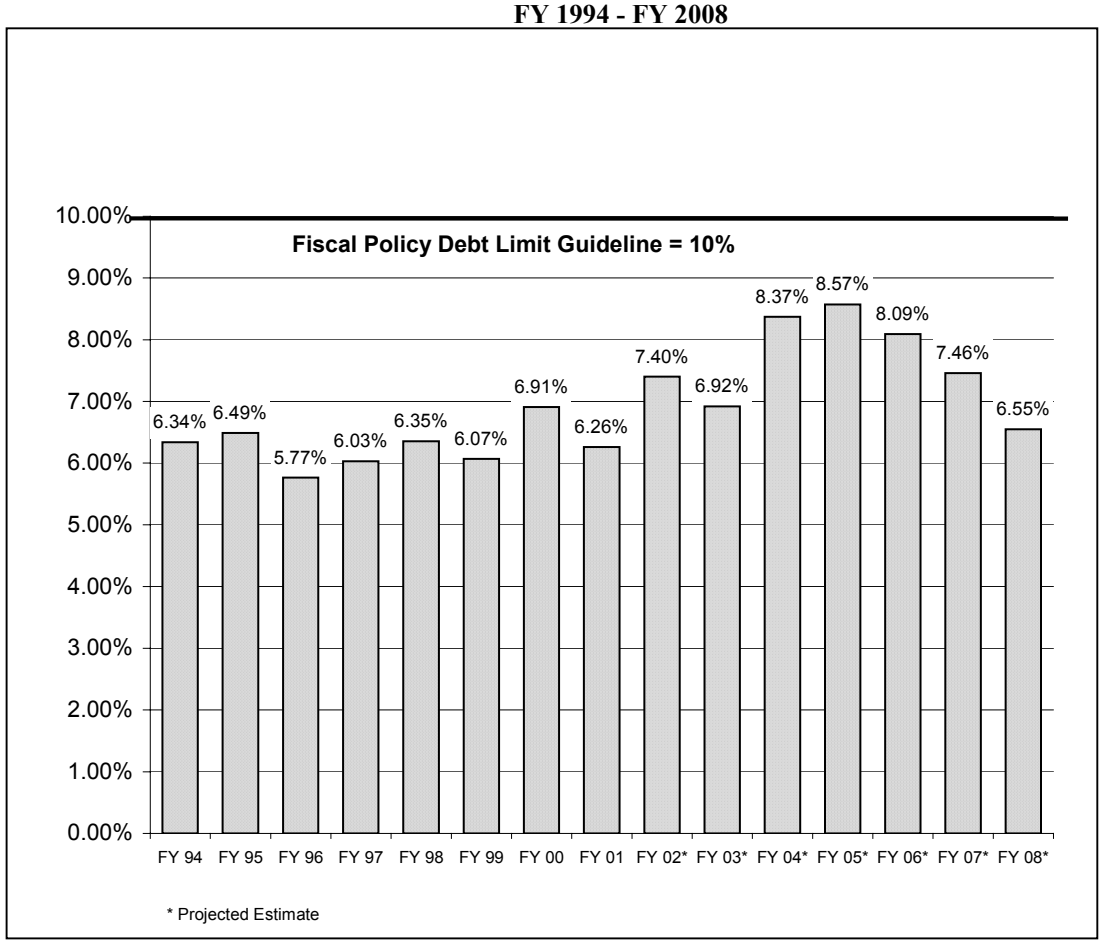
Note: The FY 02 – FY 08 projections are per the Capital Improvement Program (Debt Financing - Impact on Future Debt Ratios Table).

TREND ANALYSIS: UNFAVORABLE – The County has issued a large amount of debt over the last decade. The County's self-imposed debt limit guideline proscribed for the debt per capita ratio, which is derived from this number, will be exceeded in FY 2002.

DEBT SERVICE AS A PERCENTAGE OF EXPENDITURES

From FY 1994 through FY 2001, the ratio of debt service to total expenditures has remained relatively stable since total expenditures are increasing as debt service expenditures are increasing. Based on the Adopted Capital Improvement Budget, during FY 2005, debt service as a percentage of expenditures is projected to peak at 8.57%, a level well below the current Fiscal Policy debt limit guideline of 10%, as the County's debt service increases significantly more than the growth in total expenditures.

Debt Service Expenditures as a Percentage of Total Expenditures - Adopted Budget
FY 1994 - FY 2008



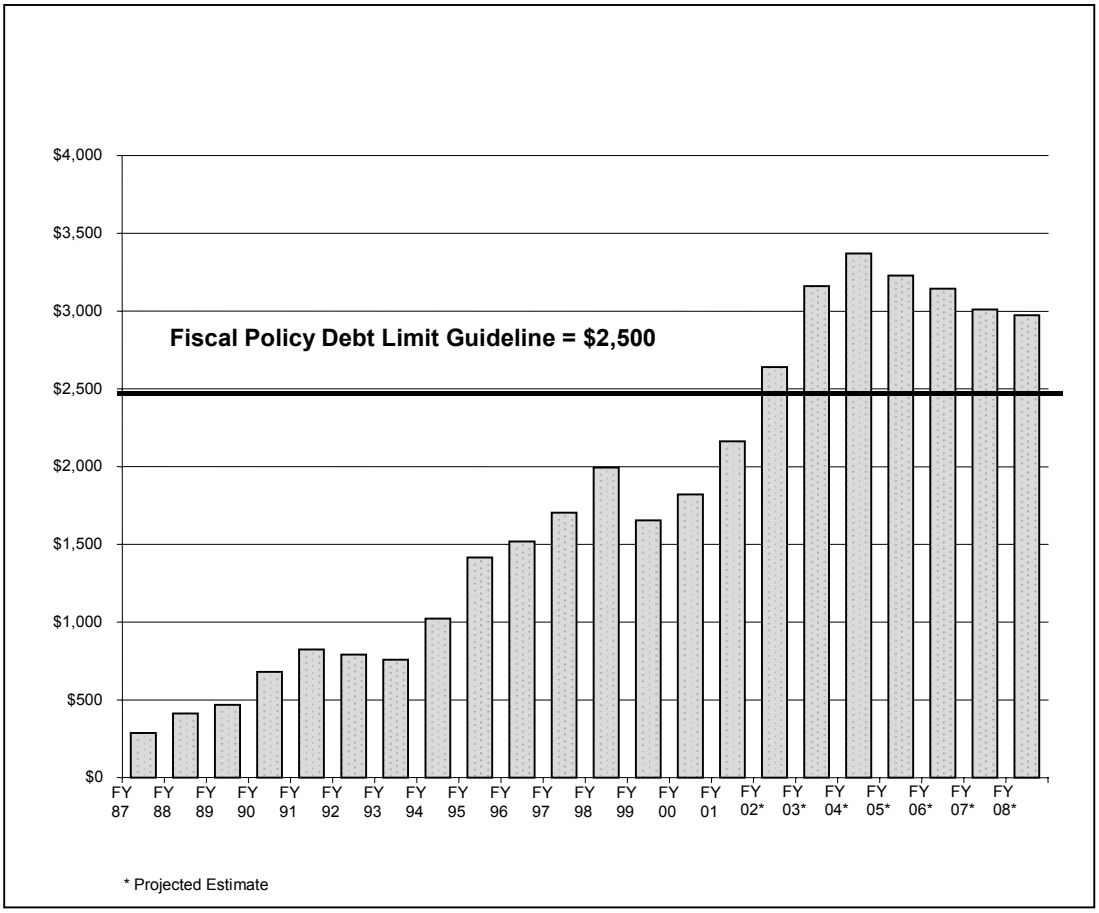
Source: Debt Service section of Budget Document

TREND ANALYSIS: UNFAVORABLE – Debt service as a percentage of expenditures has been relatively stable the past several years. This ratio is projected to increase significantly beginning in FY 2004 and is projected to peak in FY 2005, below the current fiscal policy debt limit guideline of 10% .

DEBT PER CAPITA

Throughout the last decade, per capita debt has increased as the County has begun to experience greater population growth. The driving factor has been the unprecedented increases in school age children, which has caused increasing demand for new school construction. Based on the Adopted Capital Improvement Program, the debt per capita amounts for FY 2002 through FY 2006 are projected to exceed the current fiscal policy debt limit guideline of $2,500. The debt per capita is projected to peak in FY 2004 and then to decline slightly each year from FY 2005 through FY 2008.

Net Bonded Debt per Capita
FY 1987 - FY 2008



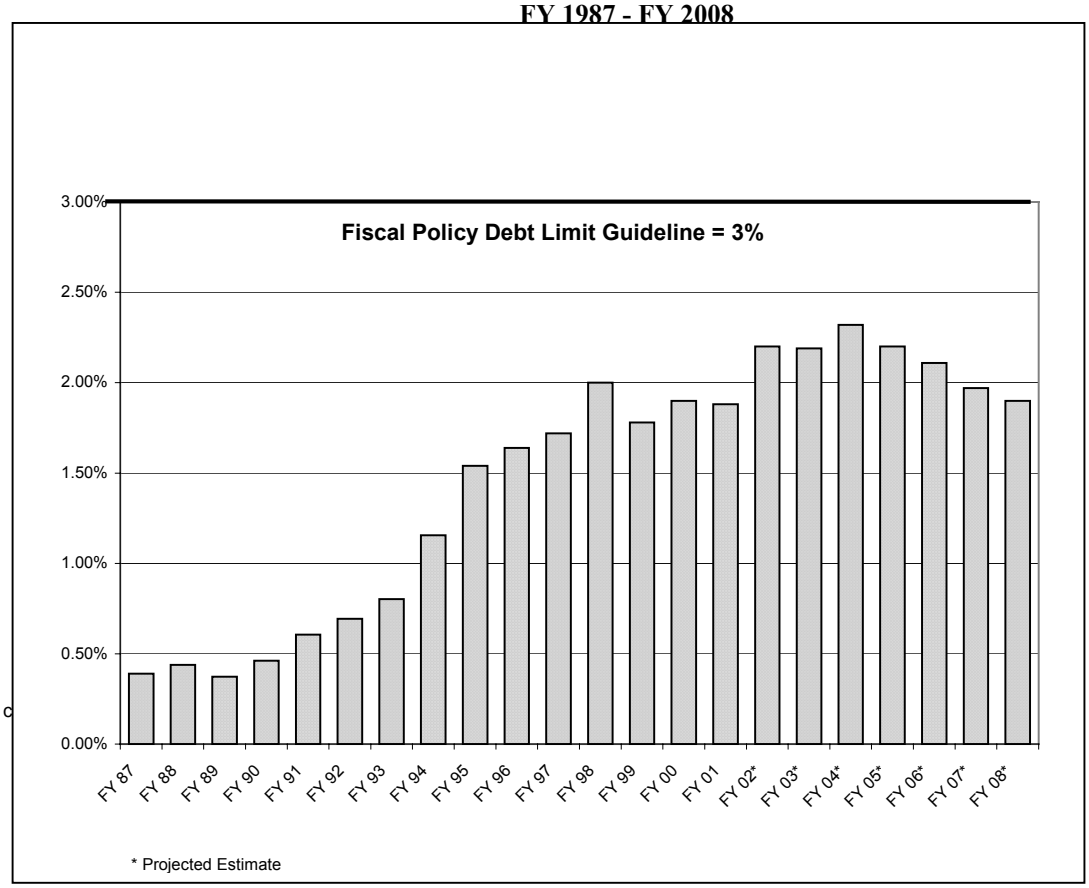
Source: Comprehensive Annual Financial Report; Capital Improvements Program (Impact on Future Debt Ratios Table)

TREND ANALYSIS: UNFAVORABLE – As the growth in the amount of debt outstanding increases, the per capita debt amount continues to increase and is projected to exceed the current fiscal policy debt limit guideline of $2,500 during the years FY 2002 through FY 2006, peaking in FY 2004.

NET DEBT AS A PERCENTAGE OF ASSESSED VALUE

As the other debt indicators have done, the ratio of outstanding net debt to assessed value of all property in the County has risen sharply and is projected to continue to increase. The large increase in outstanding debt, primarily caused by the construction of new schools, is causing this increase. The FY 2001 ratio is well below the fiscal policy debt limit guideline of 3.0%. From FY 2002 through FY 2008, this ratio is projected to remain below the fiscal policy debt limit guideline of 3.0% and is projected to peak in FY 2004 at an amount 25% higher than the FY 2001 amount. This ratio will be on a favorable decreasing trend from FY 2005 through FY 2008, as the assessed valuation, which is the County's taxable base, increases at a higher rate than the increase in the total net debt.

Total Net Debt as a Percentage of Total Assessed Value - Adopted Budget
FY 1987 - FY 2008



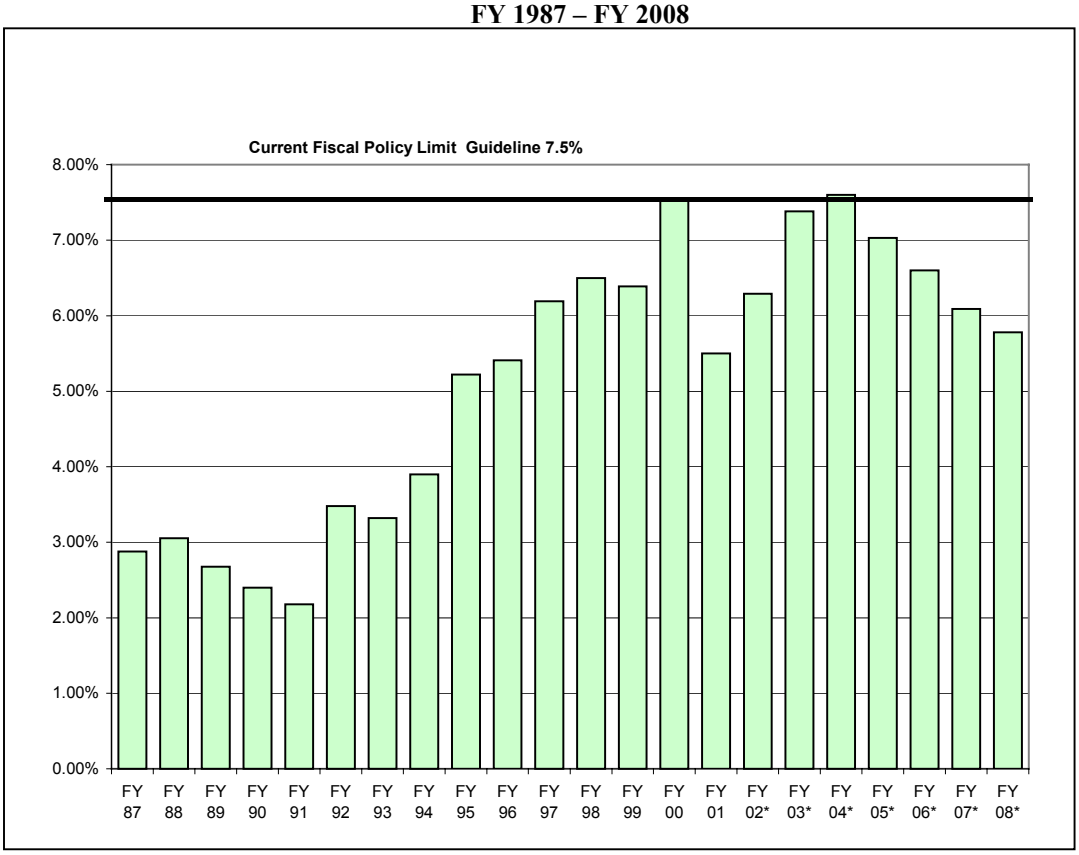
Source: Capital Improvement Program (Impact on Future Debt Ratios Table)

TREND ANALYSIS: MIXED – Currently, the ratio is well below the fiscal policy debt limit guideline. The ratio is projected to increase in both FY 2002 and FY 2003, and peak in FY 2004 and then decline the next few years.

TOTAL DEBT PER CAPITA AS A PERCENTAGE OF PER CAPITA INCOME

The ratio of debt per capita to per capita income was slightly above the County's fiscal policy debt limit guideline of 7.5% in FY 2000. The FY 2002 ratio is projected to be well below the fiscal policy debt limit guideline. Over the next several years, the ratio is projected to peak in FY 2004, slightly exceeding the fiscal policy debt limit guideline. This ratio relates the County's debt capacity measure to a wealth measure, per capita income.

Total Debt Per Capita as a Percentage of Per Capita Income
FY 1987 – FY 2008



* Projected

TREND ANALYSIS: MIXED – Total debt per capita as a percentage of per capita income is projected to peak in FY 2004, slightly exceeding the fiscal policy debt limit guideline. Back in FY 2000, this ratio did exceed the fiscal policy debt limit by a small margin.

MAJOR PRIVATE EMPLOYERS IN LOUDOUN COUNTY

The following is a listing of the largest corporate employers in the County as of April 2001.

Private employers in Loudoun County with 400 or more employees:

Company	Amount of Employment
1) United Airlines	5,350
2) WorldCom	5,000
3) Atlantic Coast Airlines	3,200
4) America Online	3,100
15) Orbital Sciences	2,000
6) OSP Consultants, Inc.	2,000
7) Loudoun Healthcare, Inc.	1,375
8) Metro. Wash. Airports Authority	1,183
9) Computer Sciences Corporation	750
10) Airline Tariff Administration	650
12) Lansdowne Resort Publishing Co.	700
11) Federal Aviation	500
13) Marriott Host International	500
14) Dynatram/Dynaelectric	480
15) Dynamic Details, Inc.	480
16) Telos Corporation	460
17) National Association of Letter Carriers	421

Source: Loudoun County Department of Economic Development as of April 2001

Glossary Terms

GLOSSARY OF TERMS

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.**
Adopted Fiscal Plan	**A plan of financial operations approved by the Board of Supervisors highlighting major changes made to the County Administrator's Advertised 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.**
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 Services which delineates by fund and department all expenditure and revenue adopted by the Board of Supervisors which are reflected in the Adopted Fiscal Plan.**
Assessed Valuation	**The official valuation of property for purposes of property taxation. It covers real and personal property at 100% valuation.**
Biennium	**A period of two years; often used to describe the period of two consecutive years for which the budget provides funding.**
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.**
Capital Asset Replacement Fund	**A fund established to ensure a consistent means of financing and planning for County-wide major maintenance efforts. This fund provides monies for the replacement and rehabilitation of major components of the School and County physical plant including structural, mechanical, electrical, plumbing and site-related efforts.**
Capital Facilities	**Fixed assets, primarily buildings, acquired or constructed by the County.**
Capital Improvement Program	**The County's plan for future capital project expenditures. The six-year plan covers public facilities, resulting in the construction or acquisition of fixed assets, primarily buildings, but also including parks, land, landfills, etc.**
Capital Outlay	**Expenditures for items of a substantial nature (more than $2,500) that are expected to have a useful life of more than one year. Examples include personal computers, vehicles, radios, tape recorder, etc.**
Carryover Funds	**Unexpended funds from the previous fiscal year which may be used to make payments in the current fiscal year. This is also referred to as the Beginning Fund Balance.**
Codified Ordinance	**An ordinance 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 Social Services, Mental Health, Youth and Family Services, Financial Services, Juvenile Courts, the School System, and community service providers and private citizens. The project goal is to maintain, strengthen and reunify at-risk youth and their families.**
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.**

GLOSSARY OF TERMS

County Zoning Map	**The unincorporated areas of Loudoun County are divided into districts indicated on the Zoning Map. It is the final authority as to the current zoning status of land and water areas, buildings, and other structures in the County.**
County Zoning Ordinance	**This was adopted by the County in conformance with the provisions of Title 15.1, Chapter 11, Article 8, of the Code of the Commonwealth of Virginia. Its purpose is to promote the health, safety, and general welfare of the public. The zoning ordinance is a means of controlling land use. For example, zoning ordinances can help to prevent traffic congestion, protect historic areas, and control population density.**
Debt Service Fund	**A fund established to account for the payment of general long-term debt, which includes principal and interest.**
Downsizing (Rightsizing)	**This refers to the redirection of resources, including financial and labor resources, to try to achieve the maximum amount of efficiency in the organization's operations. The goal is to use available resources in the most efficient manner possible. This is also referred to as rightsizing.**
Draft 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.**
Encumbrance	**A reservation of funds for an anticipated expenditure prior to actual payment of an item. Funds usually are reserved or encumbered once a contract obligation has been signed, but prior to the actual disbursement of the cash payment.**
Enhancement	**A program enhancement is: (1) an expansion/improvement of an existing program; (2) a new program; (3) a proposal to fund from local dollars a program which has previously been supported by non-local sources of revenue; (4) an increase in revenue due to a new fee or an increase in fee rates. Sometimes an enhancement is adding staff or other resources to a program in order to continue the present level of service. Absence of an enhancement in the face of a growing population's service demands would sometimes lower the quality of the service.**
Equalization	**This is the annual change in value of the January 1st market value of existing real property in the County.**
Expenditure	**Decreases in net financial resources under the current financial resources measurement focus not properly classified as other financing uses.**
Facilities Standards Manual	**An adopted document which sets out specific regulations and design standards for such facilities as water/sewer service, roads and streets, soils review, etc.**
Fiscal Impact Model	**A model developed to help the County plan for future population growth in the County. The model projects 20 years into the future. The model determines the fiscal impact of this growth on the County Government, quantifying the need for services and projecting the related expenditures for providing these services.**
Fiscal Trend	**The statistical section of the document that provides a broad rage of trend data covering key financial indicators with historical data through current data. It also contains demographic and miscellaneous data useful in assessing a government's financial conditon.**
Fiscal Year	**This is the period of time measurement used by the County for budgeting and accounting purposes. It is the twelve months beginning on July 1st and ending June 30th.**
FTE	**Full-time equivalent staff, considering all staff members, including full-time and part-time employees. One FTE works 1,950 hours per year.**
Fund Balance	**This refers to the amount of money or other resources remaining unspent or unencumbered in a fund at a specific point in time. This usually refers to the yearend balance.**

GLOSSARY OF TERMS

GASB	**The Governmental Accounting Standards Board which is the ultimate authoritative accounting and financial reporting standards-setting body for state and local governments.**
General Fund	**The General Fund is the primary location of all financial activity associated with the ordinary operations of County Government. Most taxes are accrued into this fund and transfers are made out of it to the School, Debt Service, and Capital Projects funds as appropriate. This is the most important fund in the Loudoun County budget.**
General Plan	**This is an official public document, which is the product of citizens, the Planning Commission, the Board of Supervisors, County staff and consultants. The plan is a long-range guide for growth, land use and development decisions in the County. It outlines a framework for consistent future decision-making for the County.**
GIS	**The Geographic Information System (GIS) is a computer system used to assemble, store, manipulate, and display information about land in the County. The County's GIS is a multi-departmental resource integrated with several of the County's other computer systems. It is used in part to manage and analyze land information and produce maps in support of the assessment process, in the management of zoning and health information, in the planning process, for addressing County residences, and in landfill management.**
Goals	**A general statement of purpose. A goal provides a framework within which the program unit operates; it reflects realistic constraints upon the unit providing the service. A goal statement speaks generally toward end results rather than toward specific actions (e.g., "minimize unemployment among disadvantaged youth").**
Grant	**A contribution by one organization to another. The contribution is usually made to aid in the support of a specified function, such as health care, housing, crime prevention, etc.**
Indicators	**These are measures of how the department objectives are met.**
Intergovernmental Revenue	**Revenue from other governments, such as the State and Federal government, in the form of grants, entitlements, shared revenue, or payments in lieu of taxes.**
Intergenerational Equity	**This is one of the concepts that underlie the issuance of long-term debt for capital projects. If a facility has an expected useful life of 20-40 years, there is a rationale for linking the payment for the facility to the beneficiaries of the facility. In other words, future users of the facility will also pay their share of the construction cost of the facility through debt service payments.**
Integrated Budget	**A situation in which the accounting system has been designed to automatically provide timely budgetary information concerning the uncommitted balance of appropriations and unrealized revenues.**
Landfill Fee Waiver	**The forgoing of the tipping fee charged for use of the County's landfill. Organizations which are granted this 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	**This method of financing 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.**
Local Gasoline Tax	**This is a 2% tax on gasoline sold in the County. Local gasoline tax collections are directed to a special Loudoun account at the Northern Virginia Transportation Commission. This Commission, in conjunction with the Transportation Committee of Loudoun County, must approve all expenditures of local gas tax revenues related to Loudoun County.**
Local Tax Funding	**Represents funds that the Board of Supervisors may allocate from local tax funding to supplement revenues received by a program.**
Long-Term Debt	**Debt with a maturity of more than one year after the date of issuance.**

Mission Statement	**A written description stating the purpose of an organizational unit (department or agency) and its function (what the department or agency does).**
Modified Accrual Basis of Accounting	**Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.**
Non-Revenue Receipt	**Funds received, that are not of a recurring nature, on an annual basis. For example, funds received from the sale of a used County vehicle are non-revenue receipts.**
Object Classification	**A grouping of expenditures on the basis of goods or services purchased; for example: personal services, materials, supplies, equipment, etc.**
Objective	**A statement of purpose defined more specifically than a goal. Objectives describe specific measurable outputs within a designated timeframe (e.g., "increase the number of children qualifying as Level I swimmers by 20% during FY 03"). Program objectives are included with each program description in the document.**
Overlapping Debt	**The debt issuer's (County's) proportionate share of the debt of other local governmental units that overlap it, such that the issuer (the County) is located either wholly or partly within the geographic limits of the other units. The debt is generally apportioned based upon relative assessed value. For example, debt issued by a regional organization with which the County is affiliated would be overlapping debt of the County.**
Overmatch	**The amount of local tax funding over and above the amount required to leverage Federal and State grant revenue.**
Parcel Mapping	**The process of producing maps of land parcels in the County. These parcels serve as units for assessing taxes.**
Pay-As-You-Go Basis	**A term used to describe the financial policy of a governmental unit which finances all of its capital outlays from current revenue, rather than by borrowing.**
Pay-For-Performance System	**This refers to an assessment system that provides a process for appraising the quality of work performed by County employees and linking potential pay increases with work performance. It is designed to establish a link between performance assessment and employee performance of job duties and responsibilities.**
Personal Property	**A category of property, other than real estate, so identified for purposes of taxation. It includes personally owned items, corporate property, and business equipment. Examples include automobiles, motorcycles, trailers, boats, airplanes, business furnishing and manufacturing equipment. Goods held for sale by manufacturers, wholesalers, or retailers (i.e., inventory) are <u>not</u> included.**
Private Contributions/ Donations	**These donations are usually from private citizens. They are usually one-time, non-recurring donations of cash, but they can also be property.**
Proffer	**An offer of cash or property. This usually refers to property, cash or structural improvements, offered by contractors/developers to the County in land development projects. An example is a proffer of land from a developer to the County.**
Program	**This is a plan or unit under which action may be taken towards meeting an individual or set of goal(s) in the provision of a particular service. Examples of County Government programs include the Summer Camp Program, Senior Citizen Programs, Volunteer Services Program, and Family Services Program.**
Prorate Tax System	**A system in which taxes are assessed proportionally during the year. Taxes are then said to be "prorated" throughout the year.**
Public Service Property	**Property specifically designated for public service use. This includes property purchased or**

	received as a gift by a government. It includes real property such as land and buildings and other property, such as computers, copiers and cash registers.
Real Property	**Real estate, including land and improvements (building, fencing, paving), classified for purposes of tax assessment.**
Revenue	**An increase in assets or financial resources. Revenue types are from Local Sources, from the Commonwealth of Virginia, from the Federal Government, and from Non-Revenue Receipts (other Financing Sources).**
Revised Budget	**The revised budget represents the original appropriation for the fiscal year plus any supplemental appropriations, inter-unit budget adjustments, or reappropriation of prior year encumbrances through December of the fiscal year as authorized by the Board.**
Revolving Loan Fund	**This is 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.**
Service Plan	**A report on service delivery strategies and facility needs developed by County departments and agencies. Adopted by the Board of Supervisors, these plans serve as the planning and resource guidelines for service delivery. At present, the County has several departmental Adopted Service Plans including Library Services, Parks and Recreation, Sheriff, Social Services, Mental Health/Mental Retardation, Comprehensive Services Act, Schools, Health, and Animal Care and Control.**
Short-Term Debt	**Debt with a maturity of less than one year after the date of issuance.**
Special District	**An independent unit of local government organized to perform a single governmental function or a restricted number of related functions. Special districts usually have the power to incur debt and levy taxes; however, certain types of special districts are entirely dependent upon enterprise earnings and cannot impose taxes. Examples of special districts are water and flood control districts, and transit authorities, port authorities, and electric power authorities. Loudoun County has, in FY 02, four such districts, which are the Route 28 Taxing District, the Broad Run Farms Sewer District, the Aldie Wastewater District, and the Hamilton Sewer District.**
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.**
Tax Rate	**The level of taxation stated in terms of either a dollar amount (i.e., $0.85 per $100 assessed valuation) or a percentage of the value of the tax base (i.e., 4.5% sales tax).**
Tax Increment Financing	**This is a type of financing in which real estate taxes attributable to the increased value between the current assessed value of any parcel of real estate in a designated development project and the base assessed value of such real estate is allocated by the treasurer or director of finance and is paid into a special fund called the "Tax Increment Financing Fund," which is used to pay the principal and interest on obligations issued to finance the development project costs.**
Tipping Fees	**The cost for using the landfill: generally this is levied on tonnage of solid waste.**
Trust Fund	**This refers to property, such as money or securities, held in trust by the County, (i.e. placed in the care and keeping of the County), usually for specific expenditure types.**
User Fees	**These are charges for certain County services used by the public. Examples include fees for the use of swimming pools, summer camps, and animal adoption.**
Underlying Debt	**The debt issuer's (County's) proportionate share of the debt of other local governmental units that underlie it, such that the other units are located within the geographic limits of the issuer (the County). The debt is generally apportioned based upon relative assessed value. For example, debt issued by the Town of Leesburg would be underlying debt of the County.**

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