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Introduction and Guide FY 2024 Program Review

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November 7, 2023

Dear Members of the Board of Supervisors and Residents of Loudoun County,

I am pleased to present the FY 2024 Program Review for Loudoun County. The FY 2024 Program Review document provides a comprehensive inventory and description of department programs, activities, and services with supporting performance measures. This document is updated and published every four years in conjunction with the term of the Board of Supervisors. The FY 2024 Program Review is intended to educate and inform the Board and the public about County Government operations and the levels at which services are delivered to the community.

This document serves as a companion to the annual budget document. Loudoun County's FY 2024 Adopted Budget features a streamlined and concise format that focuses on key budgetary issues and themes for the given fiscal year, whereas the FY 2024 Program Review describes County services in greater detail, expanding upon the budget document.

Loudoun County's population is projected to reach a point of stabilization during the next 20 years. In the FY 2020 Program Review, the County introduced and defined current service levels, which is the level of service departments can provide with the current resources. Quantifying service levels with performance measures supports data-informed decision-making.

The FY 2024 Program Review includes long-term planning concepts and definitions related to growth stabilization, including recommended service levels. With the recommended service level, the County is committing to the community to deliver programs that are responsible, sustainable, and equitable in a stable growth environment. The County will continue to integrate data into our organizational performance management so that we can track progress toward delivery of that recommended service level and make adjustments along the way.

As you use the FY 2024 Program Review, look for information about each department's current thinking about growth stabilization and how it might change service levels over time, found in the two sections called "**How Do We Do It Now – Current Service Level**" and "**How We Plan to Do It in the Future – Recommended Service Level.**"

I encourage you to first read the Guide to the FY 2024 Program Review, which provides insight into the FY 2024 Program Review development process, an overview of the structure of the document and department activity narratives, and definitions of key terms used throughout the document.

I hope you will find the document a useful tool in gaining a greater understanding of Loudoun County programs and services.

Respectfully submitted,

Tim Hemstreet
County Administrator



Guide to the FY 2024 Program Review

Program Review Overview

The Program Review is a comprehensive inventory of County Government programs and activities that is produced every four years, coinciding with the term of the Board of Supervisors (Board). The Program Review document details the services Loudoun County provides, communicates why the County provides those services, and illustrates service levels with relevant performance measures. The Program Review is intended to be a resource for Board members, County staff, and the public.

In addition to being a point-in-time inventory, in this iteration of the Program Review, the County Government also describes longer-term plans for adapting to an evolving community. Loudoun County launched its Pathway to Stabilization initiative in 2023 to start to understand these projected evolutions and to plan for possible implications for services and programs.

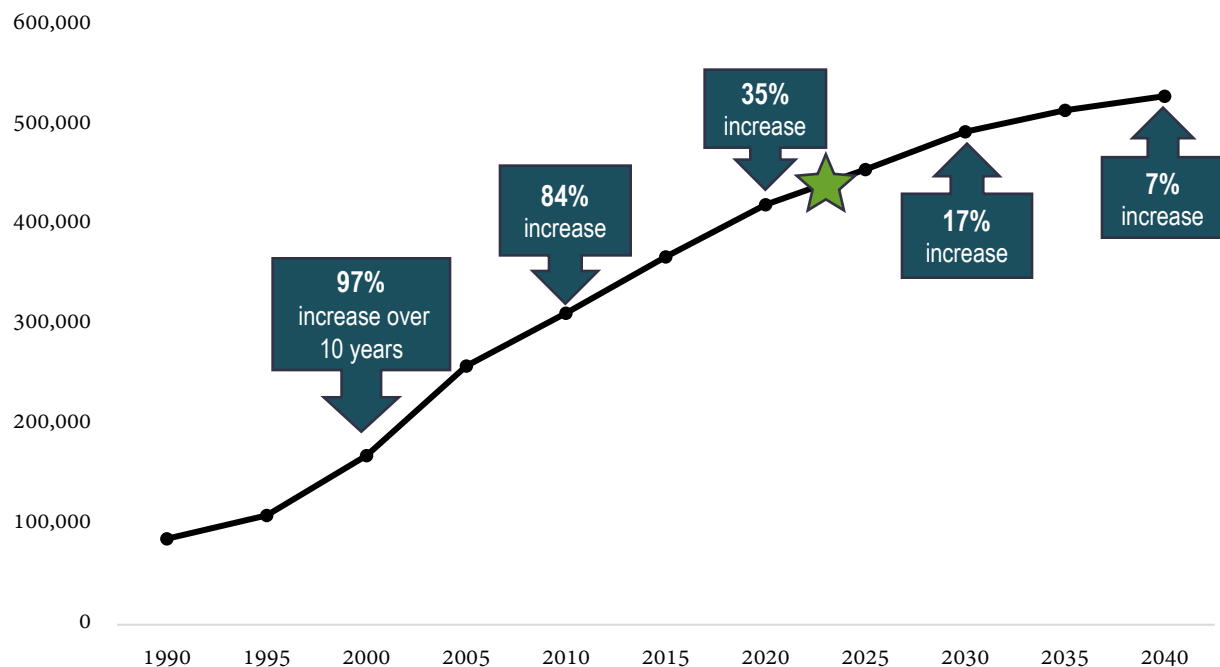
The Program Review and the Pathway to Stabilization

Loudoun County has been a high-growth locality for decades, but long-term projections based on current land use planning show a shift to more stabilized growth. Stable growth will impact revenue sources and programs in myriad ways and at different times. It will also impact department services and programs differently and at different times. The County Government believes it critical to start thinking, strategizing, and planning now—at the organizational and departmental levels—for more stable growth in the future.

What the Projections Show

Loudoun County's population growth is already slowing compared to the very high growth rates it has experienced since the late 1990s. Projections to 2040 show a shift to more stabilized growth. In 2040, the County's population is projected to be more than 500,000, growing at a rate of approximately 7 percent between 2030 and 2040.

Loudoun's Population Growth





Guide to the FY 2024 Program Review

Similarly, as is reflected in the goals of the 2019 General Plan, Loudoun County will be largely fully developed by 2040, leaving little room for growth and expansion.

As population growth stabilizes, it also shifts and changes in ways that are important to incorporate into the County's service planning. For example, current projections show:

- The share of adults over the age of 45 is increasing, while the share of children under the age of 4 is decreasing.
- Employment is shifting toward professional and leisure sectors and away from national resources and construction.
- The building of new residential units is declining now and is projected for continued decline.
- Housing composition will shift from new single-family homes to new multi-family homes.
- The building of new non-residential units, especially data centers, is forecast to decline in future years.

The County expects annual fluctuations between now and 2040, but the trends are important and quite clear. Loudoun will shift from a high-growth locality to a stable locality over the next two decades. The County Government anticipates these trends, and it is refining its approaches to service planning and delivery, considering how to grow the organization more incrementally and more sustainably, and scaling its organization-wide service levels to available resources.

The County Adapts

Loudoun County is aligning its strategies to these growth forecasts by building on its strengths in program planning, budgeting, and performance metrics. Specifically, today, the County Government is:

- Incorporating additional long-term service level definitions into planning efforts.
- Updating department narratives, compared to FY 2020, in the FY 2024 Program Review to include discussions about how the County plans to adapt its service levels in the future.
- Deploying a Pathway to Stabilization Toolkit to help departments integrate stabilization and equity concepts into their decision-making and planning efforts.

In the future, the County will:

- Continue to adapt to stabilization in the annual budget process.
- Update the organizational performance management approach so the County can make data-informed decisions that will provide the community with responsible, sustainable, and equitable services and programs.
- Continue to monitor community feedback and other key performance data to ensure that stabilization efforts are having a positive result.

The County Updates Its Service Level Commitments

In the Program Review, the County Government uses the concept of service levels to describe what it is doing and how well it is doing it. Service levels are a description of the commitment the County Government makes to the community to deliver services and programs at a certain level and a certain quality.

As part of the County's Pathway to Stabilization initiative, the County added formal definitions to its service levels: two are budget-focused and two are long-term planning-focused. This model allows the County to plan for the long-term stabilized environment, using the annual iterative budget and program review process to reach the desired end state in a stable growth community.

Service Levels Terms	History	Current Definition
Current Service Level	Introduced in the FY 2020 Program Review	The level at which a department can provide services with current resources.
Enhanced Service Level	Used in the annual budget process	A higher level of service than current service level, demonstrated by changes to performance metrics.



Guide to the FY 2024 Program Review

Service Levels Terms	History	Current Definition
		Enhanced Service Level becomes Current Service Level in the subsequent budget.
Minimum Service Level	Introduced in FY 2023 as a long-term planning concept	The lowest level of service for a program to effectively operate that at least meets mandates, if applicable.
Recommended Service Level	Introduced in FY 2023 as a long-term planning concept	Recommended service levels are the desired service levels the County Government will provide to the community that is responsible, sustainable, and equitable.



Guide to the FY 2024 Program Review

Structure of this Document

Functional Areas

All 30 departments contributing to the operations of Loudoun County Government are included in this document. Each County department is categorized within the following five functional areas: **General Government Administration**; **Public Safety and Judicial Administration**; **Health and Welfare**; **Parks, Recreation, and Culture**; and **Community Development**.

Department Narratives

Within its functional area, each department has an introductory narrative. It begins with a brief description of the department and its programs. It then lists the programs and activities (or services) within each program. Finally, each department's introductory page(s) also includes a financial information table summarizing the FY 2024 Adopted Budget resources dedicated to each program.

FY 2024 Program Review

Economic Development

To strengthen and diversify Loudoun's economy by providing world-class and innovative customer-focused services to attract, grow, and retain targeted businesses of all sizes. This focus helps the Department of Economic Development (DED) achieve the County's vision for a diverse and globally competitive Loudoun economy, contributing to the growth of Loudoun's commercial tax base in support of the stated strategic initiatives of the Board of Supervisors (Board).

Department Program

Economic Development

Recruits new companies in targeted clusters; retains and expands existing Loudoun businesses; strengthens the ecosystem to support entrepreneurial growth and small business creation; and provides research and industry expertise to inform data-driven input on economic development policies, market conditions, and outreach strategy.

Activities

- Industry Cluster Development
- Retention and Expansion
- Entrepreneurial Growth
- Enhance and Promote Loudoun's Business Advantages

Financial Information

FY 2024 Adopted Information

	Expenditures	Revenue	LTF	FTE
Economic Development	\$5,519,358	\$247,893	\$5,271,465	28.00
Total	\$5,519,358	\$247,893	\$5,271,465	28.00

Loudoun County, Virginia

www.loudoun.gov/budget

Department Name

The purpose and scope of the department.

Program Name(s)

Description of the program(s).

Activities within each Program

List of Activities, which are distinct service areas in which resources are engaged on an ongoing basis. Each Activity will have its own narrative on the following pages.

Financial Information Table(s)

Provides the FY 2024 Adopted Budget department information for total expenditures, revenue, local tax funding, and full-time equivalent. Local Tax Funding (LTF) represents funds that the Board may allocate from general tax revenues to supplement revenues received by a program. *Full-Time Equivalent (FTE)* includes all full-time and part-time staff positions. One FTE consists of 1,950 work hours per year.



Guide to the FY 2024 Program Review

Activity Narratives

Each activity is described in detail and presents the following information.



FY 2024 Program Review

Economic Development

Entrepreneurial Growth

What We Do: Small businesses and entrepreneurs are a significant part of the Loudoun economy. According to the United States Small Business Administration, small businesses account for two-thirds of new jobs. Data from the Virginia Employment Commission shows that over 85 percent of Loudoun's businesses have fewer than 20 employees. In general, there are two types of small businesses: lifestyle businesses that provide a service or product but are not positioned to scale exponentially, and startups that are positioned for fast growth such as through the success of an innovative product or service. While the County endeavors to help all entrepreneurs, DED's focus is placed on startups that demonstrate the ability to scale, since they will make a larger impact on the local economy over time. DED's Small Business and Entrepreneurship Program provides a wide range of services that support access to space, capital, and networks. Staff provides content for education and support of entrepreneurs and small business owners, and monitors and helps address unique challenges faced by small and minority-owned businesses.

Mandate Information: This activity is not mandated.

Who Does It: One County business development officer and two business development managers are assigned to manage and implement the Small Business and Entrepreneurship Program, leveraging other contributing assets throughout the community. One of the business development managers focuses on the unique needs and challenges facing minority-owned businesses.

Why We Do It: Because small businesses are a powerful generator of new jobs and economic diversification, DED places a high value on supporting small businesses (especially high-growth firms) and encouraging entrepreneurship. By fostering an ecosystem designed to support entrepreneurship and by focusing on broad strategies to support local companies, Loudoun benefits from the innovation and job creation that comes with the formation and growth of new businesses.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources included hosting 2,100 attendees at small business or entrepreneurship events. In subsequent years, this service has fluctuated as most of these events had been conducted in-person, and both the number of events that could be held and the number of people attending were impacted by the pandemic. At current service level, this activity includes hosting approximately 1,500 attendees at small business or entrepreneurship events and working with 100 minority-owned businesses.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level is expected to increase the number of attendees at DED small business or entrepreneurship events and the number of minority-owned businesses worked with, as both the demand and programming supporting this service are built out. The addition of a retail storefront dedicated to supporting entrepreneurial growth would further support this service.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Create a small business ecosystem that supports entrepreneurial growth.¹					
Number of attendees at DED small business or entrepreneurship events	1,788	1,280	1,740	1,500	2,008
Number of minority-owned businesses supported	n/a	n/a	144	100	150
Provide programming to support rural entrepreneurs and small business owners.					
Number of attendees at rural business development educational programs	397	1,026	1,323	875	875

¹ Data shown as n/a indicates a new measure that does not have historical data.

Loudoun County, Virginia

www.loudoun.gov/budget

Activity Name

What We Do describes the services provided through this Activity.

Mandate Information explains what – if any – federal or state governments mandates or local ordinances direct elements of this Activity.

Who Does It describes who provides services (e.g., County staff, state staff, grant-funded positions, contracted services, public-private partnerships, etc.). It also notes any major revenue sources received that are not LTF (e.g., state/federal grant funds).

Why We Do It describes the value and importance of this Activity to the community and/or the organization.

How We Do It Now – Current Service Level, and How We Plan to Do It in the Future – Recommended Service Level narratively describe both the evolution of this Activity's service levels between FY 2020 and FY 2024 and the plans for the service levels in the future.

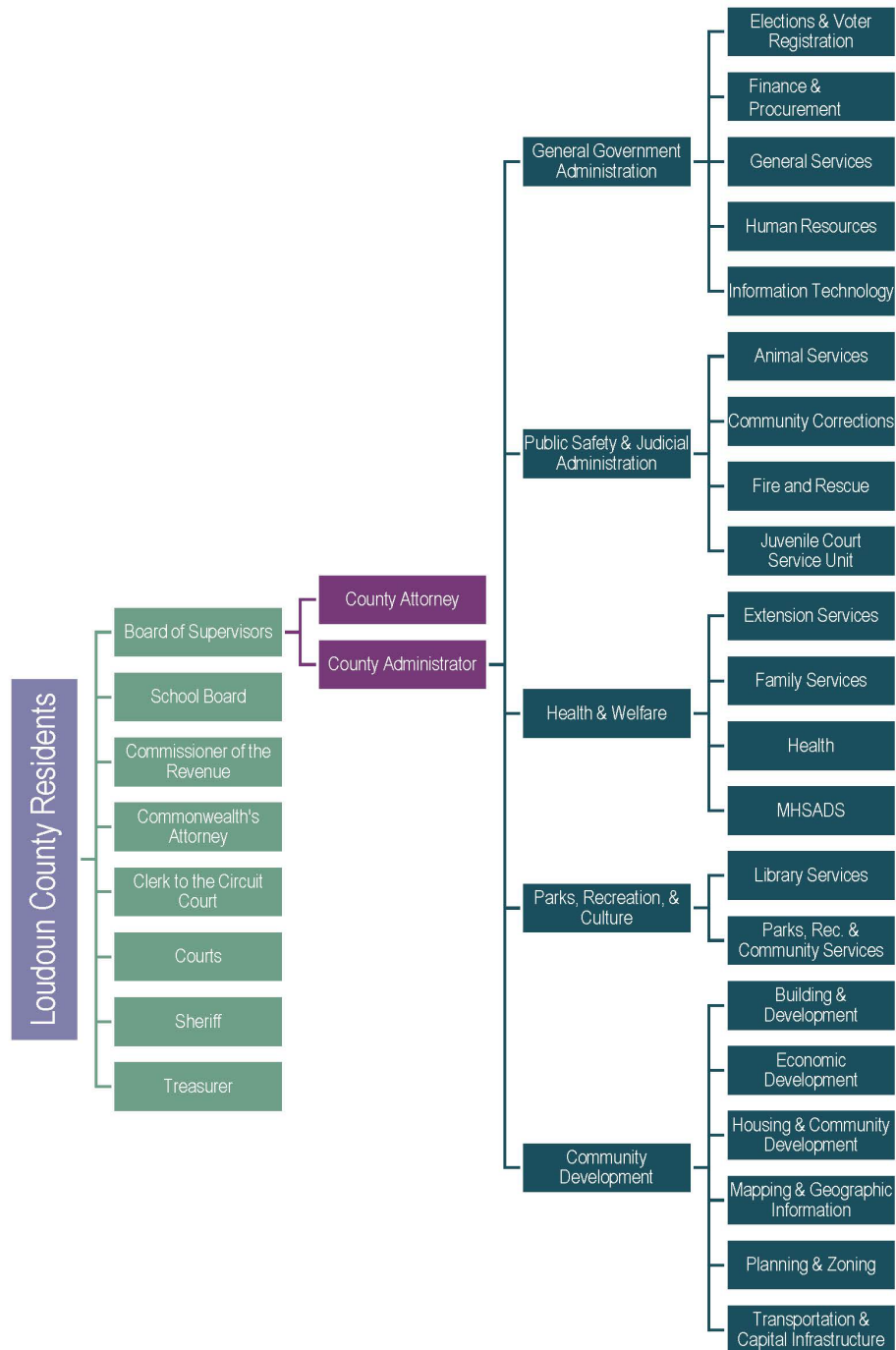
Activity Data Tables describe additional information about each activity and metrics related to what it is doing, how much, and how well. The bolded statements in the data table describe what the activity intends to achieve over time; i.e., the long-term objective(s). The metrics and data included under each objective show what has been happening over time (when data is available) and what is projected to happen in the near-term future. Throughout this document, data in FY 2021 and FY 2022 may reflect programmatic anomalies relating to the COVID-19 pandemic. Some Activity data tables include one or more asterisks (*) to indicate which metrics the Activity is closely monitoring as Loudoun's population growth slows and the needs of the community shift over the longer-term.



Guide to the FY 2024 Program Review

Organizational Overview

Thirty departments contribute to the operations of Loudoun County Government. This organizational chart details reporting relationships between residents, elected and appointed officials, and staff.







General Government Administration FY 2024 Program Review

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Board of Supervisors

To set County policies, adopt ordinances, appropriate funds, approve land rezoning and special exceptions to the Zoning Ordinance, and carry out other responsibilities set forth in the Code of Virginia.

Department Program

Corporate Board and District Budgets

Represents corporate funds for operating the Office of the Board of Supervisors (Board) and district budgets for the nine Board members. The corporate board budget is allocated for Board member salaries; health, dental, and retirement match benefits for Board aides; the County's accounting and auditing services; legal advertising; and internal services. Each district office is allocated Board-approved funds for Board aide salaries and operating costs.

Financial Information

FY 2024 Adopted Information¹

	Expenditures	Revenue	LTF	FTE
Corporate Board Budget	\$2,090,057	\$0	\$2,090,057	0.00
District Budgets	2,797,136	0	2,797,136	0.00
Total	\$4,887,193	\$0	\$4,887,193	0.00

¹ Sums may not equal due to rounding.



Board of Supervisors: Corporate Board and District Budgets

Corporate Board and District Budgets

What We Do: Loudoun County is governed by a nine-member Board. The Chair of the Board is elected by the voters at-large, while the other eight supervisors are each elected from the election districts in the County. All nine members serve concurrent four-year terms. The Board appoints a County Administrator, who manages the County's daily operations; a County attorney, who oversees the County's legal affairs; and nearly 40 advisory boards, committees, and commissions, such as the Planning Commission, which advises the Board on land use issues.

The Board sets County policies, adopts ordinances, appropriates funds, approves land rezoning and special exceptions to the Zoning Ordinance, and carries out other responsibilities set forth in the Code of Virginia. The Board holds regularly-scheduled business meetings throughout the year to carry out these duties. The Board receives input from residents and stakeholders during its business meetings and public hearings. The Board has also established standing committees, in which a subset of Board members discusses important topics and items in detail and makes recommendations before being considered by the full Board. Before each meeting, Board members review agenda packets, prepared by the County Administrator's Office (Support to the Board activity), with detailed information on each item to be considered at that meeting. Board members are also nominated and appointed by the full Board to serve on regional and County committees and commissions. Each Board member typically has one or more staff aides to assist them in these duties, help with constituent communications and concerns, and provide administrative assistance.

Corporate Board funds are used for activities benefiting the full Board, including conduct of business for Board meetings, Board member salaries, and benefits for staff aides. District budgets are managed by each individual Board member to support the functions and activities of their district office, including staff aide salaries. District budgets are also used to reimburse Board members for their expenses in conducting activities on behalf of their district and/or the County, such as mileage and meeting expenses.

Mandate Information: The Board is mandated by the Code of Virginia § 15.2-1400. Compensation is set by the Board for the subsequent Board per Virginia Code § 15.2-1414.2. District budgets are discretionary, but the amounts are authorized by the Board.

Who Does It: Board members are elected officials. Staff aide positions are unclassified positions that are neither temporary nor regular positions under the County personnel system. Contractors perform some services or operations.

Why We Do It: Public meetings and hearings held by the Board afford the public the opportunity to participate in the policy-making process. District budgets allow Board members to be more responsive to constituents. With the recent growth in the County population, Board members must respond to a populace that has questions about County activities, services, and decisions. The rise of the information age has further linked residents with their elected officials, creating a stronger need for staff and activities to keep the public informed. Additionally, with the breadth and depth of issues before the Board, staff aides serve to review staff items and provide policy suggestions and recommendations to their respective Board members.

How We Do It Now – Current Service Level: The Board sets and holds approximately 30 business meetings and public hearings annually. For review in advance of meetings, the Board receives approximately 80 agenda packets (including supplemental packets) annually. Packets are prepared for business, special, and committee meetings by the County Administrator's Office (Support to the Board activity).

How We Plan to Do It in the Future – Recommended Service Level: As the County's population growth stabilizes over time, this activity will continue to hold business meetings and public hearings to maintain the continuity of the government and keep the public informed and engaged in the legislative process.



Board of Supervisors: Corporate Board and District Budgets

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Hold business meetings to carry out Board duties and hold public hearings to receive input from the public.					
Number of business meetings and public hearings	32	38	35	55	55
Number of agenda packets	98	97	84	80	80





Commissioner of the Revenue

To serve residents and the business community by administering tax programs mandated by the Code of Virginia and local ordinances in an efficient, fair, equitable, and thorough manner, while protecting the confidential personal and business information entrusted to the Office.

Department Programs

Tax Assessment

Identify, assess, value, and defend valuations for real estate; identify, classify, and assess vehicle personal property taxes, business license taxes, business personal property taxes, excise taxes, and other business taxes and fees. Tax Assessment also includes tax account reviews and field inspections to ensure proper tax classification and equitable assessment of taxes among like businesses.

Activities

- Real Property Tax Assessment
- Business Tax Assessment
- Vehicle Personal Property Tax Assessment

Tax Exemptions and Deferrals

Administer the County's Tax Relief for the Elderly and Disabled Program and tax exemptions for disabled veterans and their surviving spouses by processing applications, qualifying applicants, and adjusting tax accounts; administer property tax exemptions by classification and designation; administer the County's Land Use Assessment Program by processing applications, qualifying property, conducting site visits, and assessing qualifying land; and administer the County's program for solar equipment exemption.

- Tax Exemptions and Deferrals

Tax Compliance

Conduct in-depth tax audits and field inspections to ensure accurate and equitable assessment of all business taxes as well as compliance with Loudoun County Codified Ordinances and Virginia State Tax Code; and process all business tax appeal cases.

- Tax Compliance

Administration

Provide direct service to all Loudoun County residents and business owners and respond to all appeals through an administrative review process specific to each type of tax.

- Administration

**Commissioner of the Revenue****Financial Information****FY 2024 Adopted Information¹**

	Expenditures	Revenue	LTF	FTE
Tax Assessment	\$8,075,880	\$242,370	\$7,833,510	60.93
Tax Exemptions and Deferrals	530,174	107,720	422,454	4.00
Tax Compliance	1,855,610	0	1,855,610	14.00
Administration	1,590,523	188,510	1,402,013	12.00
Total	\$12,052,187	\$538,600	\$11,513,587	90.93

¹ Sums may not equal due to rounding.



Commissioner of the Revenue: Tax Assessment

Real Property Tax Assessment

What We Do: The Real Property Tax Assessment activity consists of assessing, at fair market value, all real property in Loudoun County to ensure that the County's real property tax base is maintained in a fair and equitable manner. This includes residential and commercial land, buildings, and improvements thereon. This activity also entails maintenance of the online real property database and responding to taxpayers as well as assisting taxpayers with real property assessment inquiries. Staff must review and defend real estate assessments at Board of Equalization (BOE) hearings and in Circuit Court if necessary. In addition, staff verifies and updates property characteristics through accepted data collection methods, including onsite inspections, use of high-resolution digital aerial imagery, entitlement, zoning information, and building permit records to identify new structures and modifications to existing structures. This activity also involves providing real property assessment information to the public, public officials, and others. The Code of Virginia requires the Commissioner of the Revenue to maintain the County's Land Book and ensure the timely and accurate preparation of assessment information for the Treasurer to complete the real property tax billing process.

Mandate Information: The Commissioner of the Revenue's assessment duties are mandated by the Code of Virginia and local ordinances. The Code of Virginia §§ 58.1-3200 through 58.1-3389 and Loudoun County Codified Ordinances mandate the annual assessment of all real property in the County at fair market value.

Who Does It: County staff appraisers perform this activity using the County's computer-assisted mass appraisal system.

Why We Do It: The Commissioner of the Revenue and staff provide direct service to Loudoun property owners on a daily basis. Real property taxes account for more than half of the total annual County revenues. This activity is vital as it forms the basis upon which the Board-adopted real estate tax rate is applied, resulting in the levy that is billed by the Treasurer.

How We Do It Now – Current Service Level: Current service level involves verifying 100 percent of sales each year and maintaining a 95 percent assessment-to-sales price ratio. Staff reviews all building permits issued each year to ensure that improvements to parcels are accounted for in assessment data. In FY 2022 and FY 2023, the Board approved appraiser positions and one supervising appraiser to maintain current service level and to address the backlog of residential parcels that needed to be confirmed in the County's assessment system with a new or revised sketch—a digital rendering of the building's exterior dimensions and size calculations. At current service level, the backlog of residential parcels needing to be sketched reduces by approximately 10 percent each year. On average, 150 real property parcels are added to the County's tax rolls each month that need to be assessed on an annual basis.

In FY 2020, the service level provided with the staff resources at the time met all mandated requirements; however, staff workloads were not optimal. In subsequent years, this taxpayer service was enhanced through additional staff resources, which reduced the number of parcels assigned to each appraiser. This allowed for a greater frequency of property inspections and reduced the number of existing properties without sketches and the sketching of new properties, as well as resulted in more thorough permit and sale review and enhanced taxpayer service.

In this fiscal year with current resources, real property assessments will be completed by mandated deadlines.

How We Plan to Do It in the Future – Recommended Service Level: Service levels are predominantly influenced by mandates within the Code of Virginia and Loudoun County Codified Ordinances. As the County continues to develop over time, staffing levels for these services will be reviewed to ensure that these mandates are met. However, changes in either Virginia Code or Loudoun County Codified Ordinances may impact service levels in the future; although it is difficult to predict the timing or impact of any future changes.



Commissioner of the Revenue: Tax Assessment

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Verify 100 percent of sales.					
Number of commercial parcels	7,135	7,219	7,197	7,269	7,342
Number of record transfers	20,678	15,725	11,260	11,147	11,036
Number of residential parcels	138,314	139,894	142,110	143,531	144,966
Percentage of sales verified	97%	100%	100%	99%	98%
Achieve a 95 percent assessment-to-sale price ratio.¹					
Number of parcels	145,449	147,113	149,307	150,800	152,308
Assessment-to-sale price ratio	92%	96%	92%	95%	95%
Collect data relative to new construction to add supplemental value by number of months to the County Land Book.					
Number of new structures	1,678	1,443	1,606	1,445	1,301
Number of required changes to the Land Book	23,554	17,306	15,099	15,039	14,978
Total assessed value (in millions) added to the Land Book from new construction	\$657	\$540	\$476	\$485	\$495
Reduce the backlog of residential parcels that need to be sketched by 10 percent each year.					
Number of backlog parcels	21,011	14,251	8,453	7,608	6,847
Percentage decrease in parcels	14%	23%	41%	10%	10%
Respond to all requests for assessment reviews, BOE appeals, and court cases.²					
Number of Office reviews – residential	360	216	1,472	500	500
Number of Office reviews – commercial	117	52	137	75	100
Number of BOE appeals – residential	18	23	41	30	30
Number of BOE appeals – commercial	43	57	64	50	50
Number of court cases	0	0	1	0	0
Number of tax sale cases worked	0	0	0	0	0
Net value change (in millions) from Office reviews	\$(179)	\$(524)	\$(1,733)	(950)	(950)
Net value change (in millions) from BOE decisions	\$(1,055)	\$(102)	\$(0.051)	n/a	n/a

¹ Assessment-to-sales price ratio is the ratio of the County-assessed value of a property to its selling price. This ratio is a method to determine the degree of uniformity in assessments and is one component of fair market value. By the Code of Virginia, the Loudoun County Commissioner of the Revenue is required to annually assess all real property at 100 percent of fair market value.

² Measures for the BOE appeals and court cases can fluctuate drastically from one year to the next. If the appeal or court case is related to a commercial property, there is the potential for a larger change in value.



Commissioner of the Revenue: Tax Assessment

Business Tax Assessment

What We Do: The Business Tax Assessment activity involves the imposition of Business, Professional, and Occupational License (BPOL) tax and business tangible personal property tax on business furniture and fixtures, heavy equipment, machinery and tools, data center equipment, and computer equipment. It also includes the administration of bank franchise, consumer utility, transient occupancy, short-term rental, mixed beverage license, and other local business taxes.

Staff assists taxpayers with business personal property tax assessment and business license inquiries by email, telephone, and in-person at the Leesburg and Sterling locations. A web services portal is available for the public to register their business for local taxation and file their annual business license and business personal property tax declarations online. Staff interacts with the County's incorporated towns to obtain reports on all active businesses.

Mandate Information: The Code of Virginia § 58.1-1207 (Bank Franchise Taxes) states that the Commissioner of the Revenue shall certify a copy of the bank's return and schedules and transmit such certified copy to the Virginia Department of Taxation. The Code of Virginia § 58.1-3112 requires the Commissioner of the Revenue to preserve returns of tangible personal property, machinery and tools, and merchants' capital tax. The Code of Virginia §§ 58.1-2602 through 58.1-2603 requires the Commissioner of the Revenue to verify and include in the local tax roll Public Service Corporation properties assessed and reported by the State Corporation Commission. The Code of Virginia §§ 58.1-3510.4 through 58.1-3510.6 (Short-term Rental Taxes) states that the lessor of daily rental property shall transmit a quarterly return to the Commissioner of the Revenue of the County wherein the tax is collected, indicating the gross proceeds derived from the short-term rental business; and the Commissioner of the Revenue shall assess the tax due. The Code of Virginia § 58.1-3700 permits localities to impose a local BPOL tax on the gross receipts of business operations in the County and requires the Commissioner of the Revenue to administer the tax if it is adopted by the local governing body, including management of the administrative appeals process.

Who Does It: Business tax assessors review online registrations and renewals to ensure that taxpayers file gross receipts related to new business activity and business personal property accurately and in the proper tax classification. BPOL and business personal property taxes are self-reported by the taxpayer annually. As such, staff reviews tax assessments for accuracy.

Why We Do It: The Commissioner of the Revenue and staff provide direct service to most Loudoun business owners on an annual basis. The Business Tax Assessment activity forms the basis upon which business taxes are levied. Staff ensures timely and uniform assessments of local business taxes and prepares the business tangible Personal Property Book by prescribed deadlines.

How We Do It Now – Current Service Level: Current service level involves maintaining approximately 16,000 business license accounts, representing approximately 2,700 accounts maintained per business tax assessor. The business taxes administered account for approximately 2 percent of the County's budgeted revenue. In this fiscal year with current resources, business tax assessments will be completed by mandated deadlines.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level is not clear now; however, the Office watches trends and projections to anticipate the direction that service levels may need to go and why, using stabilization projections or changes in the industry. This complex evaluation may look as follows: Over time, the composition of the businesses and their activities in the County have become more complex. As the County's population growth stabilizes over time, it is anticipated that the number of businesses will also level off, but an increase in the number of home-based businesses could shift the business base and not necessarily reduce the number. Additionally, legislative changes can have an unpredictable effect on the type of businesses subject to taxation and the types of tax programs to be administered by the Office. The Office will monitor these factors to evaluate whether to adjust its services or service levels.

**Commissioner of the Revenue: Tax Assessment**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Assess BPOL tax and prepare business tangible personal property by prescribed deadlines.					
Number of business licenses issued	17,484	15,950	15,876	16,035	16,195
Average number of business licenses issued per staff	2,914	2,658	2,646	2,672	2,699



Commissioner of the Revenue: Tax Assessment

Vehicle Personal Property Tax Assessment

What We Do: The Vehicle Personal Property Tax Assessment activity consists of ascertaining and assessing, at fair market value, all automobiles, trucks, aircraft, boats, campers, manufactured homes, motorcycles, trailers, and recreational vehicles in the County. Additionally, staff is responsible for making qualification determinations for the state's car tax relief, prorating vehicle assessments, levying statutory assessments, and correcting erroneous assessments. The Commissioner of the Revenue provides assessment information to the Treasurer for the billing and collection of personal property tax.

Staff interacts with most County vehicle owners annually. This activity involves providing the public and others with accurate and timely personal property assessment information. A web services portal is available for residents to register vehicles and report the move, sale, or disposal of vehicles; report mailing address changes; or file their annual vehicle information as well as file an appeal of valuation. Staff assists taxpayers with vehicle property assessment inquiries by email, telephone, and in-person. The Office performs compliance activities related to personal property taxes. Methods for property owner compliance include cross-referencing data sets such as Department of Motor Vehicles (DMV) records, Loudoun-based business tax accounts, real estate transfer records, apartment complex tenant listings, and voter registration records, as well as random visits to observe vehicles in the County.

Mandate Information: The Code of Virginia requires the Commissioner of the Revenue to produce the County's Personal Property Book and ensure the timely and accurate preparation of assessment information. The Code of Virginia §§ 58.1-3500 through 58.1-3521 sets out the tax laws specific to the assessment of tangible personal property including, but not limited to, business equipment, vehicles, boats, trailers, manufactured homes, aircraft, programmable computer equipment, and machinery and tools. The Code of Virginia § 58.1-3524 requires the Commissioner to determine whether vehicles qualify for personal property tax relief. The Code of Virginia § 58.1-3903 sets out tax laws requiring the issuance of supplemental assessments for local taxes that were not assessed or that were assessed at less than the law requires. The Code of Virginia §§ 58.1-3980 through 58.1-3993 instructs the Commissioner to correct assessments that were made based on an error or judgement of fact.

Who Does It: County staff identifies, classifies, and values vehicle personal property using various resources, including assessment publications and electronic valuation subscriptions. The DMV provides a weekly file of vehicle registration data which assists in maintaining tax records.

Why We Do It: This activity provides direct service to most Loudoun residents and business owners on an annual basis, including assistance at the Office's front counters in Leesburg and Sterling. This activity is the basis for assessing and collecting vehicle personal property taxes, which is the County's second largest local revenue program.

How We Do It Now – Current Service Level: Current service level involves issuing approximately 425,000 personal property assessments annually. This workload represents an average of approximately 106,000 personal property assessments per personal property tax assessor. On average, more than 1,000 vehicles are added to the tax rolls each month that need to be assessed. The personal property taxes administered by the Commissioner of the Revenue's Office account for approximately 20 to 25 percent of the County's budgeted revenue. Presently, the service level provided with current resources is sufficient to meet mandated deadlines. Increases in the number of vehicles to be assessed will require monitoring to determine whether additional resources are required. Legislative changes (including purported goals to eliminate the vehicle personal property tax in the Commonwealth) will surely affect the need for staff. However, if prior efforts are any indication, a reduction in staff to administer vehicle personal property taxes is unrealistic.

How We Plan to Do It in the Future – Recommended Service Level: The current service level is the recommended service level; however, efforts to eliminate the personal property tax on vehicles will affect future staffing requirements.

**Commissioner of the Revenue: Tax Assessment**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Prepare personal property assessment books by prescribed deadlines and ensure timely, uniform, and thorough application of personal property tax.					
Number of personal property assessments	416,368	419,056	422,270	426,493	428,625
Number of personal property assessments reviewed per staff	104,092	104,764	105,568	106,623	107,156



Commissioner of the Revenue: Tax Exemptions and Deferrals

Tax Exemptions and Deferrals

What We Do: The Tax Exemptions and Deferrals activity is comprised of the administration of the County's Land Use Assessment Program; tax relief programs for the elderly or disabled; tax exemptions for disabled veterans and surviving spouses of members of the armed forces killed in action or killed in the line of duty; tax exemptions for revitalized real estate; and tax exemptions for solar equipment.

The Land Use Assessment Program provides for the deferral of real estate taxes on real estate (land only) that qualifies for agricultural, horticultural, forestry, and open space uses. Staff performs field visits using County vehicles as well as high-resolution digital aerial images to determine land use and exemptions by classification. Through tax relief for the elderly and disabled, participants are relieved from payment of some or all of the real property taxes on their primary dwelling, and may have their vehicle taxes reduced as well. Tax exemptions for 100 percent service-connected, totally and permanently disabled veterans apply to the tax on the veteran's primary dwelling and up to three acres of land and one vehicle. For all of these programs, staff conducts interviews and counsels and assists applicants with completing the appropriate application. Staff conducts seminars and outreach programs to educate residents about the various programs.

Staff is also responsible for issuing determinations for property tax exemptions by classification and management of the application process for the County's tax exemption by designation process for nonprofit organizations, ensuring that all applications are reviewed for completeness and that qualified applications are properly transmitted to the Board for consideration. Staff assists with the application process to representatives of nonprofit organizations that wish to be designated by the Board as exempt from local property taxes; and the Office prepares and presents applications for qualified organizations to the Board's Finance Committee meeting in September.

Mandate Information: The Code of Virginia §§ 58.1-3210 through 58.1-3217 (Real Estate Relief for Elderly and Disabled) states that each Commissioner of the Revenue shall also make any other reasonably necessary inquiry of persons seeking such exemption to determine qualifications as specified herein to establish the income or financial worth of any applicant for tax relief or deferral. The Code of Virginia §§ 58.1-3506.13506.7 (Personal Property Relief for Elderly and Disabled) states that each Commissioner of the Revenue shall also make any other reasonably necessary inquiry of persons applying under this article to determine qualifications as specified herein to establish the income or financial worth of any applicant for personal tax relief. The Code of Virginia §§ 58.1-3230 through 58.1-3244 sets out the structure and criteria for the Land Use Assessment Program and empowers counties to adopt ordinances pursuant to state code. Loudoun County adopted an ordinance in 1973 – Chapter 848 – which empowers the Commissioner of the Revenue to determine whether the property meets the program criteria. The Code of Virginia § 58.1 Chapter 26 sets out the properties and certain types of organizations which shall be exempt from property taxation either by classification or designation.

Who Does It: This activity is performed by County staff who assist taxpayers with land use, tax deferral, and tax exemption inquiries by email, telephone, and in-person at the Leesburg and Sterling offices.

Why We Do It: The Commissioner of the Revenue's assessment duties are mandated by the Code of Virginia and local ordinance. The Tax Exemptions and Deferrals activity implements Virginia Code mandates and Board-approved tax exemptions and tax deferrals. This activity provides direct service to most land use and tax relief applicants.

How We Do It Now – Current Service Level: Current service level reflects processing 3,200 applications for the County's Tax Relief Program for the Elderly and Disabled annually, representing a workload of approximately 1,600 applications reviewed per staff member. At current service level, staff processes more than 1,600 exemptions for the County's Real Property Tax Exemptions for Service-Connected Disabled Veterans and their Surviving Spouse and Personal Property Tax Exemption for Disabled Veterans. For the Land Use Assessment Program, current service level reflects nearly 5,000 parcels enrolled in the program, with staff completing approximately 1,400 inspections and application renewals each year. There were more than 500 active solar exemptions in FY 2023, a 50 percent increase from the previous year. Current service level is processing between 275 and 300 applications per year.



Commissioner of the Revenue: Tax Exemptions and Deferrals

How We Plan to Do It in the Future – Recommended Service Level: The current service level is the recommended service level. Still, continued growth in the number of applicants, organizations, and qualified parcels will result in the need for additional staff to manage the additional workload. Furthermore, changes in the qualifying criteria or other unpredictable legislative mandates from the Commonwealth will require a reevaluation of future staffing levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Complete the County's Tax Relief Program for the Elderly and Disabled application reviews by established deadlines.					
Number of Tax Relief Program applications received	3,185	2,604	3,230	3,262	3,262
Average number of Tax Relief Program applications per staff member	1,593	1,302	1,615	1,631	1,631
Number of Tax Relief Program applications and recertifications approved	2,757	2,360	2,275	2,298	2,321
Administer the County's Real Property Tax Exemptions for Service-Connected Disabled Veterans and their Surviving Spouse and Alternative Personal Property Tax Rate for Disabled Veterans.¹					
Number of Real Property Tax Exemptions processed	968	1,334	1,640	1,648	1,656
Number of Alternative Personal Property Tax Rates processed	967	1,495	1,974	1,994	2,004
Meet state requirements for renewal applications of all Land Use Assessment Program parcels every six years.²					
Number of parcels enrolled in the Land Use Assessment Program	4,969	4,986	4,952	4,995	4,995
Number of first-time applications submitted	41	38	42	40	45
Number of renewals	730	648	828	836	700
Number of inspections	1,201	775	541	546	800
Administer the County's Tax Exemptions by Classification and Board Designation and submit recommendations to the Board's Finance Committee meeting in September annually.					
Number of exemptions by designation applications received	8	5	6	8	5
Number of applications eligible	8	2	7	7	2

¹ The Attorney General has ruled that veterans are entitled to this exemption dating back to January 1, 2011, so long as they were adjudicated as disabled by that date. Exemptions are regularly processed for past years.

² The number of annual renewal applications changes from year to year based on the schedule to revalidate every six years.



Commissioner of the Revenue: Tax Compliance

Tax Compliance

What We Do: The Tax Compliance activity entails ensuring assessment of all subjects of County business taxation by conducting in-depth reviews, which include obtaining tax returns, investigating, field inspections, and reviewing taxpayer books and records for tax compliance. It involves researching and addressing taxpayer reports of non-compliant businesses. Staff uses assessment resources including publications, electronic valuation subscriptions, internet research, and County vehicles to conduct field visits. For non-compliant taxpayers, staff may use various resources including assessment publications and electronic valuation subscriptions to value underreported or omitted tax assessments. Staff also conducts site visits and uses a variety of discovery methods to ensure proper reporting for business, professional, and occupational license tax; business tangible personal property tax; bank franchise, consumer utility, transient occupancy, short-term rental, and mixed beverage license tax; and other local business taxes. Moreover, staff issues audit determinations of tax liability, citing state code and local ordinance and explaining taxpayers' local tax liability in conformance with state law. Ultimately, if voluntary compliance is not achieved in a timely manner, staff will issue statutory assessments based upon available information and in conformity with local tax laws. Additionally, the Tax Compliance activity entails receiving appeal requests, conducting in-depth reviews related to the appeal requests, and issuing proper determinations of tax liability in conformance with state law. Also, staff assists with business personal property tax assessment and business license inquiries by email, telephone, and in-person.

Mandate Information: The Code of Virginia § 58.1-3109 states that the Commissioner of the Revenue will review the lists of all persons licensed by the Commissioner and assess, for the current license year, additional license taxes for any person who has reported less than the law requires; and, upon investigation, assess the proper license taxes for any person who has, without a license, conducted any business for which a license is required. The Code of Virginia § 58.1-3109 further states that the Commissioner shall require every taxpayer who may not have properly returned to the Commissioner all of their tangible personal property and licenses for the current tax year and the three preceding tax years to make the proper and complete return. The Code of Virginia § 58.1-3110 provides the authority for the Commissioner to summon the taxpayer or any other person to appear before the Commissioner at the office, to answer, under oath, questions touching the tax liability of any and all specifically identified taxpayers and to produce documents relating to such tax liability, either or both. The Code of Virginia § 58.1-3903 states that the Commissioner shall make an assessment for any local tax which has not been assessed for any tax year of the three preceding tax years or that the same has been assessed at less than the law required for any one or more of such years.

Who Does It: This activity is performed by County staff who conduct in-depth audits and site visits, and process appeal requests to ensure accurate assessments of tax in conformity with state law and local ordinance. Staff also ensures proper reporting, which requires staff to compare local business filings with state and federal tax filings, as well as taxpayer filings with other jurisdictions within the state. Compliance staff also assists owners with registering their businesses and filing their taxes with the County.

Why We Do It: This activity ensures uniform and thorough application of local business taxes, as well as compliance with business tax laws. Compliance officers identify unregistered businesses through the evaluation of discovery resources and even offer themselves as a personal contact for many County business owners to contact for assistance with registration, proper filing, and becoming tax compliant. Business tax auditors and compliance officers work to encourage voluntary compliance with local tax regulation and capture revenue lost due to noncompliance, incorrect records, and filing errors. This activity ensures uniform, fair, and equitable taxation, thereby increasing revenue collection through proper interpretation and application of local tax laws, either by voluntary or involuntary compliance. Correcting classification and filing errors reduces the County's refund liability.

How We Do It Now – Current Service Level: Current service level reflects auditing approximately 20 percent of business personal property accounts annually. Current service level involves conducting field or desk audits of approximately 10 percent of business license accounts annually.



Commissioner of the Revenue: Tax Compliance

How We Plan to Do It in the Future – Recommended Service Level: The current service level is the recommended service level. Growth in the population subject to local business taxes will require a reevaluation of future staffing levels. Legislative changes in tax programs administered by the Office may also affect future staffing levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Audit 25 percent of business personal property accounts annually.					
Number of business personal property accounts	39,782	40,547	40,856	40,897	40,938
Number of business personal property accounts audited	12,388	3,637	4,074	8,179	10,234
Percentage of business personal property accounts audited	31%	9%	10%	20%	25%
Number of business personal property desk audits	8,728	3,213	1,479	3,000	3,200
Number of business personal property field audits	3,660	56	680	1,000	1,100
Audit 15 percent of business license accounts annually.					
Number of business license accounts	17,484	15,950	15,876	16,019	16,179
Number of business license accounts audited	2,343	88	618	1,602	2,103
Percentage of business license accounts audited	13%	1%	4%	10%	13%
Number of business license desk audits	719	67	115	481	946
Number of business license field audits	1,564	21	503	1,121	1,157



Commissioner of Revenue: Administration

Administration

What We Do: This activity includes the development of the Office's strategic plan, day-to-day management of multiple divisions and office locations, allocation of resources, development and implementation of Department procedures, and interpretation of the Code of Virginia to ensure the fair and equitable application of local taxes. The Commissioner of the Revenue is authorized to operate in a single location that is convenient to the majority of taxpayers. The Commissioner's Office is often viewed as the repository of information about real property, businesses, and taxpayers in the County. The Office receives numerous requests for statistical and other information from elected officials, other departments, state agencies and associations, other localities, taxpayers, and the media. While most of the data maintained by the Office is protected as confidential tax information, the Office provides actionable public data from the computer-aided mass appraisal and tax assessment software applications. In addition to mandated duties, the Office of the Commissioner of the Revenue assists the County's economic development efforts to attract and retain commercial enterprises by counseling prospective businesses on the tax advantages of a Loudoun location. The Office evaluates the fiscal impact of proposed legislative changes to taxes administered by the Office and their effects on Loudoun residents and businesses. The Commissioner's offices are located at the County Government Center in Leesburg; and the Loudoun Tech Center in Sterling is where the majority of walk-in customers are served.

Mandate Information: This activity provides support for conducting the services mandated by the Code of Virginia.

Who Does It: This activity is performed by County staff who respond to static and dynamic requests for information from elected officials, other departments, other localities, taxpayers, and the media.

Why We Do It: The Commissioner of the Revenue and staff provide direct service to most Loudoun residents and business owners on an annual basis. The Administration activity oversees the Leesburg and Sterling offices to provide convenient locations for residents to obtain services, file necessary returns, make inquiries, and request information; ensures the fair and equitable application of local taxes; and interprets the Code of Virginia.

How We Do It Now – Current Service Level: The Administration activity reviews, evaluates, and comments on bills during the Commonwealth of Virginia's General Assembly's session.

How We Plan to Do It in the Future – Recommended Service Level: Currently, no changes are foreseen that would necessitate modification to the current process described above.





Office of the County Administrator

To provide professional public policy advice to the Board of Supervisors (Board) and County Government leadership, as well as executive oversight and direction to organizational staff, to implement the vision and strategic plan of the Board. In addition, to lead all countywide activities in the areas of management and budget, performance measurement, emergency management, public affairs and communications, equity and inclusion, the Legislative Program, the Virginia Freedom of Information Act (FOIA), the Health Insurance Portability and Accountability Act (HIPAA), and Opioid Settlement funds.

Department Programs

Administration

Exercises daily management and supervision of all County operations. Assists the Board in developing its strategic priorities and provides guidance in achieving them. Manages the agenda/packet process for the Board's business meetings, committee meetings, and public hearings. Centrally manages requests to the County for public information through FOIA. Coordinates the review of legislation before the General Assembly and the United States Congress.

Activities

- Executive Management and Strategic Initiatives
- Support to the Board
- Freedom of Information Act (FOIA) Management
- Legislative Program

Office of Public Affairs and Communications (PAC)

Develops and executes strategic, countywide internal and external communications and constituent services programs that connect Loudoun County residents, businesses, and communities with information about their government and its services.

- Constituent Services
- Internal and External Communications
- Accessibility Services
- Cable Channel and Webcast Operations
- Media Relations

Office of Emergency Management (OEM)

Facilitates the County's comprehensive emergency management program in accordance with local, state, and federal laws, authorities, and directives. Ensures operational coordination in response to significant events impacting the County. Conducts community outreach and education as well as training. Works to improve the safety and security of County employees, facilities, and customers by providing comprehensive training, performing security assessments and screenings, updating policies and procedures, and investing in countywide emergency medical equipment.

- Countywide Threat, Hazard, and Resilience Planning
- Operational Coordination
- Community Outreach and Education
- Health, Safety, and Security

**Office of the County Administrator****Office of Equity and Inclusion (OEI)**

Facilitates the County's equity initiatives in coordination with County departments and external stakeholders. Works to ensure that the County is an equitable place to work and live.

- Diversity, Equity, Inclusion, and Accessibility (DEIA) Training and Development

Office of Health Information Safeguards and Accountability

Ensures countywide unified application and monitoring of HIPAA standards and centralized protocols.

- Health Information Oversight

Office of Management and Budget (OMB)

Provides primary support to the County Administrator in development, analysis, review, implementation, and monitoring of the County's Operating Budget and Capital Budget.

- Operating Budget Development and Review
- Forecasting and Economic Analysis
- Management Fellowship Program
- Capital Budget Development and Review
- Long-Range Fiscal Planning
- Economic and Demographic Analysis
- Debt Issuance
- Debt Management
- Performance Measurement
- Board of Equalization

Financial Information**FY 2024 Adopted Information¹**

	Expenditures	Revenue	LTF	FTE
Administration	\$5,770,141	\$0	\$5,770,141	25.07
Office of Public Affairs and Communications (PAC)	2,782,665	0	2,782,665	17.53
Office of Emergency Management (OEM)	4,419,097	110,308	4,308,789	18.00
Office of Equity and Inclusion (OEI)	460,692	0	460,692	3.00
Office of Health Information Safeguards and Accountability ²	0	0	0	0.00
Office of Management and Budget (OMB)	3,264,760	0	3,264,760	42.00
Total	\$16,697,355	\$110,308	\$16,697,355	105.60

¹ Sums may not equal due to rounding.

² The budget for the Office of Health Information Safeguards and Accountability is in the Executive Management and Strategic Initiatives activity (Administration) even though it's reflected as a standalone program.



Office of the County Administrator: Administration

Executive Management and Strategic Initiatives

What We Do: The County Administrator serves as the Chief Administrative Officer of the County Government, and is directly accountable to the Board. At the beginning of each Board's four-year term, the County Administrator and staff work with the Board to develop a strategic plan that puts into action the Board's vision and goals. Historically, the strategic plan has served as a work program, providing direction to staff on initiatives of importance to the Board. The strategic plan is grounded in the vision and goals of the Board, but changes as initiatives are completed and new initiatives are added throughout the term.

The Executive Management and Strategic Initiatives activity is the daily management of all County operations, and the provision of leadership and strategic direction to County operations in alignment with this strategic plan. This includes a wide range of both day-to-day and strategic operations, from overall service initiatives to positioning of departments and hiring of key leadership positions within the organization. Accomplishments and status updates on the strategic plan are provided to the Board on a regular basis through staff reports. Additionally, Executive Management and Strategic Initiatives staff develops, updates, and oversees the implementation of all County policies and regulations. This activity requires staff to work in close partnership with other County and community entities to ensure collaboration, shared knowledge, and effective use of resources. Partners include the business community, the Chamber of Commerce, the Economic Development Advisory Commission, health and human services agencies, and other groups. This Executive Management and Strategic Initiatives activity also includes administrative support for senior staff and general office operations.

Mandate Information: The Code of Virginia § 15.2-1541 establishes the County Administrator as the Chief Administrative Officer.

Who Does It: County staff provides this service.

Why We Do It: Effective executive management is essential to a well-functioning organization. Central coordination of initiatives, policies, and regulations ensures implementation as adopted by the Board, consistent quality countywide, and regular updates to the Board on progress on their strategic plan. Additional value provided by this activity includes internal projects directed by the County Administrator to achieve greater efficiencies (such as organizational studies), improvements to performance management systems, and reviews of technology practices. Staff works proactively to manage the County's finances, including revenue and expenditures. Proper fiscal oversight and management practices, combined with an overall well-run organization, earns the County favorable bond ratings in addition to ensuring the long-term financial stability of the County.

How We Do It Now – Current Service Level: To assess residents' overall satisfaction, residents are surveyed every other year on community characteristics, governance, and participation. At current service level, 89 percent of residents rated Loudoun County as an excellent or good place to live, and at least nine in ten residents have an overall feeling of safety in their neighborhoods and in Loudoun's downtown and commercial areas. In FY 2023, 53 percent of residents also positively rated the overall quality of services for the taxes paid to Loudoun County. Survey respondents rated various aspects of County leadership and governance, including over eight in ten respondents rating overall customer service provided by the County as excellent or good. 85 percent of respondents gave favorable reviews to the overall economic health of the County.

To-date, the 2020-2023 Board has identified approximately 104 work products associated with their strategic plan or added as a Board Member Initiative (BMI) during their term. Current service level reflects more than half of the initiatives as completed or ongoing, while the remainder are in progress.

How We Plan to Do It in the Future – Recommended Service Level: The County will continue to provide services that meet the needs of residents and demonstrate the value of their tax dollars. The recommended service level for the Board's strategic priorities in FY 2025 is wholly dependent upon the number of new and prior initiatives outlined for staff action by the incoming Board.

**Office of the County Administrator: Administration**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide County services that meet the needs of residents and demonstrate value for their tax dollars.¹					
Percentage of residents rating County services positively	81%	n/a	53%	n/a	80%
Percentage of residents rating the value of services for taxes paid as either excellent or good	66%	n/a	81%	n/a	74%
Complete the work products associated with the Board's strategic priorities.²					
Number of work products identified	96	100	104	110	50
Number of work products completed or ongoing	24	42	60	100	10
Percentage of work products completed or ongoing	25%	42%	58%	91%	20%

¹ Data shown as n/a indicates a measure that does not have data. Residents are surveyed every other year.

² Number of work products completed is cumulative but excludes ongoing work products. "Apply for grant funding" is an example of an ongoing work product. When ongoing work products are included, the percentage of work products completed is higher.



Office of the County Administrator: Administration

Support to the Board

What We Do: This activity includes maintaining a master calendar of Board meetings (business and standing committee meetings, public hearings, and budget work sessions), setting meeting agendas, and managing the legal advertisements of items requiring public notice. This activity also includes coordinating the receipt and review of all information items, action items, staff reports, and resolutions from County departments. Staff attends meetings and operates recording, projection, sound system, remote staff participation, and virtual public input equipment, as well as takes notes of proceedings and Board actions. Following each meeting, staff is required to provide an action report. This activity also completes meeting minutes, copy teste(s), signed legal agreements, and other legal documents approved by the Board. The management of these processes includes coordinating the work of dozens of stakeholders in County departments, reviewing and editing text in the Board's packets, ensuring that staff meets deadlines, publishing packet materials, and communicating with the Board's offices and the executive staff in the County Administrator's Office. In addition, staff updates the Office of the County Administrator's intranet page on resources and deadlines related to staff reports and Board items. This activity provides administrative, research, and document support to the Board and staff as well as to the public.

This activity also provides oversight and management of the appointments process for the Board's advisory boards, commissions, and committees. While some groups are prescribed by the Code of Virginia, many have been created and authorized through Board action. Many advisory groups are ongoing in nature, while some are temporary ad hoc committees established to accomplish specified tasks. Support includes accepting applications, developing the Board's appointments items (nominations and confirmations) for business meetings, managing membership data in an online management tool, coordinating with more than 41 staff liaisons to the advisory groups, and providing FOIA training and technical guidance.

General administrative support is included in this activity for the day-to-day office operations for the Board, including central reception of calls and visitors. This activity coordinates and maintains files of disclosure forms of Board members, several Board committees and commissions, and certain key County staff.

Mandate Information: The Code of Virginia § 15.2-1539 and the Board's Rules of Order require posting of meeting materials, recording of votes and proceedings of the Board, and preservation of the Board's actions. The Code of Virginia §§ 15.2-1242, 2.2-3700 (FOIA), and 42.1-76 (the Virginia Public Records Act) requires that meetings of the Board be open to the public, minutes be kept of all public meetings of the Board, and files of the governing body be open for inspection at the request of a member of the public.

Who Does It: County staff provides this service.

Why We Do It: Accurate, thorough, and prompt information about issues under consideration by the Board and their action on those issues is the bedrock of transparency in government operations. In addition to meeting mandated requirements for posting meeting dates, information packets, and proceedings, this activity provides a record of Board meetings and the issues considered. This information is provided in its entirety on the County website, where it is easily accessible for use by the public, County staff, and Board members and their aides. This saves time and money by ensuring that Board members and aides can access meeting and background information at any time without needing assistance from County staff, and provides interested parties with access to the same information. Staff works to ensure that all items for consideration by the Board provide necessary and relevant information and are presented in an orderly and clear fashion. This includes verifying that each item provides sufficient background information, objective analysis of complex options, and a clear statement of fiscal impacts. This results in meeting packets that allow Board members to make well-informed decisions, allows the public access to the same quality information as their elected representatives, and creates a historical reference that can be drawn on for future items considered by the Board. Additionally, properly managing the Board's master calendar of meetings provides predictability for Board members and the public, allowing both to have adequate time to review meeting materials, raise issues or questions, and attend meetings.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was approximately 1,307 agenda items prepared for business meetings, public hearings, committee meetings, and special meetings; with 43



Office of the County Administrator: Administration

percent of agenda packets published by the deadline. In subsequent years, the service held steady; however, the number of agenda items prepared is fluid based on, for example, the number of BMIs, Response to BMIs (RBMIs), land use applications, contract items, and resolutions. Future projections are based on the average number of items prepared in previous fiscal years. Current service level reflects approximately 1,000 agenda items prepared/reviewed annually per County Administration staff member tasked to this activity. In FY 2020, the Board approved one additional deputy assistant clerk dedicated to meeting management, reducing the number of agenda items prepared or reviewed per staff member and improving publishing timeliness of meeting packets. Current service level results in publishing 75 percent of Board meeting packets by established deadlines. Current service level also involves regularly supporting six meetings per month, any ad hoc meetings (e.g., summits), and the Board's budget work sessions. On average, business meetings are six hours. Current service level represents completing approximately 55 action reports annually, with staff publishing 100 percent of action reports online within two business days.

How We Plan to Do It in the Future – Recommended Service Level: In the future, the service level is anticipated to remain consistent with current service level, which is based on the number of Board meetings held. Staff will continue to monitor the trends with future Boards and the number of meetings and associated meeting logistics and materials.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Publish 95 percent of the Board's meeting packets by established deadlines.¹					
Number of agenda items prepared	1,235	1,208	969	1,100	1,100
Average number of agenda items prepared per staff member	310	302	242	220	220
Number of agenda packets	98	97	84	80	80
Average number of pages per packet	335	478	506	500	500
Percentage of agenda packets published by the deadline	28%	24%	18%	75%	75%
Publish action reports within two business days of the meeting.					
Number of business meetings and public hearings ²	32	38	35	55	55
Number of action reports completed ³	65	76	55	55	55
Average business days between the meeting and the publishing of the action report online	0	6	10	2	2
Percentage of action reports published online within two business days	80%	52%	45%	100%	100%

¹ Includes packets prepared for business, special, and committee meetings. The packet deadline varies and is set at the beginning of each Board's term.

² The Board sets the number of business meetings.

³ Action reports are published for business meetings, public hearings, and meetings of the following two standing committees: the Finance/Government Operations and Economic Development Committee and the Transportation and Land Use Committee.



Office of the County Administrator: Administration

Freedom of Information Act (FOIA) Management

What We Do: This activity is the point of contact for FOIA requests made to the County. Staff oversees and maintains a centralized database of requests and provides training for the organization on matters related to FOIA. The deputy clerk to the Board serves as the County's FOIA officer; and, in coordination with the Office of the County Attorney, establishes policy and procedures for responding to requests for information within mandated deadlines. The FOIA officer is also responsible for responding to requests related to the Board and County Administrator offices as well as coordinating requests that involve two or more departments (referred to as multi-departmental requests). This activity uses a FOIA management software tool to track all formal requests in every department. The FOIA officer serves as an advisor to each departmental FOIA custodian. These custodians are embedded within each department and routinely manage FOIA requests within their department's purview. Every department adheres to countywide training to ensure legal and consistent approaches to FOIA management. This staff-implemented training shares information on the County's policies and procedures as well as any legislative changes related to FOIA. The FOIA officer ensures that FOIA resources on the County's intranet are kept up-to-date.

Mandate Information: This activity is mandated through the Code of Virginia §§ 15.2-1242, 2.2-3700 (FOIA), and 42.1-76 (the Virginia Public Records Act), which requires that minutes of all respective meetings be retained on file for public inspection; and that all public records and meetings shall be presumed open, unless exemption is properly invoked.

Who Does It: County staff provides this service.

Why We Do It: Central coordination of FOIA responses for the County helps ensure that the County is meeting mandates set forth in FOIA. Having a central point of contact ensures that responses to FOIA follow the County's policy and are handled in a timely, complete, and consistent manner.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was approximately 567 multi-departmental FOIA requests coordinated by the clerk's office, with 100 percent of FOIA requests responded to within five business days. In subsequent years, this service was enhanced due to an increase in FOIA requests. In this fiscal year with current resources, this activity will coordinate approximately 1,000 multi-departmental FOIA requests while continuing to respond to 100 percent of FOIA requests within five business days. Current service level results in an average of six days to respond to FOIA requests, with 100 percent responded to within the time requirements of the Code of Virginia.

How We Plan to Do It in the Future – Recommended Service Level: As the County's population growth stabilizes over time, demand for FOIA Management services is anticipated to remain consistent with current service level demand. County Administration will continue to track the number of coordinated multi-departmental FOIA requests and the percentage of requests responded to within five business days.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Respond to FOIA requests within five business days.¹					
Number of FOIA requests coordinated by the FOIA officer ²	790	1,099	864	1,000	1,000
Percentage of FOIA requests responded to within state code time requirements	100%	100%	100%	100%	100%
Average number of days to respond to FOIA requests	4	7	10	6	6

¹ The Code of Virginia § 2.2-3704(B) states that a government body has five business days to respond to a FOIA request; and the Code of Virginia § 2.2-3704(B)(4) states that a government body may invoke a seven-business-day extension if necessary to respond to a request.

² Includes requests related to the Board and County Administration offices and multi-departmental requests.



Office of the County Administrator: Administration

Legislative Program

What We Do: Legislative Program staff assists the Board in formulating legislative positions and priorities for the Virginia General Assembly in addition to selected federal legislative positions before the United States Congress. Staff and the County's representatives are then responsible for representing the Board's position on legislation, administrative policies, and procedures before the Virginia General Assembly, as well as before executive and independent state agencies, study commissions and advisory bodies, and a variety of regional organizations and cooperative efforts. Staff also monitors federal legislation for impact on County operations and seeks to serve as a facilitator of federal grant opportunities.

Staff also assists with drafting legislation on behalf of the Board for General Assembly members' introduction, consideration, and enactment in concert with the Board's legislative initiatives; and works with the Board to ensure consistency of message and action in those efforts. Staff also manages the legislative bill review system used by departments and agencies to analyze impacts of legislation on the County; and facilitates and implements strategies to address legislation that may have positive or negative impacts on the County. Staff works with County departments to address regulatory issues or policy decisions by the executive branch that may impact County operations.

Loudoun County contracts for government relations services to support both the state and federal programs, with the County's legislative liaison providing direction to the lobbyists and to the grants consultant concurrent with the Board's established programs and guidance. In addition, the County legislative liaison position sustains a year-round effort to address strategies to advance the County's initiatives, and to defend against unfunded mandates and loss of local authority. This effort includes working with regional, state, and national partners (e.g., local governments, the Virginia Association of Counties, the Virginia Municipal League, and the National Association of Counties) to address legislative and administrative issues.

Mandate Information: The Legislative Program is directed by Board action. There are no state or federal mandates.

Who Does It: The Legislative Program is provided through a combination of consulting services and County staff, including one legislative liaison position, one policy and legislative analyst, and a management fellow detailed to the Legislative Program for six months of each fiscal year. The County's state and federal lobbyist contracts are approximately 95 percent of the Legislative Program's operating expenditures.

Why We Do It: The Legislative Program keeps the Board informed about all pending and adopted federal and state legislation, budgetary matters, and administrative and regulatory issues in conjunction with other County departments and their potential impacts on the County. Staff strives to impact federal and state legislation in accordance with the Board's direction. Efforts at the federal level in particular have shown a return on investment with multiple competitive grant awards including a \$25 million dollar transportation grant.¹

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was approximately 3,000 bills screened by the Legislative Program staff, with 17 percent of bills being reviewed by County staff during a long state session. In subsequent years, this service was enhanced because of the increase in the amount of legislation that would have impacted local jurisdictions. In this fiscal year with current resources, staff will screen approximately 3,200 pieces of legislation, with approximately 33 percent of bills being reviewed by County staff.

How We Plan to Do It in The Future – Recommended Service Level: In the future, staff will continue screening the approximately 3,000 bills that could potentially impact the County each year. Proceeding this activity, County staff will continue reviewing and analyzing bills for potential impact on the County; and the legislative team will lobby on behalf of the Board positions.

¹ A grant is defined as any non-County funding that requires an application or executive-level approval, or which is conditional upon meeting performance standards. Competitive grants are applied for without guarantee of receiving funding.



Office of the County Administrator: Administration

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Analyze all state legislation with a potential impact on County operations and polices.					
Number of legislative bills introduced in session	1,555	3,143	2,863	3,200	2,200
Percentage of introduced bills screened for impact	100%	100%	100%	100%	100%
Number of legislative bills with impact analyzed	292	707	667	700	600
Percentage of bills reviewed by staff	18%	22%	23%	33%	25%
Percentage of legislation lobbied for or against with positioning on behalf of the Board	100%	100%	100%	100%	100%
Lobbied bills signed by the Governor that were identified for support or opposition.¹					
Percentage of legislative bills identified for support signed into law by the Governor	55%	36%	40%	40%	40%
Percentage of legislative bills identified for opposition signed into law by the Governor	15%	20%	17%	20%	20%
Ensure that at least 60 percent of the Board's legislative initiatives are addressed by Virginia General Assembly.¹					
Number of legislative initiatives	5	3	11	n/a	n/a
Number of bills drafted	10	3	12	n/a	n/a
Percentage of legislative initiatives addressed by the Virginia General Assembly	60%	66%	77%	n/a	n/a
Lobby at least 60 percent of issues identified on the Board's Federal Program.¹					
Percentage of federal issues addressed	60%	n/a	n/a	100%	100%
Through the Board's Federal Program, apply for competitive grant funding to supplement the use of local tax funding.					
Number of federal competitive grants applied for ²	25	50	50	40	40
Number of federal competitive grants awarded	12	31	31	25	25
Federal competitive grant dollars awarded ³	\$3,310,442	\$18,400,000	\$18,400,000	\$18,000,000	\$18,000,000

¹ Data shown as n/a indicates a measure that does not have historical data.

² Number of grants applied for starting in January 2022 to present day.

³ The amount of federal grant dollars awarded varies greatly based on the size of the competitive grant. For example, in FY 2018, the County received a \$25 million transportation grant.



Office of the County Administrator: Public Affairs and Communications

Constituent Services

What We Do: This activity provides direct support to Loudoun County constituents who are seeking information about County programs and services and may need assistance with issues that are within the County's purview. This activity includes responding to requests from the Board and their constituents, County Administration, County departments, and people who contact the County through a broad range of communication channels, including online forms, email, and social media. In addition, this activity operates the County's main telephone line and staffs the County Government Center's information desk during business hours. This activity oversees Government Center lobby operations, which includes taking on additional responsibilities managing package delivery due to the facility's security posture. This activity includes coordination of the use of the Government Center's public spaces and courthouse grounds. This activity also includes management of the County's Customer Relationship Management (CRM) tool, which is known as Loudoun Express Request (LEx). Requests for assistance are submitted through LEx, which is accessed via the County's website or mobile application (app), and then routed to the appropriate department for response.

Mandate Information: General constituent services are not required by state or federal mandate; however, the County is required to adhere to Virginia Code §§ 15.2-1242, 2.2-3700, and 42.1-76 (FOIA).

Who Does It: Primarily County staff provides this service.

Why We Do It: This activity is responsive to the demands of the public. This activity helps the public navigate County Government services available to them, understand County operations, and have their issues resolved. Staff demonstrates responsiveness to residents and their needs through quality customer service activities; and mitigates the impact of constituent complaints by resolving issues in a timely fashion, thereby saving time and resources. The promotion of LEx increases use of one of the most convenient and cost-effective methods for constituents to submit requests for information and services to the County. The collective efforts of effective public information resources help to increase awareness of and access to the County Government, thereby strengthening the County's public presence and fostering a positive image of the County Government brand.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources resolved approximately 20,000 customer inquiries through all communication channels, with 99 percent of inquiries resolved within 48 business hours. In subsequent years, this service degraded due to the ongoing emergency response and effects of COVID-19. In this fiscal year with current resources, this activity will resolve approximately 20,000 customer inquiries while responding to 99 percent of customers within 48 business hours.

How We Plan to Do It in the Future – Recommended Service Level: In the future, this activity is recommended to continue resolving 20,000 customer inquiries annually, while responding to 99 percent of customer inquiries within 48 hours. The addition of new tools, such as LandMARC, the County's online land management system, will likely produce additional inquiries. As use of the system stabilizes, however, many of those inquiries are predicted to shift from the Government Center to the new offsite Land Use Department facility. The demand for the Constituent Services activity is not predicted to wane in the near future, as the volume of County Government programs and services is not predicted to decrease; and also due to the increases in the complexity of the County's work, which produces ongoing and increased needs for Constituent Services. This activity is critical as it is directly responsive to the demands of the public.



Office of the County Administrator: Public Affairs and Communications

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Resolve public inquiries within 48 business hours.					
Number of customer inquiries received through all communication channels ¹	16,750	15,884	20,998	20,000	20,000
Number of telephone calls to the main switchboard	7,439	4,673	5,772	5,000	5,000
Number of LEx requests ²	11,200	8,182	4,648	8,200	8,200
Percentage of public inquiries resolved within 48 business hours	99%	99%	99%	99%	99%
Percentage of Customer Service Response Cards in which customers indicated satisfaction with service	85%	85%	85%	85%	85%

¹ This includes telephone, walk-in, PAC-specific LEx requests, email, social media, and Board referrals.

² This measure includes LEx requests for all departments. PAC is a co-administrator of the LEx system.



Office of the County Administrator: Public Affairs and Communications

Internal and External Communications

What We Do: This activity informs and engages the community and employees regarding Loudoun County Government's services, operations, and policies. Staff researches, produces, and publishes content for the Board and all departments, including a broad range of digital and print content, videos, photos, brochures, posters, and reports. This activity supports the Board's external communications requirements, including communicating the Board's strategic plan and other business through public information campaigns, social media and other digital channels, media relations, event planning and execution, and outreach to County residents. This activity also oversees enterprise use of the County's website, which involves training administrators in addition to daily maintenance of more than 5,000 webpages for the millions of annual visitors to the site. One of this activity's critical roles is serving as the County's primary information source for large-scale emergencies during activations of the Emergency Operations Center (EOC). This is accomplished by producing and disseminating public information that increases awareness of all types of hazards before, during, and after emergencies. In addition, this activity supports countywide strategic, crisis, and risk communications, as well as reputation management activities, by providing communications counsel, planning, and services to all departments. Internal and External Communications also informs and engages the community by administering the County's primary digital communication tools, including the County's website, text, and email alert system as well as social media platforms. It also plays a central role in maintaining an informed and motivated workforce by coordinating, producing, and disseminating County employee communications, such as email, webinars, print collateral, and employee intranet content. This activity also develops and maintains the County's brand identity and includes an outreach component to inform and engage a wide range of County residents.

Mandate Information: General communications activities are not mandated. However, Homeland Security Presidential Directive 5, the National Response Plan, the National Incident Management System, and the Incident Command System require local governments to manage their local Emergency Support Function 15–External Affairs (ESF 15). This activity manages ESF 15.

Who Does It: County staff provides this service, leveraging a broad range of communication tools to engage and inform the public and County employees. The occasional use of contracted services also supports delivery of these services.

Why We Do It: This activity is essential to informing both the public and employees about the County Government's role in their daily lives. Emergency communications are a focus of this activity, helping residents prepare for emergencies and providing them with real-time updates during times of crisis. As policies are developed and implemented, a variety of communication strategies are used to provide information and engage residents in productive dialogue. This activity promotes an informed constituency, garners important public input, and promotes civic engagement. Staff prioritizes communicating with constituents in the way they prefer – providing timely, relevant, and actionable information through multiple communication channels helps the County effectively meet the community's needs. Through its outreach component, this activity also focuses on informing and engaging a wide range of community members by developing culturally- and linguistically-appropriate communications and leveraging strategic partnerships with key organizations in the County and the region. This activity also sets countywide standards for communication tools, to promote a common look and feel for Loudoun County Government information in accordance with established brand standards. In addition, for the County's thousands of employees, coordinated, timely, and quality internal communications are essential in assuring that employees are informed about the policies and directives of the Board and the County Administrator, as well as about routine organizational matters such as payroll, safety and security, facility, information technology, and human resources initiatives. This activity also administers and executes communications for the Employee Advisory Committee, established by the County Administrator, which is a valuable resource to County employees.

How We Do It Now – Current Service Level: Current service level represents approximately 25,000 communications services provided to all departments in support of countywide communication efforts. These services include discrete tasks such as writing, editing, communications consulting, video production, photography, brand management, graphic design, digital



Office of the County Administrator: Public Affairs and Communications

media production, survey design, internet and intranet content production, and outreach. Often, these tasks are executed as part of comprehensive communications campaigns, which may deploy a range of tactics and strategies to meet the County's goals. A task may take a few minutes for an employee to complete, or a task may be documented as taking weeks—or even months—to complete, depending on the complexity of the communications objectives in any particular activity. These services are provided to the Board and County departments to assist them in effectively meeting their programmatic goals by informing and engaging the public and employees.

In FY 2019, the Board added three professional communicators to support the Department of Transportation and Capital Infrastructure (DTCI) and human services departments, which are managed by PAC. These resources expanded PAC's capacity to provide internal and external communications services, generally meeting the needs of DTCI and beginning to provide basic communications support to human services departments.

In FY 2020, the service level provided was a total of 8,834 services provided to all departments in support of countywide communications. In subsequent years, the service level was enhanced (as measured by the number of communications services) due to the demands for service during the COVID-19 pandemic, as well as the addition of positions to provide urgently-needed social media, videography, communications, and outreach services. However, in 2020, the County fell short of achieving an 80 percent rating of "excellent" or "good" on public information services in the County's Survey of Residents, which takes place every other year, receiving a rating of 74 percent.

In this fiscal year with current resources, this activity is equipped to provide approximately 12,000 communications services to departments countywide; however, the demand for services by all County departments for both essential and elective communications is much higher. As a result, staff cannot consistently meet demand or fulfill departments' needs within an optimal timeframe at the current service level. The ability to operate at the current service level is influenced by unpredictable, critical activities that routinely emerge, such as crises of varying levels. At the current service level, the number of Alert Loudoun subscribers increases by approximately 15 percent annually. At the current service level, the number of Facebook and Twitter followers increases by 3 percent annually.

How We Plan to Do It in the Future – Recommended Service Level: PAC has increasingly been tasked with developing and executing comprehensive communications campaigns on important issues. These campaigns can be quite complex and involve coordination with internal customers as well as planning and implementing new ways of reaching Loudoun residents "where they are" with targeted communications and engagement opportunities. The communications support model implemented in FY 2019 to support DTCI (which currently exists in departments such as Library Services, Economic Development and Analysis, and the Sheriff's Office) is anticipated to need to expand to enhance the service level in this activity, and to meet current and future demands for services in key areas.

In addition, the recommended service level is expected to increase due to both the complexity and the number of services stemming from Loudoun County's continued transformative changes in the types of neighborhoods as well as the diversity of age, language, and culture that require new strategies for reaching community members with timely, actionable, accurate, and relevant information.

The 2023 Community Survey will help inform the assessment of the County's success in reaching community members with actionable, timely, relevant, and accurate information. Quarterly customer satisfaction surveys will help assess this activity's success in serving internal customers and gauge how communications services help departments reach their strategic goals in the future.

**Office of the County Administrator: Public Affairs and Communications**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Complete requests from internal customers for communications services.¹					
Number of communications services provided to all departments in support of countywide communications efforts	10,125	11,818	12,361	25,000	27,000
Achieve an 80 percent positive rating (excellent or good) on public information services.					
Percentage of the public rating public information services positively	74%	n/a	n/a	80%	80%
Increase the number of subscribers to Alert Loudoun by 15 percent annually.					
Percentage increase in the number of subscribers to Alert Loudoun in a fiscal year	6%	6%	4%	15%	15%
Increase the number of followers on the County's official Facebook and Twitter accounts by 3 percent annually.					
Percentage increase in the number of Facebook and Twitter followers annually	13%	5%	3%	3%	3%
Number of Facebook and Twitter posts published in a fiscal year	2,205	1,598	1,409	1,600	1,700
Number of people "reached" or "impressions" through Facebook and Twitter	5,600,000	6,100,000	3,000,000	4,000,000	4,000,000
Number of website visits	7,800,000	3,400,000	9,800,000	8,000,000	8,000,000
Number of website page views	11,300,000	6,200,000	11,700,000	11,000,000	11,000,000

¹ A "communications service" includes, but is not limited to, a webpage edit, publishing a news release, a social media post, or production of a flyer or video.



Office of the County Administrator: Public Affairs and Communications

Accessibility Services

What We Do: The countywide Accessibility Services activity provides access to County programs, services, and communications for constituents with Limited English Proficiency (LEP), as well as for people with disabilities, by ensuring compliance with Title VI of the Civil Rights Act of 1964 – Executive Order 13166 and the Americans with Disabilities Act (ADA) throughout County Government activities.

Accessibility Services staff is responsible for managing a number of countywide contracts, including for American Sign Language (ASL) interpreting (on-demand and scheduled), real-time closed captioning service for Board and Planning Commission meetings, foreign language telephone interpretation, face-to-face and virtual translation services, and written translation of documents. As Loudoun's population grows, staff reviews annual cultural demographics and ensures that County policies and services align with those needs and trends. A staff member serves as the federally-mandated ADA coordinator and facilitates requests for accommodations from all County departments, such as providing assistive listening equipment and/or ASL interpreters. This activity provides countywide guidance, training, and resources on ADA and LEP policies, and facilitates resolution of ADA grievances in compliance with the County's ADA Grievance Policy. Accessibility Services staff trains employees on ADA requirements and accessibility issues, and ensures that employees have appropriate resources, such as devices that enable real-time virtual ASL interpretation for people who are deaf or hard of hearing, to serve people with disabilities or those with language access needs. The Accessibility Services activity supports the Constituent Services activity as well, through timely responses to inquiries from people with disabilities or who are seeking local, state, and federal assistance. Accessibility Services staff also consults on modifications to County programs and services, and physical access requirements for County facilities.

In addition, this activity is integrated into daily work of PAC's Internal and External Communications activity to support the County's external communications and outreach to the County's increasingly diverse population. This activity promotes and expands access to the information that the County disseminates to the public through, for example, the translation of communications. This service includes providing accommodations to meetings, events, and activities that are organized by PAC and all County departments, such as programs for children within the Department of Parks, Recreation, and Community Services (PRCS). The Accessibility Services activity also facilitates language access services during Board meetings upon request; and facilitates the maintenance of listening equipment in the Board Room.

Lastly, Accessibility Services staff provides support to the Disability Services Board, which is appointed by the Board of Supervisors, and to the Multicultural Advisory Committee, which is appointed by the County Administrator.

Mandate Information: The Accessibility Services activity is mandated by two federal laws: Title VI of the Civil Rights Act and the ADA.

Title VI of the Civil Rights Act – Executive Order 13166 requires the County take reasonable steps to provide meaningful access to programs, services, and activities to people with LEP; to have a LEP Plan; to monitor LEP client and customer data; and to interpret and translate vital information.

The ADA prohibits discrimination against people with disabilities in employment, transportation, public accommodation, communications, and governmental activities. The ADA also establishes requirements for telecommunications relay services. ADA Title II requires the County to designate an ADA coordinator to establish a single line of responsibility and countywide coordination to ensure that no qualified individual with a disability shall, on the basis of disability, be excluded from participation in – or be denied the benefits of – the services, programs, or activities of Loudoun County, or be subjected to discrimination by the County. The ADA coordinator is also required to establish and administer the ADA grievance procedure and to provide public notice of the County's ADA-related activities.

Who Does It: County staff provides guidance, coordination, and oversight for this activity. Multilingual translation services and ASL services are contracted. Closed captioning of Board and Planning Commission meetings are also provided by contracted vendors.



Office of the County Administrator: Public Affairs and Communications

Why We Do It: The Accessibility Services activity is critical to maintaining compliance with federal mandates and ensuring equal access to County services. Staff assists departments with reasonable accommodations and language access needs, as well as integrates new services and technologies to provide accessibility in services, documents, and public meetings. This activity also enables the County to provide services and disseminate important information and messages to those whose primary language is not English. As the County continues to grow in population and diversity, this activity is important for the health, safety, and welfare of all residents.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was providing approximately 900 face-to-face interpretation services countywide, while providing 100 percent of language access services within five business days. In subsequent years, this activity held steady because PAC was able to keep pace with the number of requests for face-to-face interpretation services. In FY 2024 with current resources, this activity will:

- Respond to approximately 100 requests for countywide translation services.
- Provide approximately 1,200 face-to-face interpretation service events countywide.
- Provide 100 percent of language access services within five business days.

Current service level reflects providing approximately 11,000 accessibility services, with 100 percent of the requested services delivered in the optimal timeframe. At current service level, 95 percent of LEP requests are provided within five business days. Each year, the County resolves approximately 180 requests for ADA-related services. These requests include consulting services (such as professional expertise or strategic advice), accommodations requests, complaints, and formal grievances. At current service level, 100 percent of ADA grievances are resolved within the mandated 25 business days.

How We Plan to Do It in the Future – Recommended Service Level: As Loudoun’s population becomes more diverse, the recommended service level reflects providing approximately 11,500 accessibility services, with 100 percent of the requested services delivered in the optimal timeframe. At the recommended service level, 95 percent of LEP requests would be provided within five business days. Requests for ADA-related services are expected to continue to increase as Loudoun’s population ages. These requests include consulting services (such as professional expertise or strategic advice), accommodations requests, complaints, and formal grievances. At the recommended service level, 100 percent of ADA grievances would be resolved within the mandated 25 business days. In addition, as the number of constituent inquiries from Loudoun’s increasingly diverse population increases, and as the number of communications services involving outreach to diverse populations continues to increase, the recommended service level for this activity is also expected to increase.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide 95 percent of accessibility services to requesters for services within the optimal timeframe.¹					
Number of accessibility services provided	10,182	10,099	11,515	11,000	11,000
Percentage of requests for accessibility services fulfilled within the optimal timeframe	100%	100%	100%	100%	100%
Complete 95 percent of language access (LEP) requests within five business days.					
Number of requests countywide for translation services	52	46	110	100	130
Number of calls countywide using foreign language interpretation	9,410	9,025	10,000	10,000	10,000

¹ An “optimal” timeframe is a timeframe in which a service provided by PAC is accomplished to meet the communications goal and/or the requester’s preferred timeframe for delivery of the service.



Office of the County Administrator: Public Affairs and Communications

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Number of face-to-face interpretation services provided countywide	620	853	1,290	1,200	1,200
Percentage of language access services provided within five business days	100%	100%	100%	100%	100%
Resolve 100 percent of ADA complaints and/or grievances within the mandated 25 business days.					
Number of ADA-related complaints, grievances, consulting services, and accommodations requests	100	175	225	200	225
Percentage of grievances resolved within 25 business days	100%	100%	100%	100%	100%



Office of the County Administrator: Public Affairs and Communications

Cable Channel and Webcast Operations

What We Do: This activity develops, executes, and provides access to a schedule for programming on the County's Government Cable Channel, which primarily consists of televising and live webcasting meetings of the Board and the Planning Commission.

Staff performs the roles of technical director and producer of the televised programming during live meetings via a television control room. Maintaining this capability requires ongoing planning and maintenance of broadcasting equipment throughout the Government Center, and working directly with contracted broadcast engineers and other vendors to ensure the County's ability to televise meetings.

This activity coordinates meeting schedules with the County's closed captioning vendor to ensure that all meetings that are televised live are also captioned in real time. This activity also supports the use of the webcast system by the Board's advisory bodies that record their meetings in Government Center conference rooms. In addition, staff provides support for the use of the webcast system for internal purposes by providing technical expertise for staff meetings and trainings that are recorded or live streamed, which is a regular method of delivering vital information to employees.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: One full-time employee and one part-time employee provide this service, supported by specialized contractors who have expertise in broadcasting equipment and engineering.

Why We Do It: This activity expands access to public meetings and provides critical records of Board and Planning Commission meetings through the County's video and audio archiving system. By televising and webcasting meetings, the Board and Planning Commission meetings are accessible to a broad public audience who do not have to travel to the Government Center to view meetings. This activity provides added value to the County by enabling the use of recorded videos for staff development and informational purposes. As a result, the County achieves added efficiency by increasing access for employees who are spread out across the County to information via the webcast system, and by providing resources for employees to access information required on an ongoing basis.

How We Do It Now – Current Service Level: Current service level reflects approximately 500 hours of Board and Planning Commission meetings televised and webcast annually, with 100 percent of Board and Planning Commission meetings televised and webcast live. Current service level does not include programming the County's cable channel with other content or expanding the use of the cable channel beyond the televising of Board and Planning Commission meetings.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level reflects approximately 500 hours of Board and Planning Commission meetings televised and webcast each year, with 100 percent of Board and Planning Commission meetings televised and webcast live. The advent of additional televised meetings, such as the Board's summits, budget work sessions, and work sessions on special projects will likely require an enhanced service level to meet the demands for this activity without incurring excessive overtime hours.



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	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Televis and webcast 100 percent of Board and Planning Commission meetings.¹					
Number of Board and Planning Commission meetings	75	104	117	125	125
Number of hours of meetings televised	300	409	478	500	500
Number of visits to the webcast site by members of the public	34,084	37,202	24,496	30,000	30,000
Percentage of Board and Planning Commission meetings televised and webcast live	100%	100%	100%	100%	100%

¹ Each meeting requires at least one hour to prepare recording equipment before the meeting and at least half an hour to reset the recording equipment after the meeting adjourns.



Office of the County Administrator: Public Affairs and Communications

Media Relations

What We Do: This activity includes fielding and responding to media inquiries, developing the County's messages, coordinating and disseminating news releases, monitoring media, and organizing news conferences.

Loudoun County receives requests for information from members of the news media throughout the Washington, D.C., metropolitan area on a daily basis. This activity receives and tracks hundreds of requests annually to ensure they are fulfilled in a timely fashion. This activity typically coordinates information releases from departments and their subject matter experts in responses to media requests. In addition, this activity executes a proactive media relations strategy to earn positive media coverage, by publishing County messages directly to the news media on a daily basis and by implementing strategies that place the County's messages in news outlets, which expands the County's reach to its constituents. This activity coordinates news conferences and other media events on a routine basis. The Media Relations activity also provides strategic counsel to senior leadership and their staff regarding media relations, and trains County staff who work with the media. This activity aims to protect the County and its reputation in the media through policies and procedures that ensure coordination of designated spokespersons and subject matter experts who are authorized to communicate with members of the media.

Mandate Information: This activity is not mandated; however, it fulfills county obligations for media FOIA requests.

How We Do It: County staff provides this service.

Why We Do It: This activity provides efficiencies to all County departments through dedicated resources with expertise in media relations to handle inquiries that the County receives from members of the media, thereby reducing the burden on the departmental program staff to field and respond to requests for information. The Media Relations activity also protects the County from negative outcomes in the media by relying on professional media relations staff to counsel and train staff; ensuring consistent, accurate, and appropriate messages are released; and coordinating timely responses to requests for information by members of the media. Moreover, this activity furthers the County's goals and objectives by earning positive media coverage, which often includes placing the County's messages in reputable news outlets, thereby expanding the County's reach to its target audiences. This activity also provides value to County residents by informing them of programs and services that improve their quality of life, notifying them of opportunities for civic engagement, and helping them prepare for and respond to emergencies.

How We Do It Now – Current Service Level: Current service level includes approximately 300 media inquiries each year, with staff resolving 80 percent of media inquiries within 48 hours. Professional staff routinely coordinates with representatives of the media and the County's subject matter experts to assure desired outcomes. Staff researches, writes, and publishes more than 200 news releases annually in coordination with all County departments. Approximately 45 percent of the County's news releases yield the desired media coverage. The value of publicity that is generated through news releases and pitches is approximately \$8 million according to the County's media monitoring service, which provides industry-standard metrics.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level includes responding to approximately 400 media inquiries each year, to meet the increasing demand from the media as the County's work increases in complexity. The recommended service level is for staff to resolve 90 percent of media inquiries within 48 hours due to the fast-paced nature of media activities requiring immediate responses by the County to positively impact outcomes. The recommended service level also includes an enhancement in the number of media placements resulting from the County's information campaigns and other strategic media relations activities to 55 percent to further expand the reach of this activity. The value of publicity that is generated through news releases and pitches is approximately \$10 million. In the future, enhanced staffing will help the County reach these goals as well as meet the demands for services in all PAC activities.



Office of the County Administrator: Public Affairs and Communications

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Resolve 85 percent of media inquiries within 48 hours.					
Number of media inquiries	397	314	252	300	300
Percentage of media inquiries resolved within 48 hours	90%	88%	79%	80%	80%
Achieve a 50 percent media placement rate of County news releases.					
Number of news releases published	247	294	242	300	300
Percentage of news releases/pitches placed in the media	45%	45%	46%	50%	50%
Total "Estimated National Publicity Value" of online and broadcast coverage in dollars earned through news releases/pitches placed by the County ¹	\$9,000,000	\$10,000,000	\$8,200,000	\$8,000,000	\$8,000,000

¹ Data is calculated using a media monitoring tool that tracks mentions of Loudoun County Government across online and broadcast news. The media monitoring service uses a formula that multiplies the number of those mentions by a value for each mention. The value is approximately what it would have cost to have purchased the same amount of media reach through advertising.



Office of the County Administrator: Emergency Management

Countywide Threat, Hazard, and Resilience Planning

What We Do: This activity develops, maintains, and enhances countywide operational coordination and programmatic plans. To prioritize planning initiatives, this activity assesses the capabilities needed to execute plans. In addition, many planning initiatives include ongoing programmatic oversight and coordination. The Office of Emergency Management (OEM) serves as the planning team leader, facilitator, and project manager for the development of comprehensive, multidisciplinary plans, such as the Emergency Operations Plan (EOP), the Family Assistance Center (FAC) Plan, and the Damage Assessment Plan. Planning teams are comprised of stakeholders from County agencies, non-governmental organizations, and private-sector partners using nationally-recognized methods for development and implementation. OEM's Integrated Preparedness Planning (IPP) Cycle ensures that the County can effectively plan, organize, equip, train, exercise, and improve countywide capabilities.

Not all initiatives are incident based. OEM manages and coordinates a number of programs designed to strengthen and enhance the County's overall resilience. The Hazard Mitigation Plan is developed and used by localities to collaborate with multiple agencies and the incorporated towns to take actions that decrease the impact of a natural event. This plan is updated every five years and adopted by the Board. Adoption of the Hazard Mitigation Plan results in eligibility of hazard mitigation grant funds. The Continuity of Operations Plan (COOP) and the Continuity of Government (COG) Plan are essential components of any organization. The COOP ensures that the organization can provide critical services during significant events; and the COG establishes safeguards that allow officials to perform their sworn duties during crisis. Following a significant event that impacts the community, it is imperative that plans are in place to ensure that critical lifelines are reestablished. This activity is guided by the Community Recovery Plan. This plan, which is developed in collaboration with County agencies and nonprofit and community partners, offers a framework for recovery and a return to normal. A successful recovery plan may also be used as a guide for future enhancements to the community's resilience.

Successful planning hinges on understanding the threats, hazards, and capabilities within the community. Every four years, OEM facilitates and conducts a comprehensive Threat and Hazard Identification and Risk Assessment (THIRA). A THIRA is a strategic analysis of hazards that pose a significant threat to the community. Every County agency and nearly two dozen external stakeholders participate in this assessment. The THIRA serves as a platform that allows the County to assess its core capabilities and develop desired actions that will reduce gaps in the ability to respond to significant events.

Information gained during the THIRA process helps inform the Integrated Preparedness Planning Workshop (IPPW) that is conducted every four years following a THIRA. The IPPW is a stakeholder-driven identification of training and exercises that are essential to the successful execution of developed plans. A significant portion of the IPP Cycle is dedicated to a strong training and exercise program that is managed and coordinated by OEM. To achieve this objective, staff adheres to the nationally-recognized Homeland Security Exercise and Evaluation Program (HSEEP). HSEEP provides a set of guiding principles for exercise programs, as well as a common approach to exercise program management, design and development, conduct, evaluation, and improvement planning.

Training and exercises are a key component of national preparedness, as they provide elected officials and stakeholders from across the community with the opportunity to shape planning, assess and validate capabilities, and address areas for improvement. This activity regularly provides exercise support and guidance to County departments and agencies as well as other stakeholders. Trainings offered by the Department of Homeland Security, Federal Emergency Management Agency (FEMA), and the Virginia Department of Emergency Management (VDEM) are promoted, coordinated, and hosted by local OEM training and exercise staff. In addition, pursuant to the IPP Cycle, unique training curriculums specific to each local comprehensive plan are designed, developed, and delivered by OEM staff.

Mandate Information: Title 44 of the Code of Virginia (specifically §§ 44-146.19, 44-146.20, 44-146.21-44-146.24, and 44-146.26) requires each political subdivision within the Commonwealth to have an emergency management program responsible for local disaster mitigation, preparedness, response, and recovery. Various sections of Title 15.2 Subtitle II (Counties, Cities, and Towns – Powers of Local Governments) also apply. Federal requirements include the Robert T.



Office of the County Administrator: Emergency Management

Stafford Act; the Relief and Emergency Assistance Act (Public Law 93 – 288, as amended); the Emergency Planning and Community Right-to-Know Act (EPCRA); Homeland Security Presidential Policy Directive (PPD) 5 – Management of Domestic Incidents; PPD 8 – National Preparedness; the National Response Framework; and the National Planning Framework.

Who Does It: This activity is primarily provided by two emergency preparedness specialists, one project support assistant, an assistant OEM coordinator – planning, and a deputy OEM coordinator. All OEM staff, including one additional emergency preparedness specialist, one additional project support assistant, an assistant OEM coordinator – operations, and County staff are involved in the IPP Cycle.

Why We Do It: This activity is a cornerstone of the comprehensive emergency management program in Loudoun County. It incorporates the components of OEM’s mission to build resiliency and reduce the impacts of significant incidents affecting Loudoun County through partnerships and collaboration. Countywide threat, hazard, and resiliency planning establishes, fosters, and enhances partnerships and collaboration in the entire community, which, in turn, promotes a more resilient community. OEM has created innovative approaches regarding comprehensive plan development to address areas in which clearly defined, effective, and efficient methodology does not exist. For instance, OEM has been recognized by the Virginia Emergency Management Association (VEMA) for subject matter expertise in planning, innovation, and unique partnerships associated with the development of an FAC planning toolkit focused on the planning process. Plans developed through a comprehensive and collaborative methodology allow the County to address and mitigate significant events in a coordinated and effective manner.

How We Do It Now – Current Service Level: Current service level involves approximately 3,500 hours annually to conduct planning activities associated with significant events. In FY 2021, the number of planning hours decreased because of OEM’s response to COVID-19. Current service level involves approximately 1,500 hours annually dedicated to conducting training and exercise activities associated with significant events. In FY 2023, OEM began tracking hours of professional development for personnel in addition to training and exercises designed to enhance the County’s ability to respond during significant events.

How We Plan to Do It in the Future – Recommended Service Level: Even as the County’s growth stabilizes, the demand for these services is expected to continue to shift and/or increase. Impacts from hazards will become more consistent with stabilization; however, individuals and families will continue to move into and out of the County. Regardless of growth, OEM will still be required to develop and maintain plans, policies, and procedures to support operational readiness, response, and recovery efforts. Personnel will continue to require training and exercises related to their roles and responsibilities, as outlined in these operational plans.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure that the County is prepared to address significant events.					
Number of planning hours	280	4,667	5,272	3,500	3,850
Conduct training and exercise activities associated with significant events and professional development.¹					
Number of hours dedicated to training and exercise activities	89	1,031	2,688	1,500	1,650
Number of hours dedicated to professional development	n/a	n/a	660	750	825

¹ Data shown as n/a indicates a measure that does not have historical data.



Office of the County Administrator: Emergency Management

Operational Coordination

What We Do: This activity is comprised of a diverse portfolio of programmatic initiatives and incident-driven situations. The foundation of operational coordination involves gathering, compiling, analyzing, and reporting situational awareness. A Staff Duty Officer (SDO) is on call 24 hours per day, every day. The SDO monitors trusted sources of information to ascertain updated intelligence regarding severe weather, specific or high-profile events, and potential threats. The SDO responds to a variety of incidents to determine the size, scope, and complexity of any situation, and provides on-scene support to the incident commander. This position also provides situational awareness to leadership and other key stakeholders related to any incident or condition of note.

OEM manages several programs and ongoing planning groups. Personnel collaborates with owner/operators of dams and impoundment structures to review their emergency plans, and assists them with exercising their plans to ensure that dam or impoundment failures are mitigated to the extent possible. Staff is also responsible for managing and serving as the custodian of Hazardous Chemical Inventory Reports (TIER II) from businesses who manufacture, store, and/or utilize chemicals meeting reporting thresholds. In addition, OEM serves as the chair of the Loudoun County Local Emergency Planning Committee (LEPC), which is required by federal legislation, and which focuses on planning for the response to hazardous materials emergencies. The LEPC is comprised of representatives from law enforcement and fire and rescue; public health professionals; environment, transportation, and hospital officials; and representatives from facilities and community groups.

During a response to a significant event, the EOC is a facility where stakeholders convene to provide focused coordination. Throughout an EOC activation, preidentified, OEM-trained stakeholders mobilize to fill critical roles identified in the Loudoun County EOP. During an activation, plans and procedures are executed, information and actions are documented, and the public is kept informed. Elected officials are provided with vetted information to assist in communicating with constituents. When local resources are overwhelmed, requests for assistance are prioritized and originated from the EOC. When needed, staff works with liaisons from VDEM and FEMA.

Staff also administers multiple technology systems that are used throughout the County by departments and agencies to mobilize resources, document information and actions, warn the public of imminent life-safety threats, and provide other relevant information to the public and employees. These systems include the Integrated Public Alert and Warning System (IPAWS), which, through a memorandum of understanding with FEMA, allows authorized agents from OEM to issue life-safety related warnings to the public through the Wireless Emergency Alert System on cellular devices and other communication systems. The Everbridge Notification System (Alert Loudoun and Employee Alert System) provides a platform to inform and notify the public and County employees of important, vetted information from Loudoun County Government and other authorized agencies. WebEOC serves as the incident management platform used by the County to document information and actions taken during an EOC activation. WebEOC allows real-time sharing of information among participating entities and jurisdictions in the National Capital Region. Crisis-Track is a system used in the damage assessment process following a significant event. Building inspectors and EOC staff use Crisis-Track to document damage estimates to residential and commercial properties.

Special Events Oversight provides guidance, management, and oversight for event organizers who have chosen Loudoun County to host their event. Each year, the County plays host to events including fairs and festivals; runs and walks; concerts; carnivals; and equestrian, athletic-sporting, and cultural events of various sizes and complexities. The OEM special events coordinator position facilitates the Special Events Advisory Committee (SEAC), a diverse workgroup comprised of multiple County, state, and nonprofit stakeholders. The role of the SEAC is to assist event organizers with obtaining all appropriate licenses, permits, and certificates; develop and maintain guidance documents designed to aid organizers in their planning efforts; ensure that the event is conducted in a safe manner; and review past events to identify lessons learned, areas for improvement, and best practices. The special events coordinator receives and reviews event information submitted through the Special Event Online System. This review identifies required licenses, permits, and certificates; assigns the appropriate tier



Office of the County Administrator: Emergency Management

category based on established criteria; notifies appropriate agencies; and communicates requisite information back to the event organizer.

Mandate Information: Title 44 of the Code of Virginia (specifically §§ 44-146.19, 44-146.20, 44-146.21, 44-146.24, and 44-146.26) requires each political subdivision within the Commonwealth to have an emergency management program responsible for local disaster mitigation, preparedness, response, and recovery. Various sections of Title 15.2 Subtitle II (Counties, Cities, and Towns – Powers of Local Governments) also apply. Federal requirements include the Robert T. Stafford Act; the Relief and Emergency Assistance Act (Public Law 93-288, as amended); the EPCRA; Homeland Security PPD 5 – Management of Domestic Incidents; PPD 8 – National Preparedness; the National Response Framework; and the National Planning Framework.

Who Does It: This activity is primarily provided by one emergency preparedness specialist, one project support specialist, a special events coordinator, an assistant coordinator – operations, a deputy OEM coordinator, and an OEM coordinator. All OEM staff, including two additional emergency preparedness specialists, one additional project support assistant, an assistant OEM coordinator – planning, and County staff are involved in the activation of the EOC.

Why We Do It: Operational coordination is a core function of OEM. It is an integral component of informed decision-making by leadership. Providing a common operating picture inclusive of all elements of a significant event is a unique responsibility that is specific to OEM. This function involves not only monitoring events within the County but assessing the threat of events taking place outside the geographic confines of Loudoun. OEM staff, who administers and manages the systems used by other departments, provides subject matter expertise. The EOC is a critical component of the County's response to significant events. When multiple agencies and partners are required to coordinate and collaborate to mitigate an emergency, having an EOC to convene these groups is invaluable. This space is used effectively during non-emergencies as well, serving as a training venue with the largest computer lab in the County. Housing special events management within OEM is unique to Loudoun County and an effective model. The ability to work collaboratively with event organizers and stakeholders prior to and during an event is an integral component in ensuring safe and successful events in Loudoun County.

How We Do It Now – Current Service Level: Current service level involves approximately 250 hours of SDO engagement in emergency management activities. The implementation of the SDO has reduced the overall EOC activation hours without diminishing the ability to collect, analyze, and disseminate situational awareness, and to operationally coordinate with response partners. The EOC continues to be utilized routinely for non-emergency activities. Currently, the EOC processes approximately 275 Hazardous Chemical Inventory (Tier II) Reports each fiscal year.

How We Plan to Do It in the Future – Recommended Service Level: Even as the County's growth stabilizes, the demand for these services is expected to continue to shift and/or increase. The SDO will continue to collect, analyze, and disseminate situational awareness; respond to emergency incidents within the community; and manage impacts of significant events. The County's EOC will constantly require operational readiness, which includes various systems utilized for incident communication, management, and tracking. Compliance with federal hazardous materials regulations and requirements are likely to be maintained and/or expanded over time, which will necessitate the constant review and reporting of Hazardous Chemical Inventory Reports. Loudoun County is likely to continue being a special event destination for event organizers, thus necessitating continued review and processing of special event online forms and interaction with organizers during their event planning and execution.

**Office of the County Administrator: Emergency Management**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure that the County is prepared to respond to significant events.¹					
Number of SDO hours engaged in emergency management activities	n/a	339	132	250	275
Number of hours EOC staff is activated	1,000	1	0	50	75
Number of hours EOC is utilized for non-emergency activities	n/a	81	74	75	100
Review and distribute Hazardous Chemical Inventory (Tier II) Reports.					
Number of requests countywide for Tier II Report services	225	170	129	275	300
Administer, maintain, and enhance emergency management technology systems.					
Number of hours dedicated to the administration of emergency management systems	n/a	992	622	275	300
Number of hours dedicated to the maintenance of emergency management systems	n/a	n/a	231	350	375
Number of hours dedicated to the enhancement of emergency management systems	n/a	n/a	24	50	75
Provide special events oversight and coordination.					
Number of submissions received, reviewed, and processed through the online system	475	257	218	300	250
Percentage of events reviewed within four business days	90%	82%	84%	90%	90%

¹ Data shown as n/a indicates a measure that does not have historical data.



Office of the County Administrator: Emergency Management

Community Outreach and Education

What We Do: This activity is a fundamental block on which resilience is built. OEM is responsible for the delivery of preparedness information to the entire community. The demand for this information is growing on a consistent basis. OEM staff regularly participates in events or venues to engage with members of the community. There are topic-specific presentations conducted for resident-based groups, such as homeowners' associations and the Loudoun County Sheriff's Office Citizen's Police Academy. Staff works with other agencies to provide preparedness education as demonstrated by OEM's collaboration with the Department of Family Services (DFS) Child Care Provider education workshops.

In addition to these events, OEM partners with PAC to provide preparedness information through traditional and social media outlets. OEM staff shares relevant emergency preparedness information; and PAC produces relevant social media content and print materials. This media strategy is timely based on the historical hazards experienced in the County, such as tornado safety during the early spring, tropical weather tips during the early summer, and winter weather information in the late fall.

Mandate Information: Title 44 of the Code of Virginia (specifically §§ 44-146.19, 44-146.20, 44-146.21, 44-146.24, and 44-146.26) requires each political subdivision within the Commonwealth to have an emergency management program responsible for local disaster mitigation, preparedness, response, and recovery. Various sections of Title 15.2 Subtitle II (Counties, Cities, and Towns – Powers of Local Governments) also apply. Federal requirements include the Robert T. Stafford Act; the Relief and Emergency Assistance Act (Public Law 93-288, as amended); the EPCRA; Homeland Security PPD 5 – Management of Domestic Incidents; PPD 8 – National Preparedness; the National Response Framework; and the National Planning Framework.

Who Does It: County staff provides this activity, supported by three emergency preparedness specialists, two project support assistants, and other staff members as needed.

Why We Do It: This activity is integral to successful execution of all mission areas within emergency management (prevention, protection, mitigation, response, and recovery). Building resilience strengthens the entire community. No activity guarantees that significant events will not occur; however, when all stakeholders have participated in events that build and promote resilience, the community is able to mitigate the effects of an event and recover faster, stronger, and better. This activity also enhances and fosters relationships with and among residents, businesses, government, and nonprofits. There is an abundance of preparedness information available in print and online; however, personal delivery by an OEM staff member allows the community to ask questions and receive professional advice and guidance.

How We Do It Now – Current Service Level: Current service level involves approximately 150 outreach and education hours annually, as well as 50 educational displays.

How We Plan to Do It in the Future – Recommended Service Level: Even as the County's growth stabilizes, the demand for these services is expected to continue to shift and/or increase. While growth may slow or stabilize, individuals and families will continue to move into and out of Loudoun County. Individuals bring with them an understanding of hazards and associated impacts as well as alerting and warning systems from their previous communities. Staff must continue to provide information regarding hazards and impacts to which Loudoun County is susceptible.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Participate in at least 30 in-person outreach events to educate the public on emergency management.					
Number of outreach and educational staff hours	280	147	123	150	175



Office of the County Administrator: Emergency Management

Health, Safety, and Security

What We Do: One major role of Loudoun County Government is to provide a safe and secure environment for its employees, visitors, and customers. Security refers to the protection of people and properties from harm, while safety refers to being protected from factors that cause harm. Specialists are assigned an area of responsibility (AOR), which include multi-departmental worksites, human services, libraries, public safety and judicial buildings, parking garages and parking lots, and PRCS facilities. A critical component to programmatic success is the establishment and sustainment of professional relationships with facility leadership and employees.

Working with facility leadership and employees, the specialists develop a facility profile, which captures essential elements of information necessary to support the day-to-day service delivery to the community. In order to mitigate potential hazards or concerns, specialists conduct safety and security assessments of County facilities, and work collaboratively to take corrective action. Specialists assist with the development, implementation, and maintenance of facility emergency plans, which are specific to each worksite and consider operational activity, facility type, staffing levels, and hours of operation. OEM facilitates development, delivery, evaluation, and improvement planning for health, safety, and security training, drills, and exercises designed to ensure that employees understand the appropriate actions to undertake in emergency situations and to meet Occupational Health and Safety standards/regulations. This activity also includes providing oversight and compliance with the County's Respiratory Protection Program. Specialists account for life-saving and life-sustaining equipment deployed to County worksites, as well as restocking of supplies, coordinating maintenance, and documenting usage.

In March 2021, the Board enacted Loudoun County Codified Ordinances Section 684.04 – Possession of Firearms on County Property, which prohibits the possession, carrying, or transportation of any firearm or ammunition in buildings owned or used by Loudoun County; any part of a building used by Loudoun County for public purposes, even if not owned by the County; and parks owned and operated by Loudoun County. Exceptions are outlined in the ordinance. Additionally, the County operates firearm security screening at the Government Center and Shenandoah Office Building in Leesburg, and at the Eastern Loudoun Service Center on Ridgetop Circle in Sterling. OEM oversees the firearm security screening contract, and serves as a liaison to the contracted security company.

Mandate Information: Chapter 684.04 of Loudoun County Codified Ordinances prohibits firearms on County property. As such, Loudoun County conducts firearm security screening at three covered facilities and has posted signage at all worksites. The Occupational Health and Safety Administration (29 CFR Part 1910.134, as adopted by the Commonwealth of Virginia) requires the establishment and maintenance of a Respiratory Protection Program and identifies the positions-based work type.

Who Does It: County staff provides this activity, supported by three safety and security specialists; one contracted safety and security specialist; a program manager – security; a program manager – health and safety; a division manager – health, safety, and security; and an administrative assistant.

Why We Do It: Ensuring that facility plans are developed and maintained and that personnel are trained on their associated roles and responsibilities and the location and appropriate use of life-saving and life-sustaining equipment is all critical to the safety and security of employees, visitors, customers, and facilities. Performing firearm security screening ensures compliance with Loudoun County Codified Ordinances and reduces risk at covered facilities.

How We Do It Now – Current Service Level: The County's Health, Safety, and Security Program was incorporated into OEM in May of FY 2022. Current service level involves approximately 196,800 visitors, customers, clients, and employees passing through the firearm security screening each year; 175 hours dedicated to training and exercises related to facility plans and life-saving and life-sustaining equipment; and 500 hours interacting with facility personnel, conducting assessments, enhancing safety and security measures, and investigating, reporting, and following up on incidents.

How We Plan to Do It in the Future – Recommended Service Level: Even as the County's growth stabilizes, the demand for these services is expected to continue to shift and/or increase. Community members will continue to receive services offered



Office of the County Administrator: Emergency Management

by County agencies, as well as continue to participate in government processes, thus necessitating a continuation or expanding of firearm security screening in covered facilities. Although Loudoun County Government may slow in the number of new positions, consistent retirements, promotions, and hiring of employees is anticipated. This will necessitate ongoing training of personnel on facility plans and life-saving and life-sustaining equipment. And, although the County may slow in the opening of new facilities, ongoing maintenance and adjustments of facility plans are expected to change.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Conduct firearm security screenings at covered facilities.¹					
Number of visitors, customers, clients, and employees who pass through the firearm security device	n/a	120,551	183,929	196,800	210,580
Conduct training and exercises related to the facility plans and life-saving and life-sustaining equipment.					
Number of hours dedicated to training and exercises related to facility plans and life-saving and life-sustaining equipment	n/a	n/a	n/a	175	200
Interact with facility employees and leadership, conduct assessments, and enhance safety and security measures, as well as investigate, report, and follow up on incidents.					
Number of hours dedicated to interacting with facility personnel, conducting assessments, enhancing safety and security measures, and investigating, reporting, and following up on incidents	n/a	n/a	n/a	500	525

¹ Health, Safety, and Security was moved to the Office of the County Administrator as part of a mid-year FY 2022 reorganization. The Department will have complete data for Health, Safety, and Security measures in FY 2024.



Office of the County Administrator: Equity and Inclusion

Diversity, Equity, Inclusion, and Accessibility (DEIA) Training and Development

What We Do: The Office of Equity and Inclusion (OEI) works with internal and external stakeholders to implement the Board's equity initiatives by focusing on strategies that advance equity and inclusion efforts within Loudoun County to help reduce and ultimately eliminate disparities. This activity seeks to achieve equitable outcomes in areas such as community safety, access to health and human services, education, equal employment, and affordable housing.

This activity supports County departments in ensuring that the equity initiatives are being executed in alignment with the Board's vision. In addition, this activity provides an annual report to the Board on the status of the County's equity initiatives.

Staff coordinates meetings with departments and external stakeholders to develop department-specific strategies and solutions. As a member of the Metropolitan Washington Council of Governments (COG), OEI routinely represents Loudoun County at various meetings throughout the Washington, D.C., metropolitan area by establishing connections, sharing information, and developing solutions to the region's major equity challenges.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: County staff provides this service.

Why We Do It: This activity is critical to ensuring that the public has equal access to County resources, programs, and activities. This activity will help inform County departments of any changes that need to be made to ensure that the County is achieving more equitable outcomes. Per the Resolution of the Board of Supervisors Regarding Social and Racial Equity as Fundamental Values, the Board directs the County Administrator and OEI to provide an annual report to the Board on the County's equity initiatives, present a framework and Equity Plan for Loudoun County to the Board, develop an implementation plan that outlines how an equity lens and tools will be used, and identify a supplementary analysis to be used for decision-making within each County department (and as part of the ongoing Operating Budget and Capital Improvement Plan).

How We Do It Now – Current Service Level: This program was created in FY 2021 with the addition of the chief equity officer. In subsequent years, this activity was enhanced with the addition of a new equity specialist (FY 2023). This position has enhanced the customer service provided by this activity. In this fiscal year with current resources, this activity will provide foundational DEIA trainings to approximately 15 departments.

How We Plan to Do It in the Future – Recommended Service Level: In the future, it is recommended that the program provides annual DEIA training to all County departments.



Office of the County Administrator: Equity and Inclusion

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Number of departments provided with foundational DEIA training	n/a ¹	2	6	15	38
Number of COG meetings attended	n/a	5	17	24	24
Number of Loudoun Chamber of Commerce DEIA meetings attended	n/a	2	3	14	14
Percentage of COG meetings attended in the past year	n/a	100%	100%	100%	100%
Percentage of Loudoun Chamber of Commerce DEIA meetings attended	n/a	100%	100%	100%	100%
Increase in percentage of community partnerships and stakeholder engagement	n/a	5%	10%	15%	20%
Increase in percentage of departments with departmental equity plans	n/a	n/a	n/a	50%	100%

¹ Data shown as n/a indicates a measure that does not have historical data.



Office of the County Administrator: Health Information Safeguards and Accountability

Health Information Oversight

What We Do: As the County increases in size and services, and as health and human services expand to include local administration of the Health Department, the need for high-level oversight of health information practices (including HIPAA and accountability strategies) has reached a critical point. In addition, this Office has seen increased needs for oversight and coordination with departments beyond health and human services, including Finance and Procurement, Fire and Rescue, and the Department of Human Resources. Therefore, there is a need for unified application and monitoring of HIPAA standards and centralized protocols.

Mandate Information: The Federal Government introduced HIPAA in 1996 to improve the portability and accountability of health insurance coverage for employees between jobs and to combat fraud, waste, and abuse. HIPAA requires the creation of national standards to protect sensitive patient health information from being disclosed without the patient's consent or knowledge.

Who Does It: Currently, County staff across multiple departments provide HIPAA oversight. In May 2023, County Administration established the Office of Health Information Safeguards and Accountability to unify HIPAA oversight through a countywide HIPAA compliance officer.

Why We Do It: Establishing a countywide Office of Health Information Safeguards and Accountability is expected to result in consistent and complete processes for performing safeguards and meeting requirements identified in the HIPAA Security Rule and Health Information Technology for Economic and Clinical Health (HITECH) Act. These processes will improve risk metrics and data collection, monitoring, analyzing, and reporting countywide. Failure to comply with HIPAA can result in civil and criminal penalties.

How We Do It Now – Current Service Level: At the FY 2022 service level (before the creation of this Office), the need was creating a strain on staff resources; and with the addition of the Health Department in July 2023, the need will become critical. The addition of the Office of Health Information Safeguards and Accountability within County Administration creates efficiencies by developing and administering overarching countywide policies and protocols, and mediating any complex issues that might arise in individual departments. As the Office becomes established in FY 2024, with current resources, this Office will ensure that most of the required HIPAA Privacy Administrative Requirements applicable for all covered entities within the County are met in addition to the majority of required administrative, technical, and physical safeguards.

How We Plan to Do It in the Future – Recommended Service Level: The Department is watching projects to help determine the recommended service level since this is a new program area. Performance measures were not previously tracked; and there is now a current need to be able to track these measures at an aggregate countywide level. The Office will need to address this deficiency. Over the next few years, as the Office develops policies, standards, and tracking measures, the need for these services is anticipated to increase as additional compliance measures are identified. Staff expects the County to be compliant with all requirements and safeguards in FY 2025.



Office of the County Administrator: Health Information Safeguards and Accountability

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure that the County complies with 100 percent of required HIPAA Privacy Administrative Requirements and Security Administrative, Technical, and Physical Safeguards for all covered entities.¹					
Number of HIPAA Privacy Administrative Requirements that comply for all covered entities (out of the nine required)	n/a	n/a	n/a	7	9
Number of HIPAA Security Administrative Safeguards that comply for all covered entities (12 required and 11 addressable)	n/a	n/a	n/a	10	12
Number of HIPAA Security Technical Safeguards that comply for all covered entities (four required and five addressable)	n/a	n/a	n/a	3	4
Number of HIPAA Security Physical Safeguards that comply for all covered entities (six required and four addressable)	n/a	n/a	n/a	5	6

¹ Data shown as n/a indicates a measure that does not have historical data.



Office of the County Administrator: Management and Budget

Operating Budget Development and Review

What We Do: This activity provides primary support to the County Administrator in the development, analysis, review, implementation, and monitoring of the County's Operating Budget to address policy and programmatic directives of the Board. This includes the General Fund and various special revenue funds such as the Rental Assistance Program Fund and the Restricted Use Transient Occupancy Tax Fund. Staff in this activity develops and implements the County Government's annual Operating Budget. Budget development includes coordination and collaboration with County departments to understand resource needs, and preparation of recommendations for the County Administrator. Elements of the budget development process include year-over-year evaluation of the following: operating and maintenance/contractual needs, personnel costs including salary and benefits, performance measures and metrics, and new resources for departments – known as resource requests. Significant topics of budget development are brought to the Board's Finance/Government Operations and Economic Development Committee (FGOEDC). Finally, the budget process also includes consolidating, producing, and publishing the detailed budget document and an accompanying synopsis – known as the budget story.

Analysis services include monthly monitoring of revenues and expenditures by department and participating in various human resources-driven processes that monitor recruitment and hiring. This includes evaluation of departmental requests for temporary staffing and recruitment of Board-authorized, permanent positions through the Authorization to Recruit (ATR) process. In addition, staff regularly participates in departmental reorganizations and requests for reclassifications of existing positions. Expenditure and revenue projections are presented to the FGOEDC on a quarterly basis. While staff in this activity is responsible for monitoring and managing both departmental expenditures and revenues, priority is given to expenditure analysis. In coordination with departments, staff in this activity creates and monitors budget adjustments. Budget adjustments increase or decrease overall appropriations (which require Board approval), or move existing appropriation authority within an appropriated fund. This activity also reviews and provides financial impact statements on all items presented to the Board for consideration. Further, staff leads and participates in data analysis projects throughout the year to project the fiscal impact of policy or other proposals. Finally, this activity manages the County's budgeting software system, Hyperion, which is a critical tool used in the development of the County budget and the budget document.

Mandate Information: The Code of Virginia § 15.2-407 requires that the County Administrator "shall prepare and submit a proposed annual budget." This section also stipulates that the County Administrator "shall keep the Board advised as to the financial condition of the County and shall submit to the Board monthly, and at such other times as may be required, reports concerning the administrative affairs of the County." The Code of Virginia §§ 15.2-2503 and 15.2-2506 stipulates that the governing body is required to advertise a synopsis of the proposed budget, to hold public hearings and adopt the budget, to fix a tax rate prior to the beginning of the fiscal year, and to publish the budget online and make it available to the public. The Code of Virginia Title 42.1 (Virginia Public Records Act) requires the archival of records.

Who Does It: County staff delivers these services.

Why We Do It: The budget is required to be adopted by the Board prior to the beginning of each fiscal year; and the appropriation to Loudoun County Public Schools (LCPS) is to be completed by May of each year for the following fiscal year. Ongoing analytical work and communication with all County departments ensures that the County responsibly manages the current year's budget while also developing the following fiscal year's budget. Monitoring current budgets, reporting variances to departments, monitoring countywide vacancy savings, and creating more meaningful measurements of program effectiveness are efforts of continuous improvement. The continuous analysis of the County's operation and planning and development of each fiscal year's Operating Budget supports the development of the annual budget document that has received the Government Finance Officers Association Distinguished Budget Presentation Award. Additionally, these services play a significant role and directly contribute to the maintenance of the County's triple-AAA bond rating.

How We Do It Now – Current Service Level: In FY 2020, the current service level of this activity was defined as supporting 900 budget adjustments annually, with an average processing time of less than two business days. Further, at that time, staff



Office of County Administrator: Management and Budget

analyzed and processed approximately 400 ATR requests annually, with the ATR process completed in an average of five business days.

In subsequent years, no new resources have been added to this activity and yet the service level discussed above has been maintained.

In this fiscal year with current resources, this activity will:

- Process approximately 950 budget adjustments within an average of less than two business days.
- Process approximately 560 ATR requests within an average of five business days.
- Evaluate and prepare approximately 100 budget resource requests for the County Administrator's consideration.
- Support approximately five ongoing departmental reorganizations.

How We Plan to Do It in the Future – Recommended Service Level: This activity will continue to provide the vital internal service of budget development and monitoring that facilitates a financial plan that best addresses the needs of the County Government within available resources. Measures of efficiency that will be monitored will include the amount of existing funding reallocated to address needs in subsequent budget years, progress towards recommended service levels in County activities through resources allocated in the budget, and the impact of reorganizations.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Process and approve budget adjustment requests within two business days or less on average.					
Number of budget adjustment requests ¹	900	940	957	950	950
Average number of days to process budget adjustment requests ²	2.36	2.63	3.26	3.00	3.00
Complete ATR requests within five business days on average.					
Number of ATR requests analyzed and processed	400	480	537	560	560
Average number of business days to complete the ATR process	5.00	4.60	5.37	5.00	5.00
Achieve a 5 percent variance or less between actual and projected General Fund expenditures.					
Percentage variance between actual and third quarter expenditure projections	2.0%	1.0%	1.0%	1.5%	1.5%
Coordinate with departments to analyze historic trends to maximize the use of available budget before requesting additional resources in the proposed budget.					
Total number of resource requests analyzed	79	94	59	100	100
Number of department organizational changes analyzed	3	7	6	5	5

¹ This performance measure encompasses all types of budget adjustment requests.

² This performance measure represents the average processing time for all budget adjustments requiring operating management analyst and manager approval.



Office of the County Administrator: Management and Budget

Forecasting and Economic Analysis

What We Do: This activity provides revenue forecasting, both short-term and longer-term, along with in-depth analysis and interpretation of the economic outlook and legislative proposals to predict impacts on County revenues. This includes routine monitoring of current-year revenues, projections for the upcoming budget year, and five-year revenue forecasts for future planning. This activity also includes departmental revenue analyses, fee analyses for programmatic revenues, and the forecasting of select non-General Fund revenues, including the regional gasoline tax, special tax districts, and regional transportation revenues. This activity also provides support to the County's internal Revenue Committee.

As the County's major revenue sources continue to grow and increase in complexity, the Forecasting and Economic Analysis activity provides valuable expertise and understanding of this more complex revenue environment. Staff may rely on economic trends (e.g., gross county product, employment levels, and personal income) to understand shifts in County revenue. Other analysis may include engagement with select sectors of the local economy, such as the data center industry, to understand how market shifts and changes in technology may influence County tax revenues.

The Forecasting and Economic Analysis activity also performs multi-year forecasting for future countywide expenditure needs to facilitate future planning. With the implementation of collective bargaining, this activity conducts modeling and analysis of the costs associated with proposed bargaining agreements, both to estimate multi-year fiscal impacts and to evaluate these potential impacts within the context of the multi-year revenue and expenditure forecasts as well as the overall economic outlook.

Who Does It: County staff delivers these services, while relying on economic forecasts provided through a contractual arrangement.

Mandate Information: This activity is not mandated but is necessary to develop a proposed annual budget, as mandated by the Code of Virginia § 15.2-407; and to support the negotiation of multi-year labor agreements under the collective bargaining structure established by Chapter 259 of Loudoun County Codified Ordinances.

Why We Do It: Revenue forecasting is a major component of the Board's annual budget process. Routine revenue monitoring and reporting can also prevent emergency situations involving revenue flow that can affect the delivery of services to residents. Forecasting efforts are also integral to staff's ability to advise the County Administrator on fiscal matters during collective bargaining negotiations, so the Board can make well-informed decisions when tentative bargaining agreements are received for consideration. These services play a significant role in – and directly contribute to – the maintenance of the County's triple-AAA bond rating.

How We Do It Now – Current Service Level: In FY 2020, the service level was to provide reasonable revenue projections such that the third quarter projected revenue was within 4 percent of actual revenue. Since then, staff has strived to achieve a variance between budgeted General Fund revenues and actual General Fund revenues of no more than 4 percent. At current service level, this activity performs detailed analysis on financial subjects of collective bargaining for bargaining units that have elected union representation. As of the time of writing, only one bargaining unit (Fire and Rescue) has elected union representation. Furthermore, customers have a high level of confidence in the ability of staff to interpret issues that may impact County finances, and to predict the magnitude of those impacts.

How We Plan to Do It in the Future – Recommended Service Level: In the future, staff will continue delivering interpretations and predictions that customers can have a high level of confidence in. This will be supported by the ability to accurately project current-year revenue variances and make reasonable predictions of future-year revenues and expenditures.

In the future, if additional bargaining units elect union representation, the service demand for the forecasting team will increase based on the number of bargaining units and specific costing proposals for each.



Office of County Administrator: Management and Budget

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
The difference between the third quarter projected revenue variance and the actual variance will be less than 4 percent.					
Variance as a percentage of the General Fund budget	3.4%	1.7%	2%	2.5%	2.5%
The revenue budget variance will be less than 4 percent of the General Fund budget.					
Variance as a percentage of the General Fund budget	0.9%	3.3%	7%	2.2%	2.2%



Office of the County Administrator: Management and Budget

Management Fellowship Program

What We Do: This activity operates the County's Management Fellowship Program. The Management Fellowship Program provides opportunities for individuals with a master's degree interested in local government management to gain knowledge and experience, while providing dedicated analytical support to projects that might otherwise not be accomplished or prioritized with current resources. Management fellows are engaged with the County on a limited-term basis to conduct important management analysis and support projects when County staff does not have capacity to address these projects. Management fellows also support County Administration during the General Assembly session each year, which supplements the work of County staff and contracted lobbyist firms. The County routinely retains former management fellows in regular County employment after their initial assignment due to the experience and familiarity with the County that they have gained through the program, making this program a key training ground for long-term positions within the County.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: A portion of a regular County employee's time is dedicated to managing the program; and budgeted temporary staff working on a two-year-assignment basis delivers these services.

Why We Do It: The Management Fellowship Program serves as an avenue for individuals who have earned their master's degree in public administration, policy, business, or other related areas and who have expressed an interest in a career in local government to get in-depth experience in analyzing and addressing issues impacting County Government. In addition, this program gives the County an opportunity to attract talented individuals who are eager to learn and play a role in Loudoun County's growth and development. Most of the previous participants in this program have transitioned into professional regular employment within Loudoun County Government. Fellows work on specialized projects in direct support of management on high-level policy and administrative matters that may not otherwise be adequately addressed due to workload or higher-priority work demands.

How We Do It Now – Current Service Level: In FY 2020, the current service level supported one to two management fellow positions annually, with 100 percent of fellows obtaining regular employment with Loudoun County.

In subsequent years, this service level has been maintained. In FY 2024, the service level supports one to two management fellow positions annually, with 100 percent of fellows obtaining regular employment with Loudoun County by the time their fellowship appointment ends. Each fellow engages in up to five projects annually at an overall positive satisfaction rate from departments of 100 percent.

How We Plan to Do It in the Future – Recommended Service Level: In the future, this activity is recommended to continue the practice of supporting two management fellow positions with up to five projects each completed annually, at an overall satisfaction rate of 100 percent.



Office of County Administrator: Management and Budget

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Obtain placement of all management fellows into a relevant job within six months of the program end date.					
Number of management fellows	2	1	1	2	2
Percentage of fellows obtaining a related job within six months of the program end date	100%	100%	100%	100%	100%
Percentage of management fellows obtaining regular employment with Loudoun County	100%	100%	100%	100%	100%
Provide high-quality management fellow support to County departments through rotational projects.					
Percentage of positive response – Management Fellow Evaluation (1-5)	100%	100%	100%	100%	100%
Number of management fellow projects completed	2	4	2	5	5
Number of management fellow projects requested by departments	20	10	6	10	10



Office of the County Administrator: Management and Budget

Capital Budget Development and Review

What We Do: This activity develops and administers the County’s Capital Improvement Program (CIP), which is the six-year spending plan for the Capital Projects Fund. The CIP is developed biennially, with the six-year period moving out an additional two years every other fiscal year, though only one year is appropriated by the Board annually. This activity provides planning, budget, and account management expertise through all phases of developing the County’s public facilities, in accordance with the County’s fiscal policies. This activity develops the CIP financing plan and works closely with the Debt Management function to ensure that the County maintains its triple-AAA bond rating. This activity programs cash, in-kind, and land proffers in support of the CIP, and evaluates various revenue sources to ensure that the capital plan leverages local tax funding and debt efficiently.

Staff produces cost estimates for projects during the six-year planning period and beyond in consultation with the Department of Transportation and Capital Infrastructure as well as program departments. Staff also integrates the facility needs of LCPS into the County’s planning, budgeting, and development plans. In addition to managing the Capital Projects Fund, this activity also manages other capital and capital-related special revenue funds, including the Capital Asset Preservation Program Fund, the Major Equipment Replacement Fund, the Public Facilities Fund, and the Transportation District Fund.

Mandate Information: The Code of Virginia § 15.2-407 requires that the County Administrator “shall prepare and submit a proposed annual budget.” This section also stipulates that the County Administrator “shall keep the Board advised as to the financial condition of the County and shall submit to the Board monthly, and at such other times as may be required, reports concerning the administrative affairs of the County.” The Code of Virginia §§ 15.2-2503 and 15.2-2506 stipulates that the governing body is required to advertise a synopsis of the proposed budget, to hold public hearings and adopt the budget, to fix a tax rate prior to the beginning of the fiscal year, and to publish the budget online and make it available to the public. The Code of Virginia Title 42.1 (Virginia Public Records Act) requires archival of records.

Who Does It: County staff provides this service.

Why We Do It: This activity integrates the Board’s fiscal guidance, capital facility standards, long-range growth forecasts and capital planning, and capital budgeting into a seamless process to achieve the Board’s vision for public facility and infrastructure development.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was to develop a proposed CIP based on standard criteria, fiscal policy, strategic use of a variety of funding sources (to limit reliance on local tax funding), and relevant guidance provided by the Board. Staff also provided ongoing project account management and customer service to the departments responsible for the execution of capital projects (to include the departments of Transportation and Capital Infrastructure, Information Technology, General Services, and LCPS) by preparing and executing budget adjustments, assisting with Board items relevant to capital projects, and providing analysis and information for grant applications and other requests for information. Since then, three additional staff resources have been added to maintain this level of service. The current service level involves approximately 100 capital projects managed per analyst and more than 400 budget adjustments annually.

How We Plan to Do It in the Future – Recommended Service Level: In the future, this program will continue to deliver a responsibly-funded CIP, which, as the County’s population growth begins to stabilize, will prioritize more large-scale renovation projects to preserve existing infrastructure and facilities rather than mainly new facilities. Important measures for this program will be increased leverage of state and federal revenue sources, proffers, and debt to keep local tax funding requirements at a stable level year-over-year.



Office of County Administrator: Management and Budget

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Manage capital projects and provide analysis and recommendations for project funding.					
Average number of active capital projects per analyst as of July 1	96	103	76	111	111
Total dollar amount of active capital projects per analyst	\$93,814,358	\$68,707,382	\$58,678,117	\$60,438,461	\$62,251,614
Average number of new capital projects analyzed for funding during the budget process per analyst ¹	n/a	28	17	17	23
Number of budget adjustments ²	379	431	427	439	450
Average number of budget adjustments per analyst	126	143	85	88	90
Maintain a diverse source of funding in the Capital Projects Fund, minimizing the use of local tax funding.					
Local tax funding as a percentage of the adopted Capital Projects Fund budget	30%	32%	37%	19%	27%
Cash proffers as a percentage of the adopted Capital Projects Fund budget	6%	1%	4%	5%	1%
State and federal funding as a percentage of the adopted Capital Projects Fund budget	21%	10%	11%	12%	20%
Debt funding as a percentage of the adopted Capital Projects Fund budget	35%	54%	48%	63%	51%

¹ Data shown as n/a indicates a measure that does not have historical data.

² This performance measure encompasses all types of budget adjustment requests.



Office of the County Administrator: Management and Budget

Long-Range Fiscal Planning

What We Do: This activity researches and develops the County's long-range fiscal planning products, including the Capital Facility Standards, the Capital Intensity Factor, and the Capital Needs Assessment. These products use long-term demographic and land development forecasts to identify capital facility needs and inform the development of the annual CIP. Staff in this activity provides staff support and coordination as well as presents recommendations and final products to the County's Fiscal Impact Committee, which is a resident committee chaired Ex-Officio by an appointed member of the Board.

Staff in this activity supported the development of the 2019 Comprehensive Plan, which is the current County land use plan. In its support role, staff developed and evaluated the Plan's supporting fiscal model. This activity also includes the periodic evaluation of the fiscal impacts of actual development compared to Comprehensive Plan assumptions, which will involve data updates and rerunning of the fiscal model. This activity acts as a referral agency for the Department of Planning and Zoning's review process for legislative land development applications (e.g., rezonings) and plan amendments; and staff evaluates the impact of rezoning applications on capital facilities countywide. For very impactful rezoning applications, this activity manages the County's fiscal impact analysis process, which provides an in-depth evaluation of population and capital facility impacts as well as overall fiscal impact of land developments for consideration by County staff and the Board in making land use decisions.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: County staff provides these services. Consultants may be used to assist staff with major projects.

Why We Do It: This activity ensures a comprehensive evaluation of the County's forecasted fiscal and economic conditions, as well as the projected needs of the population for certain facilities and services. This allows County staff and the Board to engage in informed discussions of priorities balanced with fiscal responsibility. This activity also provides a framework by which the County can evaluate land use decisions against the needs and requirements of its population and infrastructure. This activity supports the continued link between land use and financial planning in Loudoun County, including a proactive assessment of the impacts of development trends.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was mainly focused toward supporting the Comprehensive Plan update process with fiscal impact analysis. This focus required putting updates on hold to some of the County's capital planning products that benefitted from having the new Comprehensive Plan in place. Since that time, staff worked to revise all capital planning products, as prescribed in the Board's adopted fiscal policies, and has begun regular meetings with the Fiscal Impact Committee. Also, staff provides fiscal analysis of legislative land development applications and plan amendments, as requested by the Department of Planning and Zoning to support proffer negotiations, and as needed, performs in-depth fiscal impact analysis of complex economic development opportunities.

How We Plan to Do It in the Future – Recommended Service Level: In the future, this program will continue to deliver long-range capital planning products at regular intervals, as per the fiscal policy, which supports many decision-making processes in the County, including CIP development. As more departments consider what their master plans and/or service plans will look like in the future, this activity will be better positioned to support departments in making meaningful changes and updates to their capital facility standards, to more closely align service-level expectations with capital facility needs. This activity should continue to provide fiscal analysis for legislative land development applications and plan amendments.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Analyze legislative land development applications consistent with established Capital Intensity Factor indicators.					
Number of assigned referrals	24	43	20	25	30



Office of County Administrator: Management and Budget

Economic and Demographic Analysis

What We Do: This activity provides economic and demographic data analysis to support the County's long-range fiscal planning, program and policy development, annual resource allocation decisions, and other significant fiscal matters under consideration by the Board. Long-range forecasts are produced of residential and non-residential development, households, population, and employment. Economic considerations (such as market conditions for development) inform this work. Other research on Loudoun County's changing communities includes analysis of demographic characteristics and their change over time. Economic analysis includes evaluation of economic development proposals under the County's consideration. Demographic analysis supports countywide and regionwide population forecasting, and demographic projections are heavily used by the Fiscal Impact Committee in evaluation of its work products. Services are delivered primarily to internal customers. This activity focuses on assisting a wide range of users in the interpretation and correct use of data, including County officials, but also provides data and information to the general public. The role and responsibility of this activity has evolved with organizational needs; and time spent dedicated to special projects assigned by the County Administrator and other customers has increased.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: County staff provides these services. Some studies and projects require the assistance of outside consultants and contracted services.

Why We Do It: Population and other forecasting allows the County to proactively plan for service level considerations in the future. This activity also provides special project support, and research and data analysis to the Department as well as to the County as a whole in evaluating various proposals before the Board for consideration.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was mainly devoted to analysis for large-scale projects and less on demographic analysis and assistance to customers. Since that time, demographic analysis and assistance to customers has been more in line with the recommended service level for that specific activity, while less time has been focused on economic and fiscal impact analysis associated with large-scale economic development proposals or other significant fiscal matters. With the release of the 2020 Census, more analysis and interpretation of the data as it relates to Loudoun County was performed and provided to Board members and departments as part of their programmatic planning. A demographer position was added in FY 2023, but it remained vacant for the entire fiscal year.

How We Plan to Do It in the Future – Recommended Service Level: In the future, this program will continue to provide analysis of United States Census Bureau and other data sources, and will continue to develop long-range forecasts to support internal and external stakeholders. With the addition of the demographer position, the Economic and Demographic Analysis activity will need to be evaluated for the recommended service level.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Respond to questions from internal and external customers regarding demographic data.¹					
Number of question responses/data provision	n/a	31	33	30	30
Number of analyses produced	n/a	3	0	2	2

¹ Data shown as n/a indicates a measure that does not have historical data.



Office of the County Administrator: Management and Budget

Debt Issuance

What We Do: This activity conducts planning, structuring, and issuance functions for financings associated with capital projects for Loudoun County Government and LCPS. This activity works with others in OMB and the Department of Transportation and Capital Infrastructure in the development of the CIP to determine the most financially prudent and feasible financing options for projects, and to ensure compliance with the County's fiscal and debt policies. This activity prepares all documents related to bond issuances (including Board items with authorizing resolutions, credit rating presentations, and official statements), and coordinates with bond counsel and the County's financial advisors to sell various debt instruments. This activity also prepares and analyzes the County's debt model as part of the development of the CIP and the Debt Service Fund budget, and coordinates the bond referendum process with LCPS, the Board, and the County Attorney's Office to ensure that resolutions requesting a referendum are adopted and filed with the Circuit Court as required.

Mandate Information: The Code of Virginia's Public Finance Act (Chapter 26) establishes the powers that localities have to contract debts, issue bonds, and otherwise borrow money, as well as the rules governing those actions, including the requirement to request a voter referendum for the issuance of general obligation bonds. The Code of Virginia §§ 15.2-1541.1, 15.2-2511, and 15.2-2510 requires centralized accounting systems for general government, annual external audits, and the submission of an annual Comparative Report. Internal Revenue Service (IRS) and Securities and Exchange Commission (SEC) laws and regulations require annual disclosures, arbitrage liability calculations, the filing of Form 8038, the accurate production of official statements for debt issuance, and post-issuance compliance.

Who Does It: County staff provides this service with assistance from contracted financial advisors and bond counsel.

Why We Do It: This activity ensures compliance with the Virginia Public Finance Act, monitors market trends to secure competitive financing rates, and ensures compliance with the County's self-imposed debt guidelines. Maintaining the triple-AAA credit ratings is vital to the County's ability to access the public market at favorable interest rates. The County's establishment of – and adherence to – debt policies demonstrates the County's commitment to being fiscally responsible and financially sound to residents, credit rating agencies, and investors.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources included annual spring bond sales to include General Obligation bonds and appropriation-backed bonds through the Economic Development Authority in support of the funding strategies in the County's adopted CIP, and in accordance with the County's adopted fiscal and debt policies and the Virginia Public Finance Act. Additionally, this activity ensured that the annual referendum process was conducted for both County and LCPS projects, as required by the Code of Virginia. Since that time, a senior debt analyst was added to further support the program.

How We Plan to Do It in the Future – Recommended Service Level: In the future, this program will continue to fund the County's CIP through annual bond sales, while adhering to statutory and regulatory requirements, following the adopted fiscal and debt policies (as stated in the current service level section), and pursuing competitive market rates on the County's financing vehicles.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain Aaa/AAA/AAA credit ratings with Moody's, Standard and Poor's, and Fitch's rating agencies, respectively.					
Loudoun County's bond rating	Aaa/AAA/AAA	Aaa/AAA/AAA	Aaa/AAA/AAA	Aaa/AAA/AAA	Aaa/AAA/AAA
Manage and plan for debt issuance to meet the Board's established debt limit annually.					
Annual debt limit	\$225,000,000	\$250,000,000	\$250,000,000	\$325,000,000	\$350,000,000
Annual debt issuance	\$204,745,000	\$230,785,000	\$250,000,000	\$325,000,000	\$350,000,000

Limit net debt as a percentage of estimated fair value of taxable property to the Board's established policy of 3 percent.



Office of County Administrator: Management and Budget

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Net debt as a percentage of estimated fair value of taxable property	1.67%	1.49%	1.40%	1.41%	1.50%
Limit net debt per capita as a percentage of income per capita to the Board's established policy of 8 percent.					
Net debt per capita as a percentage of income per capita	5.14%	5.12%	4.82%	4.56%	4.77%
Limit debt service as a percentage of governmental fund expenditures to the Board's established policy of 10 percent.					
Debt service as a percentage of governmental fund expenditures	7.48%	7.53%	7.31%	6.95%	7.19%
Maintain a ten-year debt payout ratio of greater than 60 percent.					
Ten-year debt payout ratio	65.30%	63.80%	67.00%	67.30%	67.40%



Office of the County Administrator: Management and Budget

Debt Management

What We Do: This activity ensures compliance with Loudoun County fiscal and debt policies as well as all SEC and IRS regulations; ensures the timely payment of debt service and compliance with all bond indentures; and is responsible for annual bond disclosures as required by the Continuing Disclosure Agreements (CDAs) for each bond issue. To fulfill these responsibilities, this activity develops and implements post-issuance compliance policies and procedures, ensures timely and accurate debt service payments to bond trustees, and prepares bond proceed drawdown requests that are based on capital project expenditures. This activity ensures that required arbitrage rebate calculations are performed on bond issues with outstanding proceeds, per IRS regulations. Post-bond-issuance compliance is monitored (including debt covenants); and required annual bond disclosures are made. This activity may also be involved in special projects and analyses that require fiscal impact analysis of the County and potential impacts on the County's debt profile and credit rating.

The Committee on Uniform Securities Identification Procedures (CUSIP) is a system that identifies securities. The CUSIP number consists of a combination of nine characters, including letters and numbers, which uniquely identify the issuer and the type of security. The CUSIP numbers help facilitate and make easier the process of trades and settlements. When the County sells bonds, each maturity is assigned a CUSIP number (e.g., a 20-year bond will have 20 CUSIP numbers). Annual disclosures are made through the Municipal Securities Rulemaking Board's (MSRB's) Electronic Municipal Market Access (EMMA) website, in which the County's financial and operating data must be linked to each CUSIP. This also includes CUSIPs for bonds not issued by the County, but where the County is named as an obligor, such as bonds issued on behalf of the County through the Loudoun County Economic Development Authority and bonds issued for the Route 28 Transportation Improvement District. The County must make these annual disclosures within six months of the end of the fiscal year, as per the CDAs.

The MSRB is the self-regulatory organization charged by Congress with promoting a fair and efficient municipal securities market, and is subject to oversight by the SEC. The MSRB regulates the securities firms, banks, and municipal advisors that engage in municipal securities and advisory activities. It also promotes transparency through its EMMA website. While the County is not directly regulated by the MSRB, the County is subject to SEC disclosure requirements by entering into CDAs and providing official statement documents with each bond sale. Because the MSRB directly regulates securities firms and banks, these entities cannot purchase the County's bonds without a CDA and an official statement prepared by the County.

Mandate Information: This activity is mandated by the Code of Virginia §§ 15.2-1541.1, 15.2-2511, and 15.2-2510, which requires centralized accounting systems for general government, annual external audits, and the submission of an annual Comparative Report. IRS and SEC laws and regulations require annual disclosures of financial and operating data, arbitrage liability calculations, the filing of Form 8038, the accurate production of official statements for debt issuance, and post-issuance compliance.

Who Does It: County staff provides this service with assistance from contracted arbitrage rebate specialists, financial advisors, and bond counsel.

Why We Do It: This activity ensures the County's debt is managed in accordance with all relevant mandates and regulations, thereby reducing the risk of the County losing tax-exempt bond status and incurring financial penalties.

How We Do It Now – Current Service Level: Currently, the service level provided includes management of approximately 40 active bond issues, which also involves more than 400 CUSIPs associated with MSRB EMMA annual disclosures, with 100 percent of annual financial disclosures posted to the EMMA website within six months of fiscal year end. Additionally, all debt service payments are made on time, and drawdown of bond proceeds occurs within the timeframes specified by IRS regulations. This current service level is relatively the same as it was in FY 2020.

How We Plan to Do It in the Future – Recommended Service Level: In the future, this activity is recommended to continue to follow and further develop, as needed, its policies and procedures to make timely annual disclosures 100 percent of the time, prudently manage bond proceeds, and comply with the rules and regulations described above.



Office of County Administrator: Management and Budget

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Manage post-issuance bond compliance requirements.					
Percentage of annual financial disclosures posted to the MSRB EMMA website within six months of fiscal year end	100%	100%	100%	100%	100%
Number of CUSIPs associated with the MSRB EMMA annual disclosures	437	415	425	435	445
Number of bond issues actively managed	42	39	40	40	40



Office of the County Administrator: Management and Budget

Performance Measurement

What We Do: This activity advises and implements the County’s performance measure framework. The framework uses target objectives and programmatic performance measures to provide insight into programs and demonstrate outcomes based on service levels. Performance metrics are used to plan for and report within documents, such as the annual budget and the Program Review.

This activity facilitates the County’s efforts to define service levels, communicate the impact of resources on service levels, and report program performance towards achieving agreed-upon objectives. Department service plans define service level indicators with supporting performance measures. Staff supporting this activity serve as consultants to departments to revise their service plans, which includes the development of objectives and performance measures. At the end of each quarter, departments provide quarterly performance measure data. OMB staff reviews the data for completeness and accuracy, and follows up with departments on any questions regarding the data reported. Performance measures are used in the budget process to explain service delivery and to demonstrate the effects of additional or fewer resources. Performance measures and data are also used in the production of the Program Review. The Program Review is a comprehensive inventory of programs and activities that is produced every four years to coincide with the beginning of the Board’s term. It describes the services provided, communicates who provides the services, and defines service level with supporting performance measures.

Trainings are delivered by OMB staff at the request of department leadership. While management analysts routinely provide performance measurement support, trainings involve presenting information and facilitating discussions on performance measures and uses of data. Consultations involve the program evaluation manager reviewing a department’s performance measures, identifying areas for improvement, and providing specific recommendations.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: County staff provides these services.

Why We Do It: As a result of this activity’s work and countywide performance measurement efforts, the County receives the International City/County Management Association’s (ICMA’s) Certificate of Excellence in Performance Management. This activity improves programs and supports budgeting efforts through data-driven decision-making, continuous organizational learning, and a focus on priorities and accountability. The Program Review is an important component of Board orientation, as it serves as a resource to communicate with the Board about the services that departments provide. In addition, the Program Review provides an opportunity to educate the public on services that the County provides and the importance of providing these services to the community.

How We Do It Now – Current Service Level: Current service level supports at least one training course and approximately 20 consultations each year.

How We Plan to Do It in the Future – Recommended Service Level: In the future, this activity is recommended to continue to follow and further develop, as needed, to help the organization manage and measure performance. OMB plans to build upon the FY 2024 Program Review work completed by the organization to align this activity with the ‘Pathway to Stabilization’ described in the Guide to the FY 2024 Program Review section on the introduction. This will include updating organizational performance management approach so the County can make data-informed decisions that will provide the community with responsible, sustainable, and equitable services and programs.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide departments with direct support through consultation and training on performance measurement.					
Number of trainings	10	0	0	1	1
Number of consultations	25	12	26	20	20



Office of County Administrator: Management and Budget

Board of Equalization (BOE)

What We Do: The Board of Equalization (BOE) serves as a review and appeal process for residents who are not satisfied with their real property assessments. Through the BOE, property owners are provided a means of contesting their real estate assessments if they believe the assessment figure is not equitable. The appeal process starts in February/March at which time property owners may submit an appeal application. Applications are due by June 1. All commercial appeals are required to be entered through an online application system; residential appeals may be submitted online or by hard copy. Once all appeals are received, hearing dates are scheduled beginning in July through the end of December. Hearing dates may start as early as May if high volumes of appeals are submitted. The BOE administrative assistant works with the full BOE in establishing public hearings, including setting up the public hearing dates, processing all appeal information, maintaining all BOE files, and submitting final BOE review to the appellants, the Commissioner of the Revenue's Office, and the Treasurer's Office. A final report is submitted at the end of the year to the Board, Circuit Court Judges, the Commissioner of the Revenue's Office, the County Attorney, and the Director of Finance and Procurement; and consists of all appeals, decisions made, and minutes of all meetings. By state mandate, the County documents and distributes BOE decisions to the appellant, the BOE, the Commissioner of the Revenue's Office, and the Treasurer's Office.

Mandate Information: The BOE is required by the Code of Virginia §§ 58.898, 58-1-3256, 58-1-3378, 58-1-3380, 58-1-3384, and 58-1-3984. Local governments must allow taxpayers to make fair market value appeals of real estate assessment to the local BOE. The BOE consists of five Loudoun landowners appointed by the Board as a permanent body. Members are appointed for a three-year term.

Who Does It: County staff provides this service.

Why We Do It: This activity provides an opportunity for Loudoun County property owners to contest or make appeals on their real estate assessments.

How We Do It Now – Current Service Level: Current service level includes the receipt of approximately 100 real estate assessment appeals annually. The County advertises approximately three public hearings, with five to ten individual taxpayer hearings scheduled for each meeting. At current service level, 100 percent of the appeals are processed and distributed.

How We Plan to Do It in the Future – Recommended Service Level: Despite trends showing slower growth in population and construction, the BOE anticipates that the need for these state-mandated services will stay the same. The BOE expects that the metric with the asterisk (*) below will indicate that the services may need to adjust; however, further analysis is needed to understand the relationship between stabilizing growth and real property revaluation.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Process and distribute 100 percent of decision documentation.					
*Number of appeals submitted	61	78	107	100	100
Number of public hearings scheduled and advertised	2	3	5	3	3
Number of packets prepared for hearings	18	26	52	40	40
Number of FOIA requests	0	0	3	2	2
Percentage of decision documentation processed	100%	100%	100%	100%	100%





County Attorney

The County Attorney's Office provides quality legal services to – and collaborates with – County staff, officials, and agencies to further the goals established by the Board of Supervisors (Board) and County leadership.

Department Program

Legal Services

Advises the County boards, commissions, agencies, and officials; represents the County in judicial proceedings and before administrative agencies; and provides legal services in transactional matters involving the County.

Activities

- Human Services, Employment, and Public Safety
- Land Use and Development
- Litigation and Claims Against the County
- Transactions

Financial Information

FY 2024 Adopted Information

	Expenditures	Revenue	LTF	FTE
Legal Services	\$4,597,310	\$261,654	\$4,335,656	26.00
Total	\$4,597,310	\$261,654	\$4,335,656	26.00

Capital Projects Fund

	Expenditures	Revenue	LTF	FTE
Legal Services	\$206,258	\$206,258	\$0	1.00
Total	\$206,258	\$206,258	\$0	1.00



County Attorney: Legal Services

Human Services, Employment, and Public Safety

What We Do: This activity provides legal advice and services to County agencies, including the following:

- The Department of Family Services (DFS), including Child Protective Services (CPS), Adult Protective Services (APS), Foster Care and Adoptions, and Public Assistance and Benefits
- Mental Health, Substance Abuse, and Developmental Services
- Animal Services
- Fire and Rescue
- Collective Bargaining
- Community Corrections
- The Department of Human Resources (DHR)
- Library Services
- The Sheriff's Office
- The Office of the Clerk of the Circuit Court

Legal advice is also provided to all departments and agencies of the County with respect to requests submitted under the Freedom of Information Act. This activity provides significant legal representation to DFS in both judicial and administrative hearings for endangered children and adults. In addition, this activity reviews policies and procedures for Library Services, all public safety agencies, and DHR, as well as reviews all employee disciplinary actions and investigations.

Mandate Information: This function is mandated by the Code of Virginia §§ 15.2-1542 (Duties of the County Attorney) and 63.2-317 (Employment of counsel for local boards and employees).

Who Does It: The County Attorney's Office provides these services with four full-time attorneys, one paralegal, and one legal services assistant.

Why We Do It: Quality legal services provided by a robust internal team both protects the County and advances the goals of the Board and leadership on behalf of the community. Staff in this activity provides intensive customer service and has close working relationships with County staff and employees of the constitutional officers served.

How We Do It Now – Current Service Level: Current service level involves the County Attorney's Office serving as a team member with working groups in the various departments and agencies; providing as-needed guidance, answering questions, performing research, and providing legal advice; and representing clients before judicial and administrative bodies. This activity also works with County lobbyists on legislation affecting the departments and agencies, and drafts or reviews memoranda of understanding and other agreements.

Following the adoption of the collective bargaining ordinance, the County Attorney's Office works with various departments to negotiate agreements with recognized collective bargaining units. As of the start of FY 2024, only the International Association of Firefighters (IAFF) has been recognized as a bargaining unit; and negotiations are ongoing with IAFF. Up to two more bargaining units may be recognized; and bargaining would then occur with those units.

DFS handles approximately 180 active cases annually, with about 50 new cases each year. The timing of these cases is coordinated by DFS, the County Attorney's Office, other parties, and the courts.

How We Plan to Do It in the Future – Recommended Service Level: The current level of service described above is anticipated to grow at approximately the same rate as the County's population. The addition of employees to the represented departments will also create the need for additional legal services.



County Attorney: Legal Services

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide legal services in support of the general County Government by delivering effective and timely advice or representation based on established priorities.					
Number of DFS cases pending litigation	143	138	180	180	180



County Attorney: Legal Services

Land Use and Development

What We Do: This activity provides legal support to County staff, the Board, the Planning Commission, the Board of Zoning Appeals, and other advisory bodies regarding all aspects of land use and development, including, but not limited to, development ordinance and plan amendments, enforcement of County regulations, Land Use and Development Application review, and legal advice and support.

Development ordinance and plan amendments activities include the comprehensive Zoning Ordinance Rewrite (ZOR) and several standalone Zoning Ordinance Amendments (ZOAMs), amendments to the Land Subdivision and Development Ordinance (LSDO) and Facilities Standards Manual (FSM), and periodic Comprehensive Plan Amendments (CPAMs).

Enforcement of County regulations includes Zoning, Erosion, and Sediment Control; Health; Building Codes; Stormwater Management; and Solid Waste. This activity involves legal support to staff and representation of the County in judicial and administrative proceedings.

Land Use and Development Application review includes reviewing and negotiating proffers and conditions of approval associated with rezoning, concept plan amendment, and special exception applications; reviewing deeds and bond agreements associated with all subdivision, site plan, and easement applications; and reviewing zoning, proffer, and vested rights determinations and advisory opinions.

Legal advice and support includes administration and enforcement of all County development regulations and approvals; compliance with applicable federal and state development and environmental regulations; subject matter expertise and litigation support in cases concerning land use and development; interpretation of conservation and open space easements; and special projects such as development of transfer or purchase of development rights programs (TDR/PDR), review and analysis of data center development, and review and update of County proffer policies.

Mandate Information: This activity is mandated by the Code of Virginia § 15.2-1542 (Duties of the County Attorney).

Who Does It: The County Attorney's Office provides these services with five full-time attorneys and two paralegals.

Why We Do It: Staff in this activity provides intensive customer service and has close working relationships with County staff.

How We Do It Now – Current Service Level: Current service level involves managing approximately 65 pending regulatory enforcement cases annually. The goal is to achieve compliance by meeting with alleged code violators and reaching a mutually acceptable resolution. The number of legislative land use cases decreased modestly during the time of the COVID-19 pandemic. Staff anticipates that post-pandemic, the number of legislative and administrative cases will continue to increase. The number of administrative land use reviews also reduced during the pandemic, but then quickly returned to normal and will continue to increase. The County Attorney's Office increased staffing to handle the Zoning Ordinance review.

How We Plan to Do It in the Future – Recommended Service Level: It was also anticipated that legislative and administrative land use matters would increase after the adoption of the 2019 Comprehensive Plan and the Zoning Ordinance changes. In the near term, it is anticipated that the current staffing levels will be sufficient to handle the expected increases.



County Attorney: Legal Services

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Manage all active enforcement cases.					
Number of active cases pending regulatory enforcement	88	46	54	65	68
Review 85 percent of land development submissions within 20 days.					
Number of land development submissions received	1,216	1,172	1,068	1,079	1,089
Number of land development submissions reviewed	1,207	1,145	1,098	1,109	1,120
Percentage of land development submissions reviewed within 10 days	42%	30%	31%	47%	48%
Percentage of land development submissions reviewed within 20 days	77%	71%	67%	77%	78%
Percentage of land development submissions reviewed within 30 days	100%	100%	100%	100%	100%



County Attorney: Legal Services

Litigation and Claims Against the County

What We Do: Through this activity, the County Attorney's Office represents Loudoun County and its boards, departments, agencies, officials, or employees in judicial proceedings before state and federal courts in Virginia at the trial and appellate levels, and in administrative proceedings. The types of cases handled may include, but are not limited to, tax assessment appeals; zoning, land use, or land development litigation; suits filed under the Virginia Freedom of Information Act; petitions for writs of mandamus; actions for injunctive or declaratory relief; and litigation involving real estate, employment, contract, constitutional or tort claims, eminent domain, and code enforcement.

Mandate Information: This activity is mandated by the Code of Virginia § 15.2-1542 (Duties of the County Attorney).

Who Does It: Generally, Loudoun County is represented in litigation by the County Attorney's Office. Two attorneys, one paralegal, and one legal services assistant handle the litigation, claims, administrative hearings, and appeals. Outside counsel may be retained to assist in-house legal staff in specialized cases, or to defend cases that are covered by insurance.

Why We Do It: Staff in this activity provides intensive customer service and has close working relationships with County staff. By handling most cases in-house, the County Attorney's Office provides high-quality legal representation in legal and administrative proceedings, while minimizing the amount of outside legal fees incurred, which, generally, would be billed to the County on an hourly basis.

How We Do It Now – Current Service Level: There is generally an average of 55 active court cases at any given time. The number of claims and appeals varies greatly from year to year. The number of active cases has steadily decreased over the past few years. These reductions are due to resolving old cases.

How We Plan to Do It in the Future – Recommended Service Level: It is anticipated that the number of active cases will increase in the coming years. In addition, the complexity of the cases has increased. Large, complex cases have significant discovery which involves large volumes of documents. Staff has begun using an electronic discovery program to assist with the volume of documents.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide legal services for litigation and claims against the County.					
Number of claims pending litigation (general)	58	58	49	55	70



County Attorney: Legal Services

Transactions

What We Do: This activity provides legal support for real estate transactions, contracts and procurement, matters pertaining to taxes, budget, and finance, and housing.

Real Estate: Staff provides legal support for all real estate transactions involving the County, including negotiating, drafting, and/or reviewing contracts for the purchase, sale, or lease of real property; ordering, reviewing, and analyzing title reports; coordinating settlements; and preparing and/or reviewing deeds and other settlement documents. Typical real estate transactions include the acquisition of property for County facilities (e.g., County offices, parks and recreation facilities, public safety centers, etc.), lease of property for County use, and the purchase and sale of Affordable Dwelling Units.

This activity also provides legal support to County staff regarding the acquisition of rights-of-way and easements for transportation projects (i.e., construction, expansion, or improvement of roads, sidewalks, and trails) and infrastructure improvements associated with the Dulles Corridor Metrorail Project (Silver Line). As part of this function, the County Attorney's Office drafts and/or reviews all deeds of easement or dedication, assists staff in securing legal documents necessary for relocation of utilities, provides legal services and representation in all matters concerning the use of eminent domain, and drafts or reviews rights-of-entry or license agreements to help facilitate project development and construction.

Contracts and Procurement: Staff drafts or reviews all County contracts, leases, and procurement documents; approves all contracts and leases for legal form prior to execution by the appropriate County official; provides legal analysis and advice on matters concerning the Virginia Public Procurement Act; and provides legal analysis and representation concerning contract claims and disputes. Staff also provides legal support for public-private partnerships. Although most contracts are reviewed on behalf of the departments listed above (particularly real estate contracts, leases, and procurement documents), attorneys and paralegals provide legal support on contract matters to virtually every department in County Government.

Tax, Budget, and Finance: This activity provides legal advice and services to the Commissioner of the Revenue and the Treasurer in all matters pertaining to local taxation, including assessment of taxes, administration of tax relief and deferral programs, tax exemptions, and collections, including representation of the County in judicial tax sales and as a creditor in bankruptcy proceedings. This activity also provides legal advice to County staff in matters pertaining to the annual budget process and finance transactions.

Housing: One attorney provides a range of legal services to the Department of Housing and Community Development, providing legal review of loan documents and a variety of other documents. This attorney also interprets federal law for the housing programs that receive federal grant money.

Mandate Information: This activity is mandated by the Code of Virginia §§ 15.1-1542 (Duties of the County Attorney), 15.2-1237 (Review of Contracts), 15.2-1803 (Approval and acceptance of conveyances of real estate), and 15.2-2600 et seq. (Public Finance Act).

Who Does It: County legal staff works closely with outside bond counsel on all of the County's bond transactions. Otherwise, County legal staff, including attorneys and paralegals, provides these legal services.

Why We Do It: Staff in this activity provides intensive customer service and has close working relationships with County staff and employees of the constitutional officers served.

How We Do It Now – Current Service Level: Current service level indicates approximately 140 new tax collection matters being active annually. At the current service level, this activity provides legal services for approximately 2,800 leases and contracts annually.

How We Plan to Do It in the Future – Recommended Service Level: The current level of service described above is anticipated to increase at a rate consistent with the County's population growth.

**County Attorney: Legal Services**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide legal services for real estate, contracts, and procurement, as well as for tax, budget, and finance matters.					
Number of new tax collection matters	178	88	143	144	146
Number of transactional matters (leases and contracts)	2,635	2,592	2,780	2,808	2,836
Number of transactional matters (property acquisition)	12	6	13	13	13
Average number of new tax collection and transactional matters per attorney	471	448	490	494	499



Elections and Voter Registration

To provide each resident of Loudoun County with the opportunity to exercise their right to vote in an efficient and equitable manner and in accordance with the Constitution of the United States and the Code of Virginia.

Department Programs

Voter Services

This program oversees interactions with voters that would typically occur at the Office of Elections. To that end, this program provides comprehensive year-round services for voter registration and list maintenance, manages the early and mail voting processes, and provides services to candidates such as assistance with filing to run for office and management of campaign finances.

Activities

- Voter Registration and List Maintenance
- Early and Mail Voting
- Candidate Services

Election Services

This program focuses on those activities that would impact all voters. To that end, this program manages all aspects of operating the County's voting precincts during each election, processes election results, recruits and trains election officers, manages the County's voting technologies, ensures compliance with state and federal law, provides a comprehensive outreach and voter education program, and handles communication with the public at-large.

- Conduct of Elections
- Election Officer Management
- Training and Compliance
- Outreach and Communications

Financial Information

FY 2024 Adopted Information¹

	Expenditures	Revenue	LTF	FTE
Voter Services	\$1,419,920	\$73,720	\$1,346,200	11.00
Election Services	1,840,484	29,042	1,811,442	4.00
Total	\$3,260,404	\$102,762	\$3,157,642	15.00

¹ Sums may not equal due to rounding.



Elections and Voter Registration: Voter Services

Voter Registration and List Maintenance

What We Do: The Voter Registration and List Maintenance activity provides comprehensive, year-round registration services. Residents may choose to register in a number of ways, including in-person at the office, through the Motor Voter program with the Virginia Department of Motor Vehicles by obtaining and mailing in a form, or by using the online system provided by the Virginia Department of Elections. Staff then processes all applications to register. Residents wishing to register have until 22 days before each scheduled election to submit their application, in order to be eligible to vote in that election. Following the registration period, eligible residents can utilize ‘same-day’ voter registration wherein they complete a voter registration application and vote via provisional ballot. Using the Virginia Elections and Registration Information System, staff processes all voter transactions. These transactions include determining the eligibility of voters, performing list maintenance on a regular basis, maintaining accurate voter registration records and street file data, and certifying candidate petitions. Additionally, this activity provides information to the public and access – to those eligible – to electronic lists of registered voters. This activity also manages the same-day registration and provisional voting processes for each election, and provides information to the Electoral Board regarding the status and eligibility of each provisional vote cast so that the Electoral Board can make informed decisions. Additionally, this activity compiles data and provides recommendations to management regarding process and procedure improvements, and manages temporary staff brought on to assist around elections.

Mandate Information: The Code of Virginia § 24.2-411 requires the County to establish a voter registration office with local funds to register eligible residents to vote. The Code of Virginia § 24.2-114 requires the Office of the General Registrar to make poll books available to the voting precincts to verify the eligibility of those showing up to vote in the precincts.

Who Does It: County staff delivers these services. Permanent staff is supplemented by temporary staff around elections as needed. The Virginia Department of Elections reimburses the County for a portion of the General Registrar’s salary.

Why We Do It: Ensuring that all eligible citizens have the ability to register and vote is one of the most important functions that a government performs; and this activity ensures that this role is carried out effectively. Ensuring that the voter registration list is up-to-date at all times is one of the most vital facets of securing elections.

How We Do It Now – Current Service Level: In the FY 2024 budget, the Board of Supervisors approved a resource request for the addition of a voter services manager to oversee the activities in the Voter Services program. Performance measure data follows the following four-year elections cycle: FY 2021 – presidential, congressional, and town elections; FY 2022 – gubernatorial and state house of delegates’ elections; FY 2023 – congressional and town elections; and FY 2024 – presidential primary, state, and local elections. Current service level reflects approximately 310,000 registered voters, with participation in both Election Day and absentee voting increasing.

The 2020 United States Census resulted in changes in the voting precincts for many registered voters of the County. The number of transactions processed in FY 2025 will greatly increase as it is a presidential election with a lot of interest.

How We Plan to Do It in the Future – Recommended Service Level: As the County grows, the continual review of data and processes will be vital to ensuring that the Office of Elections is able to continue to carry out its mission. Additional staff may be needed for this activity and may include a combination of permanent and temporary staff.



Elections and Voter Registration: Voter Services

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide each citizen of the County the opportunity to register to vote.					
Number of registered voters	282,121	288,092	290,419	310,000	320,000
Number of new registered voters ¹	17,851	10,269	13,749	10,000	15,000
Number of transactions processed ²	123,003	73,442	111,587	120,000	135,000

¹ The number of new registered voters is the number of residents registering to vote in Virginia for the first time. This does not include new registrants transferring to Loudoun County from other Virginia jurisdictions.

² Transactions include new voter registrations processed, address changes, name changes, etc.



Elections and Voter Registration: Voter Services

Early and Mail Voting

What We Do: The Early and Mail Voting activity processes absentee ballot applications and mails ballots, assists military and overseas voters with requesting and returning ballots, and conducts in-person early voting at both the main office and three satellite locations (the Claude Moore Recreation Center in Sterling, the Dulles South Multipurpose Center in South Riding, and the Carver Center in Purcellville). Ballots voted by mail are processed and counted by the Central Absentee Precinct on Election Day and are reported with the results from all other precincts. Ballots voted at an early voting location are processed onsite, with the results being tabulated at the Office of Elections on Election Day.

During the 2019 Session, the Virginia General Assembly approved the implementation of no-excuse absentee voting, starting with the November 2020 General Election. This allows a voter to cast an absentee vote (early in-person or by mail) without having to provide a reason why they were voting absentee. Early and mail voting are offered in the 45 days preceding each election, with a requirement that early voting locations be open the two Saturdays prior to each election. This change resulted in a significant increase in early and mail voting and a reduction in the lines on Election Day. The increased early voting also resulted in a delay for the need for new voting precincts and the potential to allow for larger precincts in some cases.

Mandate Information: The Code of Virginia § 24.2-706 outlines the duties of the General Registrar's Office regarding timely processing of absentee ballot applications. The Code of Virginia § 24.2-701 requires that the General Registrar's Office shall be open a minimum of eight hours between the hours of 8:00 a.m. and 5:00 p.m. on the first and second Saturday immediately preceding all elections.

Who Does It: County staff, temporary staff, and election officers provide this service.

Why We Do It: This activity allows voters who are unable to go to their regular polling location on Election Day to exercise their right to vote either by mail or early in-person. Providing multiple locations for voting early in-person greatly increases the accessibility of voting. State code requires that this function be carried out by the County. Implementing the no-excuse absentee voting during the November 2020 General Election made voting more convenient for voters.

How We Do It Now – Current Service Level: The performance measure data follows the following four-year elections cycle: FY 2021 – presidential, congressional, and town elections; FY 2022 – gubernatorial and state house of delegates elections; FY 2023 – congressional and town elections; and FY 2024 – state and local elections. Current service level includes processing approximately 85,000 absentee ballots voted in-person. The change in absentee voting law resulted in a significant increase in absentee voting and a reduction in the lines on election days.

How We Plan to Do It in the Future – Recommended Service Level: As interest in early and mail voting grows, the County may need to add additional early voting sites to handle demand. Additional staff may also be required to continue administering this activity, and may include a combination of permanent, temporary, and election officers, depending on the exact need.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide citizens with the opportunity to absentee vote.¹					
Number of absentee ballots requested by email	5,506	498	743	1,500	2,500
Number of absentee ballots requested by mail	79,589	20,469	32,515	80,000	100,000
Number of absentee ballots voted in-person ²	91,245	40,491	37,990	85,000	100,000

¹ The Office of Elections sends an absentee ballot to residents requesting to vote by absentee ballot and processes completed ballots returned prior to the deadline, counting them in the absentee voting precinct as part of the election results.

² The FY 2021 amount increased due to the implementation of no-excuse absentee voting, starting with the November 2020 General Election.



Elections and Voter Registration: Voter Services

Candidate Services

What We Do: The Candidate Services activity provides assistance to eligible residents wishing to run for local, state, and town public office positions. Staff assists candidates and officeholders with the filing of paperwork needed to run for office, and in compliance with campaign finance regulations. This activity manages the paperwork requirements for all local offices that may appear on the ballot in Loudoun County – i.e., constitutional officers, the County Board of Supervisors, the County School Board, mayor and town council in the seven incorporated towns in Loudoun County, and Soil and Water District directors. This activity also provides support to candidates for Virginia Senate and House of Delegates who are residents of Loudoun County.

Running for office can be complicated and involves numerous steps before the candidate can appear on the ballot. This activity assists these candidates with understanding the complex requirements, answers questions, assists with completion of required paperwork, and communicates with the Virginia Department of Elections on all issues related to candidate qualification.

Mandate Information: The Code of Virginia § 24.2-501 outlines the duties of the General Registrar regarding candidate qualification.

Who Does It: County staff provides this service.

Why We Do It: In order to run for office and appear on a ballot, candidates are required to qualify. The qualification process includes numerous forms and documents, and the filing of campaign finance documentation and reports. Ensuring that candidates meet all eligibility criteria is vital prior to approving a candidate name to appear on a ballot. This process can be complicated, and staff are a valuable resource to help prospective candidates navigate the requirements to run for office.

How We Do It Now – Current Service Level: Current service level includes the ability for staff to quickly and accurately respond to the needs of candidates, prospective candidates for office, and sitting officeholders.

How We Plan to Do It in the Future – Recommended Service Level: There is no major anticipated change to this activity in the future.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Process 97 percent of candidate petitions within 48 hours of receipt.¹					
Percentage of candidate petitions processed within 48 hours	n/a	n/a	n/a	97%	97%

¹ This objective and measure are new for this new activity. Historical data is not available.



Elections and Voter Registration: Election Services

Conduct of Elections

What We Do: The Conduct of Elections activity manages all aspects of operating the County's voting precincts during each election. This includes the logistics involved in conducting the election and certifying the election results; managing all election technology, documents, and manuals; overseeing the operations of voting precincts; ordering and reviewing ballots; and posting preliminary results for public inspection on election nights. Elections include the November General Election, and may include primary elections and/or special elections to fill vacancies. In addition, elections are conducted in November for the incorporated towns in Loudoun County. Elections may include federal, state, and local candidates and initiatives.

Federal, state, and local election redistricting is completed every ten years, following the United States Census, and often results in changes in the voting precincts for many registered voters. The Board of Supervisors, the Office of the County Administrator, and the Office of Mapping and Geographic Information participate in the redistricting effort. This activity provides information and advice during the redistricting process, including ensuring that the number of voters in each precinct is well below the state-mandated maximum of 5,000 voters, in order to handle growth and to keep lines manageable on Election Day. This activity changes the street files in the state system and notifies voters of changes after redistricting has been completed. Prior to each decennial United States Census, the Commonwealth of Virginia imposes a freeze—typically from the February before the year of the census through the May of the census year—on voting precinct changes to ensure that all parties involved are working with the same precinct lines during the redistricting process. In non-redistricting years, this activity makes recommendations to the Board of Supervisors, regarding precinct line adjustments in order to ensure a smooth voting process for all voters.

The Electoral Board provides policy oversight to the Office of Elections and certifies election results. It consists of three members (Chair, Vice-Chair, and Secretary), who are nominated by the political parties and appointed by the Circuit Court. The Electoral Board consists of two members from the party that controls the Governor's Office and one member from the party receiving the next highest number of votes. One Electoral Board seat comes up for reappointment each March; therefore, the makeup of the Electoral Board can change frequently.

Mandate Information: The conduct of elections by localities is mandated by Section II of the Constitution of Virginia and by the Code of Virginia § 24.2.

Who Does It: County staff in the Office of Elections provides this service. On Election Day, a team of 700 to 1,200 dedicated election officers staffs the precincts and ensures a smooth process for the voters. Election officers are paid a stipend for their work. The Virginia Department of Elections reimburses the County for a portion of the Electoral Board members' stipends.

Why We Do It: The conduct of elections is one of the most important functions for which a government body is responsible. Ensuring that all those eligible to vote can do so in a fair and accurate manner is essential to ensuring that our democracy continues to thrive.

How We Do It Now – Current Service Level: Current service level includes conducting two to three elections annually, supported by more than 1,300 election officers. At current service level, election officers receive a performance rating from the Chief Election Officer of the precinct in which they worked of "very good" or higher 97 percent of the time.

How We Plan to Do It in the Future – Recommended Service Level: As the County continues to grow, it may become necessary to add additional precincts to handle demand. This increase in precincts could potentially be offset by continued increases in early and mail voting.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure that election officers achieve a rating of "very good" or higher at least 95 percent of the time.					
Number of elections held	2	2	2	3	2
Percentage of serving election officers receiving a "very good" or higher rating from the precinct's Chief Election Officer	97%	93%	92%	97%	95%



Elections and Voter Registration: Election Services

Election Officer Management

What We Do: The Election Officer Management activity manages the approximately 1,500 Loudoun County residents who serve as election officers. For each election, between 700 and 1,200 election officers are necessary to successfully conduct the election. Loudoun County currently has 107 precincts, each requiring between six and ten election officers depending on the election and expected turnout. The County also operates four early voting sites and one Central Absentee Precinct that process mail ballots. This activity communicates, assesses availability, and assigns election officers to work at the precincts and early voting sites, including the Central Absentee Precinct. Election officers can choose to represent one of the political parties or to serve on a non-partisan basis. All voting locations are required by state code to have a Chief Election Officer and an Assistant Chief Election Officer of opposite parties, and to balance election officers serving in the precinct between the parties as much as practicable. This activity works with the parties to obtain approval to represent the respective party and then with the Electoral Board to have the election officers appointed for a three-year term.

After each election, this activity handles payroll for the election officers, conducts after-election surveys, and ensures that election officers are reviewed by the Chief Election Officer, as required by Virginia Code. This data is collected and presented to management for review. This activity serves as the main point of communication for the election officers who serve the voters of Loudoun County. Additionally, this activity reviews processes and procedures for improvement on a continual basis.

Mandate Information: The appointment and management of election officers is required by the Code of Virginia § 24.2 sections 115 through 118.

Who Does It: County staff performs this activity and is occasionally supplemented by temporary staff as needed.

Why We Do It: The conduct of elections relies on a dedicated and well-trained team of citizens who volunteer their time to ensure that those with the right to vote can do so safely, securely, and efficiently. The Office of Elections utilizes and manages a database of up to 2,000 election officers to adequately staff precincts for each election.

How We Do It Now – Current Service Level: Current service level includes actively managing the recruitment, onboarding, approval, and appointment processes and assignment of election officers for each election.

How We Plan to Do It in the Future – Recommended Service Level: As the County grows, additional precincts may be required to keep voter wait times manageable. In that event, the number of election officers needed may increase, which may lead to the need for more permanent and/or temporary staff to assist with the management of election officers.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Total number of election officers appointed to serve in Loudoun County	1,978	1,500	1,576	1,400	1,600
Number of new election officers onboarded	324	409	504	200	500



Elections and Voter Registration: Election Services

Training and Compliance

What We Do: The Training and Compliance activity manages the training of election officers, staff, and temporary staff of the Office of Elections. Loudoun County has a team of approximately 1,500 election officers and uses between 600 and 1,000 per election depending on the type of election and the expected turnout. Each election officer serving in an election is required by state code to attend a training session within the 30 days preceding each election. This activity also handles staff training as needed, including ensuring that security awareness training is complete as well as special security training and training on the handling of sensitive information, all of which is required of employees in the Office of Elections. Additionally, this activity provides supplemental year-round training to officers of elections on an opt-in basis on topics such as precinct management, voter processing, voting technology, and others as needed.

Mandate Information: The training of election officers is required per Virginia Code § 24.2-115.2.

Who Does It: County staff performs this activity and is supplemented with assistance from temporary staff and experienced election officials, as needed.

Why We Do It: Having a well-trained team of election officers managing the voting precincts on Election Day is vital to the success of elections in Loudoun County. The Loudoun County Office of Elections offers year-round training opportunities as well as election-specific training prior to each election. This comprehensive training program ensures that Loudoun election officers have all the tools they need to serve the voters of Loudoun County.

How We Do It Now – Current Service Level: Current service level includes approximately 40 required training sessions offered in the 30 days prior to each election, and ten supplemental sessions are offered monthly during non-election times. Loudoun County is the only county in Virginia that offers year-round training for election officers.

How We Plan to Do It in the Future – Recommended Service Level: As the County population grows, the number of precincts and election officers needed to manage elections will increase. This growth may lead to the need for additional staff to handle training and may include the need for permanent and/or temporary staff.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Number of election trainings held	50	30	53	75	60
Number of specialty trainings held	40	50	62	75	75



Elections and Voter Registration: Election Services

Outreach and Communications

What We Do: The Outreach and Communications activity provides year-round education to the community on voter registration and elections, assists with recruiting election officers, and manages the High School Student Election Page Program. Each fall, the High School Student Election Page Program provides opportunities for interested students to serve their community on Election Day by working in a voting precinct. Each spring, the Outreach and Communications activity works with high school administrators and civics teachers to conduct voter registration for high school seniors and other eligible students. The program provides several different formats to meet the needs of each school. Additionally, students registering are provided with follow-up support for their first time voting through a custom texting program that sends them reminders, deadlines, etc. The activity also offers an elementary and middle school voting education program to interested schools to help young Loudoun residents understand the importance of voting from an early age. Events are held year-round to educate the public and to provide in-person voter registration, access to photo ID as needed, and information on elections. These events are held at fairs; during community festivals and events; or for homeowners' associations, retirement communities, senior centers, and assisted living facilities.

This activity creates educational materials for use by the public and manages the Office of Elections' web presence. This activity also manages the Office of Elections' Freedom of Information Act (FOIA) requests and serves as the liaison to requesters, County Administration, and other departments to ensure that FOIA requests are fulfilled quickly and accurately.

Mandate Information: The Code of Virginia § 24.2-411 requires the County to establish a voter registration office with local funds to register eligible residents to vote. The Code of Virginia § 24.2-412 outlines voter registration at locations other than the main office when practicable.

Who Does It: County staff, including a full-time outreach coordinator, provides this activity.

Why We Do It: The Outreach and Communications activity enables the County to meet its responsibility to ensure that the public receives accurate and impartial information concerning their right to vote. It provides citizens who are registered to vote – and those that wish to be registered – with information about voter registration, voting procedures, and upcoming elections. By educating the public on the importance of keeping their information up-to-date, this activity also helps ensure the accuracy of voter registration records. Additionally, this activity notifies the public about legal changes to voting, thereby avoiding voter confusion and turning voters away.

The High School Student Election Pages Program provides valuable help in the precincts for the November General Election. In return, the students gain first-hand experience with the electoral process in addition to receiving community service credit and a commendation from the Office of Elections.

How We Do It Now – Current Service Level: Current service level includes participating in 12 events to educate and provide information about elections and provide in-person voter registration. The Office of Elections relies on a pool of approximately 1,500 election officers to conduct elections. At current service level, approximately 200 new election officers are recruited each year to replace those that leave, and as the number needed increases. Approximately 100 students participate in the High School Student Election Page Program.

How We Plan to Do It in the Future – Recommended Service Level: In the future, additional staff may be required to assist with this activity to continue providing excellent response times to residents submitting FOIA requests; and to be able to provide the voter outreach and education that ensures the voters of Loudoun County are well informed.



Elections and Voter Registration: Election Services

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Participate in at least ten events to provide year-round education on voter registration and elections.					
Number of events to educate the public and provide in-person voter registration	14	12	14	12	12
Recruit election officers to meet the needs of each election.					
Net number of new election officers recruited for elections	324	409	504	200	500
Manage the High School Student Election Page Program.					
Number of high school student election pages used during the November election	137	106	91	100	150



General Services

The Department of General Services (DGS) operates and maintains County-owned and leased facilities and land; acquires and manages the public safety and general vehicle fleet; operates the Metro parking garages; and provides core internal support to all County agencies. DGS also provides direct support to residents through the Transit and Commuter Services Program, the Stormwater Management Program, the Waste Management Program (including County landfill operations and County recycling programs), the County Public Works Program, and energy and environmental programs. As an integral part of the County's emergency response and recovery operations, DGS is designated as one of the "first responders" to major County emergencies resulting from natural or man-made disasters.

Department Programs

Public Works

Performs maintenance and inspections on stormwater facilities countywide, administers the Loudoun County Asphalt Maintenance and Repair Program, responds to County emergencies, maintains street name signs and certain traffic-calming measures, maintains water and wastewater systems, manages County-owned parking garages and parking operations, and provides other essential public works functions.

Activities

- Public Works
- Metro Parking Garages

Facilities Support

Operates, manages, and maintains County-owned and leased facilities. Ensures necessary replacements and upgrades to preserve the County's assets.

- Facilities Maintenance
- Capital Asset Preservation Program (CAPP)

Fleet Management

Provides for the acquisition, equipping, licensing, assignment, maintenance, replacement, and disposal of County vehicles, as well as manages vehicle replacement and maintenance funds. Additionally, manages the County's motor pool vehicles to include scheduling, maintaining, and exchanging of vehicles.

- Fleet Management



General Services

Transit and Commuter Services

Provides a complement of administrative oversight and operations for the County's public transit services provided through a contractor. Transit services include local fixed-route transit service, including connections to Metrorail stations, paratransit service, and commuter bus service to the greater Washington, D.C., metropolitan area.

Represents the County at regional organizations with an interest in transit services and funding, along with serving as the Loudoun County liaison to the Washington Metropolitan Area Transit Authority (WMATA) for mass transit services. Manages grant-funded programs for transit operations and capital investments.

- Transit and Commuter Services

Management Support Services

Manages mail distribution, central records, and surplus property programs countywide; provides internal administrative support, including financial and budget analysis, procurement functions, and coordinating DGS's technology infrastructure; manages the Metro parking garage contracts; coordinates the acquisition/tenant relations of leased space; and oversees the County's property management functions for County-owned and leased properties and facilities.

- Management Services
- Property Management
- Surplus Property
- Records Management
- Central Mail Services

Water and Environmental

Develops and implements the Stormwater Management Program, manages water and wastewater projects, provides federal and state environmental legislation review, performs environmental management functions, supports the Loudoun County Environmental Commission, leads the overall coordination and implementation of sustainable energy practices for the County in support of the Energy Strategy approved by the Board of Supervisors (Board), and provides coordination for compliance with state and federal mandates.

- Environmental Activities
- Stormwater Management
- Energy Management Program

Waste Management

Constructs, operates, and maintains the Loudoun County landfill, provides education and guidance pertaining to the County recycling ordinance, and provides recycling opportunities for residents and businesses.

- Landfill Disposal Operations
- Recycling and Waste Diversion Programs



General Services

Financial Information

FY 2024 Adopted Information^{1,2}

	Expenditures	Revenue	LTF	FTE
Public Works	\$4,002,588	\$0	\$4,002,588	16.00
Facilities Support	42,323,584	340,147	41,983,437	67.00
Fleet Management	10,574,976	0	10,574,976	9.77
Transit and Commuter Services	26,701,650	8,754,761	17,946,889	11.00
Management Support Services	3,858,988	250,600	3,608,388	24.77
Water and Environmental	3,926,801	0	3,926,801	13.00
Waste Management	17,048,045	12,925,035	4,123,010	42.51
Total	\$108,436,632	\$22,270,543	\$86,166,089	184.05

FY 2024 Adopted Information – Metro Parking Garages Fund

	Expenditures	Revenue	LTF	FTE
Public Works	\$241,228	\$241,228	\$0	2.00
Total	\$241,228	\$241,228	\$0	2.00

¹ Sums may not equal due to rounding.

² Financial information includes the General Fund and the unappropriated Central Services Fund.



General Services: Public Works

Public Works

What We Do: This activity administers the pavement and other exterior infrastructure maintenance and repair component of the County's Capital Asset Preservation Program (CAPP), provides snow and ice control on Loudoun County property, installs and maintains street name signs and responds to public street sign complaints, maintains certain traffic-calming measures and signs, maintains water and wastewater infrastructure at County facilities, performs repair and maintenance activities on stormwater infrastructure countywide, and provides emergency response in support of the County's Emergency Operations Plan. Staff is equipped with skid loaders, mini-excavators, snowplows, snow blowers, salting and sanding units, and compact construction equipment for public works-related activities. CAPP funds are administered through this activity for the purpose of maintaining and repairing paved surfaces, water and wastewater systems, and other exterior infrastructure at County-owned properties.

Mandate Information: Street name sign repair and replacement is mandated by the Manual of Uniform Traffic Control Devices (Federal Highway Administration) and Chapter 1021 of Loudoun County Codified Ordinances. Stormwater maintenance responsibilities are defined and mandated in Chapter 1096 of Loudoun County Codified Ordinances. Emergency response is provided to comply with Emergency Support Function 3, "Public Works" (ESF3), mandated by the National Response Framework, which is administered by the Department of Homeland Security. Wastewater system maintenance is mandated by Chapters 1066 and 1067 of Loudoun County Codified Ordinances. Water system maintenance is mandated by the Virginia Department of Health and Waterworks Regulation.

Who Does It: County staff primarily supports this activity; and is supplemented by contractual services. Snow and ice control is performed in cooperation with the Department of Parks, Recreation, and Community Services; and is supplemented with contracted services. Emergency response is performed in cooperation with Loudoun County Fire and Rescue (LCFR), the Office of Emergency Management (OEM), the Sheriff's Office, the Health Department, and other County agencies.

Why We Do It: Snow and ice control keeps all County facilities (including park and ride lots) functioning safely during the winter season. Prompt street sign replacement promotes rapid response by emergency responders in addition to helping the public more easily find their destinations. Stormwater maintenance activities ensure compliance with Loudoun County Codified Ordinances and protect water quality. Water and wastewater systems protect public health and the environment. This activity provides additional skilled human capital and equipment to respond to County emergencies.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was to process 3,070 work orders annually, with a ratio of approximately 300 work orders per staff member, as well as 99 percent of street sign work orders being completed within two working days. In subsequent years, this service level held steady, due to responsive staffing increases. Current service level involves responding to 3,100 work orders annually, with a ratio of approximately 300 work orders per staff member. At current service level, 99 percent of street sign work orders are completed within two working days.

How We Plan to Do It in the Future – Recommended Service Level: As the inventory of County property updates continuously, street signs, water and wastewater infrastructure, and asphalt lots will continue to be monitored and maintained on a regular basis. Responding to critical situations – such as the removal of snow and ice, repairing traffic-calming devices, and concrete/asphalt repairs – will continue to take priority for the Public Works activity. To continue ensuring timely responses, it is recommended that this activity maintains a service level of 200 work orders per staff member on average, and a 99 percent completion rate of street sign work orders within two working days.



General Services: Public Works

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain a ratio of 200 work orders per staff member.					
Number of work orders	2,905	2,952	3,834	3,254	3,416
Average number of work orders per staff member	264	268	383	295	310
Annual backlog of work orders	556	678	1,096	800	820
Number of snow or emergency weather events that require Public Works assistance	18	36	10	35	35
Number of street sign work orders completed	217	300	423	320	330
Percentage of street sign work orders completed within two working days	99%	99%	99%	99%	99%



General Services: Public Works

Metro Parking Garages

What We Do: The County owns and maintains two Metro parking garages, which are located at the Loudoun Gateway Station and the Ashburn Station. The Loudoun Gateway Parking Garage is a six-level parking garage that provides a minimum of 1,965 structured parking spaces and has vehicular access to Lockridge Road, Route 789 (to the east, second level) and Station Access Road (to the north, ground level). The Ashburn South Parking Garage is a six-level parking garage that provides a minimum of 1,540 structured parking spaces and has vehicular and pedestrian access to Silver Train Lane (to the west, street level) and Croson Lane (to the east, street level).

Mandate Information: Per Loudoun County Codified Ordinances (Chapter 482), the County is responsible for maintaining, operating, and enforcing provisions of this chapter on several garages located in Loudoun County. The Ashburn South Parking Garage and the Loudoun Gateway Parking Garage are included in the responsibilities outlined in Chapter 482.

Who Does It: County staff is responsible for this activity, supported by contractual services.

Why We Do It: The Metro Silver Line includes three stops in Loudoun County – Dulles Airport, Ashburn South, and Loudoun Gateway. The County is responsible for maintaining and operating all County-owned parking garages associated with the Loudoun Metro stations to ensure all patrons have a safe and secure area to park. The Dulles Airport Metro Station is not affiliated with the Loudoun County Metro parking garages.

How We Do It Now – Current Service Level: The County's two Metro parking garages have been operational for just under one year, since the Metro extension into Loudoun County opened in mid-November 2022. In this fiscal year with current resources, this activity will provide safe and secure parking options to the public for up to 3,693 total vehicles to access multi-modal transportation options at two Metro stations.

How We Plan to Do It in the Future – Recommended Service Level: With WMATA's strategy and action plan to become the region's trusted way to move more people safely and sustainably, combined with the continued projected increase of transit-oriented development around the County's Metro stations, it is anticipated that the inventory of on-street parking spaces will increase, alongside increased usage of the Metro parking garages and corresponding revenue. The current service level of providing safe and secure parking options to the public for up to 3,905 total vehicles at two Metro stations will remain the recommended service level.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide accessible parking to the Silver Line.¹					
Number of vehicles utilizing the Ashburn South Parking Garage	n/a	n/a	55,639	123,888	136,277
Amount of revenue received at the Ashburn South Parking Garage	n/a	n/a	\$275,399	\$613,246	\$674,570
Number of vehicles utilizing the Loudoun Gateway Parking Garage	n/a	n/a	65,897	122,160	134,376
Amount of revenue received at the Loudoun Gateway Parking Garage	n/a	n/a	\$559,061	\$604,692	\$665,161
Number of on-street parking spaces	n/a	n/a	188	188	400

¹ Data shown as n/a indicates a measure that does not have historical data.



General Services: Facilities Support

Facilities Maintenance

What We Do: The Facilities Maintenance activity provides all emergency, routine, and preventive maintenance to County facilities, consisting of approximately 3,675,150 square feet of owned space at more than 131 locations, as well as limited maintenance responsibilities at approximately 53 leased locations. Nearly half of the owned facilities operate 24 hours per day, seven days per week; and many other locations (including libraries and community centers) have evening and weekend hours. Routine maintenance work requests are submitted through an online work request program. Emergency maintenance is provided 24 hours per day, seven days per week through an on-call system. Preventive maintenance is performed on building systems, and follows a predetermined schedule according to manufacturer guidelines, industry practices, and governing codes. Major building systems (e.g., HVAC, elevators, etc.) replacement is performed in accordance with the prescribed schedule outlined in the CAPP. The Emergency Power Response Team (EPRT) provides emergency response to critical systems, to include intersection signalization outages in which backup generators are installed at down traffic signals, allowing the Sheriff's deputy personnel to respond to priority emergency calls instead of directing traffic at the disabled traffic signal. The EPRT is also responsible for the maintenance and testing of all backup power infrastructure at critical County facilities.

Mandate Information: Some building systems require annual certification by the Virginia Uniform Statewide Building Code PART II and III, specific to fire suppression systems, elevators, and back-flow prevention. Additional requirements for maintenance and inspection of these systems are set in the Virginia Statewide Fire Prevention Code, a state regulation promulgated by the Virginia Board of Housing and Community Development in cooperation with the Virginia Fire Services Board.

Who Does It: County facilities staff provides this service. No Capital Improvement Program (CIP) or CAPP funds are administered through this activity. There are seven crews (including the Board-approved FY 2023 positions) that are divided into the following service categories: security (electronic card access, keys, facility security systems, and doors), public safety, general government, parks, recreation, library services, and the EPRT support. In FY 2023, the Board approved three systems maintenance technicians, two building systems engineers, two facility security technicians, and two crew chiefs to manage the demand associated with County growth and span of control.

Why We Do It: The Facilities Maintenance activity supports the delivery of all County services by providing secure, comfortable, and appropriate facilities in which to conduct County business.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was approximately 80,279 square feet of facilities maintained per technician, with a cost of approximately \$1.97 per square foot maintained to deliver a secure, comfortable, appropriate, and quality work environment. Facilities Maintenance staff completed work orders within an average of five working days. In subsequent years, the quality and timeliness of this service level demonstrated increased cost effectiveness, due to the responsive allocation of additional staffing. In this fiscal year with current resources, the service level reflects approximately 71,800 square feet of facilities maintained per technician, at a cost of approximately \$1.80 per square foot maintained at a comfortable and appropriate quality. Facilities Maintenance staff will complete work orders within an average of four working days.

How We Plan to Do It in the Future – Recommended Service Level: As the County builds new facilities to support previous population growth, and as current facilities continue to require upkeep, the demand for the Facilities Maintenance activity is anticipated to persist. To provide a clean, safe, and productive environment for County employees and the public, DGS recommends alignment with International Facility Management Association (IFMA) standards of 45,000 square feet of facilities maintained per technician, at a cost below the regional industry benchmark established by IFMA (currently \$1.80 per square foot). This will ensure that facilities are maintained in a clean, safe, and appropriate quality, and that facilities maintenance work orders are completed within an average of four working days.

**General Services: Facilities Support**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide one technician for every 45,000 square feet and maintain maintenance costs under \$1.80 per square foot.¹					
Number of square feet maintained per technician	87,381	79,193	71,756	68,547	67,529
Total square feet of space maintained	4,106,885	4,038,863	4,233,593	4,387,019	4,456,897
Cost per square foot of space maintained	\$1.32	\$1.51	\$1.65	\$1.63	\$1.61
Total budgeted maintenance funds	\$5,407,763	\$6,108,710	\$6,972,163	\$7,172,163	\$7,172,163
Total square feet owned	3,539,350	3,539,350	3,675,150	3,704,976	3,774,854
Complete work orders within four working days and achieve a “very good” or “excellent” rating on work orders for at least 85 percent of satisfaction survey respondents.					
Total number of work orders	21,962	23,401	25,866	25,424	26,695
Average number of days to complete work orders	4	3	3	4	4
Average number of work orders per technician ²	523	532	528	499	452
Survey satisfaction rate	90%	93%	97%	85%	85%
Security team work orders:³					
Number of security team work orders	n/a	4,306	4,898	5,045	5,196
Number of security cameras (and associated equipment) replaced	n/a	47	30	30	30
EPRT work orders:					
Number of EPRT work orders ⁴	n/a	n/a	575	592	610

¹ IFMA standard is one technician per 45,000 square feet of space.

² Crew chief positions are not included in the calculated averages.

³ Data shown as n/a indicates a measure that does not have historical data.

⁴ Data for this performance measure is not available prior to November 11, 2022.



General Services: Facilities Support

Capital Asset Preservation Program (CAPP)

What We Do: CAPP affords the County the ability to extend the useful life of mature and aging facilities by repairing and replacing major facility components and systems. The Board established the CAPP Fund as a consistent means of planning and financing for major County Government maintenance efforts. Facility projects include replacement of major building systems (such as heating, air conditioning, roofing, and elevators) at County-owned facilities. The County uses nationally promulgated standards as guidelines for the maintenance of – and financial investment in – aging facilities. Annual CAPP funding ranges from 1.5 to 3.0 percent of the total replacement value of the County's physical plant.

Mandate Information: This activity is not mandated by state or federal law. However, to preserve the County's assets, maintenance, replacement, and upgrades are necessary.

Who Does It: County staff is responsible for ensuring that this activity is successfully completed through the use of contracted services.

Why We Do It: Facility projects maintain County-occupied facilities and provide employees and the visiting public with attractive, comfortable, and safe spaces in which to conduct County business.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was the completion of approximately 100 long-term and short-term projects. In subsequent years, the number of projects completed for this activity increased. In this fiscal year with current resources, the service level reflects approximately 200 completed projects (a 100 percent increase over four years) including, but not limited to, replacement of major building mechanical and electrical systems, roofs, security equipment, and other items that increase the value of a facility. The rise in numbers can be attributed to two main factors: the construction of new facilities in the County and the aging of existing ones, leading to the need for significant building mechanical replacements.

How We Plan to Do It in the Future – Recommended Service Level: The number of projects, as well as the complexity of projects, is expected to continue increasing over time. As existing facilities remain in operation for extended periods, it is expected that major components will require enhanced resources for replacement and maintenance. Additionally, continued advances in technology are expected to require enhanced system upgrades. Between now and then, the metrics with asterisks (*) below will indicate that CAPP may need to adjust its services or service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Complete CAPP projects as budgeted.					
CAPP funds budgeted* (in millions)	\$5.5	\$5.5	\$7.5	\$8.6	\$7.5
Estimated number of projects completed by special project managers and facility crew chiefs	127	122	188	194	199



General Services: Fleet Management

Fleet Management

What We Do: The Fleet Management Division oversees new acquisition, maintenance, outfitting, licensing, assignment, replacement, and disposition of County vehicles. This includes passenger vehicles, motorcycles, trailers, heavy equipment, and transit vehicles, as well as specialized public safety vehicles for OEM, LCFR, and the Sheriff's Office. The Fleet Management Division prepares surplus County vehicles in partnership with the County Surplus Property activity. Emergency response service is also provided through a core team of County and contractor personnel 24 hours per day, seven days per week. The Fleet Management Division oversees operations and replacement funds to ensure the most effective centralized execution for these services. Fleet Management staff operates the County's motor pool vehicles to include scheduling, maintaining, and exchanging of vehicles.

Mandate Information: The proper licensing, titling, and equipping of vehicles is regulated by the Code of Virginia Title 46.2 (Motor Vehicles). This includes motor carriers and emergency vehicle outfitting.

Who Does It: Fleet maintenance for light, heavy, and transit vehicles is performed utilizing contracted services. County staff manages fleet maintenance contracts and performs surplus efforts.

Why We Do It: The Fleet Management Division ensures the most efficient use of County fleet vehicles through centralized, customer-focused management, removing any duplication of effort and promoting cost-effective economies of scale through leveraged buying power. Emergency response maintenance ensures immediate service to public safety agencies and the safety of the County workforce.

How We Do It Now – Current Service Level: In FY 2020, the service levels reflected a maintenance cost per mile for public safety vehicles of \$0.18, and \$0.14 for non-public safety vehicles. In subsequent years, these service levels fluctuated slightly due to the end of a COVID-19 pandemic hiring freeze that resulted in the onboarding of public safety staff. The current service level reflects a maintenance cost per mile for public safety vehicles of \$0.19, and \$0.14 for non-public safety vehicles. At the current service level, the ratio of vehicles to Fleet Management staff is approximately 220 to one.

How We Plan to Do It in the Future – Recommended Service Level: The County continues to research ways to reduce its carbon footprint, which allows for the addition of various options when procuring vehicles. Examples include zero-emission vehicles, compressed natural gas buses, and hybrid vehicles. As additional options are explored, it is anticipated that the number and type of County fleet vehicles will increase over time. Vehicle maintenance will continue to be a crucial component of the Fleet Management Division's operations. As existing gas- and diesel-powered vehicles age, the number of necessary repairs will increase in parallel. Maintaining green vehicles will also require staff to embrace evolving technological practices. It is recommended that Fleet Management staff continues to operate and maintain County vehicles to provide safe, cost-effective transportation at a cost per mile of \$0.21 or lower; therefore, the current service level is the recommended future service level.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Operate and maintain County vehicles to provide safe, cost-effective transportation.					
Number of public safety vehicles in service	791	736	891	901	928
Number of non-public safety vehicles in service	827	944	955	931	958
Total number of County vehicles (public safety and non-public safety) in service	1,618	1,680	1,836	1,832	1,886
Maintain County vehicles at a cost per mile of \$0.21 or lower.					
Public safety vehicle maintenance cost per mile	\$0.17	\$0.22	\$0.29	\$0.19	\$0.21
Non-public safety vehicle maintenance cost per mile	\$0.17	\$0.13	\$0.18	\$0.14	\$0.16



General Services: Transit and Commuter Services

Transit and Commuter Services

What We Do: The Transit and Commuter Services Division provides oversight for all County transit services and planning, policy development, community outreach, and coordination of multi-modal options. This Division coordinates with the Northern Virginia Transportation Commission (NVTC), along with serving as the County liaison to the WMATA for mass transit services and other regional transit-related boards and committees. Staff also manages the County's participation in the regional electronic fare program, SmarTrip. The Transit and Commuter Services Division delivers a range of services to residents and employers to provide convenient transit options; and encourages the use of multi-modal transportation options other than single-occupancy vehicles. These services include the following:

- Commuter bus service to Arlington County and Washington, D.C.
- Local fixed-route bus services including connections to the Metrorail System
- Paratransit bus service
- The Rideshare Program (vanpool/carpool match system)
- The Employer Outreach Program (promotes awareness and encourages alternative commuting modes within the business community)
- Community outreach (promotes transit information and education to residents)

This Division maintains and updates the County's Transit Strategic Plan and the Commuter Assistance Program Strategic Plan. These plans are required to receive state operating assistance and other funding through the Department of Rail and Public Transportation (DRPT) for programs related to transit services and transportation demand management. These plans are ten-year and five-year action plans, respectively, and prescribe enhancements and improvements for providing service. Comprehensive updates to the plans are required every ten or five years.

Mandate Information: This activity is not mandated by federal or state law. However, since the County provides local fixed-route transit service, complementary paratransit service is mandated by the Americans with Disabilities Act (ADA) to allow individuals with disabilities equal access to the service. The commuter bus service is not required to provide complementary paratransit service because it operates only during peak times. Due to the County's acceptance of federal funds in the form of Transportation Infrastructure Finance and Innovation Act (TIFIA) funding to support the construction of the Metrorail project, the County is mandated to comply with Title VI of the Civil Rights Act of 1964, which prohibits discrimination based upon race, color, and national origin.

Who Does It: Transit services are provided through a contracted vendor, with County staff providing oversight for bus and ADA/paratransit services. Commuter services are provided by the Employer Outreach Program to reduce the use of single-occupancy vehicles. Transit services have been funded through a variety of sources including, but not limited to, local tax funding, state grant funding from DRPT, I-66 Commuter Choice grant funding, the Town of Leesburg, advertising, and fares from the transit users. Transit operations and public outreach staff consists of 9.00 FTE, three of which are grant-funded.

Why We Do It: The County supports and promotes the use of multi-modal options to the citizens, employees, employers, and visitors of Loudoun County. The County employs Commuter Assistance Programming (CAP), which includes a plan for reducing single-occupancy vehicle travel. The CAP strategies are developed to increase the efficiency of the transportation system through the encouragement and facilitation of alternatives such as transit bus service, carpooling, vanpooling, biking, and teleworking. By providing these mobility choices, air and water quality can be improved and traffic congestion can be reduced, which provides a better quality of life for all who visit, live in, or travel through the County. CAP strategies are critical to improving utilization of existing facilities and services and to accommodating growth by moving more people in fewer vehicles, reducing travel time during the peak periods, and eliminating travel time (teleworking).

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources reflected annual ridership of approximately 1,730,500 across various transit services (approximately 986,000 commuter bus ridership and



General Services: Transit and Commuter Services

744,500 local fixed-route and Metro-connecting route ridership), and more than 400 applications for the Rideshare Program. In subsequent years, the service level was impacted by pandemic restrictions and the associated shifts to remote and hybrid teleworking within the region. In this fiscal year with current resources, the service level reflects a projected annual ridership of approximately 660,000 across various transit services (approximately 225,000 commuter bus ridership and 435,000 local fixed-route and Metro-connecting route ridership), and more than 200 applications for the Rideshare Program annually.

How We Plan to Do It in the Future – Recommended Service Level: Over time, transportation demand management will be responsive to shifting commuter patterns, as well as the projected increase of transit-oriented development around the County's Metrorail stations. These data and insights will be incorporated into the upcoming Transit Strategic Plan and the Commuter Assistance Strategic Plan documents. These two plans will identify metrics and inform strategy for future adjustments to this Division's services or service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide a safe and reliable transit system to meet the needs of Loudoun residents.					
Number of rideshare applications processed	76	129	194	214	235
Number of commuter services inquiries	66,953	69,230	71,548	78,703	86,573
Number of transportation outreach events	4	13	26	50	65
Total transit ridership	336,199	417,872	512,249	676,168	742,958
Provide an efficient commuter bus service by maintaining a net cost per rider of \$0.00 or lower.					
Annual commuter bus ridership	53,548	114,803	163,651	224,337	246,770
Average number of commuter bus riders per revenue hour	5.23	8.93	10.60	10.00	11.00
Average number of commuter bus riders per revenue mile	0.19	0.28	0.35	0.40	0.45
Average commuter bus cost per rider	\$25.52	\$17.47	\$12.93	\$25.00	\$25.00
Provide an efficient local, fixed-route service by maintaining a net cost per rider of \$11.00 or lower.					
Annual local, fixed-route ridership (includes Metro-connecting routes and paratransit)	274,370	263,437	348,598	435,325	478,857
Average number of local, fixed-route riders per revenue hour	3.52	4.38	4.30	5.00	5.00
Average number of local, fixed-route riders per revenue mile	0.19	0.22	0.23	0.40	0.40
Average local, fixed-route cost per rider	\$25.28	\$28.49	\$15.80	\$18.00	\$17.00



General Services: Management Support Services

Management Services

What We Do: The Management Services activity provides fiscal and administrative support to the County's Energy Management Program, internal administrative support to DGS, and countywide central records and surplus management and mailroom functions. Additionally, DGS's internal services include payroll, budgeting, purchasing, contract management, and financial control; automation support; human resources; executive assistance; and property management.

Mandate Information: Although these services are not mandated, they are required to support the mission and goals of DGS and the County.

Who Does It: A combination of full-time staff, temporary employees, and contractual services provides this activity. County staff provides budget, accounts payable and accounts receivable, payroll, purchasing, contract management, property management, automation support, executive assistant, and reception services as well as human resources functions. In FY 2023, the Board added a human resources assistant to handle administrative human resources tasks and assist with routine workforce planning activities; and converted a part-time procurement assistant into a full-time role to meet growth demands in the volume of purchase orders and requisitions processed.

Why We Do It: This activity ensures the most efficient and maximized utility expense management. In addition, this activity provides effective internal administration for DGS.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was much different than it is today. FY 2020 included all the different programs under the Management Services activity and one key metric. In subsequent years, these service levels fluctuated slightly as the County and the number of employees grew. In this fiscal year with current resources, staff performs the processing of purchase order requests with a turnaround time of 1.05 days and approximately 5,100 Purchasing Card (PCard) transactions for DGS. Due to the expansion and variety of activities within the Management Support Services Division, additional pages in this document provide more comprehensive details than previous editions of the Program Review.

How We Plan to Do It in the Future – Recommended Service Level: As the County builds new facilities, maintains facilities, adds and replaces vehicles, adds staff, and provides property management services, the demand for purchase orders at the current service level turnaround time of 1.05 days and the processing of PCard transactions will remain. Due to the nature of DGS, this level of service is appropriate and meets the critical mission of the Department.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Process purchase order requests within two days.					
Total number of purchase orders	1,072	1,115	1,660	1,229	1,291
Average turnaround time (in days)	1.03	1.05	0.81	1.05	1.05
Total value of purchase orders completed (in millions)	\$11.5	\$22.6	\$35.2	\$26.4	\$28.5
Process all PCard purchases.¹					
Number of PCard transactions	n/a	4,810	5,100	5,263	5,362
Total value of PCard transactions (in millions)	n/a	\$1.726	\$2.106	\$1.944	\$2.002

¹ Data shown as n/a indicates a measure that does not have historical data.



General Services: Management Support Services

Property Management

What We Do: The Property Management activity has the following four primary areas of responsibility: housekeeping, pest control, internal county recycling, and lease management.

Mandate Information: The Federal Occupational Safety and Health Administration and the Virginia Occupational Safety and Health Program require minimum sanitary conditions for the work environment. Both the housekeeping and pest control activities meet these mandates. Recycling is required under Loudoun County Codified Ordinances. In addition, leases are binding legal agreements that require certain actions by the County depending on the terms.

Who Does It: With the exception of lease management, contractors primarily provide these services, and are hired through the competitive bid process. Contractors provide day and night housekeeping at 78 locations amounting to 1,940,187 square feet of space. A contractor conducts routine pest control services once per month at 131 locations and is on-call to address acute pest infestations. Contractors provide onsite recycling services at 89 occupied County facilities five days per week. County staff, including a property portfolio administrator and a property portfolio assistant, provide contract oversight. The County's responsibility for leased facilities depends on the lease terms (which vary from full janitorial and pest control responsibility to very limited responsibility), and is addressed using a combination of in-house staff and contractors.

Why We Do It: Housekeeping, pest control, and recycling are provided to facilities as an internal service to the County Government to ensure that employees and the visiting public have a clean and safe place to conduct business. Leased facilities provide appropriate space in which to conduct County business.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was to maintain janitorial costs of \$1.98 per square foot of facilities maintained and a lease rate of \$17.35 per square foot for leased facilities. In this fiscal year with current resources, the service level reflects increased costs due to inflation and market conditions. The addition of facilities to the County's portfolio and the increase in the number of County employees have modified the service level for janitorial costs, with an estimate not to exceed the national average of \$2.43 per square foot of facilities maintained, and an average lease rate of \$19.30 per square foot for leased facilities.

How We Plan to Do It in the Future – Recommended Service Level: As the County builds new facilities and leases additional facilities, the County's portfolio and contractual services increase. Current service level may require adjustments. The costs associated with providing property management services is dependent on the Consumer Price Index (CPI). The CPI is the driving force behind contractual services and lease agreements. As the County moves towards building a County Government complex, consolidating space, there is the possibility that less lease space will be needed in the future.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain janitorial cost per square foot below the national average of \$2.43, per IFMA 2022 standards.					
Average janitorial cost per square foot	\$1.79	\$1.24	\$1.18	\$2.09	\$2.08
Total square feet served by janitorial services	1,618,862	1,685,973	1,904,487	1,945,893	2,015,771
Acquire and manage adequate leased space to support essential County programs and activities.					
Average cost of leased space per square foot	\$12.75	\$18.11	\$23.12	\$17.72	\$18.25
Total square feet leased	567,535	499,513	558,443	682,043	682,043
Provide oversight on all County-owned and leased properties.					
Total square feet managed	4,106,885	4,038,863	4,233,593	4,387,019	4,456,897
Number of janitorial work orders	391	347	523	410	390
Number of pest control work orders ¹	n/a	402	465	402	382

¹ Data shown as n/a indicates a measure that does not have historical data.



General Services: Management Support Services

Surplus Property

What We Do: The County's Surplus Property Program provides a central clearinghouse for all excess property so the County can recover costs through the public resale of surplus property. Online surplus auction sales are conducted monthly. Program staff arranges for all surplus items to be removed from County departments and delivered for disposition. Select items in serviceable condition are offered to other agencies for internal reallocation if possible. Items that are not internally reallocated or that otherwise cannot be repurposed are sold at auction to the public. This activity provides an online auction service, collects payment from the winning bidder, and remits the funds electronically to the County monthly.

Mandate Information: This activity is not mandated, but it is required to follow the Code of Virginia procedures for disposition of surplus property (§ 2.2-1124). Policy PRO-09 (Purchasing Policy) of the Administrative Policies and Procedures Manual outlines the administrative process for the disposition of County-owned personal property that is not being used or is not required for use. Items are available to the public and the County's employees at the same time. Bidding limitations have been established by the Virginia General Assembly with the State and Local Government Conflict of Interests Act (the Code of Virginia § 2.2-3100 et seq.).

Who Does It: County staff primarily provides this service. The County contracts with a third-party website provider for the online auction. Surplus staff manages each auction. Fleet Management staff provides support in preparing surplus vehicles for sale. A contracted moving company transports these items from departments to a surplus facility once per month. In FY 2023, the Board added a part-time surplus support services technician to meet the current service demands.

Why We Do It: The revenue collected from the online auctions is used to offset future purchases. The sale of surplus property reduces the local tax funding demand on acquisitions. All sales of surplus vehicles are deposited into the vehicle replacement fund. Since the Surplus Property Program services all County departments, it is more efficient and effective to operate a centralized program within DGS.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was to reflect 1,800 annual surplus transactions resulting in \$728,500 in program-generated revenue. In subsequent years, these service levels fluctuated slightly, especially in FY 2021 and FY 2022 due to the pandemic affecting the replacement of County fleet vehicles. In this fiscal year with current resources, the service level reflects approximately 2,400 annual surplus sales transactions, resulting in \$1.1 million in program-generated revenue.

How We Plan to Do It in the Future – Recommended Service Level: The current service level is the recommended future service level. As DGS continues to provide services to County facilities and to the public, administrative services will be required. It is recommended to maintain a backlog of 500 items or fewer to reduce storage space and promote personnel and warehouse safety.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain a backlog of 500 items or less.					
Number of surplus sales transactions	2,103	2,224	2,163	2,573	2,701
Total revenue from surplus sales transactions	\$1,227,569	\$600,954	\$1,671,161	\$1,157,850	\$1,192,585
Total number of work orders	386	584	472	480	502
Total number of customers	782	811	835	905	950
Average annual backlog (number of items)	1,500	25	1,250	0	0



General Services: Management Support Services

Records Management

What We Do: The Central Records Center's mission is to provide reliable, secure, and cost-effective records management services to County departments and agencies. The Records Management activity maintains records offsite at the Central Records Center so that requested records can be retrieved quickly. This activity also disposes of records after they have served their purpose and have met other legal, audit, or regulatory retention requirements. While Central Records serves as custodian and coordinator of the records stored, the ownership of the records remains with the respective departments.

Mandate Information: The Central Records Center's processes are mandated by the Code of Virginia §§ 42.1-76 and 42.1-85, and are regulated by the Library of Virginia.

Who Does It: County staff manages the records and surplus programs, and coordinates the transfer of all records boxes from departments to the Central Records Center as well as provides training to departmental record coordinators. A contracted moving company transports these boxes once per month. Onsite document destruction services are performed at 3,723 departmental locations every four weeks and as needed at the Central Records Center.

Why We Do It: The Central Records Center provides consistent and legally-mandated access to County public records, and ensures compliance with applicable records retention and disposition laws.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was to store, archive, or destroy 21,700 records. The Central Records Center's goal is to reduce the number of record boxes stored by 2 percent each year. Currently, there are 29 departments/divisions and 90 records coordinators who will request boxes to be stored or destroyed as required by the Library of Virginia.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level is not currently clear; however, as the County moves towards digitizing records, this service will be minimized to storing records that are required for a longer mandated retention period. It is the goal of the Central Records Center to be able to digitize these records that require a longer retention period shelf life, to reduce the number of physical boxes. Between now and then, the metrics with asterisks (*) below will indicate that this activity may need to adjust its services or service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Reduce the number of physically stored records by 2 percent each year.					
Number of record boxes stored at the Central Records Center*	17,870	18,155	15,327	14,155	12,155
Number of boxes that are eligible to be recorded into the database*	250	0	0	0	0
Number of records that are eligible for destruction	11,065	6,630	791	742	698
Number of records destroyed	1,316	2,806	3,085	3,000	3,000



General Services: Management Support Services

Central Mail Services

What We Do: This activity provides both external and internal mail services to County departments. Services include processing outgoing mail and overnight packages. County business between departments relies on courier service for internal document delivery. Outgoing and incoming mail is processed and sorted through the Central Mail Distribution Center.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: Six temporary, part-time couriers (County staff) provide this service. Operating and personnel expenditures are managed by DGS but are budgeted in the Central Services Fund. In FY 2023, the Board added a permanent part-time mail courier to manage the increased workload.

Why We Do It: The Central Mail Distribution Center provides effective and efficient mail service to County departments. Without this service, departments would have to assign staff to process all incoming and outgoing mail, which takes away from their primary duties and reduces efficiency for those departments. This inefficiency would include individual departments hand-delivering interoffice mail independently and individually managing Post Office pickup and delivery of postal mail and large volume pieces. By combining all mail services centrally, the County benefits from discounted bulk mail rates and resource efficiencies within individual departments.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was to deliver approximately 117,000 pieces of mail with zero incidents. (Examples of incidents include accidents, mail delivery mistakes, etc.) In this fiscal year with current resources, the service level reflects delivery of more than 157,000 pieces of mail with zero incidents.

How We Plan to Do It in the Future – Recommended Service Level: The current service level is the recommended future service level, including maintaining a service level of 100 percent of mail delivered without incident. As the County adds more facilities, the number of necessary stops could increase along with the amount of mail processed.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Deliver mail daily to all County facilities without incident.					
Number of daily stops	142	143	145	146	146
Average number of miles driven per day	253	253	310	243	243
Number of incidents	0	2	0	0	0
Process mail daily.					
Total amount of mail delivered annually (number of pieces)	107,407	150,124	149,760	165,512	173,475
Total amount of mail picked up annually (number of pieces)	83,203	82,446	86,164	90,897	95,442



General Services: Water and Environmental

Environmental Activities

What We Do: This activity provides interdepartmental coordination for compliance with regional, state, and federal environmental and energy mandates. This activity administers the Water and Wastewater Program and provides engineering and technical support and response to onsite water and wastewater maintenance issues at County facilities.

This activity also provides leadership, guidance, and technical expertise to reduce energy consumption, improve energy efficiency, reduce energy costs, facilitate energy conservation in County facilities, and expand energy conservation awareness among County employees.

Mandate Information: The operation, maintenance, and repair of water and wastewater systems at County-owned facilities is regulated by the Virginia Department of Health and Chapters 1066 and 1067 of Loudoun County Codified Ordinances.

Who Does It: County staff provides services related to implementation of the Water and Wastewater Program as well as the County legislative program relative to environmental matters. Services for design and construction of community water and wastewater infrastructure projects are conducted under a memorandum of understanding with Loudoun Water.¹

Why We Do It: Where public sewer and water facilities are not available, communities typically use onsite sewage disposal systems (septic tank and drain fields) and private wells to meet their wastewater and water needs. When onsite sewage disposal systems and private wells fail, are inadequate, or do not exist in communities, the potential negative impacts to public health and the environment can be significant. The Water and Wastewater Program systematically evaluates, prioritizes, and provides funding solutions for qualifying communities to mitigate the potential negative impacts associated with inadequate sewage disposal and unsafe drinking water.

Environmental management activities allow the County to meet permit requirements for onsite water and wastewater systems for County facilities. Staff provides support for the Board-appointed Environmental Commission, reviews federal and state legislation for impacts to County functions, and provides technical support to other County agencies on environmental matters.

How We Do It Now – Current Service Level: Environmental programming service level is twofold: one, to ensure adequate water and wastewater systems are operational at all County facilities; and two, to ensure that requests by communities for assistance with the Water and Wastewater Program are addressed in a timely manner. In FY 2020, the service level with current resources was to identify communities requiring community water and wastewater assistance. Water and Wastewater Program service level reflects the DGS response to address community water and wastewater issues, as requested by the communities, with the goal of addressing all communities identified in the 2011 Water and Wastewater Needs Assessment.

How We Plan to Do It in the Future – Recommended Service Level: Current service level is the recommended service level for the future. However, as more communities are identified and accepted into the Water and Wastewater Program, project costs could exceed appropriations.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Identify communities requiring water and wastewater assistance.					
Number of projects identified	1	1	1	0	0
Number of projects that received funding	3	4	4	5	3
Number of households impacted	12	12	21	21	51

¹ Loudoun Water is a political subdivision of the state and is not a department of the County. It provides drinking water and wastewater services to households in Loudoun County.



General Services: Water and Environmental

Stormwater Management

What We Do: The Stormwater Management activity provides technical advice and assistance to the public and departments concerning state and federal legislation and regulatory actions related to water, stormwater, and other related environmental programs. In addition, this activity provides interdepartmental coordination for compliance with regional, state, and federal environmental and energy mandates. This activity includes development and execution of the County Stormwater Management Plan to address the mandated minimum of six pollution control measures, ensuring compliance with the Virginia Pollution Discharge Elimination System General Permit for the Discharge of Stormwater for Small Municipal Separate Storm Sewer Systems (MS4). The MS4 General Permit requires action plans to address water quality impairments, including an action plan to meet pollution reductions required by the Chesapeake Bay Total Maximum Daily Load (TMDL) as well as local TMDLs. The Stormwater Management activity directs and oversees the inspection and maintenance of the countywide storm drain system, enforces illicit discharge laws, and investigates and resolves flood-related complaints. This activity also designs and constructs stormwater improvement projects to achieve compliance with federal and state mandates.

Mandate Information: These services are mandated by the Federal Clean Water Act (33 USC 1251 et. Seq) and the Virginia Administrative Code (9 VAC 25.890-10 et. Seq), which require a comprehensive stormwater management program and a Virginia Pollutant Discharge Elimination System permit for stormwater discharge as a “small Municipal Separate Storm Sewer System” (MS4). Stormwater system maintenance is mandated through the County’s MS4 General Permit administered by the Virginia Department of Environmental Quality, as well as Chapter 1096 of Loudoun County Codified Ordinances.

Who Does It: County staff and contractual services are employed to implement the County’s Stormwater Management Program. The Stormwater Management Program includes developing and managing more than \$8 million in stormwater-related engineering, design, survey, and construction contracts. The construction contracts are used to repair and maintain the County’s stormwater infrastructure and to create and update required action plans that support the County’s efforts to implement mandated minimum pollution control measures, and to meet pollution reduction targets mandated by TMDLs. In addition, contracts are used to perform mandated stormwater infrastructure inspection requirements.

Why We Do It: Stormwater management services ensure compliance with state and federal mandates, where non-compliance would lead to fines and impacts to development capabilities. The effective management of stormwater runoff results in cleaner streams and can reduce flooding issues. Public complaints about flooding and standing water are being promptly and successfully addressed. Stormwater Management staff also assists in bond release and Virginia Stormwater Management Program (VSMP) notice of termination inspections at the request of the Department of Building and Development. This activity provides additional technical expertise and equipment to maintain the County’s stormwater infrastructure and respond to County emergencies.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was to maintain 71,800 stormwater structures, 1,800 Best Management Practices (BMPs), and 1,000 miles of stormwater pipe. In subsequent years, this service level held steady due to responsive staffing increases. In this fiscal year, the Stormwater Management service level reflects compliance with the MS4 General Permit in addition to proper functionality of the stormwater system through regular maintenance of approximately 2,350 stormwater BMPs, more than 76,000 stormwater structures, and more than 1,078 miles of stormwater pipes.

How We Plan to Do It in the Future – Recommended Service Level: As the County continues to approve and add new residential and commercial developments, the amount of stormwater infrastructure that needs to be inspected and maintained increases as well. It is anticipated that the miles of stormwater pipe will continue to increase in the future, along with the number of citizen complaints and the number of BMPs. As these increases occur, the service level may need to be adjusted.

**General Services: Water and Environmental**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain the County stormwater infrastructure.					
Number of stormwater structures	73,574	74,229	76,109	76,900	77,900
Number of BMPs	2,068	2,215	2,353	2,465	2,510
Total miles of stormwater pipe	1,047	1,055	1,077	1,088	1,100
Identify and remove prohibited discharges to the stormwater system.					
Number of illicit discharge detections and eliminations	17	16	30	35	40
Respond to citizen complaints to resolve issues.					
Number of citizen complaints	199	52	100	100	100
Bond release and VSMP notice of termination inspection.					
Number of inspections completed	451	214	275	285	295
Meet the federally-mandated Chesapeake Bay Pollutant reduction goals by 2028.¹					
Percentage achieved	n/a	n/a	40%	50%	75%

¹ Data shown as n/a indicates a measure that does not have historical data.



General Services: Water and Environmental

Energy Management Program

What We Do: The Energy Management Program manages the overall interdepartmental coordination of the Board-approved Energy Strategy. The Energy Strategy is the County's commitment to support the Virginia Clean Economy Act (VCEA) goals of achieving net zero greenhouse gas (GHG) emissions by 2045 and a carbon-free grid by 2050 while ensuring that energy is clean, reliable, and affordable for all residents and businesses within Loudoun County. This strategy details actions that need to be performed to achieve the following: leading by example in County Government operations, supporting clean energy development in the County, and stimulating communitywide action.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: County staff, with the assistance of contractors, leads the program and coordinates with other departments and various stakeholders.

Why We Do It: The Energy Management Program ensures that local energy is clean, reliable, and affordable for residents and businesses; ensures that County facilities employ efficient energy usage strategies; and ensures the best possible negotiated rates for County-used energy. In accordance with the VCEA, Loudoun County will contribute to the overall statewide goal of net zero GHG emissions by 2045 and a carbon-free grid by 2050 through the implementation of the Energy Strategy.

How We Do It Now – Current Service Level: The Energy Strategy was adopted by the Board in February 2023. Service levels will track the cost of energy in the County as well as certain key indicators as described below.

How We Plan to Do It in the Future – Recommended Service Level: The Board has recently adopted a new County Energy Strategy (February 2023). This is a significant expansion of the existing Energy Management Program; and new initiatives are under development to achieve the vision of this strategy. This strategy is guided by the County's long-term vision for a community that uses less energy and cleaner energy, has lower GHG emissions, and provides equitable benefits and solutions.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Reduce residential and commercial building GHG emissions and increase energy efficiency.¹					
Number of residents and businesses participating in the County program	n/a	n/a	0	100	200
Increase the amount of onsite kilowatt (KW) solar arrays at County facilities.¹					
Number of new onsite KW solar arrays at County facilities	n/a	n/a	49 KW	0 KW	59 KW
Increase the number of geothermal exchange systems used for heating and cooling at County facilities.¹					
Number of new facilities using geothermal exchange systems	n/a	n/a	10	1	1
Engagement and education of County employees in energy sustainability in the workplace.¹					
Number of employees participating in the County's Employee Energy Conservation Committee	n/a	n/a	n/a	50	60

¹ Data shown as n/a indicates a measure that does not have historical data.



General Services: Waste Management

Landfill Disposal Operations

What We Do: This activity operates the disposal activities at the County Solid Waste Management Facility – known as the landfill. Operations include onsite disposal of municipal solid waste (including agricultural, commercial, residential, institutional waste, and industrial) as well as construction, demolition, and debris waste generated by Loudoun’s residents, businesses, schools, nonprofit organizations, towns, and the County Government. Since 2014, Landfill Disposal Operations and capital debt service are fee supported. Board-approved fee waivers are used by the County Government, public schools, and selected town and nonprofit organizations. The facility’s daily operations include weigh station and waste surveillance operations, onsite waste transport, equipment operations, maintenance and replacement, and waste burial.

Mandate Information: This activity is not mandated through state or federal law. The County operates the landfill under Solid Waste Permit number 1, per State Solid Waste Management Regulations (9VAC20-81).

Who Does It: County staff and contracted services provide this activity. Contracted services constitute less than 25 percent of this activity’s service delivery. In FY 2023, the Board added one equipment operator I and one maintenance technician I.

Why We Do It: The Loudoun County Solid Waste Management Facility is a \$400 million asset with permitted capacity to handle waste disposal until 2076. The remaining permitted landfill disposal space is valuable, as it would be extraordinarily difficult and expensive – perhaps even impossible – to site and permit a new sanitary landfill within the County. With this activity, Loudoun County can handle unforeseen future solid waste disposal issues that come with a growing economy, and can continue to provide access for the public and private haulers to a permitted waste disposal facility proximate to the source of the waste.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was processing 181,000 tons of waste and a CIP budget for landfill projects of \$3.6 million. In subsequent years, these service levels fluctuated slightly due to the pandemic and the completion of the construction cell debris. In this fiscal year with current resources, the service level reflects processing more than 150,000 customer transactions and nearly 201,000 tons of waste, and the FY 2023 CIP funding for landfill projects totals \$6,460,000, all of which is accomplished mostly through contractual services.

How We Plan to Do It in the Future – Recommended Service Level: The current service level is the recommended future service level. As long as the landfill is in operation and still has capacity, the County has a responsibility to provide waste disposal to its residents in a clean, safe, and environmentally-friendly manner.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Dispose of 200,000 tons of waste annually.					
Total amount of waste landfilled (in tons)	234,569	198,687	194,793	202,681	204,708
Total number of customer transactions	171,580	169,142	153,663	155,200	156,752



General Services: Waste Management

Recycling and Waste Diversion Programs

What We Do: This activity supports state recycling rate requirements and regulated waste requirements implemented through a variety of recycling, diversion, and educational programs serving the residents of Loudoun County. These activities include operation of countywide recycling drop-off centers, glass-only container recycling, County facility recycling collection, regulated medical waste disposal, household and business hazardous waste diversion, electronics collection events, composting, and recycling programs for motor oil, antifreeze, automotive batteries, tires, refrigerated appliances, propane tanks, paint, and vegetative waste. Staff administers state-funded litter prevention and recycling grant activities, as well as other environmental programs in conjunction with the County's Single Use Plastic Bag Tax Ordinance.

Mandate Information: Recycling drop-off centers are not mandated, nor are household hazardous waste and electronics collection programs. A countywide Recycling Rate Report is required by Virginia Solid Waste Management Regulations. County facility recycling is required by Chapter 1086 of Loudoun County Codified Ordinances.

Who Does It: County staff and contracted services provide these programs, supported in part by state grant resources.

Why We Do It: This activity provides residents with diversion and recycling program opportunities. These programs protect the environment and public health, conserve valuable landfill space, and assure the County's compliance with regulatory requirements.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was 116 tons of household hazardous waste collected, in addition to 1,890 tons of recycled materials collected and processed. In subsequent years, these service levels fluctuated due to the pandemic increasing the tons of household hazardous waste collected; and the Waste Management Division saw its highest volume of customers as a result. This fiscal year, current service level reflects processing approximately 160 tons of household hazardous waste and 1,862 tons of recycled materials annually.

How We Plan to Do It in the Future – Recommended Service Level: As the County works to become greener by conserving natural resources, protecting ecosystems and wildlife, reducing the demand for raw materials, saving energy, and reducing climate-changing carbon emissions, recycling operations will always be a part of these solutions. Staff is working to add additional glass recycling locations in future years throughout the County. Providing a greater number of accessible locations encourages citizens to take the crucial step to reduce waste and preserve the environmental factors that impact the recycling demand. Staff is also working towards launching a composting pilot program to reduce the amount of material needing to be landfilled as well as providing a safe and healthy option to reuse food waste. Staff hosts hazardous waste disposal events for items including, but not limited to, oil, batteries, tires, and refrigerant. Staff objectives include increasing the number of waste disposal events as well as increasing the recyclable materials collected. The current level of service is the recommended future service level.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide household hazardous waste disposal events for County residents.					
Amount of household hazardous waste collected (in tons)	202	158	185	162	164
Collect and recycle materials from recycling drop-off centers.					
Amount of recycled materials collected and processed (in tons)	1,844	1,844	1,862	1,844	1,862
Total amount of tons diverted from the landfill	8,244	7,981	8,652	8,142	8,223





Information Technology

To provide technology solutions and services to all County departments, courts, and constitutional officers, as well as Loudoun County Public Schools (LCPS).

Department Programs/Activities

Infrastructure and Customer Service

Provides support, troubleshooting, and assistance to County staff, including management of end-user devices, networks, servers, and training, as well as broadband and cable TV franchise oversight. Conducts asset management and manages telephone and duplicating services for the County.

Activities

- Service Desk and End-User Technologies
- Asset Management
- Central Services: Telephone and Duplicating Services
- Network Services
- Data Center Services
- Broadband and Cable TV

Public Safety Support

Provides support for Computer-Aided Dispatch, 911 systems, the radio system, and the Emergency Communications Center (ECC).

- Public Safety Communications and Engineering Support
- Public Safety Technology Support

Enterprise Systems Support

Provides support, troubleshooting, consultation, and analysis for enterprise applications and data.

- Oracle Enterprise Resource Planning (ERP) Management
- Business Intelligence and Analytics
- Enterprise Content Management (ECM)
- System Design, Development, and Support
- Quality Assurance and Quality Control (QA/QC)

Technology Services

Supports the Department of Information Technology (DIT) with administrative and management services, professional standards, financial and budget management, procurement, payroll, and human resources management. Leads collaboration between financial and IT operations planning.

- Budget, Procurement, and Administration
- Human Resources

Security

Manages security posture for the County. Conducts risk analysis, vulnerability assessments, and cybersecurity awareness training. Provides recommendations on technologies, infrastructure, and data protection for all County systems.

- Policy and Risk Management
- Threat Management



Information Technology

Project Management Office

Provides DIT with project portfolio analysis and strategic direction as well as training on processes and tools, including meeting with departments to understand their technology-related needs. Facilitates the management of DIT projects, including administration, reporting, and overall communication of schedule, costs, and risks.

- Project Management and Implementation

Financial Information

FY 2024 Adopted Information¹

	Expenditures	Revenue	LTF	FTE
Infrastructure and Customer Service	\$20,719,099	\$0	\$20,719,099	47.07
Public Safety Support	10,505,593	1,465,280	9,040,313	11.00
Enterprise Systems Support	17,396,988	0	17,396,988	35.40
Technology Services	3,918,030	0	3,918,030	14.00
Security	3,188,597	0	3,188,597	7.00
Project Management Office	211,246	0	211,246	4.00
Total	\$55,939,553	\$1,465,280	\$54,474,273	118.47

Capital Projects Fund

	Expenditures	Revenue	LTF	FTE
Project Management Office	\$156,512	\$156,512	\$0	1.00
Total	\$156,512	\$156,512	\$0	1.00

¹ Sums may not equal due to rounding.



Information Technology: Infrastructure and Customer Service

Service Desk and End-User Technologies

What We Do: This activity provides end-user customer service support for devices and applications.

Service Desk staff receives telephone, email, self-service, and walk-in requests for technical assistance from County staff and volunteers. Staff provides level-one problem resolutions for telephone, voicemail, computers, mobile devices, network services, and system issues. The goal of the Service Desk is to resolve as many calls as possible upon first contact. Service Desk staff performs proactive maintenance of end-user hardware and software.

Desktop Technology staff develops budgets and deployment plans for end-user devices. This involves evaluating new products and services based on research, analysis, configuration design, testing, and debugging. Staff specifies performance standards and architecture, and conducts system audits to verify compliance. Staff supports the installation, configuration, operation, and maintenance of hardware and software. Staff configures and administers the group policy for directory services to ensure appropriate system access. Staff manages the accessibility of software packages, making them readily available for users to download and install from their computers. Service Desk and Desktop Technology staff provide onsite technical support to the Board of Supervisors (Board) and for various Committee meetings.

Mandate Information: This activity is not mandated.

Who Does It: County staff provides this service, but contractual support may be required for project work.

Why We Do It: This activity supports countywide government offices and staff that provide mandated services and essential County programs. Many of the systems and services supported are designated as mission critical by the Emergency Management Executive Committee, requiring support 24 hours per day, all 365 days of the year. Staff responds during business hours and are on-call to address County user and department needs. Staff has successfully passed background screening required by the Federal Bureau of Investigation's (FBI's) Criminal Justice Information Systems (CJIS) Division, allowing them access to networks and computer systems that process or store sensitive information. This screening also satisfies the IT audit requirements associated with the County's annual financial audit.

How We Do It Now – Current Service Level: Current service level is intended to address all end-user technology issues to ensure workforce productivity. This includes triage of all end-user-identified issues to ensure they can be addressed expeditiously by staff with the appropriate technology expertise. DIT implemented a new help desk system this past year; and is piloting a new call center technology that will assist staff in providing increased levels of “first call” resolutions, and will also provide automated workflows for self-service options, which will allow resolution to issues without the need for staff to undertake any action. As of FY 2024, it is expected that current service level will support most service requests being closed within two days, with over half of the requests resolved on initial contact.

How We Plan to Do It in the Future – Recommended Service Level: Going forward, the recommended service level is to maintain the existing scope of services for the workforce. Over the next few years, DIT intends to further improve service levels and increase the percentage of user tickets closed by the first level of support, enabled by the expansion of support available 24 hours per day, seven days per week; adoption of new technology platforms; and increased automation.

**Information Technology: Infrastructure and Customer Service**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Close 90 percent of service call requests within two business days.					
Number of calls opened	31,519	36,621	30,117	32,000	32,000
Average number of endpoints maintained per technology specialist	735	764	782	800	825
Percentage of calls closed within two business days	79%	83%	76%	75%	75%
Optimize the percentage of service requests closed on initial contact.					
Percentage of Service Desk calls closed on initial contact	65%	57%	52%	60%	60%
Provide real-time collaboration and communication for the County workforce.¹					
Number of active email users	n/a	n/a	6,458	6,800	7,000
Number of email messages sent	n/a	n/a	6,658,408	6,850,000	7,000,000
Number of active Microsoft Teams users	n/a	n/a	4,813	4,800	4,900
Number of Microsoft Teams chat messages sent	n/a	n/a	6,601,168	6,800,000	7,000,000
Number of online meetings in Microsoft Teams	n/a	n/a	66,067	70,000	74,000

¹ Data shown as n/a indicates a measure that does not have historical data.



Information Technology: Infrastructure and Customer Service

Asset Management

What We Do: This activity supports and maintains the County's inventory for computer and IT-related equipment assets; and it also works with DIT staff and vendors to ensure that the necessary equipment is available.

Staff maintains the computer and asset inventory system and coordinates with contractors, vendors, and staff for the replacement and removal of assets. Staff maintains the organization and supply of IT equipment and components and works with the DIT buyer and vendors to place, track, and receive orders. Staff receives and inventories equipment from the vendor, configures and installs workstations and laptops, and de-provisions items for surplus. Staff produces depreciation reports and works with the Department of Finance and Procurement to ensure that County assets are reflected in the County's asset management module. Staff liaises with other County departments and responds to questions and concerns, researching and recommending solutions to resolve issues. The replacement cycle of current assets, new positions, new facilities, and new technologies drives this activity's work.

Mandate Information: This activity is not mandated.

Who Does It: County staff provides this service.

Why We Do It: This activity supports and enables staff to conduct business and mandated work in performing their duties to ensure that they can effectively support and provide services to Loudoun County residents.

How We Do It Now – Current Service Level: At current service level as of FY 2024, this activity manages a countywide portfolio of more than 23,000 asset-tagged IT items.

How We Plan to Do It in the Future – Recommended Service Level: Going forward, the recommended service level is to maintain the existing scope of services for the workforce. Over the next two years, DIT seeks to improve the service level of the Asset Management activity by implementing a single asset management system containing a repository of all IT-related equipment and licenses throughout the County network.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide administrative support for asset management to the Department and the County.					
Number of items currently asset-tagged	22,742	23,190	24,220	23,620	23,620
Number of new IT items placed in service (with asset tag)	1,791	1,140	3,537	1,200	1,200
Number of items identified and removed from asset inventory (with asset tag)	709	1,266	2,897	1,800	1,200
Number of staff supporting asset management	1	1	1	1	1



Information Technology: Infrastructure and Customer Service

Central Services: Telephone and Duplicating Services

What We Do: This activity provides countywide duplicating and telephone services support.

Staff provides recommendations to the Office of Management and Budget and the Department of Finance and Procurement for budgeting and contract issuance. Staff manages contracts to ensure that vendor performance complies with the terms and provisions of contracts. Staff manages a countywide annual schedule of chargeback costs and budget for telephones and duplicating devices. This includes programming account codes into machines, reviewing and processing payments, and managing related departmental expenditures.

Staff maintains the inventory and detailed information on devices, and coordinates placement and replacement of such devices countywide. Staff provides technical support for the devices and responds to customer requests, troubleshooting issues and escalating to the vendor as needed.

Mandate Information: This activity is not mandated.

Who Does It: County staff provides this activity with contractual support.

Why We Do It: This activity provides centralized receiving, provisioning, and support for all telephone and multi-functional County devices. Additionally, this activity supports the chargeback of telephone services for all County telephones. This activity is necessary to allow for the operation and integrity of all County information systems, many of which support the provision of mandated services.

How We Do It Now – Current Service Level: At current service level, this activity supports the provision of telephone and printing/duplicating services countywide. As of FY 2024, meeting the current service level involves supporting approximately 6,400 telephone numbers and more than 400 multi-functional devices.

How We Plan to Do It in the Future – Recommended Service Level: Going forward, the recommended service level is to maintain the existing scope of services for the workforce. The nature of the services provided – and the level of support required – may shift as technologies continue to evolve. In the future, DIT may recommend increased integration between telephone and printing/duplicating software and other productivity platforms.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide telephone and Xerox services and support across the County.¹					
Number of telephone numbers	6,026	6,314	6,323	6,400	6,450
Number of multi-functional devices	n/a	385	396	415	420

¹ Data shown as n/a indicates a measure that does not have historical data.



Information Technology: Infrastructure and Customer Service

Network Services

What We Do: This activity supports all networks providing connectivity to County facilities. The team coordinates cabling activities and hardware and software support for all County facilities, and configures all County network equipment. Staff monitors, troubleshoots, designs, implements, optimizes, renovates, and upgrades all aspects of County network infrastructure to ensure that this critical infrastructure is stable, available, and resilient. The supported networks include local wired networks, staff and public wireless networks, Virtual Private Networks (VPNs) for remote sites, microwave and fiber backbone networks, circuits for connectivity to all sites, and internet circuits. The team supports all the physical cabling required to support the network, including copper and fiber for site connectivity, cabling for user systems and telephones, network closets, core networks, and server connectivity. More than 130 sites are supported, including the Loudoun County Sheriff's Office (LCSO), Loudoun County Fire and Rescue (LCFR), and the ECC. This activity performs project management for "Moves/Adds/Changes," which pertains to new County employees, building renovations, and/or new facilities requiring cabling and network services.

Mandate Information: This activity is not mandated.

Who Does It: County staff provides this service. Vendors are used to perform some of the physical cabling support; and contractors are hired as needed.

Why We Do It: This activity ensures the operation and integrity of County information systems, many of which support the provision of mandated services. Public safety server operations and email services have been designated as mission critical by the Emergency Management Executive Committee. This activity also provides for continuity of operations and disaster recovery of some critical components of the network. Without this service, the County would be unable to operate and maintain its core information systems. Staff has successfully passed background screening required by the FBI's CJIS Division, allowing them access to networks and computer systems that process or store criminal information. This screening also satisfies the IT audit requirements associated with the County's annual financial audit.

How We Do It Now – Current Service Level: At current service level, this activity maintains existing network infrastructure and ensures network connectivity for new facilities as they come online. Current service level includes maintaining at least 99 percent operational availability of core network systems.

How We Plan to Do It in the Future – Recommended Service Level: Going forward, the recommended service level is to continue providing network connectivity and operational reliability for current and new facilities. As the number of County facilities increases, DIT has identified target staffing ratios expected to be necessary for meeting the service demands associated with the Network Services activity. These ratios will be monitored to help gauge whether sufficient staffing is available to cover service demands.

**Information Technology: Infrastructure and Customer Service**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain 99 percent operational availability of core network systems.					
Major core network backbone availability	99.95%	100.00%	100.00%	100.00%	100.00%
Maintain a minimum ratio of engineers/project managers per category (minimum ratio).					
Average number of devices on the network per engineer (4,200)	4,779	4,040	4,255	4,450	4,650
Average number of network segments per engineer ¹ (190)	284	273	311	350	400
Average number of network projects per engineer (10)	10	11	12	13	13
Average number of locations per engineer (24)	26	24	26	26	27
Average cable project caseload per project manager (35)	26	26	31	30	30

¹ A network segment is a portion of a computer network.



Information Technology: Infrastructure and Customer Service

Data Center Services

What We Do: This activity supports the administration of the County's virtual server infrastructure and physical server systems. The team provides public and private cloud system architectural design and management; and manages virtual computer memory, network, and storage services for virtual systems. This activity also manages the County's storage environment and maintains backups for County data and systems stored on the County's enterprise server and storage infrastructure. Additionally, the Data Center Services activity manages the County's network file system as well as its permissions and security. This activity provides single authentication services for cloud and onsite systems. Staff manages internal websites and application systems, including subscription-based software [Software as a Service (SaaS) Systems], and supports the intranet and public website. This activity manages the services and equipment that provide redundancy and the ability for systems to communicate across the network, both locally and in the cloud.

Mandate Information: This activity is not mandated.

Who Does It: County staff provides this service with contractual support.

Why We Do It: This activity ensures the operation and integrity of County information systems, many of which support the provision of mandated services. Public safety server operations and email services have been designated as mission critical by the Emergency Management Executive Committee. This activity also provides for continuity of operations and disaster recovery of some critical components of the network. Without this service, the County would be unable to operate and maintain its core information systems. Staff has successfully passed background screening required by the FBI's CJIS Division, allowing them access to networks and computer systems that process or store criminal information. This screening also satisfies the IT audit requirements associated with the County's annual financial audit.

How We Do It Now – Current Service Level: At current service level, this activity maintains existing server infrastructure and sets up servers for new applications/services as they come online. Current service level includes maintaining at least 99 percent operational availability of all major computer systems annually.

How We Plan to Do It in the Future – Recommended Service Level: Going forward, the recommended service level is to continue to provide data center services and operational reliability for current and new systems/applications. DIT has identified target staffing ratios expected to be necessary for meeting the service demands associated with the Data Center Services activity. These ratios will be monitored to help gauge whether sufficient staffing is available to cover service demands.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain 99 percent operational availability of all major computer systems.					
Major computer availability	100%	100%	100%	100%	100%
Maintain a minimum number of engineers per category (minimum number).					
Average number of users per server/cloud engineer (900)	1,051	1,053	1,073	952	955
Average number of virtual servers per engineer (60)	66	76	77	69	70
Average number of SaaS systems per engineer (8)	10	9	9	8	9



Information Technology: Infrastructure and Customer Service

Broadband and Cable TV

What We Do: This activity oversees the County's two cable TV franchisees and ensures adherence to the obligations contained within the contractual agreements. This activity includes resolution for cable TV-related issues, from service availability to infrastructure safety concerns to right-of-way explanations. Additionally, this activity has included the surveying of cable TV and broadband performance and overall availability in Loudoun County. Staff visits sites to identify safety hazards, from unburied cables to low-hanging and unattached cables on telephone poles. With direction from the Board to narrow the broadband digital divide, Staff researches state and federal grant opportunities to develop Requests for Proposals (RFPs), working with appropriate stakeholders and interested parties in the expansion of quality high-speed broadband to all residents, with an agreed focus on the unserved and underserved residents of rural Western Loudoun County. Staff researches and analyzes legislative proposals and policies regarding broadband and cable TV issues; and is responsible for the execution of the County's Broadband Strategic Plan while providing regular updates to the Board focusing on the advancement of broadband. Staff serves as the liaison to the Communications Commission Advisory Group, creating agendas and minutes and researching action items.

Mandate Information: This activity is not mandated.

Who Does It: County staff provides this service with limited contractual support for legal issues.

Why We Do It: This activity ensures that the County's cable franchise vendors are adhering to their contractual obligations. As new and unique opportunities arise for the expansion of broadband into unserved and underserved areas, Staff works to bring them to fruition for the benefit of Loudoun County residents.

How We Do It Now – Current Service Level: At current service level, this activity meets the goals of ensuring that cable franchisees meet contractual obligations, and assists with the expansion of broadband in the County. As of FY 2024, meeting current service level involves handling approximately 20 to 40 maintenance tickets per cable franchisee annually, with approximately 30 days to resolve each ticket. Staff leverages the ticketing system to document and track all resident requests for service and assistance with issues, and to communicate progress through resolution. Staff also advances broadband expansion through the Virginia Telecommunications Initiative (VATI) and American Rescue Plan Act (ARPA) efforts as project administrators.

How We Plan to Do It in the Future – Recommended Service Level: Going forward, the recommended service level is to maintain the existing scope of services. While continuing to track and act on resident tickets, the team will be focused on advancing broadband service in the County, with the goal of ensuring that all residents have service opportunities meeting the Federal Communications Commission broadband definition (at a minimum).

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure adherence to franchise agreements for cable TV.¹					
Number of franchisee maintenance tickets – Comcast	n/a	41	46	30	35
Average number of days to resolve Comcast tickets	n/a	36	24	30	30
Number of franchisee maintenance tickets – Verizon	n/a	23	19	20	25
Average number of days to resolve Verizon tickets	n/a	29	36	30	30

¹ Data shown as n/a indicates a measure that does not have historical data.



Information Technology: Public Safety Support

Public Safety Communications and Engineering Support

What We Do: This activity provides an interoperable public safety radio system utilized by the following departments and agencies: LCSO, LCFR, the Department of Animal Services (DAS), the Office of Emergency Management (OEM), the Leesburg Police, the Purcellville Police, the Middleburg Police, Public Schools Safety and Security, and Public Schools Transportation, as well as regional and state partner agencies. The public safety radio system is comprised of multiple interconnected components including geo-diverse master radio sites containing processing and computing infrastructure linking ten radio transmitter sites together in real-time, approximately 3,500 mobile and portable radios for field use, and 50 radio dispatch consoles linking the ECC with first responders.

Staff provides technical and contractual management as well as system planning. Staff performs onsite inspections to ensure continuous operation, monitors and resolves service requests, monitors and maintains the operation of field hardware, coordinates repairs and preventative maintenance, and plans for system upgrades.

Staff oversees the installation, operation, and maintenance of bi-directional amplifier systems (BDAs), ensuring that required radio coverage is maintained inside of buildings such as schools and data centers. There are approximately 60 BDAs installed in both County-owned and privately-owned buildings throughout Loudoun County. This activity also provides monitoring of BDAs to ensure operational stability of installed equipment.

Mandate Information: The Code of Virginia § 56-484.16 mandates “E911,” which requires localities to maintain and operate a 911 service as the Public Safety Answering Point for emergency telephone calls. The radio system is used in concert with other systems to deliver 911 services; and is designated as a mission-critical service by the Emergency Management Executive Committee. The mission-critical designation requires non-stop operations at the highest level of importance.

Who Does It: County staff provides this service. The radio vendor provides some support services; and project-specific contractors are hired on an as-needed basis.

Why We Do It: The public safety radio system is a mission-critical system requiring high availability and reliability to support ongoing public safety operations for Loudoun County. Without this activity, the County would be unable to operate and maintain the public safety radio system, resulting in a significant risk to the health and safety of all County residents, and to the protection and loss of property within the County. Staff has successfully passed background screening required by the FBI’s CJIS Division, allowing them access to networks and computer systems that process or store criminal information. This screening also satisfies the IT audit requirements associated with the County’s annual financial audit.

How We Do It Now – Current Service Level: At current service level, this activity ensures availability of the radio communications system for critical public safety operations, with a minimum 99.9 percent availability each year. As of FY 2024, each radio engineer maintains approximately five to six 800 MHz radio sites; more than 1,700 portable, mobile, and control station subscriber radios; and up to 40 bi-directional amplifiers/antennas.

How We Plan to Do It in the Future – Recommended Service Level: Going forward, the recommended service level is to maintain current service level to ensure adequate support for public safety functions. DIT has identified target staffing ratios anticipated to be necessary for maintaining service levels; and will continue to monitor engineer workloads to ensure that appropriate coverage is provided.

**Information Technology: Public Safety Support**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain a minimum number of radio engineers per category (minimum number).					
Average number of radio tower sites per radio engineer (10)	9	5	5	6	7
Average number of portable, mobile, and control station subscriber radios per radio engineer (3,000)	3,006	1,527	1,709	1,750	1,800
Average number of bi-directional amplifiers/antennas per radio engineer (50)	42	28	32	35	40
Maintain a minimum number of public safety engineers per category (minimum number).					
Average number of ECC dispatch positions per public safety engineer (10)	23	25	16	16	20
Average number of systems/services supported per public safety engineer (20)	23	25	17	17	18
Maintain radio communications systems to ensure 99.9 percent availability.					
Percentage of time that the radio communications system was available (not including planned outages)	100%	100%	100%	100%	100%



Information Technology: Public Safety Support

Public Safety Technology Support

What We Do: This activity provides operational support information systems used by LCFR, LCSO, the Office of the Commonwealth's Attorney, OEM, and DAS.

Staff assists with planning, deployment, maintenance, and replacement of critical information systems. For Commercial Off-the-Shelf (COTS) solutions, DIT provides the infrastructure to host vendor solutions, assist with system optimization, and perform contract administration. For other specialized customer needs where cost-effective market solutions are unavailable, staff designs and builds custom software and databases. Staff performs System Development Lifecycle Activities (SDLC) to include requirements gathering, system architecture and design, development, testing, and implementation. Staff develops and produces reports and operational statistics for departments using vendor-built and DIT-built database systems.

Mandate Information: The Code of Virginia § 56-484.16 mandates "E911," which requires localities to maintain and operate a 911 service as the Public Safety Answering Point for emergency telephone calls. Many of the systems supported are designated as mission-critical services by the Emergency Management Executive Committee. The mission-critical designation requires non-stop operations at the highest level of importance.

Who Does It: County staff provides this service, with two vendors providing system-specific support.

Why We Do It: This activity is critical to operations for Loudoun County public safety agencies. Without this service, the County would be unable to operate and maintain public safety systems, resulting in a significant risk to the health and safety of all County residents, and to the protection and loss of property within the County. Staff has successfully passed background screening required by the FBI's CJIS Division, allowing them access to systems that process or store criminal information. This screening also satisfies the IT audit requirements associated with the County's annual financial audit.

How We Do It Now – Current Service Level: At current service level, this activity provides operational support and maintenance for all public safety information system platforms, in addition to managing the implementation of new public safety information systems projects. As of FY 2024, targeted improvements are underway to enhance service levels in terms of response times for support to end-users of public safety applications 24 hours per day, seven days per week.

How We Plan to Do It in the Future – Recommended Service Level: Going forward, the recommended service level is to maintain current service level for this activity. As technologies continue to evolve, staff will continue to monitor trends in support needs to ensure that this activity is appropriately resourced to maintain critical public safety applications.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide timely applications development and enhancement support to public safety agencies.					
Number of project requests	8	2	5	2	2
Number of projects completed	2	2	2	2	2



Information Technology: Enterprise Systems Support

Oracle Enterprise Resource Planning (ERP) Management

What We Do: This activity provides support for Oracle Enterprise Resource Planning (ERP), including Human Capital Management (HCM), financial management, and the budget-planning module Hyperion, for approximately 20,000 Loudoun County Government and LCPS employees.

Staff assists Loudoun County Government and LCPS departments with identifying solutions to enhance or modify functionality. Staff works with departments to understand their business needs for modifications or additions to the Oracle modules, and translates them into requirements. Staff analyzes requests to assess the systemic impact of any changes to the Oracle environment, including third-party products that may be integrated into the Oracle environment.

Staff assists Loudoun County Government and LCPS departments with troubleshooting issues. Staff resolves issues (either internally or through escalation) with the County's third-party-managed service provider or directly with Oracle technical support. Staff performs detailed technical analysis of issued tickets, and implements the appropriate enhancements or solutions to address any issues; and if the vendor resolves issues, the team manages the testing and migration to production for those issues. In addition, staff manages bi-directional changes to vendor interfaces based on changes to regulations (federal, state, and local), the vendor landscape, and/or business processes.

Mandate Information: This activity is necessary for compliance with the Code of Virginia §§ 15.2-1541.1 and 15.2-2510, which requires localities to maintain a centralized accounting system and prepare audited financial reports. This activity also supports the payroll system necessary to comply with federal law, Title 26 of the United States Code, which requires payroll tax withholding and annual reporting of wages. The ERP system is also necessary to maintain business processes and reporting capabilities required to comply with various other state and federal regulations covering financial management and human resources matters.

Who Does It: County staff provides this activity with contractual support. The third-party-managed service vendor maintains the Oracle infrastructure, including hardware, software, and backup of Oracle data as well as disaster recovery services.

Why We Do It: The Oracle ERP Management activity ensures the operation and integrity of financial functions such as payroll, procurement, cash management, employee benefits, and budgeting for Loudoun County Government and LCPS. Without this service, Loudoun County Government and LCPS would be unable to operate and maintain these core financial functions. Staff has successfully passed background screening required by the FBI's CJIS Division, allowing them access to systems that process or store criminal information. This screening also satisfies the IT audit requirements associated with the County's annual financial audit.

How We Do It Now – Current Service Level: Under current service level, this activity supports the Oracle ERP system, which manages key functions including financials, human resources, and payroll for the entire County and LCPS workforce. As of FY 2024, staff supports approximately 57 business process workflows for the County and 38 for LCPS, which includes regular service to maintain and enhance workflows to meet business process and data needs. At current service level, there are no unscheduled service outages and no data loss.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level is to maintain the current service level for this activity, while continuing to evaluate and adopt evolving technologies related to the ERP system.



Information Technology: Enterprise Systems Support

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide reliability and quality customer service of the ERP system through addressing tickets.					
Number of HCM tickets	295	156	341	220	375
Number of financials tickets	155	80	214	150	250
Sustain a secure ERP environment by reducing data breaches and minimizing loss of data from breaches.					
Number of security-related patches and upgrades	68	68	51	75	75
Number of incidents of data loss	0	0	0	0	0
Improve ERP effectiveness and efficiency by maintaining the current ERP version; and increase adoption of ERP solutions by supporting business process workflows.					
Number of business process workflows supported for the County	57	57	57	57	57
Number of business process workflows supported for LCPS	38	38	38	38	38
Ensure a highly available ERP system by minimizing unscheduled outages to less than three per year, and a duration of outage to an average of no more than one hour per outage.					
Number of outages	0	0	1	0	0
Duration of outages (in hours)	0.00	0.00	0.16	0.00	0.00



Information Technology: Enterprise Systems Support

Business Intelligence and Analytics

What We Do: This activity provides development and support for various processes such as ingesting, storing, organizing, and maintaining data created and collected by various County departments. This activity also creates and maintains data pipelines and information repositories that enable County staff to extract business insights from data.

Staff uses various reporting and analytics tools to assist the departments in Loudoun County Government and LCPS with identifying solutions to enhance or modify reporting functionality and capabilities. Staff collaborates with departments to understand their business needs for modifications or additions, and translates them into requirements. Staff analyzes the requirements and assesses the potential impact of change on the current reporting environment, including third-party products. Staff manages the development environment, collaborates with department users for User Acceptance Testing (UAT) of the reports, and migrates tested reports to the production environment. Staff assists Loudoun County Government and LCPS departments with troubleshooting connectivity to databases, resolving the issue internally or through escalation with third-party providers.

Mandate Information: This activity is not mandated.

Who Does It: County staff provides this activity with vendor services as needed.

Why We Do It: Data management activities ensure security and governance of County data assets throughout the data lifecycle stages. Data engineering activities ensure that data is prepped and available for County staff to analyze and interpret through various business intelligence tools. This activity also allows for collaborating and sharing information within a department or multiple departments, and enables staff to make data-driven decisions.

How We Do It Now – Current Service Level: Under current service level, staff maintains and administers database servers and supports data migration and data integration. Staff provides development and maintenance support for numerous reporting platforms including, but not limited to, PowerBI, Crystal, Oracle, and SSRS reporting tools. As of FY 2024, this activity is anticipated to support approximately 980 County ERP reports, 380 LCPS ERP reports, 2,500 SSRS reports, and 650 PowerBI reports, as well as 675 SQL server databases.

How We Plan to Do It in the Future – Recommended Service Level: Going forward, DIT recommends continuing to support the organization with reporting and analytics needs. This may include efforts to implement enterprise-level data platforms, such as data warehouses, that are designed to enable and support business intelligence and analytics activities.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain County and LCPS ERP reports.¹					
Number of County reports	n/a	982	982	982	982
Number of LCPS reports	n/a	381	381	381	381
Maintain non-Oracle reporting tools.					
Number of SSRS reports	920	1,819	2,524	2,535	2,585
Number of Crystal reports	956	956	970	902	906
Number of PowerBI reports	20	150	607	656	756
Create and manage SQL server databases.					
Number of databases managed	591	683	719	675	670
Number of upgrades and patches for database systems (patch SQL server)	663	690	777	700	700

¹ Data shown as n/a indicates a measure that does not have historical data.



Information Technology: Enterprise Systems Support

Enterprise Content Management (ECM)

What We Do: The Enterprise Content Management (ECM) activity provides content management, collaboration, and communication platforms for the County.

Staff collaborates with departments to understand their business needs for solutions, and translates them into requirements. Staff analyzes the requirements and assesses the potential impact of change on the current environments, including third-party products. Staff performs SDLC to include requirements gathering, system architecture and design, development, testing, and implementation. Staff also estimates, manages, and monitors the storage and computing requirements for the ECM environment, and works with the Data Center Services activity staff to proactively optimize the production environment.

Mandate Information: Portions of this activity are mandated. Records management activities are mandated through the Code of Virginia § 15.2-1242 and the Freedom of Information Act (Virginia Code § 2.2-3700).

Who Does It: County staff provides this activity with vendor and consulting services as needed.

Why We Do It: Without this service, the County would not be able to manage its records.

How We Do It Now – Current Service Level: Current service level includes support for collaboration and communication tools including Microsoft SharePoint, records management repositories, and Board meeting management tools. As of FY 2024, this includes managing approximately 160 million documents in Laserfiche and approximately 250 document management processes, as well as supporting approximately 3,800 SharePoint users across all County departments.

How We Plan to Do It in the Future – Recommended Service Level: Going forward, DIT recommends maintaining current service level for this function; although as technology evolves, the tools and level of support required may change over time.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Increase process automation to improve content management processes and reduce the amount of paper used.					
Number of documents managed within Laserfiche	143,180,107	146,405,098	158,573,108	166,000,000	174,000,000
Number of document management processes	205	246	250	260	270
Number of ECM systems in production	120	171	186	190	190
Number of electronic forms created	425	525	565	575	600
Increase the number of departments utilizing Microsoft SharePoint as a collaboration tool.					
Percentage of departments utilizing Microsoft SharePoint	100%	100%	100%	100%	100%
Total number of SharePoint sites	512	626	752	806	912
Number of active SharePoint sites	502	611	730	789	890
Number of SharePoint users	2,732	3,141	3,545	3,800	4,000



Information Technology: Enterprise Systems Support

System Design, Development, and Support

What We Do: This activity supports application development, maintenance, and lifecycle activities. DIT manages more than 200 applications for County departments.

Staff works closely with departments and follows a software development model based on intensive collaboration to identify, design, develop, test, and deploy solutions. This activity manages and updates the applications and the supporting interface architecture. In addition, staff upgrades software, diagnoses issues, applies software and security patches, and adds functionality to these applications to address customer needs. This activity includes development and maintenance of custom applications, as well as support to COTS applications. This activity further provides analysis of custom applications for potential consolidation and migration to the cloud. Staff provides administrative support for the County's internet and intranet services and several public-facing portals. Staff supports change control processes for system development and deployment as well as provides vendor management.

Mandate Information: This activity is not mandated.

Who Does It: County staff provides this activity with vendor and consulting services as needed.

Why We Do It: Without this service, the County would be unable to operate and maintain core functions relying upon technology applications.

How We Do It Now – Current Service Level: At current service level, this activity supports the organization with the development and deployment of custom applications, as well as supports the maintenance of approximately 100 custom applications and more than 110 COTS applications, in addition to other systems integration support.

How We Plan to Do It in the Future – Recommended Service Level: Going forward, DIT will seek to identify more cloud-based solutions and seek to migrate custom applications to COTS-based solutions. While increased support may be needed for this activity in the short term to shift away from custom applications, over the longer term, these shifts would be expected to result in a stabilization of the amount of support required.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Develop custom applications for departments.					
Number of custom applications developed	4	4	0	2	2
Number of departments supported	17	17	17	17	17
Number of new projects requested	9	2	0	2	2
Provide support for applications.¹					
Number of custom applications maintained	89	93	106	102	98
Number of COTS (commercial-off-the-shelf) applications maintained	n/a	114	114	116	118

¹ Data shown as n/a indicates a measure that does not have historical data.



Information Technology: Enterprise Systems Support

Quality Assurance and Quality Control (QA/QC)

What We Do: This activity supports the establishment of the County's practice and framework for quality assurance and quality control (QA/QC) to ensure that applications and technologies implemented are done in a standardized manner and are monitored appropriately.

Staff works towards standardizing a framework for system implementation processes, creating quality metrics, analyzing and evaluating metrics for continuous improvement, planning for internal audits, and preparing for the technology components of external audits (such as financial audits, HIPAA¹ audits, PCI DSS² audits, etc.) so that the organization may pass them with the highest compliance. This activity interfaces closely with the Project Management Office to ensure that QA/QC measures are included in the program management process, which includes system testing, user acceptance testing, and performance/load testing.

Mandate Information: This activity is not mandated.

Who Does It: County staff provides this activity.

Why We Do It: The QA/QC activity is necessary to support the Enterprise Systems Support Program as a whole, which supports core County functions. When QA/QC is adequately addressed, projects are more efficient and produce better functioning products for department and resident needs.

How We Do It Now – Current Service Level: Current service level involves support to all Enterprise Systems Support projects for system testing, performance and load testing, and quality assurance.

How We Plan to Do It in the Future – Recommended Service Level: Going forward, DIT recommends expanding the QA/QC function to reach additional programs and projects within the Department to increase overall quality and customer satisfaction. In addition, testing activities will be integrated into project plans.

This activity does not currently have any adopted performance measures; but over time, staff will continue to evaluate the service demands and processes associated with this activity to gauge whether relevant metrics can be implemented in the future.

¹ HIPAA is the Health Insurance Portability and Accountability Act.

² PCI DSS are Payment Card Industry Data Security Standards.



Information Technology: Technology Services

Budget, Procurement, and Administration

What We Do: This activity provides fiscal and budgetary oversight for DIT, timely and fiscally-responsible procurement of goods and services, office inventory management and control, payroll reconciliation, and front office support. Budget, Procurement, and Administration staff monitors the individual program budgets within DIT, providing projections and recommendations on how to most efficiently utilize the allocated funding to deliver IT solutions and services for individual departments and countywide enterprise solutions. This activity provides oversight and fiscal management of other funding sources, including Capital Asset Preservation Program projects, Capital Improvement Program projects, and miscellaneous grants and revenues. This activity supports all divisions within DIT for all matters involving contracts and purchasing, and is the liaison between DIT and the Loudoun County Procurement Division for purchase orders.

Mandate Information: This activity is not mandated.

Who Does It: County staff provides this activity.

Why We Do It: The Budget, Procurement, and Administration activity provides sound oversight and implementation of the DIT operating budget and overall DIT fiscal affairs, including financial support for the County's IT-related needs. This activity also manages procurement, which is vital to supporting the services provided by DIT. This activity serves as the essential link between DIT and the Department of Finance and Procurement and the Office of Management and Budget, ensuring adherence to County policies that govern purchasing and financial management.

How We Do It Now – Current Service Level: At current service level, the activity's goal is to execute all procurements within five business days and pay all invoices within 30 days. As of FY 2024, this activity is expected to oversee approximately 650 requisitions, 1,000 credit card purchasing transactions, and the processing of an estimated 2,750 invoices annually.

How We Plan to Do It in the Future – Recommended Service Level: Going forward, the recommended service level is to maintain current service level for financial and procurement support. As technology systems and contracts evolve, new and different types of processes and procedures may need to be developed to support the financial side of DIT operations. DIT will continue to monitor the volume and nature of evolving purchasing support needs to ensure that this activity is appropriately resourced to maintain service standards.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide financial and purchasing support to the Department.					
Number of requisitions issued	512	621	652	650	650
Number of purchase orders created	290	413	422	450	500
Number of invoices paid	2,350	2,517	2,813	2,750	2,800
Number of credit card transactions processed	652	873	1,127	1,000	1,100



Information Technology: Technology Services

Human Resources

What We Do: The Human Resources activity oversees the hiring of personnel, compensation and leave issues, policy development, and performance reviews, as well as works with the Department of Human Resources (DHR) to facilitate employee relations. This activity oversees and coordinates all departmental human resource matters, including compensation, benefits, leave, Family Medical Leave Act (FMLA) and Fair Labor Standards Act (FLSA) compliance, Americans with Disability Act (ADA) requests, and workers' compensation and disability claims. This activity further coordinates policy and procedure development and updates, personnel issues, discipline, and general maintenance of employee information. It also handles all departmental recruitment and hiring of personnel, ensuring compliance with the Equal Employment Opportunity Commission (EEOC) guidelines on employee selection procedures by reviewing each applicant's panel interview, personal references, previous employers, CJIS fingerprinting, and a thorough background investigation consisting of credit, criminal, driving, and education verification.

Mandate Information: This activity is not mandated.

Who Does It: County staff provides this service. However, DIT contracts out the following human resources functions: background verifications (credit, criminal, driving, and education) and CJIS fingerprinting.

Why We Do It: This activity allows DIT to meet human resources-related service needs in a timely and efficient manner without causing higher workload demands for centralized staff in DHR.

How We Do It Now – Current Service Level: As of FY 2024, this activity coordinates human resources processes and needs for a workforce of 119.47 FTE, plus any temporary and/or contractual support positions. Current service level is intended to ensure timely and EEOC-compliant recruitments, up-to-date employee records, management and employee support related to performance, and overall coordination between DIT and DHR.

How We Plan to Do It in the Future – Recommended Service Level: In the future, the recommended service level is to maintain current service level and continue supporting the overall coordination between DIT and DHR. Going forward, DIT would like the Human Resources activity to play a role in coordinating training and certifications for the workforce to ensure that workforce skills keep pace with evolving technology needs.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide human resources support to recruit and sustain DIT human capital.¹					
Number of new hires	10	13	15	15	15
Number of employee action forms processed	50	30	38	35	35
Average time to hire in days (time from the date of authorization to recruit to the start date)	n/a	n/a	115	90	90

¹ Data shown as n/a indicates a measure that does not have historical data.



Information Technology: Security

Policy and Risk Management

What We Do: This activity provides risk analysis for incoming technologies to establish compliance with the County's policies and Technology Roadmap. Staff assesses system vulnerability and manages the tools and technologies used to discover security vulnerabilities in the County's network. The County works with dozens of vendors to administer systems and software. Staff in this activity performs due diligence to ensure that these vendors meet security requirements, in addition to managing contracts with security-related vendors. Staff evaluates new technologies through research and implementation of new security technologies that address critical County needs. This activity interprets security policy and audit compliance for DIT and manages the security awareness program across the County in partnership with the Data Center Services activity.

Mandate Information: This activity is not mandated.

Who Does It: County staff provides this service with additional support through contractual services.

Why We Do It: This activity provides services in support of other County departments with mandated services. For example, HIPAA, PCI/DSS compliance, and routine assessments are managed through DIT's Security Program. Annual financial audits include an IT security assessment, as managed through DIT's Security Program, to ensure the integrity of County and school financial systems. Key contributions of this activity include analyzing risk, recommending policy to mitigate risk, and evaluating compliance. Staff and contracted staff have successfully passed background screening required by the FBI's CJIS Division, allowing them access to networks and computer systems that process or store criminal information. This certifies the staff to accompany contractors doing work in these facilities. The staff security screening also satisfies the IT audit requirements associated with the County's annual financial audit.

How We Do It Now – Current Service Level: As of FY 2024, current service level involves partnering and collaborating with departments and agencies to enhance the County's cybersecurity maturity and to preemptively detect malicious activity and respond to active threats before endpoints are comprised. This activity secures network traffic, endpoints, emails, cloud migration activities, and incident response preparedness. The current service level is intended to deliver security awareness training annually to the entire County workforce.

How We Plan to Do It in the Future – Recommended Service Level: In the future, DIT intends to continue to meet the evolving security risk management needs of the organization, while maturing cybersecurity readiness and ensuring that employees are aware of the most up-to-date cybersecurity defense methods and understand how to manage risk.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain 100 percent of employees completing annual security awareness training.					
Percentage of employees who have completed annual security awareness training	92%	78%	81%	90%	90%



Information Technology: Security

Threat Management

What We Do: This activity manages email (spam filters) and web filtering for malware and other malicious threats. Staff manages the filtering and encryption system for the County's email system and responds to requests for assistance with blocked emails, malicious email outbreaks, and secure email issues. Staff responds to requests for assistance with blocked websites as well as blocks malicious websites identified during security investigations. Staff manages firewalls to maintain the County's perimeter connections to the internet, and manages the County's remote access VPN solutions. Staff also manages systems for network access control and discovery through the identification of devices connected to the County network, and then determines if the device should be allowed to connect to the County network. This activity manages the systems that control virus and malware protection for all County workstations and servers in addition to managing the encryption and movement of data in and out of the County network to prevent data loss.

Mandate Information: This activity is not mandated.

Who Does It: County staff provides this activity with vendor and consulting services as needed.

Why We Do It: This activity provides services in support of other County departments with mandated services. For example, HIPAA, PCI/DSS compliance, and routine assessments are managed through DIT's Security Program. Annual financial audits include an IT security assessment, as managed through DIT's Security Program, to ensure the integrity of County and school financial systems. County staff as well as contracted staff have successfully passed background screening required by the FBI's CJIS Division, allowing them access to networks and computer systems that process or store criminal information. This certifies the staff to accompany contractors doing work in these facilities. The staff security screening also satisfies the IT audit requirements associated with the County's annual financial audit.

How We Do It Now – Current Service Level: Current service level is to block attacks from the internet, protect users from hostile websites, protect desktops and laptops from threats, and secure email accounts from receiving malicious emails. As of FY 2020, meeting current service level involved screening approximately 14 million emails. As of FY 2024, it is anticipated that 24 million emails will be screened while close to 5 million threats will be removed; and approximately 5 million external attacks from the internet will be blocked.

How We Plan to Do It in the Future – Recommended Service Level: In the future, DIT intends to meet evolving threat management needs by continuing to leverage partnerships with vendors to include email gateway protections, endpoint protections, network protections, and security monitoring so that the organization may combat threats in real-time.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Manage email-related threats.					
Number of emails received	17,903,559	19,496,609	23,611,990	24,000,000	25,000,000
Number of threats removed	4,784,932	5,448,705	4,602,510	4,800,000	5,000,000
Manage endpoint-related threats.¹					
Number of blocked external internet attacks	3,863,440	5,761,267	2,940,058	5,000,000	5,000,000
Amount of workstation malware removed	3,493	8,727	236,530	10,000	10,000
Manage mobile device-related threats.					
Number of managed iOS devices	2,560	2,524	2,961	3,000	3,000
Number of managed iOS devices not on current patch level	1,033	1,580	1,592	1,000	1,000

¹ High variability can occur in security-related measures due to evolving trends in the threat environment as well as evolving tools and processes used to identify and remove threats.



Information Technology: Project Management Office

Project Management and Implementation

What We Do: This activity provides insight into the County's IT-related needs, ensures proper vetting of hardware and software, and provides project management and oversight on projects assigned to functional team members as opposed to dedicated project managers.

Staff identifies new technology projects via the intake process, or by collaborating directly with departments and their leaders. Staff works with project stakeholders and subject matter experts to ensure that the intake request provides the necessary information for staff to analyze and determine the need for resources, level of effort, materials, schedule, and cost to successfully deliver technology projects. This analysis defines the scope of the work, activities, and deliverables required for the successful completion of the project.

To better support the number of IT-related projects, staff provides project management oversight and tools to guide DIT functional team members with project execution and communication with stakeholders. Staff creates processes and templates to help guide non-traditional project managers to be successful.

Mandate Information: This activity is not mandated.

Who Does It: County staff provides this activity. Contractual project managers are used for capital or enterprise projects requiring time-defined services.

Why We Do It: This activity is necessary for the evaluation of requests and implementation of County IT projects, many of which support the provision of mandated services and/or core County functions. This activity supports project management methodologies and best practices to enable IT projects to be delivered on time, with higher quality, and within estimates and expectations.

How We Do It Now – Current Service Level: At current service level, this activity partners with departments to ensure that all project requests go through the intake process and meet enterprise technology and security standards. As of recent years, meeting current service level involves conducting intakes for approximately 70 to 110 technology project requests annually.

How We Plan to Do It in the Future – Recommended Service Level: In the future, the recommended service level for this activity would include proactively working with departments to identify business process needs to then identify and leverage appropriate technology solutions. The volume and nature of project requests may change over time as DIT increasingly seeks to identify enterprise-wide solutions and as other technologies continue to evolve, including the ability for end-users to do development independently. In the future, DIT expects to understand project success by tracking customer satisfaction results and determining whether projects achieve their intended outcome(s).

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Coordinate and manage the County's IT technology requests.					
Number of requests processed through intake	105	77	75	100	100
Number of technology and security reviews	93	70	61	70	75
Number of projects created	63	79	43	60	65
Number of active projects	178	252	250	180	190
Number of projects completed	73	60	100	100	100



Treasurer

The Treasurer is a locally-elected constitutional officer whose duties are mandated by the Code of Virginia and local ordinances. The Treasurer is elected at-large for a four-year term and provides direct service to all Loudoun residents and businesses. The principal functions of the Treasurer's Office include billing and collecting taxes for real and personal property, business licenses, and other services as specified by the Code of Virginia and local ordinances; acting as primary depository of revenue for all County agencies, including Loudoun County Public Schools (LCPS); investing and safeguarding County funds; reconciling County funds to bank and investment accounts; and providing outstanding customer service to taxpayers, County staff, and LCPS staff.

Department Program

Administration of the Revenue

Collect real and tangible personal property taxes for the County and all seven incorporated towns and serve as the depository for cash receipts for all County and LCPS agencies.

Activities

- Administration of Revenue
- Revenue Accounting and Auditing of Funds
- Investment and Treasury Management of Funds
- Tax System Support

Financial Information

FY 2024 Adopted Information

	Expenditures	Revenue	LTF	FTE
Administration of the Revenue	\$8,157,650	\$31,204,845	\$(23,047,195)	56.00
Total	\$8,157,650	\$31,204,845	\$(23,047,195)	56.00



Treasurer: Administration of the Revenue

Administration of Revenue

What We Do: This activity serves as the main depository for all real and tangible personal property taxes, utilities, services fees, transient occupancy taxes, sales and use tax, and other miscellaneous invoices, including those for LCPS. The comprehensive program prepares and mails tax bills; collects and processes revenue; provides customer service relating to taxes; and accounts for all revenue from County residents, agencies, departments, and programs. Therefore, this activity also includes controls on billing and collections of such revenue that comply with applicable laws. This activity includes courier services for revenue collection throughout the County to those County agencies not located at the Government Center. This activity also collects non-payment of invoices using various collection methods authorized by law.

The Treasurer's Office receives revenue collection in the following ways: by mail, in-person at two offices (Sterling and Leesburg), online credit card, online electronic check, online bill payer services, through wire and/or automatic debit (ACH), and via interactive voice recognition methods. Drop boxes are conveniently located outside of both offices.

Mandate Information: Revenue collection is mandated by both the Code of Virginia and Loudoun County Codified Ordinances. In accordance with the Code of Virginia Chapter 58.1, the Treasurer is mandated to bill within 14 days of a due date; to collect County taxes and town taxes¹, taking additional steps as needed if delinquent taxes exist; and to deposit County funds in a timely manner. The Code of Virginia allows for the use of credit cards as a payment method and electronic billing as an alternative delivery method. Receivable administration for special tax districts is mandated in accordance with both Loudoun County Codified Ordinances and/or Virginia Code.

Who Does It: County staff provides this activity, supplemented by contracted services for lockboxes and printing and mailing tax bills.

Why We Do It: The Treasurer's Office is the financial officer for the County, collecting taxes and local fees, and making payments on behalf of the local government. The Treasurer's Office is responsible for every form of revenue that comes to the locality including taxes, permit fees, and fines. This also includes managing investment of local funds and maintaining records. County and LCPS operations and budgets are dependent on proper billing, collection, and safeguarding of all tax revenues, while ensuring proper accountability and financial controls are maintained at all points during the processes.

How We Do It Now – Current Service Level: Current service level includes processing semi-annual collections for real estate taxes and personal property taxes, monthly collection of fiduciary taxes, and annual collections for business license taxes. On an annual basis, the Treasurer's Office mails approximately 825,000 bills for real estate and personal property taxes. Current service level includes processing more than 1.5 million transactions (excluding online transactions) and approximately 150,000 delinquent actions annually, as well as responding to nearly 100,000 taxpayer inquiries annually.

How We Plan to Do It in the Future – Recommended Service Level: The County recognizes the evolving shift in how revenue will be collected. In the future, the Treasurer's Office envisions having payment kiosks in various locations throughout the County, and continuing to monitor trends on how new payment methods are utilized to ease the burden for citizens.

¹ The County has memorandums of agreement with the Towns of Hillsboro, Leesburg, Lovettsville, Middleburg, Purcellville, and Round Hill to collect real estate and personal property taxes on behalf of these incorporated towns. Revenues collected on behalf of the towns are remitted back to the towns, less a fee to offset the cost of the program.



Treasurer: Administration of the Revenue

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Bill semi-annual real estate, semi-annual personal property, and annual business license taxes.					
Number of real estate bills issued	261,692	256,758	258,010	282,496	311,452
Number of personal property bills issued	651,135	499,738	489,314	513,780	539,469
Process tax- and non-tax- (fines, permit fees, charges for service, commonwealth, and federal aid) related payments.					
Number of tax-related transactions processed (excluding online payments)	2,095,027	2,069,308	2,078,347	2,182,264	2,291,378
Number of non-tax-related transactions processed (excluding online payments)	18,927	22,360	23,459	24,632	25,864
Number of payments made online	665,000	211,000	8,000 ¹	8,000	9,000
Total value of tax collected online	\$363,000,000	\$450,000,000	\$596,000,000	\$656,000,000	\$787,000,000
Take proper collection actions for any delinquent accounts.					
Number of delinquent collection actions taken ²	102,049	49,755	56,979	59,828	62,819
Provide responsive customer service by responding to taxpayer inquiries.					
Number of taxpayer inquiries	110,331	129,001	121,151	127,209	133,569

¹ Beginning in the 4th quarter of FY 2022, the structure of the payment file changed by the vendor. Previously the file brought in the number of items paid. However, now only the account without an item count is brought in.

² Delinquent collection actions include liens, DMV stops, bankruptcy, court filings, etc. Multiple delinquent actions can be taken for a single account if it remains uncollected.



Treasurer: Administration of the Revenue

Revenue Accounting and Auditing of Funds

What We Do: The Revenue Accounting and Auditing of Funds activity involves managing the deposit and disbursement of all County and LCPS accounts, including tax refunds and operating expenditures. This activity is responsible for the reconciliation of more than 90 bank, investment, or credit card merchant accounts related to the County and LCPS ledger. The activity also manages the outstanding checks process and the state-mandated unclaimed property filing. Any disbursements mandated by Virginia Code or Loudoun County Codified Ordinances are reviewed, balanced, and processed through this program. This includes the mandatory remittance on the following: Transient Occupancy Tax, Health Department fees, Sheriff's Department fees, state sales tax, local fees and fines, Dulles Greenway, Metropolitan Washington Airports Authority revenue, Route 28 Tax District monthly remittance, Community Development Authority District remittance, Metro Tax District remittance, Greenleaf Tax District remittance, Tall Oaks Water and Sewer District remittance, and the Dulles Industrial Park Water and Sewer District. Additionally, the County assumed responsibility for billing, collecting, and administering real and tangible personal property for the Towns of Leesburg, Hamilton, Hillsboro, Lovettsville, Round Hill, Purcellville, and Middleburg. This program reconciles the daily and annual posting of all tax revenue and receivables that are maintained in the general ledger, including working closely with the controller in the preparation of the Annual Comprehensive Financial Report (ACFR).

Mandate Information: Under the Code of Virginia Title 58.1 (Taxation), the Treasurer is responsible for the receipt and disbursement of all County and LCPS funds. Specifically, the Code of Virginia §§ 58.1-3127 and 58.1-3127.1 requires the Treasurer collect and pay over all taxes and levies, keep correct accounts, and collect all amounts received by any County department or agency. Additionally, the Code of Virginia § 2.2-806 requires any state income tax payments received by the Treasurer to be transferred to the Virginia Treasury Office within one business day. The Code of Virginia § 55-1 Chapter 25 governs the disposition of unclaimed property, including intangible property. Additional mandates may apply to disbursements related to special districts and fees. The Code of Virginia § 58.1-3910.1 provides for the ability of the County Treasurer to bill and collect town taxes for real and personal property.

Who Does It: County staff provides this activity, with critical reliance on the tax system, Oracle, and bank interfaces.

Why We Do It: Not providing this activity could put the fiscal health of the County at risk by jeopardizing the ability of the County to accurately report financial data. Furthermore, the County's triple-AAA bond rating is partially dependent upon this activity. If this activity were not provided, there could be an increased risk of fraud, as timely reconciliation of County funds is an essential element of robust financial controls.

How We Do It Now – Current Service Level: Current service level supports 95 bank and investment accounts, for which 100 percent of bank reconciliations are completed within 60 days of the end of the month. Current service level also reflects processing approximately 50,000 tax refunds and 15,500 payment reapplications¹ annually. Staff completes an estimated 60 audits (internal and external) annually.

How We Plan to Do It in the Future – Recommended Service Level: This service level will continue as is. The County will continue to support all bank and investment accounts and complete the reconciliations within 60 days of the end of the month. The County will also continue to audit (internal and external) annually. This will ensure that the County continues with its triple-AAA bond rating.

¹ Reapplications are changes to tax account payments for the purposes of reallocating payments to multiple accounts. Examples include a payment for five accounts being redistributed from one account to five, or the transfer of a personal property tax payment from vehicle A to vehicle B when both vehicle A and vehicle B have the same property owner.



Treasurer: Administration of the Revenue

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Monitor and verify all County disbursements and receipts by reconciling the County's bank statements to the County financial system within 60 days of month end.					
Number of bank and investment accounts reconciled	142	661	174	183	192
Average number of quarterly bank transactions	391,000	452,000	504,000	554,000	609,000
Percentage of bank reconciliations completed within 60 days	100%	100%	100%	100%	100%
Actively manage the outstanding checks process and the state-mandated unclaimed property reporting and filing.					
Average number of outstanding checks subject to unclaimed property filing each month	3,885	3,209	3,511	3,687	3,871
Research and process payment reapplications or authorize refunds for real property and personal property.					
Number of tax refunds authorized	51,184	59,437	58,214	61,125	64,181
Number of reapplications	8,344	13,417	13,243	13,905	14,600
Complete regular internal and external audits.					
Number of internal and external audits completed	233	234	219	220	220



Treasurer: Administration of the Revenue

Investment and Treasury Management of Funds

What We Do: This activity monitors the daily cash flow of both the County and LCPS, for the purpose of meeting the expenses for the entire County and LCPS system, including payroll and operating checks. Other duties include monitoring for check fraud; issuing County and LCPS wires, check payments, and automatic debit (ACH) transactions; administering bond proceed accounts through Commonwealth State Non-Arbitrage Program (SNAP) accounts; investing excess cash; and monitoring and reporting on the County's investments.

The Treasurer's Office works 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. This activity maintains the County's primary banking relationship and associated services. The Loudoun County Finance Board, whose members are designated by Virginia Code, reviews the County's investment holdings and activities, and provides program guidance. This activity includes support to – and coordination of – the Finance Board.

Mandate Information: The Treasurer is required to deposit all County funds in qualified depositories, follow the County's Investment Policy, and adhere to multiple sections of Virginia Code. All financial institutions holding County funds must be qualified depositories, as defined by the Code of Virginia Chapter 44 (Virginia Security for Public Deposits Act, §§ 2.2-4400 through 2.2-4411). Investment of funds must strictly adhere to the Code of Virginia Chapter 45 (Investment of Public Funds Act, §§ 2.2-4500 through 2.2-4519). The Code of Virginia § 58.1-3132 requires the Treasurer to pay valid warrants and other legal demand instruments, as well as stipulates the rules for payment.

Who Does It: County staff provides this activity.

Why We Do It: This activity closely monitors the expenses associated with banking services to minimize the costs associated thereto. A thorough review of the County's cash flow and anticipated expenses is done to maximize the ability to invest. In-house investment management provides for a cost-effective manner of investing, which reduces outside management fees while allowing for a more concise view of cash flow needs to meet demands related to the growth of the County and LCPS. This activity also limits the County's exposure to fraud by providing additional fraud control and oversight of County and LCPS disbursements.

How We Do It Now – Current Service Level: Current service level reflects the management of an investment portfolio with an average dollar value in excess of \$1.0 billion¹. The Treasurer's Office strives to exceed the monthly benchmark rate of return. The current service level represents at least 35 percent of available funds maintained for liquidity. Staff processes approximately 12,000 ACH vendor transactions, approximately 550,000 ACH payroll transactions, and approximately 85,000 check payments (County and LCPS) annually. Current service level also reflects the initiation of approximately 1,000 wire payments annually.

How We Plan to Do It in the Future – Recommended Service Level: As prescribed by state code, the service level will remain consistent. The Treasurer's Office will continue to manage the investment portfolio and strive to exceed the monthly benchmark rate of return. Service levels will continue to represent at least 35 percent of available funds maintained for liquidity. Service levels for processing ACH vendor transactions, ACH payroll transactions, wire payments, and check payments (County and LCPS) are estimated to increase as the volume of transactions increases.

¹ As of August 2022, the average dollar value of the investment portfolio was \$1.204 billion.



Treasurer: Administration of the Revenue

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Meet or exceed the established benchmark rate of return (identified below) for the County portfolio.					
Benchmark rate of return (12-month average)	0.08%	0.23%	3.07%	5.00%	4.00%
Average realized rate of return	0.34%	0.30%	2.41%	5.00%	4.00%
Average dollar value of investment portfolio	\$1,163,000	\$1,204,000	\$1,466,000	\$1,576,000	\$1,694,000
Analyze and determine cash flows to ensure no less than 30 percent of available funds are maintained for liquidity for the purposes of meeting the County's daily needs.¹					
Average percentage of available funds maintained for liquidity	66%	55%	50%	50%	50%
Number of electronic (ACH) deposits ²	14,142	15,864	17,426	18,000	18,750
Analyze, review, and authorize disbursements and warrants, as mandated in accordance with the Code of Virginia § 58.1-3132.²					
Number of ACH vendor transactions (County)	9,440	11,243	12,098	12,703	13,338
Number of ACH payroll transactions (County and LCPS)	533,147	533,147	597,037	626,889	658,233
Number of check payments issued (County)	56,093	52,250	52,884	53,000	53,000
Number of check payments issued (LCPS)	18,600	15,253	16,473	16,967	17,476
Number of wires initiated	896	979	1,014	1,065	1,118

¹ Actual percentages will vary depending on market conditions. A higher rate of available funds maintained for liquidity may indicate better rates of return on short-term investments.

² The number of electronic deposits is a factor in cash inflows, which impacts the amount of funds maintained for liquidity as well as overall workflow in identifying the purpose of funds.



Treasurer: Administration of the Revenue

Tax System Support

What We Do: This activity provides technical support for the County’s electronic tax system, including preparing reports, running queries, loading various payment files, generating bill extract files, preparing revenue extract files for County financial needs, and performing required scheduled maintenance. To provide this activity, staff works in conjunction with the Department of Information Technology, the system vendor, the Department of Finance and Procurement, and the Commissioner of the Revenue’s Office. While support from the vendor is provided, day-to-day technical administration and system support is the responsibility of the Tax System Support team. This activity also provides support for all revenue collection processed through the cashiering system. The support of the tax technical team is critical to the successful interfaces into the County’s general ledger system. Other systems that interface with the tax system include the property assessment system (including all its supporting interfaces from courts, Mapping and Geographic Information, and the Board of Equalization), the general ledger financial system, Virginia’s Department of Motor Vehicles (DMV) and Treasury Office, Animal Control software, the Land Management Information System, and the parking tickets system.

Data files relating to all receipting and tax administration functions are created in this joint system for upload to the County’s financial system daily. This activity also provides system security oversight for all the systems accessible through the Treasurer’s Office.

Mandate Information: This activity is not mandated; however, the technical support of the tax system and cashiering modules is required to meet the mandated tax administration requirements and the Treasurer’s revenue collection mandate under both Virginia Code and Loudoun County Codified Ordinances.

Who Does It: County staff provides this activity.

Why We Do It: The functionality of the tax and cashiering system is critical to the County’s ability to process, collect, and bill County and town taxes and interface other revenue collected countywide. The system security oversight provided by this activity is critical to ensuring that access to private information of taxpayers is secure. This activity is an integral part of delinquent collections efforts, with the development of automated file generations to the Virginia DMV and Treasury Office, as well as by working on a customized annual court judgment process for delinquent taxpayers. This activity provides solutions to payment applications, website design, and automation needs.

How We Do It Now – Current Service Level: Current service level supports more than 80,000 e-bills annually, as well as sending 756,000 personal property, real property, business tangible, and delinquent bills annually. Currently, the Treasurer’s Office processes and handles two million transactions annually and maintains a 99.81 percent delinquent personal property tax collection rate and a 99.96 percent real property tax collection rate. The Treasurer’s Office handles more than 129,000 taxpayer inquiries annually and performs 59,000 refunds due to tax adjustments from the Commissioner of the Revenue’s Office.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level is currently not clearly defined, but the Treasurer’s Office continuously monitors trends and projections. Staff monitors for new avenues of collection of payments as well as reviews online payment systems, collection activity software, computer software, and server technology that help with processing taxpayer inquiries, payments, and collections, as well as reporting more efficiently.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Support the Treasurer’s Office in their mission to accept all deposits and disbursements.					
Number of e-bills provided to citizens	76,792	83,693	94,399	113,279	141,599



Human Resources

The Department of Human Resources (DHR) provides centralized support to County agencies and the County Administrator in human resources management. DHR strategically recruits, develops, and retains a highly qualified and diverse workforce in service of the County's mission in addition to maintaining a professional and safe work environment.

Department Programs/Activities

Staffing and Compensation

Provides countywide recruitment and selection services, manages human resources data for recordkeeping and analytics, and administers the County's classification structure and compensation plans.

Activities

- Workforce Staffing and Analytics
- Classification and Compensation

Benefits and Risk Management

Administers benefit and wellness programs for employees and retirees, and provides oversight of programs and processes to mitigate employment-related risk.

- Benefits and Wellness
- Disability and Leave Management
- Risk Management and Workers' Compensation

Workforce Relations and Development

Administers employee and labor relations functions and provides learning and organizational development opportunities to address workforce needs.

- Employee Relations
- Labor Relations
- Learning and Organizational Development

Systems and Internal Operations

Administers the Human Resources Information System (HRIS); manages office operations including budget, financial, and procurement support; and provides administrative support across DHR functional areas.

- Human Resources Information System (HRIS)
- Office Management and Operations

Financial Information

FY 2024 Adopted Information¹

	Expenditures	Revenue	LTF	FTE
Staffing and Compensation	\$2,134,056	\$0	\$2,134,056	14.00
Benefits and Risk Management	4,961,176	0	4,961,176	11.00
Workforce Relations and Development	2,589,597	0	2,589,597	12.00
Systems and Internal Operations	1,377,918	0	1,377,918	9.00
Total	\$11,062,747	\$0	\$11,062,747	46.00

¹ Sums may not equal due to rounding.



Human Resources: Staffing and Compensation

Workforce Staffing and Analytics

What We Do: The Workforce Staffing and Analytics activity provides recruitment and selection services to County management, and ensures the integrity of the data in the County's HRIS for the purposes of accurate recordkeeping, data reporting, and data analytics.

Staff manages the countywide recruitment and selection program, which includes advertising County positions, conducting diversity outreach, screening employment applications, assisting with interview panels, and conducting background screens. Moreover, this activity markets the County as an employer of choice in the region, through both candidate sourcing and by establishing strategic partnerships with area high schools, colleges and universities, professional associations, and community organizations. This activity provides advice and guidance to management on workforce planning-related policies, procedures, laws, and regulations. It also supports management by projecting and planning for future talent needs, and by reorganizing departmental and team structures.

This activity audits Employee Actions (EAs) forms to ensure compliance with County policies and procedures. EAs are processed for new hires; employee transfers, promotions, and demotions; changes to status, salary, or timecard classification; and for adjusting longevity or service dates. EAs are also used for managing changes in position hierarchies. This activity performs data entry of all EAs into the Oracle-based HRIS to ensure the retention and accuracy of data within Oracle. Additionally, this activity routinely audits system data to ensure data integrity. This activity develops and maintains human resources reports and dashboards. This activity also conducts analyses of data to identify trends and assist with strategic planning and data-driven operational decision-making. This activity performs federal reporting functions such as the submission of the EEO-4 (the state and local government report required by federal law every odd-numbered year to ensure compliance with the Equal Employment Opportunity Act).

Mandate Information: This activity is necessary to ensure compliance with multiple federal and state mandates, including:

- The Civil Rights Act of 1964 (Title VII), 42 U.S.C. § 2000e
- The Americans with Disabilities Act (ADA), 42 U.S.C. § 12101 (1990)
- The Family and Medical Leave Act (FMLA), 29 U.S.C. § 2601 (1993)
- The Age Discrimination in Employment Act (ADEA), 29 U.S.C. §§ 621-634 (1967)
- The Pregnancy Discrimination Act, 42 U.S.C. §§ 2000e, et seq. (1978)
- The Genetic Information Non-Discrimination Act (GINA), P.L. 110-233 (2008)
- The Uniformed Service Employment and Re-employment Rights Act (USERRA), 38 U.S.C §§ 4301-4335 (1994)
- The Equal Pay Act, P.L. 88-38 (1963)
- The Fair Labor Standards Act (FLSA), 29 U.S.C. § 203 (1938)
- The Immigration Reform and Control Act (IRCA), 8 U.S.C. § 1101
- The Code of Virginia § 15.2-1509 (Preferences for veterans in local government employment)
- The Code of Virginia § 15.2-1600 through 1656 (Local Constitutional Officers, Courthouses, and Supplies)
- The Lilly Ledbetter Fair Pay Act, P.L. 111-2 (2009)
- The Fair Credit Reporting Act (FCRA), 15 U.S.C. §§ 1681-1681x

Who Does It: County staff delivers this service.

Why We Do It: This activity ensures the County's compliance with all applicable federal and state laws and policies governing candidate recruitment and selection as well as employee pay. By ensuring the accuracy of data in the HRIS, the County can maximize its benefit from the Oracle system. Furthermore, the data reporting and analysis provided by this activity assists County management with strategic planning and data-driven business decision-making.

How We Do It Now – Current Service Level: Current service level involves providing advice, guidance, and service to 31 departments and agencies. In FY 2020, meeting service demands involved advertising approximately 491 jobs, screening



Human Resources: Staffing and Compensation

30,000 applications, and processing more than 7,600 EAs per year. As of FY 2024, meeting service demands is expected to involve approximately 550 job advertisements, screening approximately 29,000 applications, and processing approximately 8,000 EAs per year. DHR's service standard is to refer qualified applicants to hiring departments within three business days.

How We Plan to Do It in the Future – Recommended Service Level: In the future, DHR will continue evaluating the tools and processes used to support the organization with staffing needs, and identifying opportunities to achieve efficiencies. To gauge the effectiveness and efficiency of recruiting processes, DHR will monitor various performance metrics (as noted with asterisks (*) in the table below), including the average number of qualified applicants per recruitment, the average time to fill positions, and the percentage of qualified applications referred to departments within three business days.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Refer 95 percent of qualified applicants to County departments within three business days of the advertisement close date.					
Number of job advertisements	480	605	628	550	550
Number of applications received	29,622	27,343	30,177	29,000	29,000
Average number of qualified applications per recruitment*	45	33	33	40	40
Percentage of qualified applications referred to departments within three business days of the close date*	75%	80%	87%	95%	95%
Average time to fill positions (number of days from the position open date to the date of hire)*	142	133	132	120	120
Turnover rate	8.6%	12.1%	10.7%	10.5%	10.5%
Process EAs in a timely and accurate manner.					
Number of EAs processed	7,563	10,030	7,374	8,000	8,500
Number of new hire EAs processed	1,563	1,217	1,721	1,700	1,800



Human Resources: Staffing and Compensation

Classification and Compensation

What We Do: This activity ensures the County's pay plan remains in alignment with the Board of Supervisors' compensation philosophy by regularly performing market analyses and conducting and completing compensation surveys. This activity recommends and implements additions and revisions to the County's job classification structure and compensation plan and conducts special studies concerning pay compression and equity. This activity determines position classifications and appropriate salary offers, sets up and manages positions in the Oracle Human Capital Management (Oracle HCM) system, and ensures the overall integrity of the County's pay plan in consult with the County Administrator.

Mandate Information: This activity ensures compliance with multiple federal and state mandates, including:

- The Equal Pay Act, P.L. 88-38 (1963)
- The Fair Labor Standards Act (FLSA), 29 U.S.C. § 203 (1938)
- The Lilly Ledbetter Fair Pay Act, P.L. 111-2 (2009)
- The Code of Virginia § 15.2-1506 (Establishment of grievance procedure, personnel system, and uniform pay plan for employees)
- The Age Discrimination in Employment Act (ADEA), 29 U.S.C. §§ 621-634 (1967)

Who Does It: County staff provides this service, supplemented by contractual services for certain studies and initiatives.

Why We Do It: This activity ensures the delivery of market-competitive pay in alignment with the Board of Supervisors' compensation philosophy.

How We Do It Now – Current Service Level: Current service level provides for managing the classification and compensation structure for the County workforce, including three separate pay plans for the general workforce (which includes the medical pay plan), Fire and Rescue, and the Sheriff's Office. As of FY 2024, this activity is expected to benchmark approximately 30 percent of County positions annually for comparison against market competitors.

How We Plan to Do It in the Future – Recommended Service Level: In the future, DHR will continue to monitor various trends, including the percentage of County positions benchmarked each year (as noted with asterisks (*) in the table below), to ensure that all County positions are market competitive.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure that Loudoun County's pay policies deliver an average overall compa-ratio of at least 0.95.¹					
Average regular workforce salary compa-ratio	1.02	1.05	1.05	1.05	1.05
Continually benchmark County position salary ranges against the comparative market.²					
Number of County positions benchmarked	214	325	202	200	200
Percentage of County positions benchmarked*	32%	48%	30%	30%	30%

¹ The compa-ratio is a standard measure used to determine how actual employee salaries compare to salary range midpoints. As used here, it is calculated as the average actual hourly salary divided by the average salary range mid-point. A lower compa-ratio may be indicative of pay compression, in that a lower ratio reflects actual salaries being clustered in the lower end of salary ranges.

² Benchmarking County salary ranges for key positions against comparators' salary ranges helps analyze how Loudoun is delivering pay compared to its compensation philosophy.



Human Resources: Benefits and Risk Management

Benefits and Wellness

What We Do: This activity administers the County's benefit and wellness programs for active employees and retirees. This activity administers the following County benefits:

1. The Group Health Plan, including medical, prescription drug, dental, vision, and COBRA coverage
2. Medical Flexible Spending Accounts
3. Dependent Care Spending Accounts
4. Virginia Retirement System (VRS) benefits, including retirement and life insurance programs
5. The 457(b) Deferred Compensation Plan and Payroll Roth IRA
6. Long-Term Care Insurance
7. The Employee Assistance Program (EAP)
8. Line of Duty Act (LODA) benefits
9. The Tuition Assistance Program

In addition, this activity provides customer service to volunteer groups related to LODA. The County's Wellness Program for employees, retirees, and their families offers health education to support overall wellbeing. The Wellness Program encompasses a multitude of offerings, including onsite and online seminars, wellness challenges, biometric screenings, flu vaccinations, nutritional counseling, personal health coaches, and lifestyle and disease management programs.

This activity manages benefit eligibility review and compliance, and plans and administers the annual open enrollment process. It serves as an intermediary between customers and vendors to assist with resolving customer service issues and disputes. It also plans and delivers wellness-related programs and events. Additionally, this activity delivers training on the County's benefits program, including new employee orientation and retirement seminars. The work performed within this activity also includes responding to in-person, telephone, and email customer inquiries and requests as well as researching claims.

This activity provides strategic oversight of the County's financials related to benefits. This activity ensures that the County provides a competitive and financially viable benefits package, while proactively working to mitigate the costs associated with the program. This activity is responsible for benchmarking the County's benefits package and recommending updates to plan design and benefit levels based on market prevalence and risk factors. This activity administers vendor contracts and oversees vendor work related to the administration of the County's benefits program, including administering timely and accurate vendor payments. This activity ensures that the County's benefits program is administered in accordance with plan documents, applicable laws and regulations, and County policy, including ensuring compliance with federal reporting and notification requirements. This activity administers the financial aspects of the benefits program, including Group Health Plan cost projections, risk mitigation and budgeting, rate setting, cost sharing, monitoring the self-insurance fund and claims fluctuation reserves, funding claims accounts, processing program administrative fees for payment and other vendor payments, and coordinating actuarial services for plan valuations. This activity conducts program reviews, including auditing and dependent eligibility verification.

Mandate Information: This activity is necessary to ensure compliance with a variety of federal, state, and County regulations and policies, including:

- The Patient Protection and Affordable Care Act (PPACA), 42 U.S.C. § 18001 (2010)
- The Consolidated Omnibus Budget Reconciliation Act (COBRA), 29 U.S.C. §§ 1161 through 1169 (1985)
- The Code of Virginia § 51.1 (Pensions, Benefits, and Retirement)
- The Virginia Line of Duty Act, the Code of Virginia §§ 9.1-400 through 9.1-408
- Internal Revenue Code – Section 125 (Cafeteria Plans), 26 U.S.C. § 125
- Internal Revenue Code – Section 127 (Educational Assistance Programs), 26 U.S.C. § 127
- The Health Insurance Portability and Accountability Act (HIPAA), P.L. 104-191 (1996)



Human Resources: Benefits and Risk Management

- The Health Information Technology for Economic and Clinical Health (HITECH) Act, 42 U.S.C. § 139w-4(o)(2) (2009)
- The Women's Health and Cancer Rights Act, 29 U.S.C. § 1185b (1998)
- The Children's Health Insurance Program (CHIP), 45 CFR Part 95
- 42 CFR § 423.56, Creditable Coverage Notice (Medicare-eligible health plan participant creditable coverage notice requirements)
- The Pregnancy Discrimination Act, 42 U.S.C. §§ 2000e, et seq. (1978)
- The Genetic Information Non-Discrimination Act (GINA), P.L. 110-233 (2008)
- Governmental Standards Accounting Board (GASB)
- The Virginia Public Procurement Act, the Code of Virginia § 2.2-4300
- The Uniformed Service Employment and Re-employment Rights Act (USERRA), 38 U.S.C §§ 4301-4335 (1994)
- The Human Resources Policy Handbook – Benefits and Leave (as adopted by the Board)
- The Mental Health Parity Act (MHPA) and the Mental Health Parity and Addiction Equity Act (MHPAEA)
- The Consolidated Appropriations Act, Transparency Notification and Reporting (2021)

Who Does It: County staff provides this service, supplemented by contracted vendors and consulting services. Contracted vendors provide specialized benefit-related educational services, and deliver key elements of the Wellness Program including health coaching and onsite or online seminars. Consulting services also assist in determining health plan vendors and plan rates.

Why We Do It: This activity ensures the delivery of a competitive benefit package to aid in the recruitment and retention of top talent to the County, as well as mitigates and contains the costs of the County's benefit programs. It ensures the compliance of all benefit programs with applicable federal, state, and local laws. This activity ensures that customers are aware of and understand the many benefit options available to them under the County's benefits program, and delivers wellness activities that support employee productivity and positive health outcomes while helping to control health plan costs. This activity ensures that dedicated staff within DHR is available to assist with customer service inquiries. It also adds value by mitigating the risk of fraud, waste, and abuse within the benefits program through the oversight and expertise of benefits staff.

How We Do It Now – Current Service Level: Current service level provides for in-house plan design and administration of health and ancillary benefit options, oversight of health plan expenditures, and administration of retirement plans and vendor contracts. Additionally, current service level provides for administering wellness programs intended to promote the health of the workforce and mitigate trends in the growth of health care costs. As of FY 2024, meeting this service level involves supporting approximately 4,200 employees, 1,000 retirees, and 5,200 dependents eligible for full or partial benefits through the County's health plan. Additionally, this activity administers participation in the Deferred Compensation Plan for approximately 2,700 employees; and it is estimated that approximately 90 employees will be processed for retirement annually. This compares to FY 2020, when this activity supported approximately 3,500 employees, 720 retirees, and 3,700 dependents eligible for health benefits; administered Deferred Compensation benefits for approximately 2,400 employees; and processed retirements for approximately 80 employees. At current service level, this activity typically completes two health and welfare benefit benchmarking surveys each fiscal year.

How We Plan to Do It in the Future – Recommended Service Level: Going forward, this activity will continue to maintain the current service level in terms of the support provided to employees and retirees. This includes maintaining and expanding efforts to promote the health and wellness of the County workforce. DHR will continue to monitor market and industry trends in benefits provisions to ensure that the County's benefits remain market competitive. Support needs may evolve depending on market trends, changes in federal and state regulations, and other factors impacting the service delivery environment.



Human Resources: Benefits and Risk Management

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain or increase the number of health plan participants completing annual health assessments and receiving the Motivate Me wellness bonus.¹					
Number of covered health plan members completing annual health assessments	n/a	710	730	800	840
Number of Motivate Me participants receiving the wellness bonus	486	535	521	570	600
Percentage change in the number of Motivate Me participants receiving the wellness bonus	68%	10%	-3%	10%	5%
Maintain or increase the number of employees participating in financial wellness events each year.					
Number of financial wellness events conducted	43	25	37	40	40
Number of employees participating in the financial wellness events	439	342	494	525	550
Percentage change in the number of employees participating in financial wellness events	-15%	-22%	44%	5%	5%
Maintain or increase the percentage of employees participating in voluntary retirement programs.					
Number of employees participating in the 457(b) Deferred Compensation Program	2,547	2,560	2,626	2,680	2,730
Percentage change in the number of employees participating in the 457(b) Deferred Compensation Program	6%	1%	3%	2%	2%
Maintain or increase participation in comprehensive health management programs.					
Number of health plan participants engaging in preventative health services and disease management programs	4,434	4,476	4,969	5,200	5,450
Percentage change in the number of health plan participants engaging in preventive health services and disease management programs	18%	1%	10%	5%	5%
Provide tuition assistance to employees in accordance with County policy.					
Number of tuition reimbursements processed	213	201	227	215	220
Achieve and maintain a market-competitive health premium cost share of 80 percent employer / 20 percent employee.					
Average health premium cost-sharing split for current Plan Year (employer / employee)	80% / 20%	80% / 20%	80% / 20%	80% / 20%	80% / 20%
Ensure market competitiveness of the design and benefit level of the employee health plan.					
Number of benchmarking surveys conducted or participated in per fiscal year	2	4	6	2	2

¹ Data shown as n/a indicates a measure that does not have historical data.



Human Resources: Benefits and Risk Management

Disability and Leave Management

What We Do: This activity provides strategic oversight of the County's disability and leave benefits, and proactively mitigates the financial and operational costs associated with the program. This activity is responsible for benchmarking the County's leave benefits package to ensure that it remains competitive in the job market. This activity administers vendor contracts and oversees vendor work related to the administration of the County's leave benefits program, including administering timely and accurate vendor payments. This activity ensures that the County's leave benefits program is administered in accordance with plan documents, applicable laws and regulations, and County policy, including ensuring compliance with federal law and notification requirements. This activity administers the financial aspects of budgeting and processing program administrative fees for payment. This activity manages electronic vendor interface files and reconciliation of data to ensure cross-system functionality and accuracy.

Mandate Information: This activity is necessary to ensure compliance with multiple federal and state mandates, including:

- The Family and Medical Leave Act (FMLA), 29 U.S.C. § 2601 (1993)
- The Health Insurance Portability and Accountability Act (HIPAA), P.L. 104-191 (1996)
- The Code of Virginia § 51.1 (Pensions, Benefits, and Retirement)

Who Does It: The County uses contracted third-party administrators for short-term disability and FMLA claims. The County is fully insured for long-term disability. County staff manages the vendors and supplements this service.

Why We Do It: This activity adds value by ensuring that employees are aware of and understand the many leave options available to them under the County's benefits program. This activity ensures that employees have dedicated staff within DHR to assist with benefit eligibility and customer service inquiries. It also adds value by mitigating the risk of fraud, waste, and abuse within the benefits program through the oversight and expertise of benefits staff.

How We Do It Now – Current Service Level: Current service level includes periodic benchmarking of the County's leave benefits package, and supports approximately 4,200 benefits-eligible employees for the County's disability plans. Additionally, there are approximately 1,100 FMLA claims processed annually.

How We Plan to Do It in the Future – Recommended Service Level: Going forward, DHR plans to maintain the current service level for this activity. Service needs may evolve dependent on changes to regulations and trends in the County's competitive market.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Achieve an EEOC claims rate of less than two percent of all FMLA claims opened per fiscal year.^{1,2}					
Number of FMLA claims submitted	n/a	1,196	1,057	1,090	1,120
Number of FMLA-related EEOC claims	n/a	0	0	0	0
Percentage of FMLA claims opened resulting in an EEOC claim filing	n/a	0%	0%	0%	0%

¹ EEOC is the United States Equal Employment Opportunity Commission.

² Data shown as n/a indicates a measure that does not have historical data.



Human Resources: Benefits and Risk Management

Risk Management and Workers' Compensation

What We Do: This activity provides strategic oversight of the County's workers' compensation and injury leave benefits, occupational health program, and compliance with the Virginia Occupational Safety and Health Act; and mitigates risk by supporting the Employee Relations Division with managing the employee annual driving record checks. This activity further mitigates risk through administration of the County's property, casualty, and liability insurance policies. This activity proactively mitigates the financial and operational costs associated with the workers' compensation and occupational health programs; and is responsible for managing vendor contracts and overseeing vendor work to support stakeholder departments, which includes frequent interaction with vendor staff on active claims and training of County employees on policies and procedures related to work injuries. This activity ensures that the County's Risk Management Program is administered in accordance with the vendor contract, applicable laws and regulations, and County policy, including ensuring compliance with federal law and notification requirements. This activity administers the financial aspects of budgeting and processing program administrative fees for payment. This activity includes managing electronic databases and assisting with periodic audits to ensure compatibility of data across all utilized systems.

Mandate Information: This activity is necessary to ensure compliance with multiple federal and state mandates, including:

- The Occupational Health and Safety Act (OSHA), 29 U.S.C. § 651 et. seq.; and the Virginia Occupational Safety and Health Act (VOSH), Code of Virginia §§ 40.1-2.1, 40.1-6, and 40.1-22
- The Health Insurance Portability and Accountability Act (HIPAA), P.L. 104-191 (1996)
- The Virginia Workers' Compensation Act, Code of Virginia § 65.2-100 et seq.

Who Does It: The County uses a contracted vendor for occupational health services, with support provided by County staff. The County uses a contracted third-party administrator for workers' compensation and liability claim administration. County staff manages the vendor and supplements this service. County staff manages the driving record checks and VOSH compliance efforts.

Why We Do It: This activity mitigates risk across the entire County with respect to employee fitness for duty and ability to drive County fleet vehicles. This activity also ensures that the County complies with relevant VOSH regulations, to include tracking reportable injuries and illnesses throughout the year. This activity ensures that employees are aware of and understand the workers' compensation process and maintains compliance with state law. This activity ensures that customers have dedicated staff within DHR to assist with eligibility and customer service inquiries. It also mitigates the risk of fraud, waste, and abuse within the benefits program through the oversight and expertise of benefits staff.

How We Do It Now – Current Service Level: Current service level supports the administration of the Occupational Health Program; oversight of workers' compensation claims; and oversight of property, casualty, and liability insurance policies. As of FY 2024, this activity supports approximately 9,500 employees, including all temporary and seasonal employees, in addition to 800 combined Fire and Rescue system operational volunteers. Additionally, there are approximately 440 workers' compensation claims reported annually.

How We Plan to Do It in the Future – Recommended Service Level: Going forward, DHR plans to maintain the current service level for this activity. Staff will continue to monitor the risk profile of the workforce and seek to minimize work-related injuries and illnesses. Staff will monitor trends in the Occupational Safety and Health Administration (OSHA) case rate and in the mechanism of injuries to assist in developing strategies for future accident prevention (as noted with asterisks (*) in the table below).

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain or lower the incidence rate for OSHA cases per 100 FTE.					
Incidence rate for OSHA cases per 100 FTE*	3.24	3.97	3.06	3.75	3.75



Human Resources: Workforce Relations and Development

Employee Relations

What We Do: This activity ensures the County's compliance with federal and state employment laws and regulations and human resources policies, assists with maintaining positive and productive relationships between employees and management, and assists with managing employee performance and misconduct issues. This includes conducting investigations into workplace complaints and recommending corrective action where appropriate, mediating workplace conflicts, and managing the County's grievance process. This activity provides consultative advice and guidance to management on administering County human resources policies and complying with federal and state employment-related laws and regulations, including advising on employee disciplinary actions and reviewing associated documents. It also administers the County's performance appraisal program. Staff facilitates the County's fitness for duty process, the Americans with Disabilities Act (ADA) reasonable accommodation processes, and the religious accommodation processes. Additionally, this activity manages claims against the County under the United States Equal Employment Opportunity Commission (EEOC).

This activity is responsible for monitoring legislative changes and industry best practices that affect the County's human resources policies and procedures, and oversees edits to the policies and procedures. This activity includes internal compliance activities, such as auditing the practices of other human resources programs and activities to ensure compliance with applicable policies and laws.

Mandate Information: This activity is necessary to ensure compliance with multiple federal mandates, including:

- The Civil Rights Act of 1964 (Title VII), 42 U.S.C. § 2000e
- The Americans with Disabilities Act (ADA), 42 U.S.C. § 12101 (1990)
- The Family and Medical Leave Act (FMLA), 29 U.S.C. § 2601 (1993)
- The Age Discrimination in Employment Act (ADEA), 29 U.S.C. §§ 621-634 (1967)
- The Pregnancy Discrimination Act, 42 U.S.C. §§ 2000e, et seq. (1978)
- The Genetic Information Non-Discrimination Act (GINA), P.L. 110-233 (2008)
- The Uniformed Service Employment and Re-employment Rights Act (USERRA), 38 U.S.C §§ 4301-4335 (1994)

Who Does It: County staff provides this service, supplemented by contracted services for third-party involvement for complex or highly sensitive workplace investigations or mediation.

Why We Do It: The Employee Relations activity ensures the County's compliance with several federal and state employment-related laws and regulations, and mitigates the County's risk of employment-related litigation and claims. Further, the Employee Relations activity fosters retention of talent by promoting respect within the workplace and providing employees with a forum to resolve workplace complaints and concerns effectively. This activity also assists with improving employee performance and productivity.

How We Do It Now – Current Service Level: Current service level for Employee Relations involves managing investigations and inquiries, federal ADA and non-ADA EEOC claims, disciplinary actions, ADA case management, and grievances, in addition to providing consultative services to departments on sensitive employee relations matters. Additionally, at the current service level, this activity maintains the Human Resources Handbook and other human resources policies and procedures. As of FY 2024, service demands are anticipated at approximately 25 investigations and inquiries, three federal ADA and non-ADA EEOC claims, 100 disciplinary actions, 150 ADA accommodation requests, and up to five fourth-step grievances¹ annually. This compares to FY 2020, when meeting service level needs included 22 inquiries and investigations,

¹ A fourth-step grievance process is a disciplinary action appeal that has not been resolved at the department head level to the employee's satisfaction; therefore, it is heard by a panel comprised of members selected by the department head and the employee plus an independent chairperson.



Human Resources: Workforce Relations and Development

two federal ADA and non-ADA EEOC claims, 34 disciplinary actions, 90 ADA accommodation requests, and one fourth-step grievance.

How We Plan to Do It in the Future – Recommended Service Level: Going forward, DHR will maintain the current service level; and will seek to improve response times for employee relations services, improve case management processes and procedures, and leverage technology to improve the overall employee and management experience.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Achieve an EEOC claims rate (not ADA related) of less than 10 percent of workplace inquiries and investigations opened per fiscal year.					
Number of workplace inquiries / investigations	25	26	26	25	25
Number of non-ADA-related EEOC claims	2	4	0	3	3
Percentage of workplace inquiries / investigations resulting in an EEOC claim filing	8%	15%	0%	10%	10%
Provide alternate methods for resolving workplace communication issues and interpersonal conflicts.					
Number of Alternative Dispute Resolution cases managed per fiscal year	25	28	26	20	20
Achieve an EEOC claims rate of less than 5 percent of ADA reasonable accommodation requests received per fiscal year.					
Number of ADA reasonable accommodation requests	169	200	152	150	150
Number of ADA-related EEOC claims filed	0	0	1	0	0
Percentage of reasonable accommodation requests resulting in an EEOC claim filing	0.0%	0.0%	0.7%	0.0%	0.0%
Maintain a fourth-step grievance filing rate of less than 5 percent of formal disciplinary actions issued per fiscal year.					
Number of formal disciplinary actions issued	40	100	100	100	100
Number of formal disciplinary actions resulting in the filing of a fourth-step grievance process	0	2	3	5	5
Percentage of formal disciplinary actions issued resulting in a fourth-step grievance	0%	2%	3%	5%	5%



Human Resources: Workforce Relations and Development

Labor Relations

What We Do: This activity ensures the County's compliance with its collective bargaining ordinance, or CBO, and the Virginia State Code enabling collective bargaining in state localities (both newly adopted in 2021). This activity develops a labor relations management system consistent with the goals of the County to establish collaborative and effective collective bargaining with unions duly elected to be exclusive employee representatives. This activity manages the determination of employee eligibility to participate in collective bargaining and the bargaining unit assignment for all employees deemed eligible to participate in collective bargaining. This activity also designs collective bargaining training for managers and supervisors, and educates the general workforce about collective bargaining by developing and posting frequently asked questions and other information on a dedicated intranet site and through other activities. This activity participates in and supports labor contract negotiations. It also interacts with union representatives on areas of concern and oversees labor union dues handling.

Mandate Information: This activity is necessary to ensure compliance with state and local laws including:

- Loudoun County Codified Ordinances Chapter 259 (Labor Relations)
- The Code of Virginia § 40.1-57.2 (Collective Bargaining)

Who Does It: County staff provides this service, supplemented by contracted services provided by a third-party Labor Relations Administrator to assist with labor union certification and decertification processes, resolving labor management disputes, and the selection of mediators and arbitrators.

Why We Do It: The Labor Relations activity was established in 2021 to support the County's initiative to provide for collective bargaining between County management and duly certified unions. This activity is devoted to building management skills in labor relations management and collective bargaining. It promotes positive relationships with unions during their organizing activities and after a union has been elected. It is also devoted to informing and educating the general workforce to promote the County's goal of achieving an effective labor management relations system.

How We Do It Now – Current Service Level: Current service level for Labor Relations involves preparing for, negotiating, and implementing collective bargaining agreements. As of FY 2024, the International Association of Fire Fighters (IAFF) Local 3756 represents the Fire and Rescue bargaining unit of approximately 600 employees; and as of the time of writing this FY 2024 Program Review, contract negotiations are ongoing. Also, at the time of writing, the General Government and Labor and Trades bargaining units are not currently represented by a labor union, but together include another 2,200 to 2,300 employees. Another labor union is actively campaigning to represent employees in those two bargaining units.

How We Plan to Do It in the Future – Recommended Service Level: Going forward, a focus of the Labor Relations activity will be to ensure compliance with established collective bargaining agreements. The service demands for this activity will depend on the number of bargaining units that have elected union representation and/or that have negotiated collective bargaining agreements in place. While there are currently no established performance measures for this activity, staff will continue to monitor service needs and seek to identify applicable performance measures.



Human Resources: Workforce Relations and Development

Learning and Organizational Development

What We Do: Through the delivery of employee learning opportunities, this activity supports the County's compliance with employment-related laws, regulations, and policies; the professional development of County employees; and the fostering of a positive work culture and environment. The compliance and professional development needs of County employees and supervisors are met through developing, procuring, and/or delivering impactful classroom and online learning offerings related to the staff's service to the organization and the community. The Learning and Organizational Development function also advises executive and senior management on strategic efforts to enhance the effectiveness, productivity, and adaptability of individual department work environments and cultures. Staff facilitates group discussions on planning, problem solving, team cohesiveness, and collaboration. Staff also conducts various departmental and internal countywide surveys on a variety of topics, including assessments of work engagement and the work environment.

Mandate Information: This activity delivers training that is mandated by – or essential to – compliance with several federal and state mandates, including:

- The Civil Rights Act of 1964 (Title VII)
- The Americans with Disabilities Act (ADA)
- The Health Insurance Portability and Accountability Act (HIPAA), P.L. 104-191 (1996)
- CFR 49 Part 382.307 (Reasonable Suspicion Testing)
- The Virginia Occupational Safety and Health Act (VOSH), the Code of Virginia §§ 40.1-2.1, 40.1-6, and 40.1-22
- The Virginia Line of Duty Act (LODA), the Code of Virginia §§ 9.1-400 through 9.1-408

Who Does It: County staff provides this service, supplemented by contracted vendors that provide learning resources including an e-learning platform.

Why We Do It: This activity adds value by supporting the professional development of the workforce. It helps mitigate the risk associated with employment complaints and claims by supporting the organization's compliance with employment-related laws, regulations, and policies. This activity also enhances the work environment of the organization and individual departments.

How We Do It Now – Current Service Level: At the current service level, this activity provides a range of learning and organizational development opportunities across platforms, including in-person and virtual learnings, covering development opportunities for individuals, teams, divisions, departments, and other specialized cohorts. This covers individual professional development, supervisor development, and employment law and policy compliance. As of FY 2024, meeting current service level involves providing approximately 70 professional development opportunities, 40 organizational development offerings, and various compliance-related activities.

How We Plan to Do It in the Future – Recommended Service Level: Going forward, this activity will continue to address evolving trends in staff learning, the work environment, and work modalities, including increasing remote and hybrid work. This may include more hybrid learning opportunities and increased usage of individual and team virtual engagement tools. This also includes responding to the changing needs of departments with the facilitation of strategic and change management efforts.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Offer a minimum of 50 professional development learning opportunities to the general workforce each fiscal year.¹					
Number of learning opportunities offered (other than e-learning)	n/a	71	90	70	70
Number of attendees in learning offerings	n/a	1,231	2,193	1,500	1,500

¹ Data shown as n/a indicates a measure that does not have historical data.



Human Resources: Workforce Relations and Development

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Average employee satisfaction score with learning offerings	n/a	4.4	4.9	4.4	4.4
Offer a minimum of 40 organizational development (OD) activities each fiscal year to departments, divisions, or teams to foster collaboration, cohesion, and employee engagement.¹					
Number of OD activities and initiatives offered	n/a	54	49	40	40
Number of work teams participating in OD offerings	n/a	34	43	20	20
Offer a minimum of four compliance-related learning opportunities for the general workforce each fiscal year.¹					
Number of human resources policy and employment law compliance learning opportunities offered	n/a	5	3	4	4
Number of employees attending human resources policy and employment law compliance learning	n/a	232	167	150	150
Average employee satisfaction score with compliance learning opportunities	n/a	4.4	n/a	4.4	4.4
Offer a minimum of 12 compliance-related learning opportunities specifically for the supervisory workforce each fiscal year.¹					
Number of human resources policy and employment law compliance learning opportunities offered for supervisory staff	n/a	22	24	24	24
Number of supervisors attending human resources policy and employment law compliance learning	n/a	704	565	600	600
Percentage of supervisory workforce completing required compliance-related supervisory learning series	n/a	n/a	96%	80%	80%
Average satisfaction score with compliance learning opportunities	n/a	4.3	4.4	4.4	4.4
Mitigate employment-related risk to the organization by requiring all employees to complete annual occupational safety and health e-learning coursework.²					
Percentage of employees completing required e-learning coursework on occupational safety and health issues by the annual deadline	93%	91%	n/a	95%	95%
Provide leadership coaching and mentoring opportunities for supervisors, managers, and senior leadership.¹					
Number of supervisors, managers, and leaders participating in leadership coaching and mentoring	n/a	8	9	20	20

¹ Data shown as n/a indicates a measure that does not have historical data.

² Due to a transition in e-learning platforms, occupational safety and health e-learning that would typically have taken place in spring 2023 (FY 2023) will instead be scheduled for fall 2023 (FY 2024).



Human Resources: Systems and Internal Operations

Human Resources Information System (HRIS)

What We Do: This activity administers the core system of records for employee data to help the organization manage and automate human resources processes, such as organizing employee demographic and employment action data, benefits administration, time and attendance, performance reviews, and training. This activity continuously updates and audits the County's human resources systems to ensure functionality and alignment with industry standards and best practices. The systems overseen by this activity include the applicant tracking system, the case management system, content management and reporting tools, business process automation tools, and the following five modules within Oracle HCM: Core Human Resources, Employee Self-Service, Oracle Advanced Benefits, Oracle Learning Management, and Oracle Performance Management. This activity collaborates cross-functionally with other departments that have integrated payroll, time and labor, and finance modules. Additionally, Oracle User Productivity Kits (UPKs) are maintained to ensure that knowledge transfer is available within modules.

This activity approves and administers structural changes to the data housed in Oracle HCM, oversees the functional side of system testing and troubleshooting, and oversees the completion of major projects in the Oracle system. These include annual merit increases, annual performance appraisal administration, and annual open enrollment. In addition, this activity provides self-service support to current employees requiring assistance and former employees accessing payroll details, as well as Oracle patching administration. This activity includes internal compliance activities such as identifying missing data, recommendations for correction, and minimizing such errors in the future to ensure compliance with applicable policies.

Mandate Information: This activity assists with ensuring compliance with the Federal Health Insurance Portability and Accountability Act (HIPAA), P.L. 104-191 (1996).

Who Does It: County staff delivers this service.

Why We Do It: This activity ensures that complex functions are performed in Oracle HCM with a high degree of accuracy and timeliness.

How We Do It Now – Current Service Level: Current service level provides functional support for information systems, including Oracle HCM, the applicant tracking system, the case management system, reporting and content management, and business process automation tools. Staff supports data integration from external systems and data analytics. As of FY 2024, the current service level supports five Oracle HCM modules as delineated above.

How We Plan to Do It in the Future – Recommended Service Level: Going forward, DHR anticipates growing technology-related and business process needs for this activity. It is anticipated that additional resources will be needed to consolidate the oversight of systems, ensure data integrity, and provide capacity to respond to the increasing complexity of service delivery needs. This activity does not currently have any adopted performance measures; but over time, staff will continue to evaluate the service demands and processes associated with this activity to gauge whether relevant metrics can be implemented in the future.



Human Resources: Systems and Internal Operations

Office Management and Operations

What We Do: This activity provides comprehensive administrative support to all DHR activities. This includes delivering customer service through the DHR front counter, main telephone line, and email correspondence. This activity maintains files and official records related to Official Personnel Files (OPFs) and responds to FOIA requests. It monitors the Department's budget and ensures that expenses are paid on time and in compliance with County policies and procedures. It also performs general administrative tasks to support the Department's various activities, including ensuring payroll accuracy, verifying employment requests, maintaining Virginia unemployment claims, conducting onboarding and completion of Federal Form I-9 documents, and managing office supplies and equipment.

Mandate Information: Record keeping conducted by this activity is mandated by the Code of Virginia § 2.2-3704 (FOIA) and the Code of Virginia § 42.1-85 (the Virginia Public Records Act, Records Management Program).

Who Does It: County staff provides this service.

Why We Do It: This activity ensures the County's compliance with FOIA and records retention laws related to personnel records as well as procurement- and finance-related policies and procedures.

How We Do It Now – Current Service Level: At current service level, this activity administers internal and external operational support to include engaging with departmental staff, senior and executive management, and employees countywide. As of FY 2024, meeting the current service level involves processing approximately 30 FOIA requests, 100 unemployment claims, 400 verification of employment requests, and 1,200 Federal Form I-9 documents, in addition to processing OPF documents and uploading new hire paperwork. Starting in FY 2024, administrative staff will execute and process fingerprinting background checks for County safety-sensitive positions.

How We Plan to Do It in the Future – Recommended Service Level: Going forward, DHR will maintain the current service level for this activity. Staff will continue to monitor trends in the workload and service delivery environment to ensure that processing timelines are met for FOIA requests, verification of employment requests, I-9 employment eligibility verifications, and other documents.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Respond to 100 percent of FOIA requests within five business days.					
Number of FOIA requests received	14	30	32	30	30
Percentage of FOIA requests responded to within five business days	100%	100%	100%	100%	100%
Respond immediately to all Virginia Unemployment Commission claims.					
Number of unemployment claims processed	122	39	65	100	100
Respond to verification of employment requests within two business days.					
Number of verification of employment requests	425	301	254	400	400
Percentage of verification of employment requests responded to within two business days	100%	100%	98%	100%	100%
Complete I-9 employment eligibility verification for all new employees within three business days of hire.					
Number of I-9 employment eligibility verifications completed	944	1,014	1,258	1,200	1,300



Finance and Procurement

To effectively support County departments and constitutional officers in the provision of services to the residents and businesses of Loudoun County by professionally managing – on behalf of the County Administrator – organization-wide processes, and by providing sound advice in the areas of accounting, financial analysis, and procurement.¹

Department Programs

Accounting, Finance, and Operations	Activities
Provides timely and accurate financial analysis; accounting, processing, and reporting of financial transactions; financial and budgetary reporting; internal control and compliance monitoring; processing of employee payroll, accounts payable, and accounts receivable; and support of the Oracle system. Coordinates the annual audit and produces the Annual Comprehensive Financial Report (ACFR) and Citizens Popular Report to provide financial transparency to residents, bond holders, and grantors. Manages the payroll functions for the County Government.	<ul style="list-style-type: none"> Accounting and Financial Reporting Auditing Financial Operations – Payroll Services Financial Operations – Accounts Payable Financial Operations – Accounts Receivable Functional Systems Support
Procurement	
Responsible for the acquisition of all goods and services – including professional services and construction – that are required to meet the service needs of the growing population and of County Government operations.	<ul style="list-style-type: none"> Contracting Systems and Compliance Contract Administration
Finance and Procurement Administration	
Responsible for the Department’s administration, program evaluation, and grants coordination. Provides support in development, analysis, and execution of special projects and fiscal analysis based on best practices and data to improve program execution and outcomes. Provides support to the organization through the provision of grants coordination and program evaluation.	<ul style="list-style-type: none"> Internal Audit and Program Evaluation Grants Coordination

¹ In the FY 2024 reorganization, the Department of Finance and Budget was split to create the Department of Finance and Procurement and the Office of Management and Budget in the Office of the County Administrator.

**Finance and Procurement****Financial Information****FY 2024 Adopted Information¹**

	Expenditures	Revenue	LTF	FTE
Accounting, Finance, and Operations	\$5,071,390	\$4,500	\$5,066,890	29.00
Procurement	1,955,421	120,000	1,835,421	14.00
Finance and Procurement Administration	1,180,223	0	1,180,223	6.00
Total	\$8,207,034	\$124,500	\$8,082,534	49.00

FY 2024 Adopted Information – Capital Improvement Program²

	Expenditures	Revenue	LTF	FTE
Accounting, Finance, and Operations	488,784	488,784	0.00	3.00
Procurement	\$988,445	\$988,445	0.00	6.00
Total	\$1,477,229	\$1,477,229	0.00	9.00

¹ Sums may not equal due to rounding.² Sums may not equal due to rounding.



Finance and Procurement: Accounting, Finance, and Operations

Accounting and Financial Reporting

What We Do: The Accounting and Financial Reporting activity manages the centralized accounting system that processes, records, and reports all the County's financial transactions through the production of the ACFR and other internal and external management reports. All projects, grants, and funds are monitored and reconciled through this activity. This activity also ensures the availability of monthly and quarterly management reports used for budgetary control oversight, grant reports used to request reimbursement of grant funds, project financial status reports, and various other financial reports. Financial analysis and expertise are provided to all departments as is systems processing support for the general ledger, fixed assets, and projects and grants modules of the Oracle Enterprise Resource Planning (ERP) system. This activity ensures compliance with Governmental Accounting Standards Board (GASB) Statements, Federal Single Audit requirements, and accounting mandates as required. This activity implements new GASB Statements as required each year, which prescribe and result in evaluations and changes to accounting methods, disclosures, and reporting. An annual audited ACFR is presented to the Board of Supervisors' (Board's) Audit Committee by December 30 of each year, and is required to meet annual disclosure requirements under bond covenants.

Mandate Information: This activity is mandated by the Code of Virginia §§ 15.2-1541.1, 15.2-2511, and 15.2-2510, which requires the County to have centralized accounting systems for general government, annual independent audits, and submit a comparative report. The Federal Single Audit Act of 1984, amended in 1996, requires auditing of federal grants. The Code of Virginia Title 42.1 (Virginia Public Records Act) requires archival of records.

Who Does It: County staff provides this service.

Why We Do It: The continuous reconciliation of all funds and accounts of the County enables preparation of the Government Finance Officers Association (GFOA) award-winning ACFR, Popular Annual Financial Reporting Award Program, the Statement of Expenditures of Federal Awards, and the Comparative Report Transmittal Forms. Accurate reporting provides critical information for the Board and other financial statement users to make sound financial decisions and to maintain the County's triple-AAA bond rating. A triple-AAA bond rating is the highest rating given by the bond rating agencies and distinguishes the best financially managed jurisdictions with favorable current and future economic conditions. Jurisdictions with the highest ratings receive the lowest rates when financing projects, such as capital projects.

How We Do It Now – Current Service Level: Current service level involves approximately 1,500,000 general ledger transactions annually, representing a workload of approximately 185,000 transactions reviewed and reconciled per analyst each year. In FY 2020, the Board approved one financial analyst to address the increasing volume and complexity of accounting transactions associated with increasing appropriations, larger and more complex capital projects with multiple sources of funding, and federal- and state-funded grants, in addition to working on the implementation of new accounting standards. This position reduced the volume of transactions reviewed and reconciled per financial analyst. Current service level reflects adding approximately 400 fixed assets each year in addition to conducting approximately 45 employee trainings annually on the chart of accounts, the general ledger module of the Oracle ERP financial system, and available reporting options. At current service level, 51 funds are managed each year, with approximately 11 federal awards managed with expenditures greater than \$1 million. Current service level also involves reconciling and analyzing approximately 380 active grant awards and approximately 600 active capital projects each year.

How We Plan to Do It in the Future – Recommended Service Level: Over time, as the complexities associated with compliance to additional GASB Statements, shifting capital project priorities, and federal and state funding parameters continue, staff will manage increasingly complicated requirements in reporting. In some instances, these shifts will result in a growth in the number of transactions; while in other instances, the volume of transactions may decrease while the level of research and time devoted to the transaction will increase due to the technical complexity. In FY 2023, analysts were grouped into teams with a team lead. Each team has a focus area, capital projects, grants and projects, and a general ledger; and staff has support from the team lead for technical accounting issues, as well as support from fellow team members to be able to accommodate flexibility in workload, special project initiatives, and customer service requests. The measure of the number of



Finance and Procurement: Accounting, Finance, and Operations

general ledger transactions will be tracked to indicate the progress toward stabilization and/or the need for more resources in the future.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain a workload of less than 200,000 transactions reviewed and reconciled per analyst.					
Number of fixed assets added	564	315	394	340	340
Number of general ledger transactions	1,123,555	1,230,546	1,453,581	1,485,884	1,560,179
Number of general ledger transactions reviewed and reconciled by analysts	160,508	153,818	161,509	148,588	156,018
Number of transactions generated by new GASB Statements	425	596	418	400	400
Average annual continuing professional education hours per analyst	10	10	12	16	20
Assemble and provide a full accounting of the stewardship of financial resources.					
Total value of grant funds managed	\$177,475,313	\$156,626,993	\$150,310,609	\$164,458,343	\$167,747,510
Number of active grant awards	490	596	371	380	400
Number of active capital projects	401	329	542	596	620
Number of funds managed	47	49	50	51	52
Number of GASB Statements implemented	7	6	5	6	6



Finance and Procurement: Accounting, Finance, and Operations

Auditing

What We Do: The Auditing activity manages external and internal audits. This activity coordinates the collection of data needed to complete timely external audits and provides technical advice to the departments involved. In addition, internal audits may be coordinated and conducted as needed, and serve an important role in maintaining strong internal controls and preventing fraud. An annual audited ACFR is presented to the Board's Audit Committee by December 30 of each year, and is required to meet annual disclosure requirements under bond covenants.

Mandate Information: This activity is mandated by the Code of Virginia §§ 15.2-1541.1, 15.2-2511, and 15.2-2510, which requires the County to have centralized accounting systems for general government, annual independent audits, and the submission of a comparative report. The Federal Single Audit Act of 1984, amended in 1996, requires auditing of federal grants. The Code of Virginia Title 42.1 (Virginia Public Records Act) requires archival of records.

Who Does It: County staff provides this service.

Why We Do It: Adherence to Generally Accepted Accounting Principles (GAAP), Governmental Auditing Standards (GAS), and GASB Statements enables the County to receive an unqualified audit opinion from the County's external auditors, and allows the County to meet the federal requirement of Single Audit grant reporting. Additionally, annual audits provide an objective, independent examination of the County's financial statements. This increases the value and credibility of the financial statements produced by management, thus increasing user confidence in the information. Accurate reporting provides critical information for the Board and other financial statement users to make sound financial decisions and to maintain the County's triple-AAA bond rating.

How We Do It Now – Current Service Level: Current service level reflects approximately 14 audits each year.

How We Plan to Do It in the Future – Recommended Service Level: The County will be subject to an equivalent number of audits in the future, as required by the Code of Virginia and the Federal Single Audit Act. The implementation of new GASB Statements presents additional focus areas for external audits during the year of implementation and in subsequent years. Shifts to continued automation of systems and online payments will require enhanced auditing procedures in internal and external audits.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Complete audits as needed.					
Number of financial and ad hoc internal audits supported	14	14	14	14	14
Implement all GASB Standards within the prescribed timeframe.					
Number of GASB Standards implemented each fiscal year	7	6	5	6	6



Finance and Procurement: Accounting, Finance, and Operations

Financial Operations – Payroll Services

What We Do: This activity includes payroll processing of employee time and attendance reports for production of a bi-weekly payroll, and the submission of various payroll taxes and deductions, including garnishments. This activity processes the time and attendance entered by individual departments. Additionally, this activity includes submission of the Employer's Quarterly Federal Tax Return (Form 941) to the Internal Revenue Service (IRS) and the production of various state quarterly tax returns. This activity also produces W-2 Forms within IRS-required timeframes. This activity provides support and implements collective bargaining actions that impact payroll and specific groups of employees. This activity will process and validate payroll in accordance with the terms of the collective bargaining agreements, to ensure that provisions negotiated for specific bargaining units (e.g., benefits and leave) are applied correctly. Customer service is provided to all County employees and departments.

Mandate Information: This activity is mandated by the Code of Virginia §§ 15.2-1541.1, 15.2-2511, and 15.2-2510, which requires centralized accounting systems for general government, annual independent audits, the submission of a comparative report, and payroll deductions. The federal law Title 26 of the United States Code requires tax withholdings and annual reporting of wages. The Code of Virginia Title 42.1 (Virginia Public Records Act) requires archival of records.

Who Does It: County staff provides this service.

Why We Do It: This activity ensures accurate payroll processing of more than 110,000 payments annually, and the timely submission of various payroll taxes and deductions, to avoid penalties and federal violations. Accurate and timely submission of quarterly 941 reports and W-2 Forms to the IRS ensures compliance with all federal and state laws. Accurate enactment of terms of collective bargaining ensures compliance and avoids penalties associated with bargaining and employment agreements.

How We Do It Now – Current Service Level: Current service level reflects approximately 6,000 W-2 Forms processed and 166,000 employee payments per year, which represents a workload of more than 33,000 employee payments annually per payroll staff member. At current service level, payroll is processed within five business days of submission; and less than 1 percent of payroll checks are voided and reissued with a manual check.

How We Plan to Do It in the Future – Recommended Service Level: Future service levels will reflect additional subsets of employee payments related to collective bargaining units. These payments are anticipated to align with current pay periods; however, the bargaining agreements could contain stipulations for pay dates that are different from standard County pay dates. This shift will result in additional payroll transactions related to tax and benefit payments in addition to employee payments. The measure for the number of employee payments will be tracked to indicate the progress toward stabilization and/or the need for more resources in the future. Additionally, the County may allow remote work outside of Virginia, which would create additional filing requirements for state withholding and unemployment taxes.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain a maximum workload of 25,000 employee payments per staff member.					
Number of W-2 Forms processed	6,009	5,679	6,340	6,000	6,000
Number of employee payments made	152,878	130,509	158,430	166,352	174,699
Average number of employee payments made per staff member	30,576	26,102	31,686	33,270	34,934
Percentage of manual and voided payroll checks	0.18%	0.24%	0.20%	0.20%	0.20%



Finance and Procurement: Accounting, Finance, and Operations

Financial Operations – Accounts Payable

What We Do: This activity includes the payment of all supplier payments of the County and the timely production of the annual IRS information returns (Forms 1098 and 1099). The supplier administrator sets up all new suppliers, ensures compliance with federal requirements to meet the employee versus independent contractor status, and verifies all taxpayer information as provided on the IRS Form W-9. Support is provided to all departments for the processing of all accounts payable transactions. Checks, Automated Clearing House (ACH) payments, and wire transfer payments are audited and processed. Annual 1098 and 1099 forms are mailed to suppliers as required by the IRS. Customer service is provided to suppliers and County departments.

Mandate Information: This activity is mandated by the Code of Virginia §§ 15.2-1541.1, 15.2-2511, and 15.2-2510, which requires centralized accounting systems for general government, annual independent audits, and the submission of an annual comparative report. The Code of Virginia §§ 2.2-4347 through 2.2-4356 and Title 26 of United States Code require timely payments and annual reporting of certain payments to suppliers. The Code of Virginia Title 42.1 (Virginia Public Records Act) requires archival of records. Payments are made in accordance with the Virginia Prompt Payment Act, which states that payments are to be made within 45 days of receiving invoices.

Who Does It: County staff provides this service.

Why We Do It: Accounts payable staff monitors the activity to ensure timely payment of invoices and the accuracy of dates so that all transactions are recorded in the proper fiscal year.

How We Do It Now – Current Service Level: At current service level, invoices are paid in less than 15 days, 70,000 operating checks are issued, and approximately 1,200 new suppliers and supplier changes are verified and processed each year.

How We Plan to Do It in the Future – Recommended Service Level: More electronic payments to vendors are anticipated. This shift will reduce the number of checks physically handled by staff and will increase the number of electronic payments processed. This shift in service will require additional scrutiny in the areas of supplier bank account set up and control of payment transmittals while reducing staff time associated with sorting, folding, and printing checks.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Process accounts payable within 15 days from receipt to payment.					
Number of operating checks	88,423	64,159	92,738	70,000	70,000
Number of new suppliers and supplier changes verified and processed	2,200	1,223	1,200	1,200	1,200



Finance and Procurement: Accounting, Finance, and Operations

Financial Operations – Accounts Receivable

What We Do: This activity includes the management and collection of non-tax revenues due to the County. All computer interfaces from external systems are validated and processed to record tax and non-tax revenue of the County. External systems include the Land Management Information System (LMIS), PCI—the Treasurer’s tax revenue system, and Rec Trac—Parks, Recreation, and Community Services’ registration and payments system. The accounts receivable administrator sets up all new customers. Systems processing support and technical advice are provided to all departments for the processing of all accounts receivable transactions. All non-tax payments received by the County must have a corresponding invoice in Oracle. These invoices are monitored for accuracy of revenue recorded and aging of receivables. Departments are notified when invoices become past due and are followed up with to collect past due amounts. Departments are trained in proper invoice and credit memo recording in Oracle; and system processing support is provided to all departments. Subsidiary system interfaces are validated and processed daily; and support is provided to departments to address any interface issues.

Mandate Information: This activity is mandated by the Code of Virginia §§ 15.2-1541.1, 15.2-2511, and 15.2-2510, which requires centralized accounting systems for general government, annual independent audits, and the submission of an annual comparative report. The Code of Virginia Title 42.1 (Virginia Public Records Act) requires archival of records.

Who Does It: County staff provides this service.

Why We Do It: This activity monitors and follows up on outstanding receivables and ensures the accuracy of dates so that all transactions are recorded in the proper fiscal year.

How We Do It Now – Current Service Level: At current service level, approximately 97 percent of accounts receivable invoices are current (meaning, the invoices are not more than 30 days old and are not past due).

How We Plan to Do It in the Future – Recommended Service Level: Activities in the current period are targeted at proper training of departmental staff outside of Finance and Procurement to enter receivables as they become known. This focus will enhance reporting and tracking of revenues and cost recovery. Interfaces to systems outside of Oracle are expected to increase; and the Department will be involved in the set up and implementation of new interfaces so that the general ledger coding, tracking of receivables and revenue, and flow of information into Oracle is properly captured in a timely manner.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Work with departments to ensure that at least 95 percent of accounts receivable invoices are current.¹					
Percentage of accounts receivable invoices that are current ²	97%	68%	97%	97%	97%
Number of receivable and general ledger revenue interface files reviewed, validated, and posted in Oracle	5,541	5,926	6,222	6,000	6,000

¹ Current means that the unpaid invoice due to the County is not more than 30 days old and is therefore not past due.

² The presented data is as of the end of the fiscal year, June 30. The Department monitors performance based on set dates, typically the last day of the quarter throughout the year, and the last day of the fiscal year.



Finance and Procurement: Accounting, Finance, and Operations

Functional Systems Support

What We Do: This activity includes system administration of the Oracle ERP financial and human resources-related systems, including general ledger, projects and grants, accounts payable, accounts receivable, fixed assets, cash management, payroll, and time and labor. Support is provided to departments for security and technical/functional assistance. System upgrades and patches are coordinated, including large- and small-scale testing events. Functional production issues and service tickets are created, researched, and resolved. Additionally, financial reports for internal and external use are created and validated.

This activity includes functional-technical assistance to departments for the financial and relevant human resources-related modules of the Oracle ERP system. Department users report system issues to Functional Systems Support staff, who research and resolve them with a business process solution, training, configuration changes, or development or assistance via the Department of Information Technology (DIT). Service tickets are logged for all issues requiring assistance from DIT/managed services and/or Oracle support. Service tickets are prioritized and assigned to DIT development staff. Functional Systems Support staff performs initial user testing. Once accepted by Functional Systems Support staff, changes move to user acceptance testing and are then deployed in production through the Change Control Process. This activity also leads the financial operational portion of any department-requested reorganizations.

Mandate Information: This activity is not mandated by federal or state code.

Who Does It: County staff provides this service.

Why We Do It: This activity ensures the proper functioning of the County's critical Oracle system, which enables financial and human resources functions and provides ready access to financial and payroll information.

How We Do It Now – Current Service Level: Current service level includes approximately 112 service tickets completed annually, within ten days on average.

How We Plan to Do It in the Future – Recommended Service Level: This area of service has an integral role in system configurations for collective bargaining processing in payroll, report creation for GASB Statement changes, and interface additions for accounts receivable and revenue transactions from non-Oracle systems; it also takes the lead in department reorganizations. Growth in any of these areas will result in increased service requests from Functional Systems Support staff.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Complete service tickets in less than 65 days.					
Number of service tickets initiated	135	142	155	120	112
Number of service tickets completed	120	126	117	112	106
Number of open tickets at the end of the fiscal year	15	2	38	8	6
Average number of days to complete tickets	34	17	29	10	9



Finance and Procurement: Procurement

Contracting

What We Do: This activity is responsible for the acquisition of all goods and services required to meet the needs of the growing population and government operations, including professional services and construction. This activity is separated into capital and operating teams, with each being led by an assistant purchasing agent (APA). This activity prepares and issues formal and informal competitive solicitations, negotiates contracts, mediates contract disputes, and conducts supplier outreach programs (in coordination with Contract Administration staff). This activity facilitates formal competitive procurement processes – Invitations for Bid (IFB) and Requests for Proposal (RFP). IFB is a competitive, sealed bidding process where the award is made to the lowest responsive and responsible bidder. RFP is a competitive negotiation process where the award is made to what is deemed the ‘best proposal’ and where cost is not the only factor. Further, this activity also facilitates informal competitive processes as well as cooperative, emergency, and sole-source contract awards in addition to contract renewals for both formal and informal contracts.

In addition, staff advises the Board, County Administration, and departments on procurement matters; and staff provides training on procurement policies and procedures, contract administration, and use of e-procurement systems and delegated authority.

Mandate Information: The Virginia Public Procurement Act (Virginia Code § 2.2-4300 et seq.) requires specific competitive processes for the acquisition of goods and services at and above a state-specified threshold amount. The Procurement Division carries out those competitive processes through the Loudoun County Procurement Resolution that was adopted by the Board in 2011.

Who Does It: County staff provides this service.

Why We Do It: This activity ensures that contract awards are made in a fair and impartial manner with avoidance of the appearance of impropriety, while giving qualified suppliers access to the County’s business. The Procurement Division strives for innovation and excellence in its operation and service delivery to management, departments, and suppliers. The procurement function is not one that is typically outsourced given the nature of the work performed.

How We Do It Now – Current Service Level: At current service level, approximately 65 IFBs and RFPs are issued each year. Processing IFBs and RFPs includes drafting, issuance, evaluation, and award activities. Additionally, Contracting staff processes more than 500 contract awards, renewals, and amendments annually. All these actions require coordination of legal review with the County Attorney’s Office. Although the Board has approved several new contracting positions, the impact of those new positions has not yet been fully realized due to recruitment and retention challenges. The continuing trend is that purchases that previously were made through a simple purchase order or Purchasing Card (PCard) transaction are now requiring agreements to be reviewed and negotiated. Furthermore, efficiencies gained from using cooperative contracts are being countered by the requirement for third-party agreements that require review and negotiation as well. As such, each APA and the Division Manager are spending a significant amount of time performing contracting tasks to aide in filling the void to ensure timely processing of procurement transactions for departments. At current service level, there are approximately 20 new term contracts per year and an average of 700 active contracts each month.

How We Plan to Do It in the Future – Recommended Service Level: Over time, as the complexities associated with both small- and large-dollar purchases persist, Contracting staff will manage more increasingly complicated procurement transactions, which will extend completion timelines. New procurement delivery methods will be evaluated for the delivery of construction; and information technology goods and services will need to be evaluated to address the evolution of the County’s needs. This shift will require additional staff training and education.



Finance and Procurement: Procurement

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Process IFBs and RFPs within 17 weeks.					
Number of IFBs/RFPs issued	63	52	55	58	60
Average number of weeks to process IFBs/RFPs	27	23	23	21	20
Provide more contract access to departments.					
Average number of active contracts each month	742	803	801	825	830
Number of new term contracts	20	18	21	23	25
Total value of purchase orders for contracts	\$248,030,297	\$318,124,052	\$233,770,471	\$235,000,000	\$240,000,000
Achieve an external customer satisfaction rating of 4.00 (out of 5.00) or higher.¹					
Average external customer satisfaction rating	5.00	4.75	4.79	4.70	4.80

¹ The external customer service rating is calculated each year by the tabulation of customer service response cards that are filled out by external customers either at the Procurement Division front desk or submitted with responses to IFBs and RFPs.



Finance and Procurement: Procurement

Systems and Compliance

What We Do: This activity performs compliance reviews of procurement transactions by County departments and provides support, oversight, and training of e-procurement systems to both internal and external customers. This activity also manages all delegated procurement authority given to departments. In addition, this activity manages the PCard Program that provides a more efficient and cost-effective way to handle smaller-dollar transactions.

Mandate Information: The Virginia Public Procurement Act (Virginia Code § 2.2-4300 et seq.) requires specific competitive processes for the acquisition of goods and services. The Procurement Division carries out those competitive processes through the Loudoun County Procurement Resolution that was adopted by the Board in 2011.

Who Does It: County staff provides this activity.

Why We Do It: This activity helps to ensure that the County follows all procurement requirements and guidelines while providing efficiencies in the procurement process by delegating small purchase activities to departments, which allows the Procurement Division to focus on high-dollar, complex procurement transactions. In addition, this activity generates revenue for the County from rebates incorporated into the contracts for office and facilities supplies as well as from the PCard Program, all of which are managed by the Procurement Division. The Procurement Division strives for innovation and excellence in its operation and service delivery to management, departments, and suppliers.

How We Do It Now – Current Service Level: Current service level reflects an average monthly value of approximately \$900,000 spent on PCards. At current service level, approximately 18 percent of total purchases are made via PCard, approximately 70 percent of department purchases are from delegated authority, and the percentage of the value of delegated authority purchases compared to the total value is approximately 12 percent. Current service level maintains the value of contract rebates at approximately \$215,000 annually. The single transaction limit for PCards was increased from \$5,000 to \$10,000; and the number of PCards issued has increased by approximately 20 percent in the last four years to promote efficiency in the processing of small-dollar procurement transactions.

How We Plan to Do It in the Future – Recommended Service Level: This activity will continue to delegate small purchase needs to departments to support efficiencies while reviewing those transactions for compliance with procurement policies, procedures, and laws. Additional training for departmental purchasing staff will be needed as the County continues to see turnover in departments to ensure that delegated procurement authority remains in compliance. Additionally, it is expected that the number of PCards will continue to increase to support small-dollar purchases. An increase in the number of PCards will require additional monitoring by the Procurement Division to mitigate the potential for fraud.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Increase department use of delegated purchasing programs.					
Average monthly value of PCard spending	\$759,655	\$1,122,900	\$1,292,524	\$1,400,000	\$1,420,000
Percentage of PCard spending versus total spending	10%	11%	11%	11%	11%
Percentage of purchases by departments via delegated authority	57%	65%	66%	66%	66%
Percentage of the value of delegated authority purchases compared to the total value of all purchases	7%	10%	13%	14%	14%
Maintain a value of contract rebates greater than \$200,000.					
Total value of contract rebates	\$217,459	\$169,641	\$238,823	\$225,000	\$230,000



Finance and Procurement: Procurement

Contract Administration

What We Do: This activity provides training to contract administrators in departments and supports departments and suppliers in resolving contract disputes. This activity is also responsible for the administration of some countywide contracts. This activity participates in external supplier outreach events to educate suppliers on how to do business with the County.

Mandate Information: The Virginia Public Procurement Act (Virginia Code § 2.2-4300 et seq.) requires specific competitive processes for the acquisition of goods and services. The Procurement Division carries out those competitive processes through the Loudoun County Procurement Resolution that was adopted by the Board in 2011.

Who Does It: County staff provides this activity.

Why We Do It: This activity mediates contract disputes before it becomes necessary to initiate the formal claims process. In addition, training is provided to help prevent conflict by educating departments on good contract administration practices. The Procurement Division strives for innovation and excellence in its operation and service delivery to management, departments, and suppliers.

How We Do It Now – Current Service Level: Current service level includes participation in approximately 13 supplier outreach events annually. At current service level, this activity also provides online training to department contract administrators.

How We Plan to Do It in the Future – Recommended Service Level: As the County continues to grow, so will the number of contracts. As a result, strong contract administration practices will be imperative to ensure appropriate use of County funds and to ensure that the County continues to obtain high-quality goods and services. It is expected that additional live training will be provided to supplement the online training currently available to better support contract administrators. Furthermore, it is likely that the Procurement Division will be required to provide enhanced support to departments and to the supplier community if a disparity study is conducted and it is determined that changes to procurement practices are needed to enhance participation of specific supplier groups.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Market the benefits of conducting business with the County to potential suppliers.					
Number of supplier outreach events	12	11	13	13	14
Average external customer satisfaction rating (out of 5.00) ¹	5.00	4.75	4.79	4.70	4.80

¹ The external customer service rating is calculated each year by the tabulation of customer service response cards that are filled out by external customers either at the Procurement Division front desk or submitted with responses to IFBs and RFPs.



Finance and Procurement: Finance and Procurement Administration

Internal Audit and Program Evaluation

What We Do: This activity conducts various evaluations and internal audits of the County's processes and programs. Audits are routinely directed by the Board based on many factors such as necessary improvements to internal processes, to prepare for state or federal compliance audits, or to determine effectiveness of programming or functional areas. Department directors may also request program evaluation services as they plan to implement new processes, assess the efficiency of existing processes, or plan for staffing changes. These audits and evaluations are separate and apart from the required annual financial audits managed by the Department of Finance and Procurement and those routinely done by the Treasurer's Office. This activity results in recommendations for program and process improvements, as well as risk mitigation strategies. Audits can be department focused (e.g., audit of Housing Choice Voucher and Affordable Dwelling Unit Programs in the Department of Housing and Community Development); or audits can be countywide (e.g., audit of countywide policies and procedures). Staff provides recommendations internally to department and executive leadership and to the Board's Finance Government Operations and Economic Development Committee (FGOEDC) for completed evaluations. Due to the limited resources available to administer this activity, internal audit projects are generally scheduled based on the planned level of detail and the staff capacity of the departments engaged.

Internal audits evaluate efficiency and effectiveness of County programs, services, and processes; strengths and weaknesses of internal controls and processes; whether existing systems and processes are operating as intended; and whether programs are in compliance with relevant regulations, requirements, and best practices. County staff selects program evaluation or audit firms through an RFP process, with audit firms selected who have expertise in the audit areas. The audit firms typically have a multi-year contract with the County in order to be on-call when evaluation services are requested. When an evaluation is requested, Finance and Procurement staff works with the department and the audit firm to identify subject matter experts who can provide strategic, substantive advice on how to improve programs based on their knowledge of best practices in the field and their professional expertise. Following each internal audit, Finance and Procurement staff works to engage department stakeholders to ensure that recommendations are implemented. Department staff later reports on how recommendations have been implemented and their impacts on programs.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: This service is primarily provided by contracted auditing firms. County staff conducts some program evaluations but primarily manages audit contracts, coordinates with departments to implement the audit, and follows up with department leadership on the implementation of audit recommendations. Staff also reports to the Board and executive management as required.

Why We Do It: This activity helps to evaluate and continuously improve County operations. Ensuring that audit recommendations are implemented, this activity helps the County provide more effective and efficient services. Internal audits assist departments in analyzing issues and organizational challenges and formulating appropriate actions. Additionally, this activity provides departments with an external examination of compliance for programs that may be receiving an audit in the coming years.

How We Do It Now – Current Service Level: Current service level involves conducting approximately two internal audits annually. In FY 2019, staff time was reallocated to support the 2019 Comprehensive Plan and to support performance measurement for preparation of the FY 2020 Program Review. Starting in FY 2021, staff time was reallocated to audits and program evaluations; and since that time, staff has received a significant increase in requests for program evaluations as departments prepare for improvements. Therefore, staff has enhanced service to accommodate requests and improve service levels but has not increased the number of employees assigned to evaluation duties.

How We Plan to Do It in the Future – Recommended Service Level: Over time, County departments have identified numerous areas for improvement; and staff anticipates that this increase in requests for evaluations and audits will continue at a rate of seven requests per fiscal year. This increase is more than three times the rate that was reported in FY 2020. Staff anticipates that the need for standardized evaluations with valid recommendations will continue to grow as the County's



Finance and Procurement: Finance and Procurement Administration

population growth stabilizes and as departments identify needs for improvements based on changes to population demographics of newer residents.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Perform at least two internal audits each year to evaluate and improve County operations.¹					
Number of audits and program evaluations completed	3	2	1	2	2
Number of audits and program evaluations requested	5	7	5	7	8
Number of audits and program evaluations in process but not yet completed	2	5	4	5	6

¹ These internal audits are in addition to the County's required annual financial audits conducted by the Department of Finance and Procurement and the regular audits performed by the cash auditor in the Treasurer's Office.



Finance and Procurement: Finance and Procurement Administration

Grants Coordination

What We Do: This activity provides resources and guidance to County agencies on applying for and managing competitive grants from external sources, in addition to administering several County-funded grant programs. Each year, the County receives millions of dollars of commonwealth and federal funds. These grant funds supplement taxpayer funds to support County initiatives and the purchasing of capital assets. Most of these funds come from grants that are non-competitive, or are formula allocations from federal or state agencies that are funded upon application. Management of the application process and funding of non-competitive and formula grants is generally managed at the department level. Competitive grant funding requires a more extensive application and award process, as well as higher levels of post-award reporting. The Grants Coordination activity focuses on supporting departments to apply for and monitor competitive grant funds and administration of three County-funded grant programs. During the COVID-19 pandemic, this activity was expanded to include coordination, monitoring, and reporting of larger countywide federal grants. Since Loudoun County received its first portion of Federal American Rescue Plan Act (ARPA) funds, a total of 24 projects have been partially or fully funded, which range in purpose from support of small businesses and nonprofit organizations; to design and pre-construction of water and wastewater projects; to human services support such as telehealth, community support services, and housing initiatives. During the period of performance, 20 quarterly Project and Expenditure Reports will be completed, and eight annual Recovery Plan Performance Reports (including initial and final reports) will be completed.

As the County's centralized grant management resource, this activity actively searches for – and supports the application and management of – federal and state funds. These activities include consulting with departments on their needs for external funding or programming that could utilize additional federal or state dollars, and then providing advice and counsel to departments in the areas of reporting and compliance. In addition, Grants Coordination staff works with departments that have positions dedicated to grants management – and more closely assists departments that do not have dedicated grants staff – to help identify grant opportunities and assist with managing the grant application, administration, and reporting processes. As such, this activity is the clearinghouse for active grant applications, and processes grant application summary forms for departments. The purpose of this task is to analyze the grants being sought by departments, ensure that there is an adequate budget for any matching funds, and identify and resolve areas of duplicate applications across departments.

The Grants Coordination activity also maintains the centralized grant management software, which is the software of record for grants at the County. This software reconciles financial reports and data from grant funds, with grant performance and reporting required for all funding agencies. Staff will be implementing the full complement of services through the grant management system beginning in the fall of 2023.

In addition to actively seeking, applying for, and supporting the management of external funds, this activity also conducts grant training (e.g., grant management, data management and collection, evaluation methods, budgeting, etc.) for County departments and nonprofit organizations. This training supports the wider Loudoun community in diversifying funding and strengthening the sustainability of services for the County's most vulnerable residents. Grants Coordination staff also provides training that is specific to each of its three annual grant processes: the Human Services Nonprofit Grants Program (HSNP), Restricted Transient Occupancy Tax (TOT) Tourism Grants, and the Conservation Easement Assistance Grants Program.

HSNP is a community-building program in which County General Fund dollars are awarded on a competitive basis to local nonprofit organizations that provide a wide variety of services to Loudoun County residents, including health and human services and related infrastructure-of-care services, particularly for underserved residents. This competitive process receives an average of 55 organizational applications per year, and is responsible for coordinating training and reviews, recommending funding allocations, and supporting monitoring.

Restricted TOT Tourism Grants (also called 'RTOT Grants') are competitively awarded to local events and activities, with the goal of increasing tourism-related revenue by attracting visitors from outside the County. The RTOT Grants Program was paused for FY 2021 and FY 2022 due to the pandemic. Beginning in FY 2023, staff reintroduced the program



Finance and Procurement: Finance and Procurement Administration

and administered the competitive process for eight applicants. Staff anticipates that as the RTOT Grants Program becomes better known, the number of applications will increase.

Additionally, this activity administers other County non-competitive funding programs as directed by the Board, such as the Conservation Easement Assistance Grants Program. This program began in 2019, and provides grants to land trusts representing qualified landowners whose annual income falls within certain criteria to offset some of the costs associated with placing their land into a protected conservation easement.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: County staff delivers these services.

Why We Do It: The Grants Coordination activity provides County departments and their partners with enhanced ability to strategically apply for grants that address Board-identified initiatives and key department needs. In addition, the Grants Coordination activity leverages grant funding to supplement the use of local tax funding. This activity supports monitoring and oversight of federal and state grant requirements, and ensures the responsible distribution of local tax funds to funds to qualifying residents. HSNP provides funding for services that complement or enhance human services provided by the County, and strengthens the relationship between the County and community service providers. The RTOT Grants Program leverages funding received from transient occupancy taxes to support the development and marketing of programs and events that will generate additional TOT revenue. The Conservation Easement Assistance Grants Program provides necessary funds to qualifying residents who may not otherwise be able to place their land in conservation easement, and thus preserves Loudoun's agricultural and historical character for future generations.

How We Do It Now – Current Service Level¹: At current service level, this activity supports departments in identifying grant funding opportunities, assists with grant writing and editing as well as coordinates grant submissions, and monitors approximately 32 competitive federal and state grants each year. For federal and state grants that are non-competitive or continuations, this activity processes 50 grant application summary forms per year. Furthermore, current service level involves two applicant training programs in addition to reviewing, scoring, and supporting the quarterly monitoring of approximately 40 HSNP applicants and grantees. For non-human services grants, this activity includes one training program for RTOT Grants Program applicants in addition to coordinating reviews, scoring, and monitoring for up to 15 grantees. This service level is an increase from FY 2020 service level by approximately 50 percent.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level will depend on the continued alignment between Board initiatives and state and federal grant programs. In FY 2022, the United States Treasury announced the Infrastructure Investment and Jobs Act (IIJA), which allocated approximately \$1.7 trillion in federal funds to states and competitive grants to local jurisdictions that support infrastructure improvements. The Grants Coordination activity is responsible for providing strategic advice, which may change over time.

¹ A grant is defined as any non-County funding that requires an application or executive-level approval, or which is conditional upon meeting performance standards. Competitive grants are applied for without guarantee of receiving funding. The majority of County grants are non-competitive allocations from federal or state agencies that will be funded upon application. The Current Service Level section only tracks the grants that pass through the Department of Finance and Procurement for assistance or approval.

**Finance and Procurement: Finance and Procurement Administration**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Increase the number of competitive grant applications that are supported by the Department.					
Number of grants for which the County applied, reviewed by the Department	20	32	33	35	36
Number of federal and state grants identified as aligning with Board initiatives and department needs	30	37	47	60	68
Increase the efficiency and clarity of the application process for HSNP by FY 2021.					
Number of nonprofit grant applicants	48	62	74	76	78
Number of nonprofit grant applicants funded	34	39	41	42	43
Percentage of nonprofit grant applicant survey respondents that reported the process was "average" or "very easy" ¹	n/a	n/a	67%	63%	68%
Average score for nonprofit grant applicants ²	81	85	85	91	91
Manage the RTOT Grants Program.^{1, 3}					
Number of TOT grant applications reviewed	n/a	8	17	18	19
Number of TOT grants awarded	n/a	6	14	15	16
Manage the Conservation Easement Assistance Grants Program.					
Number of applications received	1	3	5	6	7
Number of applications approved	1	2	2	3	4

¹ The n/a indicates that the Department was not measuring data for this measure at that time.

² Nonprofit grant applicants are scored on a scale of 0 to 100.

³ TOT applicants must demonstrate their project's eligibility, provide required documentation, and meet the minimum scoring criteria to receive funding. If eligible requests exceed the amount of funding, only top scoring applications will be funded.



Public Safety and Judicial Administration FY 2024 Program Review

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Animal Services

To serve the community by promoting public safety and the compassionate treatment of all animals through humane education, community outreach, sheltering, and law enforcement.

Department Programs

Animal Shelter

Provides care and treatment for surrendered, stray, neglected, abused, abandoned, and impounded companion animals and livestock and facilitates placement through a variety of programs.

Activities

- Animal Intake, Care, and Placement
- Humane Education and Outreach Services

Humane Law Enforcement (HLE)

Provides for the health, safety, and welfare of the residents and animals in Loudoun County through the enforcement of both state and local laws pertaining to domesticated animals; protects public health and safety through management of sick, stray, injured, potentially rabid, or dangerous animals; and investigates and resolves reports of crimes against animals, including cruelty, neglect, and abandonment.

- Humane Law Enforcement (HLE)
- Dog Licensing

Financial Information

FY 2024 Adopted Information¹

	Expenditures	Revenue	LTF	FTE
Animal Shelter (including Outreach)	\$2,917,876	\$113,250	\$2,804,626	26.00
Humane Law Enforcement (HLE)	2,310,011	483,950	1,826,061	16.00
Total	\$5,227,887	\$597,200	\$4,630,687	42.00

¹ Sums may not equal due to rounding.



Animal Services: Animal Shelter

Animal Intake, Care, and Placement

What We Do: The Animal Intake, Care, and Placement Team provides daily care and husbandry for animals housed with the Loudoun County Animal Services (LCAS) Department. The new animal shelter facility, located in Leesburg, was completed and opened in FY 2022, and is approximately 22,000 square feet, with specialized design to support optimal animal health and welfare and resident services. At the animal shelter, animal care activities include feeding, cleaning, administering vaccines and medications, microchip implantation, medical and surgical procedures, and the mandated documentation of all animal information. Animal care staff performs behavioral and medical evaluations; provides exercise, socialization, and mental enrichment programs; and develops medical and behavioral intervention plans. Animal care staff also supports the foster care initiative (which utilizes volunteer homes to provide supplemental care for animals not ready for adoption) and transfer efforts (by partnering with other agencies to offer optimal adoption opportunities in the local community). This hands-on team also provides adoption, surrender, and euthanasia counseling, as well as performs euthanasia for animals who are dangerous, suffering, or otherwise unplaceable. Administrative staff oversees purchasing, payroll, facilities management, human resources, budgeting, financial accounting, and specialized software applications.

Mandate Information: Sheltering services for stray dogs, either provided by local government or contracted, are mandated in the Code of Virginia § 3.2-6546 B. Records for all animals must be maintained in accordance with the Code of Virginia § 3.2-6546 and various administrative codes enforced by the Virginia Department of Agriculture and Consumer Services. Sterilization of adopted cats and dogs must be provided or coordinated through LCAS, as mandated in the Code of Virginia § 3.2-6574.

Who Does It: County staff provides these services, with a very small percentage of specialized services (e.g., specialty veterinary procedures) being provided by external entities.

Why We Do It: LCAS operates the only open-access facility in the County, accepting stray and surrendered domestic animals regardless of age, temperament, or health. LCAS staff provides medical care for sick and injured animals, vaccination protocols to reduce disease in the shelter, and enrichment for all companion animals to reduce stress and maximize adoptability. The care staff provides adoption counseling to individuals interested in selecting a pet and offers surrender counseling designed to gather vital behavioral and medical information from the pet owner to find the pet the best possible outcome post-surrender. Additionally, LCAS staff connects residents with animals to resources to assist in preserving the human-animal bond, staffs the animal shelter's front counter, assists customers with questions and concerns and with completing the adoption application process, provides support and guidance post-adoption, maintains LCAS's lost and found pet database, reduces euthanasia by providing alternatives to surrender, and accepts stray and surrendered pets from Loudoun residents. Retention counseling is offered to each person looking to surrender a pet, with the goal of keeping animals with their families whenever possible, thus reducing the number of animals unnecessarily brought into the shelter system. LCAS staff is trained in crisis situations such as large-scale animal seizures, dangerous and fractious animal handling, livestock husbandry, and pet-friendly sheltering in the event of a disaster. Without these services, the Loudoun community would not be equipped to handle animal-related safety and welfare concerns that arise; and pets and people in crisis would have limited options, if any. LCAS also provides temporary pet sheltering services for clients of local nonprofit organizations and human/social services agencies, with the goal of ensuring a holistic service delivery to those most in need. LCAS has also developed plans in collaboration with the Office of Emergency Management (OEM) to ensure that Loudoun County's disaster response plans include addressing the needs of residents with pets, to remain eligible for federal funding in the event of a major disaster or emergency.

How We Do It Now – Current Service Level: Current service level maintains a live release rate of 94 percent or higher for approximately 2,400 companion animals annually. Through this function, LCAS receives stray, surrendered, seized, and abandoned animals, over 70 percent of which have complex medical or behavioral challenges that require elevated resources to effectively manage. Current service level represents processing nearly 1,800 adoptions and returning 300 animals to their owners. Additionally, current service level provides for revenue-neutral transfer services for approximately 600 animals.



Animal Services: Animal Shelter

Service level indicators are based on the current ratio of complex animal intakes, which is likely to grow, consistent with national trends as pet overpopulation levels drop. If more complicated intakes are necessary, service levels may be impacted. Service level indicators are also based on the current human population, assuming a static per capita pet ownership rate and stable economic climate. However, if human population dramatically rises, economic conditions negatively impact pet ownership, or per capita pet ownership increases, service levels may be impacted. In FY 2023, LCAS saw a dramatic spike in local intakes, with the stray and owner surrender categories, bringing the dog kennels to full capacity for the first time in over ten years. It remains to be seen whether this is a long-term issue, or one tied to the current challenges with veterinary access and pet-inclusive housing.

A full-time shelter veterinarian and two veterinary technicians provide all in-house medical care and oversight for tasks such as wound repair, vaccination, sterilization, minor and major surgeries, animal cruelty assessments, dental procedures, amputations, euthanasia, specialized feeding plans, medically addressing behavioral deterioration resulting from kenneling, and all aspects of physical and mental health care for approximately 2,300 sheltered animals per year, in addition to performing necropsies and evidence collection and testifying in court on animal cruelty cases.

How We Plan to Do It in the Future – Recommended Service Level: In the future, it is anticipated that intakes to LCAS will grow at a faster rate than in years past due to the greater accessibility of the facility, which is now located in Leesburg, compared with the less-central location of the previous facility. If intakes continue to increase at the rates seen from FY 2022 and FY 2023, LCAS will have to modify and expand operations to maintain the current service level. LCAS expects that the metrics with asterisks (*) below will indicate that the program may need to adjust its services or service levels. This would necessitate the addition of staff, an increased volunteer base, a more comprehensive focus on pet retention programs, and improvement of support initiatives, such as dog training, pet supply and food pantries, low-cost veterinary care, and pet ownership classes. The quality of service provided will be impacted by the types and special needs required by the animals received, and the rate at which those animals need shelter as compared to animals who require less skilled care. Animals with complex medical and behavioral histories – and residents in need of advanced interventions – require a higher level of service that is not presently available to meet the demand seen in FY 2023 on a prolonged basis. LCAS has released a five-year strategic plan to create a framework to support future success in service delivery.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Achieve an 85 percent or higher rate of live animal outcomes.					
Total live release rate	94%	95%	94%	94%	93%
Total intake of dogs*	602	765	967	1,200	1,400
Total intake of cats*	827	1,117	1,078	1,300	1,500
Total intake of other species*	614	359	383	475	500
Number of animals with complex medical or behavioral challenges	65	49	61	70	70
Number of animals adopted	1,485	1,864	1,825	1,800	1,900
Number of animals returned to owner	239	250	358	300	300
Increase feline return-to-owner (RTO) rate, maintaining a minimum of double the national average (2 percent).					
Feline RTO rate	20%	20%	24%	25%	25%



Animal Services: Animal Shelter

Humane Education and Outreach Services

What We Do: This activity expands the reach of LCAS beyond the confines of the physical structure through marketing, educational initiatives, and participation in community events, forging meaningful community partnerships and developing humane communities. In addition, the team develops community relationships that facilitate foster and transfer programs, with the goal of securing the best placement option for each animal. This activity works closely with animal-oriented businesses and nonprofit organizations to serve Loudoun residents. For instance, staff collaborates with community partners to help operate the Loudoun Pet Pantry, which provides emergency food supplies for family pets in need, reducing the need to surrender these pets to the animal shelter due to financial hardship.

Mandate Information: This activity provides support to the animal sheltering services mandated in the Code of Virginia § 3.2-6546 B – “the governing body of each County shall maintain (or cause to be maintained) a public animal shelter...” Additionally, the Code of Virginia § 3.2-6546 requires maintenance of lost and found directories and written records of each companion animal within the care of LCAS, and prohibits adoption of animals under the age of eight weeks, necessitating placement in foster care.

Who Does It: County staff provides this service with the support of over 200 volunteers and countless public-private partnerships.

Why We Do It: The Humane Education and Outreach Services staff provides vital, cost-saving support to LCAS by recruiting and training volunteers. This activity also plays a key role in reducing euthanasia and the daily cost of animal care, and it supports the foster care and animal placement programs.

LCAS provides a low-cost vaccination and microchip program for owned pets in Loudoun County. Program goals include mitigating rabies risk, creating a healthier animal population, increasing RTO rates for lost pets, increasing dog license compliance, and connecting with the pet-owning community. LCAS is expanding its reach to targeted locations around the County to continue assisting residents of varying backgrounds and needs with accessing these critical services.

LCAS education programs provide vital information to the Loudoun community to reduce animal bites; reduce euthanasia of healthy, safe, and treatable pets; interrupt the cycle of animal cruelty; promote adoptions; and develop a community of educated and empowered pet owners.

How We Do It Now – Current Service Level: Current service level supports over 100 annual outreach activities and up to 200 active volunteers. At current service level, volunteers contribute over 15,000 hours of service at a value of over \$450,000. Currently, volunteers are waitlisted to ensure that all interested volunteers can receive proper animal handling and safety training. At current service level, LCAS coordinates life-saving foster support services to approximately 400 animals over the course of the year, giving young puppies and kittens and adult animals in need of in-home care the opportunity to receive such care outside of the shelter and become eligible for adoption. Using state and national formulas, the animal foster parent program saves LCAS over \$350,000 in labor each year.

How We Plan to Do It in the Future – Recommended Service Level: The current demand for volunteer opportunities far outweighs the ability for one person to handle. If LCAS wants to increase volunteer opportunities and allow for further growth, it will require expansion of staffing. Youth and adult educational programs also routinely book completely within minutes of offering, and as LCAS seeks new ways to increase community trust and engagement, this area will likely require additional staff support as well.



Animal Services: Animal Shelter

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Increase presence in the community through social media, online, and outreach activities.					
Number of outreach activities to promote animal service	44	81	86	75	75
Number of humane education activities	49	156	152	130	130
Number of participants attending humane education and outreach activities	3,188	14,884	29,186	25,000	25,000
Number of social media followers	23,770	27,296	30,748	32,000	32,000
Number of owned animals provided with low-cost vaccination or microchip services	820	635	1,111	600	600
Increase the level of volunteer support through appropriate training.					
Number of adult volunteers	144	171	210	200	200
Number of volunteers under the age of 18	49	77	104	100	100
Number of volunteer hours	5,227	12,893	15,799	16,000	16,000
Total value of volunteer hours	\$148,788	\$367,833	\$483,991	\$479,200	\$479,200
Number of foster families	172	98	168	150	150
Number of foster care hours	11,385	12,940	11,246	11,000	11,000
Number of animals sent to foster care	677	621	946	600	600
Total hours of volunteer training provided	40	174	173	150	150



Animal Services: Humane Law Enforcement (HLE)

Humane Law Enforcement (HLE)

What We Do: The Humane Law Enforcement (HLE) activity provides for the health, safety, and welfare of the public and animals in Loudoun County through the enforcement of both state and local animal laws. Services are provided 24 hours per day, 7 days per week for critical or emergency animal-related issues that impact the public.

Humane Law Enforcement Officers (HLEOs) protect the public's health and safety from sick, stray, injured, rabid, or dangerous animals, and advocate for the welfare of animals by promoting and providing for their safe, humane, and lawful treatment. HLE works in partnership with public safety agencies; investigates and resolves reports of animal cruelty, neglect, and abandonment; performs skilled rescues of domestic animals and livestock; and participates in educational programs. LCAS dispatchers and HLEOs provide education to the community on domesticated-animal- and wildlife-related issues. This team also handles technical large animal rescues in partnership with Loudoun County Fire and Rescue.

Mandate Information: Pursuant to the Code of Virginia § 3.2-6555, it is mandated that “the governing body of each County or city shall, or each town may, employ an officer to be known as the animal control officer who shall have the power to enforce this chapter, all ordinances enacted pursuant to this chapter and all laws for the protection of domestic animals. The governing body may also employ one or more deputy animal control officers to assist the chief animal control officer in the performance of his duties.”

Who Does It: County staff provides this service.

Why We Do It: Understanding animal behavior and needs across species lines as well the laws that pertain to companion animals, agricultural animals, and wildlife requires knowledge, skills, and expertise unique to HLEOs. This team of officers is strategically deployed throughout the County to provide timely response to public requests for services. Officers successfully resolve a majority of the animal-related complaints outside of court through a tiered enforcement process that starts with education. Furthermore, because HLEOs have unique training and ability to handle a variety of animals and emergency response scenarios, other public safety agencies can perform their duties in a safer, more efficient manner, allowing them to focus their efforts on the human emergency while HLEOs focus on the animal emergency. HLEOs provide residents of all ages with education on proper animal care and handling designed to create a stronger human-animal bond, thereby reducing incidents requiring enforcement or officer intervention. Specialty outreach programs are also managed by the HLEO team, including the Companion Animal Resource Effort (CARE) and Operation Protect Livestock (OPL). CARE provides one-time financial assistance to low-income pet owners, which allows pets to stay in their home and reduces the number of animals surrendered to the animal shelter or euthanized for financial reasons. OPL serves to reunite stray livestock with their owner to greatly reduce the likelihood of property damage occurring, or the animal becoming injured or killed when off of their property.

How We Do It Now – Current Service Level: At current service level, up to 90 percent of calls are resolved outside of court through diversion, education, and enforcement efforts. Current service level involves fielding over 22,000 phone calls annually, with HLEOs physically responding to up to 5,300 calls for service, while dispatchers aim to resolve over 70 percent of public inquiries by telephone. If more complicated trends are present (such as increased rates of serious animal-related crimes, or more calls regarding wildlife conflicts), service levels may be negatively impacted. Service level indicators are also based on the current human population, assuming a static per capita pet ownership rate. If the human population dramatically rises or pet ownership increases, service levels may be negatively impacted.

How We Plan to Do It in the Future – Recommended Service Level: While many investigations are routine, LCAS does handle a number of disturbing and violent cases each year. Calls handled by HLEOs are unique when compared to traditional law enforcement in that the vast majority of calls involve live evidence; and when call volume increases, the work cannot be delegated to any other staff or department. As other law enforcement agencies in the United States see an increase in violent crimes involving animals – and animal crimes involving technology – the number of hours to resolve complex cases will inevitably increase, necessitating additional staffing. As Loudoun development continues, it is also reasonable to expect



Animal Services: Humane Law Enforcement (HLE)

greater road traffic; and with 52 percent of all shift hours covered by two HLEOs or less, additional officers will be needed to ensure appropriate response times and coverage.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Improve effectiveness of call-taking services through diversion, education, and enforcement.					
Number of wildlife telephone calls	3,948	4,090	3,439	4,000	4,000
Percentage of wildlife calls resolved through education	60%	62%	61%	60%	65%
Total number of telephone calls received	15,838	18,380	18,483	22,000	20,000
Number of on-call telephone calls	477	382	403	500	500
Number of animal shelter telephone calls	6,860	8,649	9,297	10,000	10,000
Percentage of telephone calls resolved through education (includes livestock and companion animals)	55%	46%	49%	55%	60%
Number of animal control telephone calls	5,230	5,165	5,097	6,000	6,000
Sustain 90 percent resolution of calls outside of court.¹					
Total number of calls for service	4,866	5,185	4,958	5,000	5,750
Number of calls for service for dog bites	544	625	655	700	700
Percentage of dog bites resolved outside of court	93%	96%	95%	95%	95%
Number of calls for service for investigations	1,339	1,406	1,267	1,600	1,650
Percentage of investigations resolved outside of court	95%	97%	97%	90%	90%
Number of calls for service for routine calls	2,697	2,133	2,203	2,800	3,000
Percentage of routine calls resolved outside of court	95%	96%	95%	95%	95%
Total number of cases resolved outside of court	3,585	5,048	4,807	5,000	5,000
Number of calls for service for wildlife calls	1,470	1,442	1,335	1,500	1,600
Total number of responses needed to complete all calls for service	10,214	9,915	9,887	12,000	12,000
Achieve a success rate of 80 percent or higher through court.					
Number of cases taken to court	164	137	151	185	185
Success rate for court cases (plea or conviction)	82%	68%	76%	70%	75%
Maintain an efficient response time for calls for service by HLEOs.²					
Average response time for calls between 9:00 p.m. and 7:00 a.m. (in minutes)					
Target Response Time = 45 minutes	31	29	28	20	20

¹ Calls are considered routine if no person or animal is in danger. For example, a dog running at-large with no indication of it being aggressive or a traffic hazard would be considered a routine stray roam.

² Target response times are developed internally based on call volume and staffing levels.

**Animal Services: Humane Law Enforcement (HLE)**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Average response time for calls between 7:00 a.m. and 9:00 p.m. (in minutes) Target Response Time = 180 minutes	113	76	60	100	100
Average response time for emergency calls with persons in danger (in minutes) Target Response Time = 30 minutes	20	22	19	20	20
Average response time for animals in danger and other urgent calls (in minutes) Target Response Time = 30 minutes	24	25	27	25	25
Average response time for routine calls (in minutes) Target Response Time = 390 minutes	145	479	95	250	250
Total number of priority calls, person or animal in danger calls, or other urgent calls	1,939	2,009	1,893	2,000	2,200
Total number of routine calls for service	2,927	3,169	3,065	3,500	3,500



Animal Services: Humane Law Enforcement (HLE)

Dog Licensing

What We Do: The Dog Licensing activity provides dog license registration, issuance, and fee collection for Loudoun County residents. This activity processes all dog license revenue collected via mail and website transactions and answers relevant inquiries via email and telephone. The state enacted legislation in 2008 requiring local veterinarians to submit rabies certificates to the Treasurer's Office. LCAS has a memorandum of understanding with the Treasurer's Office that allows for LCAS to process all rabies certificates into the departmental software system. This activity processes all rabies certificates submitted to LCAS from veterinary offices and follows up with new and delinquent dog owners.

Mandate Information: This service is mandated by the Code of Virginia § 3.2-6524, which stipulates that unlicensed dogs are prohibited: "It shall be unlawful for any person, other than a releasing agency that has registered as such annually with local animal control, to own a dog four months old or older in the Commonwealth unless such dog is licensed, as required by the provision of this article."

Who Does It: One County staff member is dedicated to this activity.

Why We Do It: The Dog Licensing activity ensures that dogs residing in the County have current rabies vaccinations and enables progressive RTO programs for licensed pets. When a friendly stray pet is found by a resident, that resident may call into LCAS; and dispatchers will search license records geographically to connect the finder and pet owner, either directly or through a HLEO. This process eliminates the need to transport and house the animal at the shelter. The license record matching program helps ensure that stray dogs are returned to their owners. The online dog licensing platform that enables residents to purchase a dog license from their computer or smartphone increases dog licensure revenue. The online platform also provides HLEOs with the most current information, reducing the number of public complaints.

How We Do It Now – Current Service Level: At current service level, this activity provides licenses to approximately 45 percent of dogs in Loudoun County. Current service level is based on the current human population, assuming a static per capita pet ownership rate. If the human population dramatically rises, or pet ownership increases, service levels may be negatively impacted.

How We Plan to Do It in the Future – Recommended Service Level: The Dog Licensing activity is mandated through Loudoun County Codified Ordinances, Chapter 612.03; and is expected to grow proportionally with the population. Limitations in pet-inclusive housing may reduce overall dog ownership, but new formulas to determine the accurate rate of dog ownership are under evaluation, allowing for greater accuracy in projections.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Achieve 50 percent or higher of dogs licensed in Loudoun County.					
Number of dog license notices issued	46,002	48,268	46,909	47,000	47,000
Number of new and renewed dog licenses sold	25,045	24,039	23,447	23,000	23,000
Percentage of dogs licensed in Loudoun County	45%	45%	47%	46%	45%





Clerk of the Circuit Court

The Clerk of the Circuit Court is a constitutional officer; and the duties of the Clerk are mandated by the Code of Virginia. The Clerk's Office provides multiple statutory and local services for residents, business professionals, legal professionals, judges, public safety officials, a variety of state and local government agencies, and the towns in Loudoun County. The Clerk's Office ensures the efficiency and effectiveness of local government in the conduct of governmental, judicial, commercial, and quasi-legal affairs for the residents of Loudoun County through the following services: collection and accounting of the appropriate taxes and fees; processing legal and court documents; retaining and implementing proper and safe permanent court records, land records, judgment records, and legal documents; providing proper public inspection of – and access to – permanent court records; and providing efficient and reliable administration of court cases and various Clerk's Office services. The Code of Virginia mandates more than 800 duties for the Clerk of the Circuit Court. The Clerk's Office is located in the Courts Complex in downtown Leesburg, Virginia. Multiple services are offered via remote/virtual programs that do not require clients to visit the Courts Complex.

Department Program

Clerk of the Circuit Court

Provides services including issuing marriage licenses, recording deeds and land documents, coordinating juror services for jury trials, probate of wills and estates, assisting judges with courtroom proceedings, managing court cases and legal documents, preserving historic court papers, and many other services.

Activities

- Criminal Case Management
- Civil Case Management
- Deed Recordation and Land Records Processing
- Probate of Wills and Estates
- Judicial Services
- Jury Management
- Historic Records and Deed Research
- Internal Operations
- Business Services

Financial Information

FY 2024 Adopted Information

	Expenditures	Revenue	LTF	FTE
Clerk of the Circuit Court	\$5,990,448	\$17,921,713	\$(11,931,265)	52.00
Total	\$5,990,448	\$17,921,713	\$(11,931,265)	52.00



Clerk of the Circuit Court

Criminal Case Management

What We Do: The Criminal Case Management Division provides professional case management services to the Circuit Court judges, the Office of the Commonwealth's Attorney, the Loudoun County Sheriff's Office (LCSO), probation and parole officials, mental health professionals, public defenders, attorneys, Virginia State Police, the Division of Forensic Science, multiple municipal law enforcement agencies, multiple federal law enforcement agencies, and Loudoun residents. This Division manages all criminal court case files and all legal pleadings filed in criminal cases. Court orders and other legal papers are transmitted to appropriate public safety, mental health, and law enforcement agencies. Virginia law requires public access to court cases and information, and this Division is responsible for providing such access. This Division manages the payment program and payment contracts for criminal defendants who owe court fines and costs because of a criminal conviction, as well as performs basic accounting work related to tracking payment of costs and fines. Search warrant affidavits and return of search warrants are filed with this Division for retention and record keeping. This Division provides the ability to accept and process search warrants virtually. This Division assembles all legal pleadings, orders, exhibits, and evidence when a criminal case is appealed to an appellate court in addition to preparing an official inventory of all records for the appellate court. This Division also maintains all evidence admitted in a criminal matter and arranges for the storage and destruction of such items.

Mandate Information: The services provided by the Criminal Case Management Division are mandated by the Code of Virginia, including Virginia Code §§ 16.1-133, 19.2-310, 19.2-336, 19.2-354.1, 19.2-310.2:1, 46.2-383, and 17.1-208.

Who Does It: Sworn deputy clerks administer Criminal Case Management services. Some Virginia State Compensation Board funding (as allocated by the Virginia General Assembly) for personnel expenditures is provided, as demonstrated in the financial section of this report.

Why We Do It: The efficiency and productivity of the Criminal Case Management Division complements the mission and objectives of other state government agencies, local government agencies, other constitutional offices, public safety agencies, and law enforcement agencies. Records, information, and communications from this Division are disseminated to the Virginia State Police; probation and parole agencies; the Loudoun County Adult Detention Center; the Department of Community Corrections; the Public Defender; LCSO; the Commonwealth's Attorney; the Department of Mental Health, Substance Abuse, and Developmental Services; and numerous other agencies that use criminal case status information to execute their respective duties. The functions of this Division provide critical judicial support for criminal court cases, including digitizing criminal court records to improve the management of court case information.

How We Do It Now – Current Service Level: In FY 2020 with current resources, current service level reflected preparing and disseminating approximately 4,500 criminal orders and notices annually, which is an average of approximately 900 orders and notices processed per deputy clerk (5.00 FTE). Current service level is sufficient to address and accommodate the needs of the Criminal Case Management Division's clients.

How We Plan to Do It in the Future – Recommended Service Level: As criminal caseload activity in the Commonwealth Attorney's Office increases, new resources will be necessary to maintain pace with any criminal case workload increase. Legislation that places new responsibilities on the Clerk of the Circuit Court will inevitably require more resources if the Commonwealth neglects to provide proper funding for these additional duties. The expansion of the Metro to Ashburn may also contribute to additional resources being required to manage any increase in the criminal caseload.



Clerk of the Circuit Court

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Prepare, process, issue, and transmit criminal conviction/sentencing orders; dismissal orders; and legal notice of fines, costs, and restitution payments to counsel, litigants, public safety agencies, and other appropriate local and state agencies.					
Number of criminal orders and notices prepared and disseminated	3,930	4,212	4,003	4,644	4,876
Average number of orders and notices per deputy clerk	786	842	1,001	929	975
Number of search warrants filed and processed	2,254	3,095	3,675	4,594	4,824
Number of criminal and civil pleadings received, indexed, scanned, and disseminated	89,808	89,640	119,244	125,206	131,466
Total volume of evidence processed, maintained, and destroyed	550	581	981	1,030	1,082



Clerk of the Circuit Court

Civil Case Management

What We Do: The Civil Case Management Division provides professional case management services when a lawsuit is filed in the Circuit Court and prepares the necessary legal notices to the individuals or parties being sued. Civil lawsuits include, but are not limited to, damages for money, monetary judgment, contract disputes, land issues, zoning appeals, divorces, adoptions, name changes, out-of-state subpoenas, injunctions, seizure of real property, expungement of criminal charges, appointment of out-of-state ministers, condemnation of land or real property, appointment of guardians, and enforcement of judgments. This Division prepares court files and processes all applications for concealed handgun permits and issues gun permits. It also supports a number of processes related to (as examples) confessing judgments, issuing subpoenas, administering the qualification for ministers to officiate the rites of matrimony, collecting civil celebrant bond payments, collecting and processing other civil bonds, and managing garnishment of wages cases. This Division is responsible for the collection, retention, management, storage, and destruction of all civil exhibits admitted by the Circuit Court in civil court cases.

Mandate Information: The services provided by the Civil Case Management Division are mandated by the Code of Virginia, including Virginia Code §§ 8.01-506, 8.01-466, 8.01-511, 8.01-308, and 32.1-268.

Who Does It: Sworn deputy clerks perform the duties in the Civil Case Management Division. Some Virginia State Compensation Board funding (as allocated by the Virginia General Assembly) for personnel expenditures is provided, as demonstrated in the financial section of this report.

Why We Do It: These services and programs afford citizens due process, as this Division manages the civil court files and all civil court pleadings and orders lodged in a civil case. This Division digitizes the civil court records to improve the management of court case information. The services offered by this Division have a direct impact on citizens seeking the appointment of a minister or celebrant to officiate a wedding, or citizens seeking a gun license permitted by Virginia law. Processing these cases in a timely fashion reduces delays that could interfere with commerce, business, finance, and the general welfare of citizens. Electronic filing for civil cases is available for members of the Virginia State Bar and certain government agencies, as authorized and restricted under Virginia law.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources reflected approximately 4,000 concealed handgun permits issued, 720 divorce cases concluded and processed, 700 garnishment cases and collections administered, and more than 7,500 civil court orders processed across a staff of ten deputy clerks. The volume of self-represented litigants is increasing as many residents attempt to represent themselves in civil court cases. Deputy clerks must spend more time assisting these clients since they do not have experience with civil matters as attorneys do.

How We Plan to Do It in the Future – Recommended Service Level: As the volume of self-represented litigants increases, the Clerk's Office will require additional resources to address this demand. Legislation that places new responsibilities on the Clerk of the Circuit Court will inevitably require more resources if the Commonwealth neglects to provide proper funding for these additional duties.



Clerk of the Circuit Court

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Issue concealed handgun permits within 45 days per the Code of Virginia.					
Number of concealed handgun permits issued within 45 days	5,679	3,537	3,918	4,423	4,559
Review complaints for divorce; receive and retain court filings in divorce cases; assist judges with divorce proceedings; and issue legal notices and copies of court orders to counsel, litigants, child enforcement agencies, and other appropriate County and state agencies.					
Number of divorce cases concluded and processed	714	719	663	805	845
Review the filing of garnishment petitions, establish hearing dates, process and issue legal garnishment notices, collect garnishment payments from employees, and disburse garnishment collections to appropriate parties.					
Number of garnishment cases/collections administered	146	482	759	180	189
Process, index, scan, and disseminate civil court orders.					
Number of civil court orders processed	7,992	7,515	8,647	8,392	8,812
Assist customers at the civil transaction counter and perform intake of filings, payment for filings, and reconciliation of the cashier station.					
Number of visitors to the civil transaction counter	5,888	15,092	16,865	18,552	19,480
Number of criminal and civil pleadings received, indexed, scanned, and disseminated	89,808	89,640	119,244	125,206	131,466
Number of marriage celebrant orders created, processed, indexed, scanned, and disseminated	178	196	138	145	152



Clerk of the Circuit Court

Deed Recordation and Land Records Processing

What We Do: The Deed Recordation and Land Records Processing Division plays a vital role in the local economy. All deeds that impact the legal ownership/conveyance of real property and other legal land records are recorded with the Clerk of the Circuit Court. This Division is responsible for the proper assessment of taxes required by Virginia law, as well as the collection of relevant state and County taxes and fees associated with the recording of various legal transactions including, but not limited to, deeds of conveyance, deeds of partition, deeds of trust (i.e., legal documents that provide evidence of a mortgage), subdivision plats, liens deeds of subordination, certificates of satisfaction (which provide evidence of release of mortgage obligations), attachments, easements, and other legal documents that impact the ownership, sale, conveyance, access to, and use of real property. This Division indexes the information that is required to allow public research of land records. These records are essential and necessary to conduct legal title research when buying or selling houses and/or land in the County. Court judgments, Internal Revenue Service (IRS) liens, and other liens are docketed and retained by this Division. Appropriate public access to these records is required. The Clerk enhances public access with the use of digital technologies such as a subscription-based service to access digital land records remotely. Electronic recording of deeds and land records was initiated in 2013 to streamline operations, offer a more convenient method of recording legal documents, and reduce traffic on Loudoun roadways. Proper auditing of the state and local tax collections is imperative and essential to ensure integrity of revenue collections.

Mandate Information: The services provided by the Deed Recordation and Land Records Processing Division are mandated by the Code of Virginia, including Virginia Code §§ 25.1-247, 17.1-208, 17.1-238, 8.01-446, and 58.1-801.

Who Does It: Sworn deputy clerks perform the duties in this Division. Some Virginia State Compensation Board funding (as allocated by the Virginia General Assembly) for personnel expenditures is provided, as demonstrated in the financial section of this report.

Why We Do It: The Deed Recordation and Land Records Processing Division provides online, secure, and remote access for professionals to conduct land and deed research in addition to electronic recording of deeds, both of which are vital and financially valuable resources for professionals in the real estate business, as well as for individuals who buy or sell houses or land. The technologies implemented by the Clerk of the Circuit Court provide a more effective and efficient service to clients, with individuals able to do business with the Clerk remotely 24 hours per day, seven days per week using the online subscription service technologies and resources. The clients who use the remote, online programs pay fees to access these services. The Clerk's Office provides secure remote access to deeds and land records documents using secure remote access (SRA) technologies. By providing SRA to federal, state, and County agencies, individuals can research legal documents from remote locations, which produces considerable efficiency and cost savings in federal, state, and local government. Title examiners and other professionals who conduct research on land and legal data can more efficiently research public information from their offices and other remote locations. This service offers significant cost benefits and increased productivity for government agencies and private companies to view, research, and print land records documents without the need to travel to the Clerk's Office. Electronic recording of deeds allows professionals to perform title research, real estate closings, and the legal process of transferring ownership of real property, all without requiring a physical appearance in the Clerk's Office. This state-of-the-art technology provides customers with the ability to work remotely at any time, reduces mailing costs, eliminates the need to wait in line at the Clerk's Office to record transactions, reduces traffic on roads in Loudoun County, and reduces parking challenges in downtown Leesburg. Electronic recordings also offer numerous efficiencies to the Clerk's Office internally through the use of technology resources to leverage workflow and processing time.

How We Do It Now – Current Service Level: In FY 2020, approximately 56,400 deeds and deeds of trust were recorded annually, which is an average of approximately 11,300 deeds and deeds of trust recorded per deputy clerk (5.00 FTE). Currently, 90 percent of all deeds and land records are transmitted to the Clerk's Office in digital format. Current service level also reflects approximately 5,500 judgements recorded.



Clerk of the Circuit Court

How We Plan to Do It in the Future – Recommended Service Level: Recordation is currently on a downward trend as the real estate market activity has leveled off and interest rate hikes have discouraged refinancing of mortgages. Current recordation projections indicate that this will continue through FY 2024. The current allocation of personnel resources is sufficient to sustain current workload activity through FY 2024.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Review the filing of all deed recordings to ensure compliance with the law, collect the appropriate amount of state and County taxes for the transactions, and properly record the deeds among the land records for public inspection.					
Number of deed and deed of trust recordings	136,592	77,722	40,207	47,211	50,000
Average number of deed recordings per deputy clerk	27,318	12,954	6,701	9,442	10,000
Number of judgements recorded	5,626	5,480	4,969	5,443	5,715
Maintain and administer a subscription-based, remote access site for land records research.					
Number of remote access subscriptions maintained and administered	453	626	716	734	752



Clerk of the Circuit Court

Probate of Wills and Estates

What We Do: The Clerk of the Circuit Court acts as the probate judge in Virginia, as manifested in the Code of Virginia, and adjudicates the last will and testament when presented for probate. This Division adjudicates the probate of wills and estates. The Probate Division ensures that there is proper legal authentication of the will, conducts probate hearings with witnesses, conducts a legal review of all legal documents related to the will, and appoints a legal representative to administer the affairs of the decedent's estate. The Probate Division prepares all necessary legal documents and orders pertinent to the probate of the will and estate. This Division also transmits critical estate information to the commissioner of accounts, which is a court-appointed local attorney responsible for enforcing the filing of certain financial reports on the estate consistent with Virginia law. This Division determines whether a surety bond or cash bond is required and assesses the value of the bond to be filed with the Clerk. This Division processes the appointment of guardians for minors and incapacitated adults and indexes and scans all legal documents in the digital probate records system.

Mandate Information: The services provided by the Probate Division are mandated by the Code of Virginia, including Virginia Code §§ 64.2-1221, 64.2-443, 64.2-444, 64.2-502, 64.2-503, 64.2-554, and 58.1-1718.

Who Does It: Sworn deputy clerks perform the duties in this Division. Some Virginia State Compensation Board funding (as allocated by the Virginia General Assembly) for personnel expenditures is provided, as demonstrated in the financial section of this report.

Why We Do It: The immediate review of legal documents is necessary to determine legal jurisdiction and evaluate the authenticity of probate legal documents. Quick action on the part of the Probate Division is essential to ensure the proper handling of a decedent's estate. The Probate website provides beneficial information to guide clients before a probate appointment or hearing. Legal forms and information are available to assist with preparation with probate clerks. Individuals can review and complete online forms and submit the completed forms to the Probate staff in advance of a hearing. This enhanced service often reduces the number of meetings or probate hearings required to complete the probate process. Providing prompt probate services promotes an effective means of managing the financial affairs of an estate.

How We Do It Now – Current Service Level: In FY 2020, the service level reflected approximately 700 wills probated and 4,700 documents indexed annually, which is an average of more than 1,700 wills probated and documents indexed per deputy clerk (3.00 FTE). Currently, there are four FTE in the Probate Division for the adjudication of the probate of wills and estates.

How We Plan to Do It in the Future – Recommended Service Level: The population growth and expansion of senior living communities has a direct correlation to the probate activity in Loudoun County. Consultations with the Probate Division and probate hearings are increasing. With this continuing trend of workload activity in the Division, a new resource will be essential to ensure that the Division can sustain increased demand for probate services.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Probate all wills and estates as required annually by the Code of Virginia.					
Number of wills probated	703	762	765	869	912
Number of probate documents indexed/scanned	4,460	4,825	5,175	6,113	6,419
Average number of wills probated and documents indexed per deputy clerk	1,550	1,862	2,095	2,327	2,444
Administer oath and qualification of guardians.					
Number of guardian-of-a-minor appointments	26	16	19	20	21
Number of guardian-of-an-incapacitated-adult appointments	84	53	72	76	80



Clerk of the Circuit Court

Judicial Services

What We Do: The Judicial Services Division provides direct judicial support and services to the five resident Circuit Court judges as well as the numerous visiting retired judges who are assigned to hear cases in the Loudoun County Circuit Court. This Division provides legal assistance to the judges during court proceedings by keeping legal papers organized for each case being heard by the Court, managing the exhibits and evidence in court cases, administering oaths to witnesses who testify in cases, and tracking the case status for the judges during the proceedings. This Division is responsible for preparing a variety of court orders for the judges in criminal court cases including, but not limited to, conviction, sentencing, transport of inmates, assessment of fines and costs, mental health evaluation, and probation and parole. This Division prepares "Rules to Show Cause" orders, which direct individuals to act and/or make an appearance before the Court; and prepares capias warrants, which require an individual to appear before the judge in a criminal case. Each month, staff prepares the criminal indictments that are presented to the Grand Jury. The Judicial Services staff enters the case disposition and outcome in the case management system.

Mandate Information: The services provided in criminal court cases by the Judicial Services Division are mandated by the Code of Virginia, including Virginia Code §§ 19.2-164, 19.2-166, 16.1-69.40, 19.2-165, 19.2-336, 46.2-383, Rule 5:10, and Rule 1:3. The services provided to the judges in civil court proceedings are not mandated by the Code of Virginia.

Who Does It: Sworn deputy clerks perform the duties in this Division. Some Virginia State Compensation Board funding (as allocated by the Virginia General Assembly) for personnel expenditures is provided, as demonstrated in the financial section of this report.

Why We Do It: The assistance provided to the judges for criminal cases is mandated and provides value to the efficiency of criminal court proceedings and completion of the paperwork in criminal cases. In some jurisdictions, the attorneys prepare the criminal court orders for the judges and submit those orders to the Court. Having deputy clerks, as opposed to attorneys, prepare the criminal court orders can be more efficient, as the deputy clerks can easily consult the judges if there are questions about the court orders. Additionally, if the attorneys do not agree on the content of the orders, there can be delays in completing the orders. While providing assistance to the judges in civil proceedings is not mandated, these services contribute to the efficient adjudication of civil cases and the organization of case papers filed with the Court, as well as provide for central distribution of critical case information. As civil caseload continues to grow in the Circuit Court, resulting in more civil case hearings, providing a high level of professional judicial support in civil case proceedings will permit the Circuit Court judges to accommodate more civil cases on the docket.

How We Do It Now – Current Service Level: In FY 2020, the service level involved preparing approximately 4,500 criminal court orders annually, which is an average of approximately 900 criminal court orders prepared per deputy clerk (5.00 FTE). Current service level also includes supporting approximately 4,100 criminal court hearings, 5,750 civil court hearings, and 500 juvenile appeal and adoption court hearings. Current service level is sufficient to achieve Judicial Services objectives and to accommodate the needs of the judges.

How We Plan to Do It in the Future – Recommended Service Level: The number of visiting judges and length of time spent in court will be monitored to assess whether additional support needs are justified. If the civil caseload continues to increase, resulting in the appropriation of a new Circuit Court judge by the Virginia General Assembly, a new deputy clerk position will be appropriated by the General Assembly to assist the judge.

**Clerk of the Circuit Court**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Support and assist the judges of the 20th Judicial Circuit in criminal and civil court hearings.					
Number of criminal orders and notices prepared and disseminated	3,930	4,212	4,003	4,644	4,876
Average number of criminal orders and notices per deputy clerk	786	842	1,001	929	975
Number of criminal court hearings	4,139	4,112	4,307	4,522	4,748
Average number of criminal court hearings per courtroom clerk	828	822	861	904	950
Number of civil court hearings	5,543	5,950	4,154	4,362	4,580
Average number of civil court hearings per courtroom clerk	1,109	1,190	831	872	916
Number of juvenile appeal and adoption court hearings	483	635	420	441	463
Number of capias warrants and "Rule to Show Cause" orders prepared and issued	363	290	353	371	389



Clerk of the Circuit Court

Jury Management

What We Do: The Clerk of the Circuit Court manages jury operations and is responsible for issuing juror questionnaires to assess the eligibility of citizens to serve jury duty consistent with Virginia law. The questionnaire responses are organized for jury commissioners who, pursuant to Virginia Code, validate which citizens are eligible. Upon certification of eligibility, the Jury Management Division will enter critical juror information in a juror database that is then used for randomly selecting juror prospects for the calendar year. Each month, the Jury Management team uses a computer program to randomly select citizens and issue jury summonses for jury duty. This Division also assists prospective jurors with rescheduling jury duty or processing requests to be excused from jury duty, maintains the juror database, and manages all aspects of juror services. A juror orientation is provided to all jurors; and staff assists the jurors during their term of service to the Court. The Jury Management Division makes arrangements to provide meals for jurors as well as hotel accommodations if the jury is sequestered. This Division assembles jurors for all jury trials, including civil and criminal cases and the monthly Grand Jury. The Jury Management deputy clerks work closely with the judges to manage a jury trial in accordance with the judge's mandate. The Jury Management Division reviews jury trial and juror information to ensure that jurors are properly compensated by the County for jury service using the statutory jury fees. This Division coordinates relevant security protocols with the LCSO Court Security Unit for the benefit of the jurors and to avoid any juror contact with the litigants and observers of the jury trial.

Mandate Information: The services provided by the Jury Management Division are mandated by the Code of Virginia, including Virginia Code §§ 25.1-229, 8.01-345, 17.1-618, and 17.1-622.

Who Does It: Sworn deputy clerks perform the duties in this Division. Some Virginia State Compensation Board funding (as allocated by the Virginia General Assembly) for personnel expenditures is provided, as demonstrated in the financial section of this report.

Why We Do It: The work of the Jury Management Division ensures judicial efficiency for jury trials, affords due process to criminal defendants and to litigants (upholding their constitutional rights), and ensures judicial integrity in the jury trial process. Jury Management deputy clerks provide personal assistance to jurors in preparation for the jury trial, during the trial, and following the trial to seek juror input on the experience. The Jury Management Division works closely with jurors to reschedule their dates of service if the date on the summons conflicts with work, vacation, school, or other circumstances. The Court's one-day, one-trial approach is less intrusive on citizens' time commitments, because jurors in Loudoun County typically serve only one day because of this approach.

How We Do It Now – Current Service Level: Current service level involves staffing approximately 90 jury trials annually. In FY 2020, the Board of Supervisors (Board) approved one Jury Management team lead to assist with a growing workload brought forward with the addition of a new judge and County growth. To ensure that a sufficient pool of jurors is provided for criminal and civil jury trials, the Jury Management team issues 55,000 jury questionnaires to prospective jurors by mail; and approximately 28,500 jury questionnaires are submitted online through the web-based secure juror portal. Returned jury questionnaires are evaluated and processed for determination of qualified and disqualified jurors and subsequent certification of qualified jurors. Current service level is sufficient to accommodate the needs of the judges, the jurors, and the attorneys.

How We Plan to Do It in the Future – Recommended Service Level: Ongoing analysis of jury trial workload data will be conducted to assess whether additional resources may be necessary in FY 2025.

**Clerk of the Circuit Court**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide jury management services to support criminal and civil jury trials; and ensure that a sufficient pool of jurors is provided for criminal and civil jury trials, as required by the Code of Virginia.					
Number of jury trials held (civil and criminal)	9	31	53	71	75
Number of jury trials set (civil and criminal)	202	229	344	365	383
Total number of summonses issued	10,244	15,945	10,257	13,070	13,724
Number of postponements requested	2,164	3,346	1,540	1,263	1,326
Number of excusals requested	225	809	863	1,050	1,103
Number of jury questionnaires issued ¹	55,000	55,000	55,000	55,000	65,000
Number of jury questionnaires evaluated and processed for determination of qualified and disqualified jurors	29,189	28,659	28,590	30,020	31,520
Number of jurors reporting for all jury trials	555	1,284	2,035	2,137	2,244
Number of jurors serving on jury	126	357	616	647	679

¹ The number of questionnaires that the Clerk's Office issues to prospective jurors by mail.



Clerk of the Circuit Court

Historic Records and Deed Research

What We Do: The Clerk's Office possesses a valuable collection of historic court records dating back to 1757. These records must be properly preserved and protected; and the Historic Records and Deed Research Division manages all preservation and conservation programs. This Division prepares grant applications for preservation grants to finance the preservation and conservation of papers, books, and records. The records are available for public inspection by professionals who conduct land records research, by historians who research Virginia history, by genealogists who conduct genealogical research, and by residents when researching older records pertaining to real property. Attorneys and title companies research older deeds and land records when conducting title searches or when preparing land cases for trial. This Division orchestrates and coordinates history education programs, often working in partnership with local history groups, such as Thomas Balch Library, the Oatlands Foundation, the Westmore Davis Morven Park Foundation, the Loudoun Freedom Center, and other historical societies and groups. This Division conducts regular audits and inventories of books and records to identify records that require preservation efforts; and then designs and implements a preservation action plan for those records. As part of the preservation programs, this Division digitizes documents to promote online research of historic records, which reduces the handling of physical documents and enhances the public access experience. This Division manages the offsite records center where older court files for inactive court cases are maintained and digitized; and is also responsible for ensuring proper retention under Virginia law or federal law in the retention of election records.

Mandate Information: The Clerk of the Circuit Court is required to properly maintain and preserve all court records in accordance with the Code of Virginia. Some examples of mandates are Virginia Code §§ 15.2-944, 42.1-87, 24.2-669, and 42.1-86.1. A specialized historic records program is discretionary; however, in order to fulfill the mandate to properly maintain and preserve the historic records, staff is needed to manage the preservation of these valuable records.

Who Does It: Sworn deputy clerks perform the duties in this Division. Some Virginia State Compensation Board funding (as allocated by the Virginia General Assembly) for personnel expenditures is provided, as demonstrated in the financial section of this report.

Why We Do It: Loudoun County has a unique collection of court records dating back to 1757. Most Clerks' Offices lost their records during the Civil War as court records were burned, stolen, or lost. Out of 120 Circuit Court Clerks' Offices in the Commonwealth of Virginia, only five have all their jurisdiction's respective court records; and Loudoun County is one of those five jurisdictions. Managing these valuable treasures requires special care, significant experience and training, proper management, and aggressive preservation. This Division's specialized historic records program adds considerable value to the heritage, culture, and economy in Loudoun County.

How We Do It Now – Current Service Level: In FY 2020, current service level was the preservation of approximately 31,700 historic records annually, as well as 40,000 copies of deeds provided to patrons. In FY 2019, the Board approved one historic records clerk to support the growing historic records program. Currently, three FTE are assigned to the Historic Records and Deed Research Division. These three deputy clerks will continue to provide educational outreach programs, both virtual and in-person. These programs add significant educational and cultural value for the citizens of Loudoun County.

How We Plan to Do It in the Future – Recommended Service Level: With the forecasted level of services, current service level should be sufficient for the future. In 2023, a new partnership emerged: the Clerk of the Circuit Court is now working with Morven Park on a 246 Years Project that will share valuable information and records related to people who were enslaved at Morven Park. The Clerk's Office is also committed to supporting the 250th Commission, which is working on historically significant projects and events associated with the 250th anniversary of our nation's independence and formation.

**Clerk of the Circuit Court**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Support preservation and public access to the historic court records of Loudoun County through the use of the latest conservation, storage, and electronic technology, preserving 35,000 documents annually.					
Number of scanned images of historic court records	1,363	11,803	2,353	2,471	2,594
Number of visitors to historic records public outreach and education programs	200	0	416	740	851
Number of copies of deeds provided to patrons	22,708	24,928	27,684	24,129	25,335
Number of clients assisted by email, telephone, and in-person	16,009	12,900	12,731	13,368	14,036
Number of books preserved or conserved	6	9	34	11	15
Number of images scanned of preserved/conserved records	14,336	80,999	21,277	9,081	10,443



Clerk of the Circuit Court

Internal Operations

What We Do: The Internal Operations Division manages the office operations, budget and finance, purchasing, human resources, information technology (IT), and other management services for the Clerk of the Circuit Court. This Division administers oaths of office to elected officials, state and County appointees to boards and commissions, Sheriff's deputies, deputy Commonwealth's Attorneys, and law enforcement officers. The Internal Operations team manages the investment of court funds and manages the accounting of all taxes and fees collected by the Clerk. Internal Operations responsibilities include internal financial audits, victim restitution payments, procurement, payments for services received, oversight of County policy related to travel for staff training, oversight of office supply acquisition and distribution, and other finance services. This Division processes the regular deposit of state and local taxes and fees and transmission of those revenues to the appropriate Virginia and Loudoun County agencies. This Division prepares, reviews, and certifies numerous Virginia and County financial and accounting reports required by Virginia law and/or County protocols, as well as prepares the County and state budgets for the Clerk's Office and maintains relevant workload and caseload data to demonstrate trends in Clerk's Office activity. The Internal Operations Division reviews and manages all Freedom of Information Act (FOIA) requests and FOIA responses. This Division provides computer systems support, provides maintenance of technology systems, conducts inventory of IT equipment and peripheral devices, and conducts regular assessments of current systems to ensure viability and sustainability. This Division also provides help desk support to staff in the Courts Complex and manages technology programs in the Clerk's Office as well as in the courtrooms.

Mandate Information: All services are mandated by the Code of Virginia, but there is some discretion in terms of the level of IT management. Some of the mandates can be found in Virginia Code §§ 15.2-1636.18, 17.1-283, and 58.1-3177.

Who Does It: Sworn deputy clerks perform the services in this Division. Some Virginia State Compensation Board funding for personnel expenditures is provided, as demonstrated in the financial section of this report.

Why We Do It: The financial management components of the Internal Operations Division's activities are required by Virginia law. Proper management of finances, budget, personnel, IT, and other programs ensures the effective and efficient delivery of services. Having the Internal Operations Division in the Courts Complex brings considerable value to the Clerk's Office and other court agencies. The Clerk allows IT staff to also support the needs of Circuit Court judges, the Court Security activity of LCSO, the General District Court, and the Juvenile and Domestic Relations Court. Also, the accounting staff ensures the efficient processing and disbursement of court-held funds including bonds, restitution, garnishments, condemnation, and escrow funds.

How We Do It Now – Current Service Level: Current service level indicates the proper level of staffing to provide appropriate support for the Division components that provide direct client services. There were no staffing changes over the past four fiscal years in any of the activities that support the Internal Operations Division of the Clerk's Office. These activities were able to maintain all operational services that are provided to both internal and external customers. IT staff supported many technological changes and advancements from FY 2020 through FY 2024 as the Clerk's Office began to offer virtual services to its clients and online payments for certain transactions. Accounting functions underwent an annual audit each year with no findings of internal control or management issues.

How We Plan to Do It in the Future – Recommended Service Level: As technology usage continues to grow, the responsibilities and demands for proper technological support and management will increase. It is conceivable that with new technology programs, systems, and resources, a new FTE will be essential. The help desk support provided for the benefit of the General District Court by the Clerk of the Circuit Court should decline or be eliminated once the General District Court moves into the new courthouse in FY 2024, at which point the Department of Information Technology will be responsible for supporting the technology needs of the General District Court.

**Clerk of the Circuit Court**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Manage, disburse, and reconcile liability accounts of the Clerk of the Circuit Court to include bonds, garnishments, restitution, condemnations, escrow, and refunds.					
Number of checks issued in accordance with court orders	1,765	1,613	1,655	1,688	1,721
Provide IT help desk support to the Clerk of the Circuit Court, other agencies of the Courts Complex, and the Department of Judicial Information Technology (DJIT) at the Office of the Executive Secretary for the Commonwealth of Virginia.					
Number of help desk support requests for the Clerk of the Circuit Court	286	207	172	180	189
Number of help desk support requests for other agencies of the Courts Complex	88	97	77	81	85
Number of help desk support requests for DJIT	6	2	4	8	8
Number of new computer equipment replacements	17	6	6	32	15



Clerk of the Circuit Court

Business Services

What We Do: With population growth in the County, more residents are applying for marriage licenses. Virginia law requires couples to secure a marriage license from the Clerk of the Circuit Court to be legally and officially married. The Business Services Division provides an onsite marriage license application system in the Clerk's Office and an online application registration process via the Office's website. Once the marriage license application has been completed and properly submitted, clients can complete the license requirements with an in-person meeting with deputy clerks, or via an online virtual appointment with both parties simultaneously. Marriage license services require diligence and proper oversight to ensure that individuals can be legally married in Virginia and to provide legal paperwork that verifies a lawful marriage. A monthly report is submitted to the Commonwealth of Virginia Department of Health's Office of Vital Records in compliance with the Code of Virginia. The purpose of sending these records is to empower the Department of Health's Office of Vital Records to maintain a statewide database of these vital records. In addition, the Business Services Division prepares an annual report to the Commonwealth's Attorney, as required by Virginia law, for all marriage licenses issued that were not properly filed after a legal marriage.

The Secretary of the Commonwealth authorizes the appointment of Virginia residents to serve as legal notary publics in the Commonwealth of Virginia. A duly-appointed notary public has the statutory duty to properly authenticate that an individual who is executing a legal document is the individual acknowledging said document. A notary public provides a valuable legal service in the community. The Clerk of the Circuit Court is responsible for administering the oath of office to all appointed notary publics who receive their commission in Loudoun County. This includes the collection of relevant commission fees, the administration of the oath of office, and the referral to legal information regarding the duties of a notary public in Virginia. The notary oath is also offered as an online virtual appointment. The Business Services Division submits a monthly notary commission report to the Secretary of the Commonwealth. The notary commission report provides significant details for certifying and authenticating the legal commissioning of notary publics by the Clerk's Office; includes a listing of all notary commissions that are not claimed within 60 days; and provides the names of each notary qualified, their registration number, the date of commission, and the date of qualification. Notaries whose commissions have expired – and persons who have not yet received a commission – do not have authority to act as a notary.

Mandate Information: The issuance of a marriage license upon the filing of a legal marriage license application is mandated. Other mandates related to the Business Services Division include Virginia Code §§ 20-14, 47.1-8, 47.1-9, and 17.1-240.

Who Does It: Sworn deputy clerks perform the duties in this Division. Some Virginia State Compensation Board funding (as allocated by the Virginia General Assembly) for personnel expenditures is provided, as demonstrated in the financial section of this report.

Why We Do It: These services are required by Virginia law; and these services permit individuals to pursue their constitutional right to marriage and to obtain the services of a lawfully-appointed notary public for business transactions. Offering online services to these clients provides a more efficient and enhanced service level that also reduces traffic congestion by avoiding personal appearances in the Clerk's Office.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources reflected the issuance of approximately 2,200 marriage licenses and 1,300 notary commissions and oaths each year. These services are provided in-person or virtually by appointment. Virtual service has quickly become very popular as it saves the customers a lot of time by not having to travel to the courthouse in order to get their marriage license or take their notary oath. In FY 2020, there were statutory changes that changed the procedure for filing a fictitious business name – it is now done with the State Corporation Commission and is no longer done at the Clerk's Office. Prior to this, the Business Services Division processed approximately 1,100 fictitious business names annually.

How We Plan to Do It in the Future – Recommended Service Level: It is projected that the service level will increase because of workload trends and population increases resulting in growth in the workload associated with the delivery of

**Clerk of the Circuit Court**

marriage licenses and notary commissions services. To continue providing the same service level and meet the demands for these services, an additional FTE will be needed unless the workload declines or remains at current levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Review and issue marriage licenses and notary commissions and oaths.					
Number of marriage licenses issued	2,116	2,509	2,409	2,529	2,656
Number of notary commissions and oaths issued	1,609	1,450	1,382	1,407	1,477



Commonwealth's Attorney

The Commonwealth's Attorney is a locally-elected constitutional officer whose duties are mandated by the Code of Virginia. The principal functions of the Office of the Commonwealth's Attorney include aiding investigations and prosecuting felony, misdemeanor, traffic, juvenile, and statutorily-specified civil matters, which are presented by law enforcement officers and government officials from local, state, and federal law enforcement agencies and certain County departments. The Office of the Commonwealth's Attorney also oversees the Loudoun County Victim and Witness Assistance Program, which serves as an interface between the judicial system and crime victims and witnesses to help ensure victim and witness cooperation in prosecution, increase witness safety, and reduce the level of trauma often associated with criminal cases. Prosecutors are available 24 hours per day to handle law enforcement emergencies and consultations and other situations that require immediate attention.

Department Programs

Office of the Commonwealth's Attorney

Represents the interests of the Commonwealth of Virginia in a statutorily-defined scope of duties. There are more than 300 statutory mandates, duties, and responsibilities of the Commonwealth's Attorney as prescribed in the Code of Virginia.

Activities

- Legal Representation of the Commonwealth

Victim and Witness Assistance Program

Assists victims and witnesses of crime as they navigate the court system; seeks to enhance witness safety and attempts to reduce the level of trauma often associated with criminal cases; advises victims of rights as outlined in the Code of Virginia; engages with the community to provide information and services to prevent and reduce victimization; and enhances the safety of the community through preventative and protective presentations.

- Victim and Witness Assistance Program

Financial Information

FY 2024 Adopted Information¹

	Expenditures	Revenue	LTF	FTE
Office of the Commonwealth's Attorney	\$7,093,089	\$1,120,050	\$5,973,039	48.00
Victim and Witness Assistance Program	1,513,606	45,000	1,468,606	11.00
Total	\$8,606,695	\$1,165,050	\$7,441,645	59.00

¹ Sums may not equal due to rounding.



Commonwealth's Attorney: Office of the Commonwealth's Attorney

Legal Representation of the Commonwealth

What We Do: This activity provides legal representation for the Commonwealth and prosecutes various cases presented by law enforcement agencies, including felony, misdemeanor, traffic, and juvenile criminal.

An “on-duty” prosecutor is available to respond to legal inquiries from law enforcement officers and magistrates during regular business hours; and an “on-call” prosecutor is available 24 hours per day to handle any law enforcement emergencies or other situations requiring immediate attention. Attorneys are also available to work with law enforcement agencies and provide legal advice as required to facilitate investigations in specific complex cases. Attorneys can be cross-designated as Special Assistant United States Attorneys to prosecute cases in the federal courts when necessary. Likewise, Assistant United States Attorneys can be appointed as volunteer Assistant Commonwealth's Attorneys for Loudoun County when needed to coordinate joint prosecution efforts at the state level. The use of a multijurisdictional grand jury is another tool often used cooperatively with neighboring jurisdictions.

The Office of the Commonwealth's Attorney also coordinates with the Attorney General's Office for specialized prosecutions from their Computer Crimes Section. This activity focuses particular attention on addressing gang activity and works with the regional investigative units on these cases. Attorneys and staff regularly assist with community outreach efforts.

Mandate Information: The Commonwealth's Attorney is a locally-elected constitutional officer whose duties are mandated by the Code of Virginia § 15.2-1627. There are more than 300 statutory duties and responsibilities of the Commonwealth's Attorney as prescribed in the Code of Virginia. The Commonwealth's Attorney is not mandated to prosecute misdemeanor cases. However, it is the Office's policy that if the defendant has an attorney, the Office prosecutes the case regardless of whether it is a misdemeanor or a felony.

Who Does It: County staff provides these services. Personnel costs are partially offset by State Compensation Board funding. Three full-time prosecutors are specifically assigned to concentrate on domestic violence cases.

Why We Do It: The duties of the Commonwealth's Attorney are mandated by the Code of Virginia. Absent those duties, the community would have no representation in the court system. This is a critical responsibility as it helps maintain law and order, protect public safety, and ensure that justice is served.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was an average caseload of 25 open felony cases per attorney. Current service level involves a workload of approximately 470 felony pleas and 65 attorney jury trial days. In addition, current service level reflects an average caseload of 80 domestic violence cases per case manager.

How We Plan to Do It in the Future – Recommended Service Level: It is anticipated that the Office of the Commonwealth's Attorney will continue to prosecute cases based on demand.



Commonwealth's Attorney: Victim and Witness Assistance Program

Victim and Witness Assistance Program

What We Do: The Victim and Witness Assistance Program provides an interface between the judicial system and victims and witnesses of crime. The program also plays an active role in educating the public on issues related to domestic and sexual violence, in addition to serving as liaison to the County's Domestic Abuse Response Team, the Child Protective Committee, and the Child Advocacy Center. The Victim and Witness Assistance Program provides crisis intervention by advising victims of their rights and notifying them of the services provided by the program and the state. The services within this program include an explanation of the court process to victims and witnesses, liaison within the criminal justice system, courtroom accompaniment, witness preparation, claims filing through the Criminal Injuries Compensation Fund, supportive services referrals, victim impact statement preparation, restitution assistance, and safety planning.

Who Does It: County attorneys and case managers provide this activity. One position is partially offset by grant funding provided by the Virginia Domestic Violence Victim Fund.

Why We Do It: The Victim and Witness Assistance Program serves as an interface between the judicial system and crime victims and witnesses to help ensure victim and witness cooperation in prosecution, increase witness safety, and reduce the level of trauma often associated with criminal cases. Absent this activity, victims and witnesses to crimes would have no guidance or direction as to their rights throughout the criminal court process and would be left without specific direction to County and community services.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was providing service to approximately 100 victims and/or witnesses on an annual basis. Services could include filing of claims to the Criminal Injuries Compensation Fund and issuance of victim impacts statements. Staff refers approximately 800 individuals to the Loudoun Abused Women's Shelter and other programs annually.

How We Plan to Do It in the Future – Recommended Service Level: It is anticipated that the Office of the Commonwealth's Attorney will continue to prosecute cases based on demand.





Community Corrections

The Department of Community Corrections is comprised of two primary duty areas that are responsible for providing pretrial and post-trial (probation) services to the Loudoun County Courts, by supervising defendants and offenders for whom Loudoun County is responsible. Probation and pretrial supervision provides alternatives to costly incarceration and promotes public safety and offender accountability through various forms of intervention to correct offender behavior (e.g., community service, sex offender treatment, restitution to crime victims, substance abuse assessment and treatment, batterer intervention/domestic violence counseling, drug testing, GPS monitoring, remote breath alcohol monitoring, shoplifting group, life skills groups, anger management, and reentry planning). Within the Department of Community Corrections, specialized programs exist for Driving While Intoxicated (DWI)/victim impact panels and enhanced supervision for repeat DWI offenders, Domestic Violence Supervision, the Mental Health Docket (MH Docket), the Veterans Treatment Docket, and the Adult Drug Court.

Department Programs

Pretrial Services

Conducts pre-adjudication investigations, makes bond recommendations to the courts concerning defendants' suitability for supervised release, and supervises defendants released to the custody of the Department of Community Corrections by the Magistrate or any of the three Loudoun County Courts.

Activities

- Pretrial Investigations and Supervision
- Electronic Monitoring (GPS/Alcohol Monitoring)

Probation Services

Supervises adult offenders referred for probation supervision by all three Loudoun County Courts. Probation officers supervise specialized caseloads of offenders with convictions such as domestic assault and battery, driving while intoxicated, and sex offenses. Additionally, there are designated probation officers for Spanish-speaking offenders, as well as MH Docket, Adult Drug Court, and Veterans Treatment Docket participants.

- Probation Supervision
- Domestic Violence Supervision
- Specialty Dockets – Enhanced Driving While Intoxicated (DWI), Mental Health (MH), Veterans Treatment, and Adult Drug Court

Financial Information

FY 2024 Adopted Information¹

	Expenditures	Revenue	LTF	FTE
Pretrial Services	\$1,826,500	\$376,341	\$1,450,159	15.00
Probation Services	3,332,451	444,142	2,888,309	27.33
Total	\$5,158,951	\$820,483	\$4,338,468	42.33

¹ Sums may not equal due to rounding.



Community Corrections: Pretrial Services

Pretrial Investigations and Supervision

What We Do: The Pretrial Services Program has two primary functions:

- 1) Provide daily pretrial background investigations to the courts on recently arrested individuals; and,
- 2) Supervise individuals charged with a crime and released on bond, with pretrial supervision conditions.

Each weekday morning, pretrial staff interviews, completes background investigations, and provides bond recommendations on individuals and defendants recently arrested and held in custody at the Loudoun County Adult Detention Center. Pretrial risk assessment and recommendation reports are then presented to the judges for consideration at weekday arraignments and bond motions. Pretrial services offer the judiciary the option of supervision in the community as an alternative to pretrial incarceration.

A pretrial supervisor and six pretrial officers provide community supervision of these defendants. Intensity and frequency of supervision generally correlate to meetings with pretrial officers on a weekly, semi-weekly, or monthly basis, depending on the risk level and seriousness of the crime for which they are charged. Special conditions – such as GPS and electronic alcohol monitoring – are ordered by the courts and administered by Community Corrections staff.

Mandate Information: This activity is not mandated; however, the County is authorized to provide pretrial services and investigations pursuant to the Virginia Pretrial Services Act of 1995 (the Code of Virginia § 19.2-152.2). The Virginia Division of Criminal Justice Services (DCJS) promulgates standards of practice to which each local community corrections department must adhere. Community Corrections is a DCJS-designated agent to provide these services in this jurisdiction.

Who Does It: County staff provides this activity. The cost of electronic monitoring is recovered through user fees.

Why We Do It: The Pretrial Investigations and Supervision activity assists judges in making more informed bond decisions by identifying defendants who are suitable candidates for community supervision. This allows expensive jail bed space to be reserved for violent and high-risk defendants. The Virginia Compensation Board calculates the daily per diem rate of an inmate housed in Loudoun County at approximately \$211.¹ Without the option of pretrial supervision, many of the more than 800 defendants supervised each year would remain incarcerated pending their trial dates.

How We Do It Now – Current Service Level: In FY 2020, the service level provided was 72 cases per officer, due to the increased number of defendants being released on bond due to the COVID-19 pandemic. The Board of Supervisors added officer positions in FY 2021 and FY 2022, but the caseloads per officer continued to increase; and the current caseload per office remains over the recommended state caseload of 40. Current service level includes completing approximately 40 weekly pretrial investigations and supervising an average daily caseload of approximately 375 offenders, or approximately 75 cases per officer. Approximately 88 percent of defendants successfully complete pretrial supervision. Current service level also includes opening an estimated 1,100 new cases each year.

How We Plan to Do It in the Future – Recommended Service Level: In the future, caseload projections are contingent on the actions of external stakeholders, such as the judiciary, Magistrates, and the Commonwealth's Attorney. The pandemic reinforced the value of pretrial services as an alternative to incarceration; and demand for services remains high. Current caseload numbers remain above DCJS-recommended standards; and the complexity, intensity, and risk of cases continues to increase. The need for bilingual pretrial officers is a trend that is anticipated to continue, as this caseload has increased 9 percent since FY 2020. Should caseloads remain at their current size or increase, Community Corrections may need to adjust staffing levels.

¹ Based on the last available *Jail Cost Report* (FY 2017) from the Virginia Compensation Board.



Community Corrections: Pretrial Services

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain an average daily number of defendants under pretrial supervision at or below 45 per officer.					
Percentage of defendants successfully completing supervision	85%	88%	85%	88%	88%
Average daily number of defendants under supervision	325	284	281	300	310
Average daily number of defendants under supervision per officer	55	48	47	50	52
Number of new cases opened	1,106	1,023	1,088	1,100	1,125
Complete pretrial investigations to assist the courts in making bond decisions for pretrial defendants.					
Number of pretrial defendants interviewed, evaluated, and investigated	1,323	1,082	1,368	1,100	1,150
Maintain an average daily savings compared to pretrial incarceration of \$28,000.					
Cost of incarceration saved daily ¹	\$34,393	\$29,962	\$29,751	\$30,000	\$30,200

¹ Savings is calculated as 50 percent of the average daily caseload multiplied by the per diem cost of incarceration.



Community Corrections: Pretrial Services

Electronic Monitoring (GPS/Alcohol Monitoring)

What We Do: Community Corrections provides GPS and remote alcohol monitoring services to adults referred from all three courts in Loudoun County. Electronic monitoring may be ordered for defendants as a condition of bond or as a sanction imposed by the court on probationers. The court must order that the offender/defendant be placed on GPS or remote alcohol monitoring.

While initially designed to supervise defendants/offenders who pose a minimal risk to the community, Electronic Monitoring has witnessed a substantial increase in defendants released on bond for more serious offenses. Other instances of GPS or remote alcohol monitoring include referrals from the Specialty Dockets serving Loudoun County, such as the Adult Drug Court, the MH Docket, and the Veterans Treatment Docket.

Since January 6, 2022, Community Corrections has provided on-call coverage 24 hours per day, seven days per week for serious GPS violations occurring after business hours during the week and on weekends. The Electronic Monitoring team is composed of an electronic monitoring supervisor, three assistant probation officers, a victim outreach probation officer, and pretrial officers supervising GPS cases. This team also works closely with the domestic violence team, as many electronic monitoring referrals are for domestic violence-related offenses. While referrals for electronic monitoring vary monthly, the Department is averaging 26 offenders on GPS ankle monitors each month, with a commensurate number of offenders/defendants on remote alcohol monitoring as well.

Mandate Information: This activity is not mandated by the Code of Virginia but is permitted by statute.

Who Does It: County staff provides this activity. Electronic monitoring costs are recovered through user fees.

Why We Do It: Community Corrections' Electronic Monitoring provides supervision of high-risk offenders released on bond or sanctioned by the court. This activity provides an alternative to incarceration for offenders whose offenses would normally result in continued confinement at the Adult Detention Center. This allows these offenders to pay bills, maintain employment, and receive treatment if ordered by the court. The use of electronic monitoring by the court increased substantially during the pandemic and has continued post-pandemic. The Electronic Monitoring Program also increases defendant/offender accountability and can enhance victim and public safety.

How We Do It Now – Current Service Level: In FY 2023, the Department added three positions dedicated to the Electronic Monitoring Program. The number of days on electronic monitoring (a performance measure) continues to increase, and FY 2023 is projected to exceed prior years. The current service level accommodates approximately 50 cases each month on electronic monitoring. Should demand for this service continue, additional support for the team will be needed to ensure victim and public safety and appropriate supervision of these high-risk cases. The demand continues for GPS monitoring for domestic violence cases while orders for remote alcohol monitoring have also increased, reflecting the overall increase in alcohol-related charges on caseloads.

How We Plan to Do It in the Future – Recommended Service Level: Referrals for electronic monitoring began to rapidly increase beginning in January 2020. The courts heavily utilized electronic monitoring during the pandemic, and this trend has continued to the present. Demand for electronic monitoring is expected to remain consistent, if not increase. As with probation caseloads, orders for electronic monitoring are contingent upon the actions of external stakeholders, such as the judiciary and the Commonwealth's Attorney. While current staffing can accommodate workload demands, the Department plans to expand electronic monitoring, employing new technologies to enhance pretrial and probation supervision, victim outreach, and safety. This suggests that additional assistant probation officer positions may be necessary in the future to ensure adequate monitoring services to the courts and other community stakeholders who utilize electronic monitoring.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Number of days defendants are on electronic and alcohol monitoring	17,125	18,790	15,084	19,000	19,050



Community Corrections: Probation Services

Probation Supervision

What We Do: This activity provides supervision of adult criminal offenders referred by all three Loudoun County Courts. Probation officers assess the risk and needs of offenders. Staff refers offenders for assessments, interventions, and programs that address their risk of recidivism and criminogenic needs. Officers ensure completion of court-ordered programs and interventions and payment of all fines, court costs, restitution, and fees. Staff provides detailed reports and notifies the court on issues of non-compliance as well as testifies in violation hearings.

The intensity and frequency of probation supervision varies according to offender criminogenic risk and needs. Supervision requirements range from quarterly contacts (or a one-time completion of a mandated program such as the Victim Impact Panel or a shoplifting class), to more intensive interventions, such as GPS or daily alcohol monitoring, weekly drug testing, and weekly appointments with the Probation Officer. The Department has officers who specialize in the supervision of individuals with mental illness, drug addiction, and sex offenses, as well as Spanish-speaking and DWI offenders.

Mandate Information: This activity is not mandated; however, the County is authorized to provide probation services to the local courts by the Comprehensive Community Corrections Act of 1995 (the Code of Virginia § 9.1-173). Probation supervision for all misdemeanor and some non-violent felony offenses is available to the courts in Virginia only through DCJS-authorized probation agents. The Department is a DCJS-designated agent to provide these services in this jurisdiction.

Who Does It: County staff provides this activity. Individuals under supervision pay costs associated with groups and classes, as well as a supervision fee for each placement.

The Department is the recipient of a continuing grant from the Virginia DCJS, of which approximately half is dedicated to probation supervision and domestic violence supervision. Additionally, the Department manages an Improve the Criminal Justice Response (ICJR) Department of Justice grant related to domestic violence which expires on September 30, 2023.

Why We Do It: The Probation Services activity provides the Loudoun County Courts with sentencing options other than incarceration to address criminal activities committed in Loudoun County. When a criminal offender can be safely supervised in the community, they have the opportunity to seek or maintain employment and housing, remain in the community with family support, and address risk issues that contributed to their illegal conduct. This provides cost savings for the community and supports the rehabilitation of offenders to address underlying causes that contributed to their involvement in the criminal justice system. Additionally, supervision can enhance offender accountability, as well as victim and public safety.

How We Do It Now – Current Service Level: At current service level, 81 percent of offenders successfully complete probation. Current service level reflects nearly 1,700 new cases opened each year and an average daily number of offenders under supervision of 1,050 (81 per officer). Because this caseload is 22 percent higher than the state's recommended guideline of 60 cases per officer, the Board of Supervisors added more officer positions to manage caseload demands. At current service level, the Department supports up to 25 MH Docket, five Veterans Docket, and 50 Adult Drug Court participants.

How We Plan to Do It in the Future – Recommended Service Level: During the first two quarters of FY 2023, probation caseloads have progressively increased. Like Pretrial Services, the size of probation caseloads is contingent upon external stakeholders, such as the judiciary and the Commonwealth's Attorney. With current caseload numbers exceeding the DCJS-recommended size, additional resources will need to be considered to ensure delivery of services to the courts and to ensure victim and public safety. One particular focus of attention will be addressing the need for bilingual probation officers to ensure that offenders receive services in their native languages. The use of new technologies to enhance supervision of high-risk offenders will increase workload but will also enhance public safety.

**Community Corrections: Probation Services**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Promote public safety by enforcing all general and special conditions of probation for offenders.					
Percentage of offenders successfully completing probation	85%	81%	80%	85%	85%
Average daily number of offenders under probation supervision	958	779	847	950	1,000
Average daily number of offenders under probation supervision per officer	77	81	66	77	92
Number of new probation cases opened	1,750	838	1,207	1,000	1,050
Number of drug tests administered	7,000	7,000	7,000	7,000	7,000
Number of referrals – mental health assessment/treatment	170	150	157	200	250
Number of referrals – shoplifter group	120	47	38	50	50
Number of referrals – DWI/Victim Impact Panels	500	238	273	450	500
Number of referrals – community service	450	167	229	250	275
Number of referrals – substance abuse education/treatment	700	306	283	450	500
Maintain a daily estimated savings of \$20,000 per day by offering probation as an alternative to housing offenders in the Adult Detention Center.					
Cost of incarceration saved daily ¹	\$20,256	\$16,458	\$17,935	\$18,000	\$18,000
Maintain the value of community service hours worked at or above \$180,000.					
Number of community service hours worked	12,324	8,090	6,747	7,000	7,000
Total value of community service hours worked ²	\$92,430	\$60,675	\$50,603	\$52,000	\$52,000

¹ Savings is calculated as 10 percent of the average daily caseload multiplied by the per diem cost of incarceration.

² This is typically calculated by the number of hours of community service performed multiplied by an hourly rate of \$7.50.



Community Corrections: Probation Services

Domestic Violence Supervision

What We Do: This activity provides supervision of adult offenders and defendants referred by the Loudoun County Juvenile and Domestic Relations District Court as well as dating violence and intimate partner violence cases out of the General District Court and the Circuit Court. Domestic violence probation officers receive specialized training to work with this population. Court-ordered, special conditions typically include domestic violence assessments and domestic violence intervention programs. Additionally, some offenders are required to undergo substance abuse and mental health assessments and follow the resulting recommendations. Domestic violence probation officers submit domestic violence probation progress reports to the Juvenile and Domestic Relations District Court for regular Domestic Violence Review Dockets to review compliance progress. The majority of offenders in this category are referred to the Department of Community Corrections for offenses involving assault and battery on a family member, but charges may also include other intimate partner-related crimes such as violation of a protective order, destruction of property, strangulation, and stalking. Victim safety, offender compliance with treatment and special conditions, and accountability are primary areas of focus in these cases.

The primary supervision method involves face-to-face meetings with the domestic violence probation officer. Depending on risk level and current circumstances, an offender may be required to meet with the officer weekly, semi-monthly, or monthly. Contracted domestic violence treatment provider staff assesses each offender for risk and needs using a validated risk assessment. The Department refers offenders to a local private counseling agency that is certified by the Virginia Batterer Intervention Certification Board. Loudoun County is a leader in the field of best practices in domestic violence offender treatment by utilizing the recently implemented best practice of a tiered Batterers Intervention structure. As part of this structure, domestic violence offenders undergo a domestic violence assessment and are placed in the appropriate 24-, 36-, or 52-week program, based on the seriousness of the offense, criminal history, and risk factors. The most substantial group offered in any other state locality is the minimum requirement of 24 weeks. Anger management is not an appropriate treatment modality for intimate partner violence cases; however, it is used as a sanction for non-intimate partner-related offenses (e.g., siblings, parent/child, etc.). GPS and Soberlink alcohol monitoring are often used; thus, the Domestic Violence Supervision activity works closely with the Department's Electronic Monitoring Unit.

This activity includes staff participation in a coordinated community response that meets monthly to collaborate on best practices – called the Loudoun Domestic Abuse Response Team (DART). This coordinated community response team consists of staff from agencies such as local law enforcement (the Leesburg Police Department and the Loudoun County Sheriff's Office); the Juvenile Court Service Unit; the Loudoun Abused Women's Shelter; the Office of the Commonwealth's Attorney; Loudoun County Public Schools; Animal Services; Family Services; and Mental Health, Substance Abuse, and Developmental Services.

Mandate Information: This activity is not mandated; however, the County is authorized to provide probation services to the local courts by the Comprehensive Community Corrections Act of 1995 (the Code of Virginia § 9.1-173).

Who Does It: County staff provides this activity. Offenders pay for Batterer Intervention, anger management, and sex offender treatment programs.

Why We Do It: This activity provides specialized supervision for a period of one to two years for offenders accused or convicted of domestic violence offenses. The risk, needs, and behavioral issues associated with these high-risk offenders are addressed with different interventions and court-ordered special conditions, while allowing offenders to be safely supervised in the community. Probation services provide the court and the offenders with numerous options to address and correct criminal behavior, while allowing offenders to seek or maintain employment and housing, remain with family support (where possible), and address risk issues contributing to or promoting illegal conduct. These services also can enhance offender accountability and victim safety.

How We Do It Now – Current Service Level: At current service level, approximately 90 percent of domestic violence defendants successfully complete pretrial supervision; and approximately 80 percent of domestic violence offenders



Community Corrections: Probation Services

successfully complete probation. Current service level includes more than 45 domestic violence offenders on domestic violence probation supervision per officer. Additionally, approximately 265 domestic violence probation cases and 230 domestic violence pretrial cases are opened each year. In FY 2023, a domestic violence outreach probation officer was added to work with victims of crime whose alleged assailants have active cases on community pretrial or probation supervision; this position also works closely with the Electronic Monitoring Unit.

How We Plan to Do It in the Future – Recommended Service Level: The workload of the domestic violence probation officers is amongst the highest in the Department, supervising intimate partner cases from the Juvenile and Domestic Relations District Court, as well as dating violence cases out of the General District Court. These cases are complex in nature and require specialized training to understand the cycle of domestic violence and sexual offending, including the ability to work with victims of crime. Domestic violence and sexual offense cases are high-risk and require additional supervision requirements. Current domestic violence caseloads exceed DCJS standards, suggesting that service levels may need to be adjusted to ensure adequate services to the courts. Enhancements will be needed in the future to continue supporting victim and public safety.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Achieve a 90 percent successful pretrial completion rate for domestic violence offenders under pretrial supervision.					
Percentage of domestic violence defendants successfully completing pretrial supervision	90%	90%	90%	90%	90%
Average daily number of domestic violence cases under pretrial supervision	75	80	66	90	100
Number of new domestic violence pretrial cases opened	125	225	262	275	290
Achieve an 80 percent successful probation completion rate for domestic violence offenders.					
Percentage of domestic violence offenders successfully completing probation	80%	80%	73%	80%	80%
Average daily number of domestic violence cases under probation supervision	250	265	275	325	350
Average number of domestic violence offenders under probation supervision per domestic violence officer	83	88	80	81	86
Number of new probation domestic violence cases opened	250	265	275	300	350
Number of batterer/domestic violence group referrals	150	160	91	200	240



Community Corrections: Probation Services

Specialty Dockets – Enhanced Driving While Intoxicated (DWI), Mental Health (MH), Veterans Treatment, and Adult Drug Court

What We Do: Loudoun County Community Corrections operates four Specialty Dockets: the Enhanced DWI Docket, the MH Docket, the Veterans Treatment Docket, and the Adult Drug Court.

The Enhanced DWI Docket serves the Loudoun County General District Court. This Specialty Docket provides intensive supervision of higher-risk DWI offenders (i.e., 0.15 BAC or higher) who attend 90-day court reviews, victim impact panels, and treatment, either through the Virginia Alcohol Safety Program or another provider. Frequently, these offenders have additional needs, such as cooccurring or serious substance abuse disorders. This caseload is currently amongst the highest in Community Corrections.

The MH Docket is a post-plea Specialty Docket that provides support for defendants diagnosed with serious mental illness. Participants receive regular supervision with a team to monitor the defendant's treatment as well as provide resources tailored to the defendant's particular needs, which will assist in keeping the defendant on track and toward illness management and recovery, thus reducing involvement in the criminal justice system.

The Veterans Treatment Docket is a post-plea Specialty Docket that provides support for defendants diagnosed with serious mental illness based on the diagnosis, intensity, and duration; or who meet the criteria for a cooccurring (e.g., substance abuse and mental health) diagnosis. Participants will receive regular supervision with a team to monitor treatment as well as provide resources tailored to the defendant's particular needs, which will assist in keeping the participant on track and toward illness management and recovery, thus reducing involvement in the criminal justice system.

The Adult Drug Court is a pre-conviction or post-plea Specialty Docket in the Loudoun County Circuit Court, which provides support for offenders diagnosed with a substance abuse or cooccurring disorder. The mission of the Adult Drug Court is to reduce recidivism and the impact of drug-related crime within the community by providing access to a comprehensive program that includes substance abuse treatment services, intensive community supervision, and regular court appearances.

Mandate Information: This activity is not mandated; however, the County is authorized to provide pretrial services and investigations pursuant to the Virginia Pretrial Services Act of 1995 (the Code of Virginia § 19.2-152.2). DCJS promulgates standards of practice to which each local community corrections department must adhere. Community Corrections is a DCJS-designated agent to provide these services in this jurisdiction. Additionally, standards for Specialty Dockets are governed by the Supreme Court of Virginia's Office of the Executive Secretary (OES).

Who Does It: County staff provides this activity.

Why We Do It: Specialty Dockets are an aspect of the sequential intercept model, which seeks to divert defendants or offenders away from the traditional criminal justice system. These Specialty Dockets provide the judiciary with an alternative to incarceration while providing intensive services that promote accountability and victim and public safety. The Virginia Compensation Board calculates the daily per diem rate of an inmate housed in Loudoun County at approximately \$211; many defendants participating on these Specialty Dockets would otherwise be confined in local jail.

How We Do It Now – Current Service Level: The Enhanced DWI caseloads are amongst the highest in the Department. Referrals to Specialty Dockets continue to increase; and although the MH Docket and the Adult Drug Court are currently operating below maximum capacity (25 and 50 participants, respectively), it is anticipated that these programs will continue to expand. The Veterans Treatment Docket accepted its first participant on March 7, 2023, with an initial maximum capacity of five participants. There are currently three participants, with one referral pending. Discussions will soon begin regarding expanding capacity.

How We Plan to Do It in the Future – Recommended Service Level: Services on Specialty Dockets are offered using a team approach that supports the individual needs of the participants, according to principles of risk, needs, and responsivity. These Specialty Dockets provide intensive supervision of high-risk and high-need mental health, substance use, or cooccurring



Community Corrections: Probation Services

cases. While enrollment in several programs is below maximum capacity, current service level affords effective supervision of these cases. Referrals to Specialty Dockets are increasing; and should enrollment continue to expand, there will be a need for service level enhancements. One particular focus of attention will be the Veterans Treatment Docket, which was launched with an initial capacity of five participants; based on the volume of referrals, it is anticipated that this Specialty Docket will continue to expand, signaling the need for additional staff to ensure appropriate services to the court and participants. The Enhanced DWI Docket continues to increase as well, with supervising officers managing caseloads well above DCJS-recommended standards.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Percentage of participants successfully completing Specialty Docket programs.					
Percentage of MH Docket participants who successfully complete the program	80%	63%	100%	85%	85%
Percentage of Adult Drug Court participants who successfully complete the program	65%	60%	75%	75%	75%



Courts

To serve the public through support of the judicial system of Loudoun County by providing an independent, accessible, and responsive forum for the just resolution of disputes. Both the State Constitution and the Code of Virginia require the County to provide suitable facilities for the courts (which include the Circuit Court, the General District Court, and the Juvenile and Domestic Relations District Court) and the Magistrates. While the County is not required to provide any personnel or related expenses, Loudoun County does provide employees for the Circuit Court. The Commonwealth of Virginia provides the employees to staff the General District Court, the Juvenile and Domestic Relations District Court, and the Magistrates Office. The Commonwealth also provides the judges for the courts.

Department Programs

Circuit Court

The Circuit Court is the trial court with the broadest powers in Virginia and has the authority to try a full range of both civil and criminal cases. Civil cases involve disputes between two or more parties; criminal cases are controversies between the Commonwealth and persons accused of a crime. Only in a Circuit Court is a jury provided for the trial of many of these disputes and controversies. The Circuit Court has appellate jurisdiction over all appeals from the General District Court and the Juvenile and Domestic Relations Court. Appeals are heard de novo; that is, the cases are tried from the beginning as though there had been no prior trial. The General District Court has exclusive authority to hear civil cases with claims of \$4,500 or less; and shares authority with the Circuit Court to hear cases with claims between \$4,500 and \$25,000, and up to \$50,000 in civil cases for personal injury and wrongful death. The Circuit Court tries civil cases involving divorces, wills and estates, contracts, real property, administrative determinations, felonies, and indicted misdemeanors.

General District Court

Hears traffic violation cases, misdemeanor criminal cases, and preliminary hearing matters on felony cases. The General District Court also hears landlord and tenant disputes, contract disputes, and personal injury actions. The General District Court does not conduct jury trials. All cases in this Court are heard by a judge. The General District Court is also involved in civil commitments including involuntary admissions of mentally ill/intellectual disability and medical emergency temporary detention. The General District Court promotes community relations and community service programs through the Mental Health Docket and the Veterans Treatment Docket.

Juvenile and Domestic Relations District Court

Hears cases involving juvenile delinquency matters to include traffic, misdemeanor, and felony charges; juvenile involuntary commitments and protective orders; all civil matters for any person under the age of 18; all adult domestic-related misdemeanor and felony charges; domestic-related protective orders and all civil matters pertaining to child support/spousal support; and all juvenile Department of Family Services (DFS) cases.

Magistrates

Conducts probable cause and bail hearings; commits and releases offenders to and from jail; and issues warrants, emergency custody orders, temporary detention orders, medical emergency detention orders, and emergency protective orders.

**Courts****Financial Information****FY 2024 Adopted Information¹**

	Expenditures	Revenue	LTF	FTE
Circuit Court	\$1,761,883	\$0	\$1,761,883	12.00
General District Court	338,802	4,000	334,802	0.00
Juvenile and Domestic Relations District Court	137,777	0	137,777	0.00
Magistrates	48,847	0	48,847	0.00
Total	\$2,287,309	\$4,000	\$2,283,309	12.00

¹ Sums may not equal due to rounding.



Courts: Circuit Court

Circuit Court

What We Do: All residents of the community are served by the Circuit Court, which is a state court with five sitting Loudoun Circuit Court judges appointed by the Virginia General Assembly for eight-year terms. Loudoun is part of the 20th Judicial Circuit (also part of the 20th Judicial *District*, for the District Courts), which also includes Fauquier County and Rappahannock County. All judges in the 20th Judicial Circuit may be called upon to sit in any county court in the Circuit. In FY 2020, the 20th Judicial Circuit received funding from the state for a fifth judge. The state provided the funding to fill that position, which had been vacant since January 2017.

In civil cases, the Circuit Court has concurrent jurisdiction with the General District Court over claims between \$4,500 and \$25,000, and exclusive original jurisdiction over almost all claims exceeding \$25,000. The Circuit Court also has jurisdiction over divorce cases, adoptions, garnishments, disputes concerning wills and estates, controversies involving real property, and concealed handgun permit applications. In criminal cases, the Circuit Court has jurisdiction over the trial of all felonies (offenses that may be punished by commitment to the state penitentiary) and of those misdemeanors (offenses carrying a penalty of not more than 12 months in jail) on appeal from the General District Court or originally charged in the Circuit Court. The Circuit Court also has jurisdiction over juveniles aged 14 years and older who are charged with felonies and whose cases have been certified or transferred by the judge of a Juvenile and Domestic Relations District Court for trial in the Circuit Court.

The Circuit Court has appellate jurisdiction over all appeals from the General District Court and the Juvenile and Domestic Relations District Court. Appeals from these District Courts are heard *de novo* – that is, the cases are tried from the beginning as though there had been no prior trial. Only in a Circuit Court is a jury provided for the trial of many of these disputes and controversies. The Circuit Court has the authority to impanel regular, special, and multi-jurisdictional grand juries.

The Adult Drug Court is a cooperative effort involving the Circuit Court; the Clerk of the Circuit Court; the Department of Community Corrections; the Office of the Commonwealth's Attorney; County Administration; the Department of Mental Health, Substance Abuse, and Developmental Services (MHSADS); the Public Defender's Office; and the Loudoun County Sheriff's Office (LCSO). This Specialty Docket of the Circuit Court assists those in the criminal justice system with substance use issues.

Mandate Information: By the Code of Virginia § 15.2-1638, localities must provide suitable court facilities, but the judiciary is responsible for administering the facilities. The County provides maintenance of the grounds that surround court facilities.

Who Does It: County staff supports the Circuit Court bench, including four staff attorneys, five legal services specialists, two docket managers, and a chief of staff. In addition to the personnel expenditures for staff, the County provides funding for operational items such as staff development, books, and office supplies. The Commonwealth of Virginia funds the judges' personnel expenditures since they are state employees. The Circuit Court Judges Office has no other staff. As required by the Commonwealth of Virginia, the County provides the facilities for the Circuit Court.

Why We Do It: Services provided by the Circuit Court (as the only court of record¹ in the Commonwealth with land records, deeds, marriage licenses, judgments, and wills) are an important component of the state's judicial system in Loudoun County. The Circuit Court provides the community access to the legal system to resolve civil and criminal disputes.

How We Do It Now – Current Service Level: Current service level includes 3,566 civil cases and 1,557 criminal cases filed per year. While the number of civil cases continues to rise, the number of criminal cases has diminished, from a total of 3,185 in FY 2019 to 1,661 in FY 2021 and 1,557 in FY 2022. Chambers staff processed 9,940 daily orders in FY 2022 and scheduled 3,236 cases. Staff attorneys wrote 339 legal memoranda for the judges. The Board of Supervisors approved the reimplementing of an Adult Drug Court in FY 2019 after the last program ended in FY 2013. At current service level, the

¹ Being a court of record means that appeals to the Circuit Court from the General District Court and the Juvenile and Domestic Relations District Court are heard as new trials.

**Courts: Circuit Court**

Adult Drug Court is offered to a maximum capacity of 50 participants. Use of substitute judges to assist the 20th Judicial Circuit is expected. Chambers added a chief of staff position in FY 2020, an additional legal services specialist in FY 2021, and an additional docket manager in FY 2024, which will aid staff in maintaining service levels. The chief of staff and docketing managers expect to deploy an online scheduling application in FY 2024 that will aid the legal community in scheduling of civil trials and motions.

How We Plan to Do It in the Future – Recommended Service Level: While civil caseloads are expected to rise, the Circuit Court expects to continue maintaining its FY 2024 service levels detailed above. The Circuit Court predicts that 3,800 civil cases and 1,700 criminal cases will be filed by FY 2025. The Circuit Court expects to continue to offer the services of the Adult Drug Court with a maximum capacity of 50 participants.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain judicious, prompt, and efficient handling of cases by concluding cases.¹					
<i>Civil:</i>					
Total number of filed civil cases ²	3,819	3,566	3,582	3,800	3,800
Number of concealed handgun permit applications filed	6,236	3,459	4,043	6,200	6,200
Number of garnishments filed	146	482	779	600	600
Number of adoptions filed ³	43	76	63	100	100
Number of juvenile appeals filed ⁴	207	168	153	200	200
Number of civil files prepared for civil dockets ⁵	n/a	3,166	3,503	3,228	3,300
<i>Criminal:</i>					
Total number of filed criminal cases ⁶	1,661	1,557	1,620	1,700	1,700
Number of indictments	153	215	213	220	250
Number of waivers ⁷	229	200	162	200	225
Number of bench trials	231	193	128	250	250
Number of misdemeanor appeals	547	526	570	600	600
Number of criminal juvenile appeals	138	133	194	150	150
Number of capias/rules ⁸	363	290	353	300	300

¹ Data shown as n/a indicates a measure that does not have historical data.

² This measures the following: number of concealed handgun permit applications filed (each concealed handgun permit is a separate civil case), garnishments, juvenile appeals, adoptions filed, and the other civil cases not in these four categories.

³ These adoption cases were opened as new matters in the Circuit Court and were heard by the Circuit Court. Some adoption cases are handled and resolved at the lower court level while some adoption cases are processed by the Circuit Court.

⁴ These are the Juvenile and Domestic Relations District Court cases that are appealed to the Circuit Court.

⁵ This measure reflects the number of civil files that are reviewed by the legal specialists and prepared for the judges' review prior to the court hearing.

⁶ This measures the following: number of indictments, waivers, bench trials, misdemeanor appeals, criminal juvenile appeals, and capias/rules.

⁷ A waiver is an intentional, voluntary surrender of a known legal right, such as a waiver of the right to a jury trial.

⁸ This is a command from the court that orders a party to show why he/she has not carried out certain acts, or why they should not be carried out.



Courts: Circuit Court

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Number of criminal files prepared for criminal dockets ¹	n/a	2,590	2,151	2,600	2,600
<i>Civil and Criminal:</i>					
Number of motions for which legal memoranda are prepared ²	n/a	339	267	400	400
Number of hearings reviewed for attorney involvement ³	n/a	1,835	1,868	1,920	1,920
Number of daily orders reviewed by legal specialists ⁴	n/a	9,940	10,791	10,000	10,000
Number of cases scheduled ⁵	n/a	3,236	3,263	3,500	3,600

¹ This reflects the number of criminal files that are reviewed by the legal specialists and prepared for the judges' review prior to the court hearing.

² This reflects the number of motions for which a legal memorandum is written by a staff attorney. Frequently, numerous motions may be docketed for one hearing date, and one legal memorandum may contain analysis of numerous issues/motions.

³ This reflects the number of contested motions that are reviewed by the lead staff attorney to determine if a legal memorandum is warranted.

⁴ This reflects the amount of daily orders that the legal specialists review for accuracy and present to a judge prior to their signature.

⁵ This reflects the amount of cases that are scheduled by the docket manager and the senior legal services specialist.



Courts: General District Court

General District Court

What We Do: The General District Court, which is a state court of limited jurisdiction, has exclusive authority to hear civil cases with claims of \$4,500 or less; and shares authority with the Circuit Court to hear cases with claims between \$4,500 and \$25,000, and up to \$50,000 in civil cases for personal injury and wrongful death. This includes criminal, civil, traffic, and mental health hearings; arrests; arraignments; community relations; community service programs; protective orders; establishing court dates; and providing general information with regard to each of these types of cases. The General District Court handles traffic violations, hears minor criminal cases known as misdemeanors, and conducts preliminary hearings for more serious criminal cases called felonies. Additionally, the General District Court processes all paperwork filed for service and courtroom processes. The General District Court updates and issues many court processes required by law. Court staff provides information and assistance to members of the public at the General District Court's counter.

The 20th Judicial District includes three judges for the Loudoun County General District Court and one judge for Fauquier and Rappahannock Counties. The Virginia General Assembly appoints the judges for this Court for a term of six years. When the Courts Expansion Project is completed in FY 2024, the General District Court will transfer to the new courts building. The County's Capital Improvement Program (CIP) Project provided for the construction of the new courts building. The County's CIP Project renovation of the Courts Complex will continue after the General District Court moves into its new building. The state provided an additional seven full-time positions for the General District Court for FY 2022.

The goal of the Mental Health Specialty Docket (MH Docket) of the General District Court is to increase public safety, reduce recidivism among high-risk individuals, divert individuals with serious mental illness from further progressing through the criminal justice system, and improve clinical outcomes for individuals with serious mental illness by connecting them with evidence-based treatment. Eligible individuals with serious mental illness are on the MH Docket, which is supported by one judge. This Specialty Docket is a collaborative effort between Community Corrections and MHSADS. Other partner agencies with the General District Court include LCSO, the Office of the Commonwealth's Attorney, and the Office of the Public Defender.

The Virginia Supreme Court approved Loudoun County's application to establish a Veterans Treatment Docket in November 2022; and the General District Court implemented the Veterans Treatment Docket to serve up to five participants in December 2022. The Veterans Treatment Docket is a Specialty Docket led by the General District Court within the existing structure of Virginia's court system that offers substance use and mental health treatment to eligible defendants. Loudoun's Specialty Docket will serve justice-involved veterans of United States military branches who have mental illness or cooccurring disorders. The initial maximum number of participants for the Veterans Treatment Docket will be five per year for the 12-month program.

The Veterans Treatment Docket adopts many elements from the existing MH Docket, including frequent court appearances and individualized treatment plans. Substance use and mental health treatment are made available to justice-involved veterans as an alternative to traditional case processing. Participants receive regular and intense supervision from a team across public agencies that monitors the defendant's treatment and provides resources tailored to the defendant's particular needs. This approach helps keep the defendant on track toward illness management and recovery, reducing reinvolverment in the criminal justice system. One element of the Veterans Treatment Docket model that sets it apart from the MH Docket model is the participation of veterans who serve as peer mentors.

The Veterans Treatment Docket provides support and services from a collaborative team consisting of the following federal, state, and County agencies: Loudoun County's Department of Community Corrections, MHSADS, the General District Court, the Office of the Commonwealth's Attorney, LCSO, and the Office of the Public Defender; the United States Department of Veterans Affairs; and the Virginia Department of Veterans Services.

Mandate Information: The County is required to provide the building and office space for the courtrooms and staff, as mandated by the Code of Virginia § 15.2-1638.



Courts: General District Court

Who Does It: Support staff is provided by the state and is employed by the Commonwealth of Virginia. The County provides a pay supplement to the state salary for the General District Court's support staff. The County also provides operating and maintenance funding to support the Court's operations.

Why We Do It: The services provided by the General District Court are an important component of the state's judicial system in Loudoun County. The General District Court provides residents access to the legal system to resolve civil and criminal cases within the jurisdiction of the General District Court.

How We Do It Now – Current Service Level: Current service level includes more than 19,000 civil cases, approximately 6,500 criminal cases, and approximately 34,000 traffic cases concluded. The current service level of nearly 3,700 requests for interpretation includes all languages. Current service level represents up to 25 MH Docket participants and up to five Veterans Treatment Docket participants.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level is not clear now, but staff is watching trends and projections of civil cases, criminal cases, and traffic cases. As the County's population growth stabilizes over time, staff anticipates that the demand for these services may change, but it is difficult to project since a variety of factors affect the General District Court's service demands.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure that court cases are resolved promptly and efficiently by processing all court cases.					
Number of civil cases concluded	14,566	13,617	16,081	19,458	21,400
Number of criminal cases concluded	4,872	5,250	5,364	6,490	7,140
Number of defendant requests for interpretation	2,428	2,711	3,490	3,631	3,704
Number of traffic cases concluded	20,104	33,833	28,168	34,084	37,492



Courts: Juvenile and Domestic Relations District Court

Juvenile and Domestic Relations District Court

What We Do: The Juvenile and Domestic Relations District Court is a state court which hears all juvenile traffic and delinquency misdemeanor and felony offenses; adult domestic-related criminal misdemeanor and felony cases; and civil matters involving child custody, visitation, and child/spousal support. The Juvenile and Domestic Relations District Court maintains jurisdiction for future modifications and violations of all orders entered unless otherwise ordered. This Court also hears civil cases regarding juvenile abuse and neglect, foster care, Child in Need of Services (CHINS), consent to adopt, and juvenile and adult domestic-related protective orders. The Juvenile and Domestic Relations District Court Clerk's Office serves County residents and the participants of the judiciary system by providing all court records, information, and services in a timely and cost-effective manner.

Two judges are assigned to Loudoun County and one judge is assigned to Fauquier and Rappahannock Counties in the 20th Judicial District to serve in the Juvenile and Domestic Relations District Court. The Virginia General Assembly appoints the judges for this Court for a term of six years.

Mandate Information: The Code of Virginia § 15.2-1638 states that the County is responsible for providing and maintaining the building for the courthouse(s).

Who Does It: Loudoun County Juvenile and Domestic Relations District Court consists of ten support staff provided by the state and employed by the Commonwealth of Virginia. The County provides a 15 percent pay supplement to the state salary of this Court's support staff. The County provides operating and maintenance expenditures funding in support of the Juvenile and Domestic Relations District Court's operations.

Why We Do It: The services provided by the Juvenile and Domestic Relations District Court are an important component of the state's judicial system in Loudoun County. This Court provides residents access to the legal system to resolve civil and criminal cases within the jurisdiction of the Juvenile and Domestic Relations District Court.

How We Do It Now – Current Service Level: The Juvenile and Domestic Relations District Court processes more than 13,000 new domestic relations cases and nearly 9,700 new juvenile cases each year. Most cases have multiple hearings.

How We Plan to Do It in the Future – Recommended Service Level: The Juvenile and Domestic Relations District Court's caseloads are expected to continue rising in the coming years. To continue offering the same service levels, the Court will be asking the Commonwealth of Virginia to provide funding and support for a third full-time judge. With a third judge, the Court would also need to request that the state adds additional deputy clerk positions to continue offering the same standards of service currently offered. This Court's positions receive a 15 percent County salary supplement to their state salary.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide equitable access for juveniles and families in the judicial system for Loudoun County residents.					
Number of adult domestic relations cases	10,136	9,524	9,681	13,489	14,163
Number of juvenile cases	7,264	7,230	7,713	9,667	10,634
Number of protective orders	383	380	367	509	534
Number of involuntary commitments	6	13	28	9	9



Courts: Magistrates

Magistrates

What We Do: The Magistrates Office serves as an entry point to the criminal justice system and provides access to the court system 24 hours per day, seven days per week, all 365 days of the year. The Magistrates Office is open on weekends and holidays. The Magistrates Office provides services to the public, law enforcement, and other government agencies, including issuing arrest process and search warrants; admit to bail or commit to jail in accordance with the Code of Virginia; issuing warrants and subpoenas and civil processes and attachments; issuing Emergency Protective Orders; and issuing Emergency Custody Orders and Temporary Detention Orders for mental and medical emergencies. The Magistrates Office is responsible for the 20th Judicial District, which includes Fauquier, Loudoun, and Rappahannock Counties. Loudoun County Magistrates are authorized to issue processes within the fourth Magisterial Region, which includes three Judicial Districts – the 16th, 20th, and 26th. However, Loudoun Magistrates hear matters primarily in the 20th District.

Mandate Information: Section 19.2-33 of the 1950 Code of Virginia, as amended in 1974, established the Magistrate System to replace the Office of the Justice of the Peace. Magistrates are vested with the same authority and duties and obligations previously vested in the Office of the Justice of the Peace. A Magistrate is required to be available to anyone seeking services of the office 24 hours per day, seven days per week.

Who Does It: These services are delivered by one Chief Magistrate and up to nine Magistrates allotted for the Office, who are state employees of the Supreme Court of Virginia. The County provides the building for the Magistrates Office's operations, and supports a portion of the Magistrates Office's operating budget. The County also provides a pay supplement to the state salary of Magistrates who were hired before July 1, 2008. One Magistrate currently qualifies for and receives the County supplement. When that Magistrate terminates employment, the County will no longer pay supplements to Magistrates. Local jurisdictions are prohibited by the state from providing pay supplements to Magistrates hired after June 30, 2008.

Why We Do It: Not only are the services provided by the Magistrates Office available to anyone at any time of the day or night, but these services are also provided in time-sensitive, high-pressure situations. Victims of crimes have immediate access to petition for Emergency Protective Orders and criminal processes. Relatives, acquaintances, and mental health and medical professionals aware of an individual experiencing a mental health or medical crisis have immediate access to Emergency Custody Orders and Temporary Detention Orders to be issued by a Magistrate in order to authorize life-saving services and treatment. The central components to almost all processes and services provided by a Magistrate include preserving the safety of the public, while ensuring the due process and rights of those individuals subject to the orders and processes issued by a Magistrate in the County and throughout the Commonwealth of Virginia.

How We Do It Now – Current Service Level: Current service level involves issuing more than 22,000 processes, which include arrest warrants, summonses, bonds, search warrants, subpoenas, emergency mental and medical custody orders, temporary mental and medical detention orders, Emergency Protective Orders, and other civil processes. Since FY 2020, the number of processes has increased. The number of Magistrate positions provided by the state has remained relatively the same for the 20th Judicial District from FY 2020 to FY 2024.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level is not clear now, but the Magistrates Office is watching trends and projections. It is difficult to determine the impact of population stabilization on the Magistrates Office in the future since a variety of variables affect the workload, including the crime rate.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide judicial services and accomplish statutory responsibilities.					
Number of processes issued ¹	19,274	21,263	22,544	22,544	22,544

¹ Processes include arrest warrants, summonses, bonds, search warrants, subpoenas, emergency mental and medical custody orders, temporary mental and medical detention orders, Emergency Protective Orders, and other civil processes.





Fire and Rescue

To provide Loudoun County residents and visitors with efficient and cost-effective fire, rescue, and emergency medical services (EMS). The Fire and Rescue System (also referred to as 'Fire and Rescue') responds to and mitigates hazardous materials and related life-safety and property-threatening incidents, with a staff of highly-trained career and volunteer personnel using state-of-the-art equipment located in strategically-placed facilities 24 hours per day, seven days per week.

Loudoun County Fire and Rescue (LCFR) is a component of the Loudoun County Combined Fire and Rescue System (LC-CFRS, also referred to as 'the Combined System'), which was established by the Board of Supervisors (Board) in July 2014 and codified in Chapter 258 of Loudoun County Codified Ordinances. This ordinance created a governance structure to coordinate fire, rescue, and EMS service provision between LCFR (referred to as 'career' personnel, providers, and members) and the established volunteer Fire and Rescue and EMS agencies in the County (referred to as 'volunteer' personnel, providers, and members). As part of the Combined System, LCFR provides operational, administrative, and logistical support for the 15 volunteer companies, as well as supports the LC-CFRS Executive Committee and the overall LC-CFRS governance structure. Additionally, LCFR manages many functions for the Combined System including, but not limited to, financial affairs (including EMS billing); career and volunteer human resources; health, safety, wellness, and respiratory protection programs; public information; records management and Freedom of Information Act (FOIA) processing; facilities and apparatus support; logistics and supply distribution; and capital planning services. LCFR also coordinates training, certification, and continuing education for career and volunteer providers through the Training Division at the Oliver Robert Dubé Fire and Rescue Training Academy.

Department Programs

Administrative Services

Supports the Office of the System-Wide Fire and Rescue Chief (also referred to as the 'System Chief') as well as assistant chiefs; provides support for all program areas with administrative and management services, financial and budget management, and support for grants, procurement, records management, and FOIA requests; upholds professional standards through conducting internal investigations and background investigations; manages the EMS Transport Reimbursement Program; provides public information and communications services; and provides data analytics services for internal and external stakeholders to support development and other planning.

Activities

- Public Information Office (PIO)
- Professional Standards
- Budget, Finance, and Administrative Services (BFA)
- Emergency Medical Service (EMS) Cost Recovery
- Planning and Data Analytics

Volunteer Administration

Supports Fire and Rescue System volunteer members by overseeing and providing guidance in various human resources aspects including pre-placement physicals, training, benefits, recruitment, retention, and recognition.

- Volunteer Administration



Fire and Rescue

Fire Marshal's Office (FMO)

Provides critical programs to ensure a safe living and working environment for residents, workers, and visitors within Loudoun County, through the development and application of the Virginia Statewide Fire Prevention Code and the Loudoun County Fire Prevention Code; through fire prevention code inspections, permits, and pre-occupancy fire plan reviews; through public education and risk reduction activities; and through effective fire investigations to identify trends related to causes of fires.

- Fire Prevention Activities – Fire Code Inspection and Plans Review
- Fire and Life Safety Education and Community Risk Reduction
- Investigations and Specialty Teams Activities

Communications and Support Services

Provides timely and accurate data and technologies to support local and regional interoperability and emergency response through the Emergency Communications Center (ECC), which serves as the County's public safety answering point for all 911 calls using the County's enhanced emergency-911 (E-911) system; processes all incoming 911 calls and texts through the public safety answering point, with personnel dispatching Fire and Rescue assets for incidents that require Fire and Rescue services; routes calls for other public safety incidents to the appropriate agency.

- Emergency Communications Center (ECC)
- Communications and Technology Support Services

Operations

Provides an all-hazards response to fire, rescue, hazardous materials, water rescue, and emergency medical incidents 24 hours per day, seven days per week throughout Loudoun County. In addition to responses within Loudoun County, mutual aid is provided (and received) from surrounding jurisdictions.

- Fire and Rescue Services
- Special Operations

Emergency Medical Services (EMS)

Provides professional and technical oversight for EMS delivery, training, equipment specifications, and quality assurance and improvement in conjunction with the Office of the Operational Medical Director; provides daily oversight of patient care delivery through the EMS Supervisor Program; and ensures compliance with applicable regulations, codes, and industry standards.

- Emergency Medical Services (EMS) Management
- Quality Assurance and Quality Improvement (QA/QI)



Fire and Rescue

Fire and Rescue Training

Provides the LC-CFRS with high-quality and comprehensive certification and continuing educational programs in a variety of disciplines, to facilitate excellent service to citizens and visitors.

- Fire, Rescue, and EMS Training

Health, Safety, and Asset Management

Provides critical support services to include facilities development and management; apparatus and fleet management; logistics and supply distribution services; health, safety, and wellness; behavioral health; and respiratory protection program management.

- Facilities
- Fleet/Apparatus, Respiratory Protection, and Logistics Services
- Health, Safety, and Wellness

Human Resources

Provides human resources functions for LCFR employees, including coordination and administration of departmental promotional examinations and management of departmental recruitment and retention activities; assists with other workforce planning initiatives and employee relations matters in collaboration with Loudoun County's Department of Human Resources (DHR); and assists the System Chief and staff in the collective bargaining and labor relations processes.

- Human Resources

Financial Information

FY 2024 Adopted Information¹

	Expenditures	Revenue	LTF	FTE
Administrative Services	\$3,480,332	\$39,063	\$3,441,269	23.00
Volunteer Administration	7,261,260	0	7,261,260	5.00
Fire Marshal's Office (FMO)	4,949,919	295,714	4,654,205	27.06
Communications and Support Services	8,716,573	2,930,560	5,786,013	57.00
Operations	97,123,490	0	97,123,490	580.00
Emergency Medical Services (EMS)	3,731,750	470,083	3,261,667	13.00
Fire and Rescue Training	7,929,253	1,605,692	6,323,561	23.00
Health, Safety, and Asset Management	7,163,723	12,994	7,150,729	24.00
Human Resources	1,606,392	0	1,606,392	7.00
Total	\$141,962,692	\$5,354,106	\$136,608,586	759.06

¹ Sums may not equal due to rounding.



Fire and Rescue: Administrative Services

Public Information Office (PIO)

What We Do: The Public Information Office (PIO) supports internal and external communications for the LC-CFRS. As the official spokesperson for the LC-CFRS, the PIO provides communications support, coordinating emergency incident communications with the media and the public; creates content for official news releases; provides oversight of the official LC-CFRS website, social media platforms, the LC-CFRS SharePoint Intranet site, and other communications channels; coordinates outreach campaigns and events; and performs other communications-related activities in support of the Combined System's overall communications needs, goals, and objectives.

Mandate Information: There are no mandates for this activity. However, Homeland Security Presidential Directive 5 (the National Response Plan, National Incident Management System, and Incident Command System) requires local governments to manage their local Emergency Support Function 15–External Affairs (ESF 15). The PIO manages ESF 15.

Who Does It: County staff provides this service.

Why We Do It: The PIO strives to build a strong relationship and foster engagement between the LC-CFRS and the public, promoting safety and preparedness; and ultimately helps the LC-CFRS fulfill its mission of protecting the community. The PIO responds to all information requests directed toward the LC-CFRS and communicates critical life safety information and significant events within the Combined System to members of the media, Loudoun County Government, the LC-CFRS, and the community. Communications are distributed through various platforms, including written documents, website and social media content, voice and live interviews, various campaigns, and the Board's official quarterly Significant Incidents Report. Additionally, PIO staff creates digital content for the website, social media, and advertising; as well as for print collateral, such as infographics, flyers, brochures, and reports. Through these methods, the PIO activity helps ensure that LC-CFRS members and community stakeholders have timely and up-to-date information available. Additionally, in creating content and functionality for the Combined System's website and social media platforms, this activity provides streamlined and prompt service to residents, while creating efficiencies for staff.

How We Do It Now – Current Service Level: The PIO responds to all information requests directed toward the LC-CFRS and communicates critical life safety information and significant events within the Combined System to members of the media, Loudoun County Government, the LC-CFRS, and the community. Communications are distributed through various platforms, including written documents, website and social media content, voice and live interviews, various campaigns, and the Board's official quarterly Significant Incidents Report. Additionally, PIO staff creates digital content for the website, social media, and advertising; as well as for print collateral, such as infographics, flyers, brochures, and reports.

How We Plan to Do It in the Future – Recommended Service Level: As the County's population stabilizes over time and with changes in technology, it is anticipated that the need for public information and communications activities will shift. The PIO will continue cultivating an audience while expanding engagement with the public on all web and social media platforms to include Facebook, Instagram, Twitter, Nextdoor, YouTube, LinkedIn, and the official Loudoun.gov webpage. The PIO will continue developing and growing internal and external communications strategies and tools to efficiently support LC-CFRS initiatives and priorities. By effectively managing incident and crisis communications, the PIO will provide accurate and timely information to the public, manage media inquiries, and coordinate communications with other agencies and stakeholders.



Fire and Rescue: Administrative Services

Professional Standards

What We Do: Under the direction of the System Chief, the Office of Professional Standards conducts investigations for the LC-CFRS, both career and volunteer. Responsibilities include conducting internal investigations and background investigations. Activities also include investigating employee and system volunteer misconducts, investigating employee misconduct in other County departments as requested, reviewing applicant polygraph and background reports, reviewing fingerprint-based National Crime Information Center (NCIC) and Virginia Crime Information Network (VCIN) criminal history records, coordinating subpoenas service and court appearance of personnel, and administering the digital fingerprint criminal history system.

Mandate Information: The Commonwealth of Virginia's Office of Emergency Medical Services (OEMS) – through Virginia Administrative Code 12VAC5-31-910 and Virginia State Code § 32.1-111.5 – mandates that all applicants who will affiliate with the LC-CFRS and receive medical certification from OEMS must have their juvenile and adult criminal history reviewed and adjudicated from the code-listed disqualifiers. In addition, the County of Loudoun – through the Code of Conduct and LCFR's SOP 02.00.11 and SWP 201.0 – ensures that all applicants are adjudicated fairly and within the spirit of the law.

Who Does It: County staff provides this service with the assistance of contractors for background services.

Why We Do It: Background history reviews and administrative investigations are required to meet federal, state, and County mandates. Compliance with these mandates ensures that all applicants are treated equally and fairly in the application phase. Administrative investigations fall within federal law dealing with decisions handed down by the United States Supreme Court (Garrity v. New Jersey) and are compliant with state and County directives ensuring Firefighter's and Emergency Technician's Procedural Guarantees under Virginia State Code § 9.1-301.

How We Do It Now – Current Service Level: There are three separate venues for background checks: civilian applicant, volunteer firefighter applicant, and career firefighter applicant. Civilian applicants receive a third-party application and an adult fingerprint check. Results are reviewed and approved as per SOPs/SWPs and County and state regulations. Volunteer firefighter applicants receive a third-party application along with adult and juvenile fingerprint review, and are approved as per SOPs/SWPs and County and state regulations. Career firefighter applicants receive a third-party application along with adult and juvenile fingerprint review as well as a third-party polygraph, and are approved as per SOPs/SWPs and County and state regulations.

All administrative investigations are done by the internal investigator assigned to the Office of Professional Standards. All assigned investigations are delegated to the internal investigator directly from the System Chief. On occasion, an outside agency request for the investigator is made and must be approved by the System Chief. Completed investigations are given to the System Chief for adjudication if sustained. The internal investigator coordinates subpoenas service and court appearances of personnel by ensuring that all subpoenas for any career or volunteer system members are delivered directly to the Office of Professional Standards. The subpoena is then forwarded to the member and the appropriate division chief with an acknowledged receipt requirement. If required, an EMS report can be generated for the court appearance to refresh the member's history of the call in question.

How We Plan to Do It in the Future – Recommended Service Level: Currently, no changes are foreseen that would necessitate modification to the current process described above; and the Office of Professional Standards will continue to comply with all federal, state, and County laws, codes, and requirements.



Fire and Rescue: Administrative Services

Budget, Finance, and Administrative Services (BFA)

What We Do: The Budget, Finance, and Administrative Services (BFA) Division provides sound oversight and implementation of the LCFR operating budget as well as overall LC-CFRS fiscal affairs, ensuring the fiscal health of LCFR and the Combined System. BFA also manages procurement, thus making it vital to support the life-saving services provided by the LC-CFRS. BFA serves as the essential link between the LC-CFRS and the Office of Management and Budget (OMB), ensuring adherence to County policies that govern purchasing and financial management. Grants overseen in this activity play an important role in allowing the LC-CFRS to provide its services with less of a cost to Loudoun residents. BFA provides fiscal and budgetary oversight for LCFR, to include timely and fiscally-responsible contract administration, procurement of goods and services, and inventory management and control. Monitoring the individual program budgets within the LC-CFRS, BFA provides projections and recommendations on how to most efficiently use the allocated funding for the best service delivery throughout Loudoun County.

Additionally, this activity provides oversight and fiscal management of the EMS Transport Reimbursement Program. Revenue received through this program is distributed among the volunteer companies and LCFR based on the services provided by the respective agencies.

BFA provides management and oversight of federal, state, and regional grants (to include state entitlement grants such as the Aid to Localities support for fire department programs and Four for Life funds, which are provided for EMS operational needs) in addition to taking a lead role in pursuing new grant funding opportunities for LCFR.

Furthermore, this activity provides oversight of records and information management for both LCFR and the LC-CFRS, which includes maintaining records such as 911 audio recordings, Computer-Aided Dispatch (CAD) notes, fire reports, fire investigations, EMS reports, and other Fire and Rescue records. It also responds to requests for subpoenas and processes all FOIA requests. In addition, BFA personnel are required to appear in court and/or sign – as the custodian of record – notarized affidavits that are submitted to court.

Mandate Information: This activity is mandated under Chapter 258 of Loudoun County Codified Ordinances, established on July 2, 2014, which includes the requirement to ensure appropriate financial and budgetary management and oversight of public funds. Staff responsible for this activity also ensures that LCFR complies with procurement regulations as outlined in the Virginia Public Procurement Act, § 2.2-4300 et seq. of the Code of Virginia, as well as regulations governing the administration of federal grant awards, under the Code of Federal Regulations 2 CFR Part 200.

With respect to the EMS Transport Reimbursement Program, staff must comply with Chapter 1097 of Loudoun County Codified Ordinances, which establishes LCFR as the primary agent for the purpose of EMS transport management.

Finally, as the custodian of record for LCFR, staff must comply with FOIA, under § 2.2-3700 et seq. of the Code of Virginia, which requires public agencies to disclose any information requested unless it falls under an exemption. Records are provided under court-ordered subpoenas in accordance with applicable regulations and legal procedures, including consideration of notices of objections and/or motions to quash that may impact what may be released. In addition, the Virginia Public Records Act, under § 42.1-85 of the Code of Virginia, requires records to be catalogued, stored, and destroyed in line with Library of Virginia regulations for fire and emergency services agencies.

Who Does It: County staff provides this service.

Why We Do It: This activity is crucial for monitoring and ensuring the fiscal health of LCFR and the LC-CFRS. BFA continues providing sound oversight and implementation of the LCFR operating budget as well as overall LC-CFRS fiscal affairs to ensure the fiscal health of the entire Fire and Rescue System.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources involved processing approximately \$11 million in purchasing transactions, managing \$7.1 million in grants, executing 100 percent of all procurements within five business days, and paying 100 percent of all invoices within 30 days. In subsequent years, this



Fire and Rescue: Administrative Services

service was held steady, even though the amount purchases increased. In this fiscal year with current resources, this activity will execute 100 percent of all procurements within five business days and pay 100 percent of all invoices within 30 days.

How We Plan to Do It in the Future – Recommended Service Level: As the County continues to build and staff new fire stations over time, combined with the need to centralize purchasing for the entire LC-CFRS, the demands on BFA will continue to grow. BFA, using data analytics, will continue providing sound oversight and implementation of the LCFR operating budget and LC-CFRS fiscal affairs.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure acquisition of goods and services within County-established procedures and timelines.					
Total dollar amount purchased	\$7,487,812	\$11,223,000	\$9,322,168	\$8,495,025	\$8,076,622
Number of procurements	245	310	227	282	288
Percentage of procurements executed on time (within five business days)	100%	100%	100%	100%	100%
Number of delivery receiving reports processed	1,383	1,340	1,617	1,691	1,799
Percentage of invoices paid on time (within 30 days)	100%	100%	100%	100%	100%
Number of Purchasing Card transactions	2,912	3,800	5,923	4,896	5,155
Total amount of Purchasing Card purchases	\$1,056,998	\$1,479,000	\$1,763,125	\$1,638,869	\$1,710,539
Maintain fiscal health of LCFR through effective oversight and management of division budgets.					
Total overtime budgeted	\$10,214,088	\$8,445,094	\$9,532,095	\$10,119,318	\$10,823,336
Total overtime expended	\$10,372,836	\$10,630,372	\$10,781,355	\$9,912,840	\$10,823,336
Percentage of personnel budget expended	100%	100%	99%	98%	98%
Percentage of operations and maintenance (excluding central services) budget expended	89%	92%	78%	85%	85%
Number of grant applications submitted	5	4	4	4	4
Total value of grants managed ¹	\$4,747,873	\$6,540,000	\$8,931,072	\$7,316,317	\$7,458,254

¹ Total value is inclusive of all competitive, non-competitive, and entitlement grants (e.g., Aid to Localities and Four for Life). This amount includes grant funds carried over from previous years.



Fire and Rescue: Administrative Services

Emergency Medical Service (EMS) Cost Recovery

What We Do: Adopted in FY 2014, Chapter 1097 of Loudoun County Codified Ordinances established the EMS Transport Reimbursement Program and Fund. The fund was created as part of the FY 2015 Adopted Budget; and the program became operational during FY 2016. Through the EMS Transport Reimbursement Program, any individual transported to a medical facility because of an emergency call response will have their insurance carrier billed for reimbursement. However, no person requiring EMS shall be denied service due to a lack of insurance or ability to pay. The reimbursement rate schedule is adopted on an annual basis as part of the budget development process. The revenue yielded through this program is distributed among the volunteer companies and LCFR based on the services provided by the respective agencies. The adopted revenue-sharing formula is as follows:

EMS station owner	20%
EMS ambulance owner	20%
EMS staff agency	25%
Loudoun County (infrastructure and training)	25%
Fire Company 1st Responder	10%

As outlined above, 25 percent of the net revenue is designated for maintaining the LCFR-provided infrastructure of the Combined System, including technology infrastructure, facilities maintenance, renovations and additions, apparatus and equipment replacement, debt service, and other needs required to sustain an effective Fire and Rescue System.

Mandate Information: Chapter 1097 of Loudoun County Codified Ordinances establishes LCFR as the primary agent for the purpose of EMS transport management.

Who Does It: County staff provides this service, along with a third-party private contractor who is responsible for revenue collections.

Why We Do It: The EMS Transport Reimbursement Program's administrative costs, including personnel expenses, are charged to the EMS Transport Reimbursement Fund and deducted from the total (gross) reimbursement revenue collected, prior to the distribution of revenue under the identified revenue-sharing formula. As a result, no local tax funding is required to support the EMS Transport Reimbursement Program. With the addition of this program, the LC-CFRS gained access to funding that supports additional needs for equipment, apparatus, and training. The resources gained have helped support essential elements for the Combined System to provide excellent service to the community. This revenue does not replace fundraising efforts by volunteer companies; rather, it enhances their current funding sources. The fiscal impact to residents, visitors, and commuters is minor; most insurance companies already include ambulance transportation fees into the current plans and premiums. For those individuals without insurance coverage, there is a financial hardship policy in place; however, there is never a denial of service due to an inability to pay, nor is anyone ever turned over to a debt collector.

How We Do It Now – Current Service Level: Between FY 2020 and FY 2022, the number of EMS Transport Claims increased from 13,941 to 16,888. During this same period, revenues received through this program increased from \$5,178,933 in FY 2020 to \$6,552,149 in FY 2022. At current service level, all EMS Transport Claims (16,400 annually) are processed within three business days on average, with an estimated total of \$6.3 million in revenue earned.

How We Plan to Do It in the Future – Recommended Service Level: The significant increase in annual ambulance transports will require more of the staff's time, resulting in potential delayed filing of claims. As both the population and the number of claims increase over time, the ability to maintain current service level could be influenced, for example, by changes to the ordinance and the method for processing reimbursements.



Fire and Rescue: Administrative Services

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Collect revenue from the EMS Transport Reimbursement Program to support Combined Fire and Rescue System operations, including distributions to volunteer companies.					
Number of claims processed	14,062	14,910	17,835	16,400	16,795
Total revenue collected	\$5,461,097	\$6,230,826	\$7,126,862	\$6,363,714	\$6,547,417
Program costs as a percentage of revenue	11%	11%	16%	12%	12%
Average net revenue per patient transport	\$341	\$350	\$365	\$357	\$359
Average bill processing time (in days)	6	2	2	3	3
Average number of days to close the balance on a patient account (number of days in accounts receivable)	81	90	93	94	96
Conduct pre-billing audits to ensure accuracy of patient care records.					
Percentage of electronic patient records with errors requiring a return to provider for correction	2%	1%	1%	3%	3%
Conduct post-payment audits of claims to ensure accuracy of billing vendor and patient accounts.					
Number of post-payment claims audited	510	525	497	507	506
Percentage of audited post-payment claims without errors	97%	97%	98%	96%	96%



Fire and Rescue: Administrative Services

Planning and Data Analytics

What We Do: The Planning and Data Analytics Section manages and responds to inquiries from various division managers and external stakeholders (County and nearby jurisdictions) regarding measurable assets and services. The stakeholders use the resulting information to analyze data and develop a path for the future.

Staff manages and evaluates development applications and other land use activities to proactively mitigate negative impacts on the effectiveness of Fire and Rescue service delivery. This function includes the thorough analysis of the impacts of development applications, including prospective service response times, provision of effective firefighting water supply, and the applicability of proffers to ensure adequacy of Fire and Rescue response assets. In addition, this activity provides sound planning and analysis to inform strategic placement of facilities and apparatus, provides implementation and maintenance of rural water supply functions, forecasts challenges to effective service delivery, and serves as an influential Fire and Rescue System liaison for ongoing risk assessment to private and government entities.

Staff also contributes to the capital budget process and helps determine which facilities will be constructed and where they should be located. Currently, Planning and Data Analytics staff is providing support to Facilities staff during the planning and design of several new facilities, such as Station 28 Leesburg South, replacement Station 4, Round Hill, and Lovettsville Station 12. Staff is also working on a LCFR Master Plan for the future facilities to be incorporated into the capital budget after Station 29, 30, and 31 are funded. Planning and Data Analytics staff also works very closely with LCFR and Facilities staff to provide input during legislative and regulatory processes, to ensure that new facilities are planned and constructed in compliance with established County standards.

Staff works with all LCFR sections as well as outside agencies, with a primary focus on managing the modeling of operational performance measures. While there are various metrics obtained through a multitude of subject matter experts within LCFR, Planning and Data Analytics is the established central hub of validated data used in collaborative support of Fire and Rescue initiatives. Turnaround for such requests for data and analysis have the potential to be immediate or longer term.

Mandate Information: Although there are no specific legal mandates for this activity, it does contribute to the enforcement of the Revised 1993 (2007) Loudoun County Zoning Ordinance through the development and land use application review process.

Who Does It: County staff provides this service.

Why We Do It: This activity ensures the provision of public safety to the community by resolving potential issues involved with facility access, water supply, and station location analysis, among other items. This activity provides ongoing risk assessment to private and government entities. As noted above, this activity contributes to the enforcement of the Revised 1993 (2007) Loudoun County Zoning Ordinance. Planning and Data Analytics staff ensures that the Fire and Rescue System provides the needed and most efficient service to the residents, visitors, and businesses within Loudoun County.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was reviewing 405 development applications, and issuing referrals and opinions within the required timeframe 86 percent of the time. In subsequent years, the number of development application reviews decreased; however, the complexity and required time to review has increased. In FY 2024 with current resources, this activity is anticipated to review approximately 400 development applications and respond to 90 percent of referrals and opinions by the required deadline. The number of development plans reviewed varies based on the level of development activity in the County and the number of applications submitted for legislative approval.

How We Plan to Do It in the Future – Recommended Service Level: As the County's population and development growth stabilizes over time, the demands for Planning and Data Analytics services are expected to remain steady. Requests to review legislative development will continue to come in, as some areas will be renovated and buildings replaced, or will have use changes. The number of applications may be different, but the complexity will challenge the staff's ability to provide service.



Fire and Rescue: Administrative Services

Furthermore, the demand for data analysis to support budget requests and performance evaluation will persist. It is anticipated that this activity will continue to expand to support the data requests of the various sections within LCFR as well as adapt in the support and planning of the years to come. As the County's population stabilizes, the metrics with asterisks (*) below will indicate that this activity may need to adjust its services or service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Analyze the impact of proposed development on the provision of Fire and Rescue services.					
Number of development plans reviewed	385	300	445	392	396
Percentage of referrals and opinions issued within deadlines*	87%	90%	92%	89%	89%



Fire and Rescue: Volunteer Administration

Volunteer Administration

What We Do: The Volunteer Administration activity provides strategic management to all aspects of programs and initiatives designed to ensure a robust cadre of volunteer Fire and Rescue personnel. Volunteer Administration oversees and coordinates the onboarding of new volunteer members, new volunteer orientation, volunteer benefits programs, recruitment efforts, retention programs and resources, recognition events, volunteer-related policies, and volunteer personnel records management systems. Staff maintains and tracks data and trends concerning volunteering in the Fire and Rescue System and represents volunteer interests and perspectives.

Mandate Information: This activity is directed through the Board-adopted Chapter 258 of Loudoun County Codified Ordinances as well as the Code of Virginia § 32.1-111.5, which requires that any fire company and/or rescue squad holding an EMS license shall ensure the completion of a criminal background check on every new member.

Who Does It: County staff provides this service with the assistance of outside contractors for background services.

Why We Do It: Volunteers support the LC-CFRS with apparatus, stations, station maintenance, and personnel who volunteer their time to serve Loudoun County without pay. In the 2022 calendar year, volunteers collectively provided approximately 339,881 hours of service to Loudoun County. In the 2021 calendar year, volunteers collectively provided approximately 394,981 hours of service to Loudoun County. Not only are these volunteers dedicating significant amounts of time, but they are primarily locals serving their community. In fact, in FY 2022, 84 percent of active volunteers were Loudoun County residents serving and helping their local community. Therefore, in supporting the volunteer component of the Combined System, this activity assists in offsetting the need for additional local tax funding.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was maintaining an 82 percent volunteer retention rate and supporting a total active volunteer membership of 1,308 volunteers. In subsequent years, this service held steady. In this fiscal year with current resources, service level maintains an 80 percent volunteer retention rate and supports a total active volunteer membership of approximately 1,300 volunteers.

How We Plan to Do It in the Future – Recommended Service Level: As shifts in population growth evolve, the demand for Fire and Rescue and EMS services will adjust accordingly, with volunteers continuing to play an essential role in helping to ensure that the Combined System is able to meet the service demands of the community. Over the past two fiscal years, there has been an increase in requests from volunteer companies for staffing assistance from LCFR. This trend of decreased Fire and Rescue operational volunteering is not unique to Loudoun County as it is being seen across the nation. By focusing on recruiting new operational volunteers, Volunteer Administration will assist the volunteer companies to meet their minimum staffing requirements. Adapting recruitment efforts to recognize volunteering as a pathway to gaining employment as a career firefighter/emergency medical technician (EMT) together with conducting combined volunteer-career recruitment efforts will help LCFR to better utilize recruitment resources.

Ensuring that the demographic composition of LC-CFRS reflects the community it serves remains a top priority. Volunteers are one of the best ways to do this, as 84 percent of active volunteers in FY 2022 were Loudoun County residents serving and helping their local community. Today, the demographics of the volunteers closely reflect those of the community. As Volunteer Administration seeks to expand recruitment efforts, it will highlight diversity, equity, and inclusion in the LC-CFRS to attract new members.

Regularly reviewing and improving the onboarding process and training offerings for new members will also be key to increasing the speed for volunteers to be onboarded and improving the experience for new volunteers.

To improve the number of quality volunteers in the system, Volunteer Administration will need to focus more heavily on retention efforts. This means finding the root causes of why people are leaving and addressing them, and focusing on bringing in educational opportunities and resources that will help make the LC-CFRS a more inclusive and welcoming place to volunteers. Other ways to improve the retention of quality volunteers include looking at the benefits offered and reevaluating them to expand or improve them, celebrating members' achievements, holding webinars and in-person



Fire and Rescue: Volunteer Administration

meetings educating members about the benefits they receive, and finding solutions to volunteer hurdles, such as evaluating when classes are offered to better fit into volunteers' schedules. As the County's population stabilizes, the metrics with asterisks (*) below will indicate that this activity may need to adjust its services or service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain a robust and well-trained volunteer base to provide Fire and Rescue services in the County.					
Total active volunteer membership*	1,291	1,213	1,246	1,270	1,270
Number of active administrative volunteers	441	450	475	480	480
Number of active operational volunteers	850	763	771	790	790
Number of active volunteers qualifying for a Length of Service Award Program (LOSAP) service credit	942	847	825	825	825
Volunteer retention rate*	88%	85%	81%	80%	80%
Number of volunteer operations members in the system for five or more years	853	800	508	515	515
Engage in targeted recruitment and retention efforts to grow and retain volunteer membership.					
Number of prospective volunteers inquiring through the County who were referred to a station	382	377	323	330	332
Number of new volunteer members (operational and administrative)	292	277	402	402	415
Number of volunteer tuition reimbursements awarded	42	35	28	32	33
Total dollar value of volunteer tuition reimbursements	\$72,549	\$50,600	\$50,972	\$50,600	\$50,600



Fire and Rescue: Fire Marshal's Office (FMO)

Fire Prevention Activities – Fire Code Inspection and Plans Review

What We Do: The LCFR Fire Marshal's Office (FMO) enforces the Loudoun County Fire Prevention Code (LCFPC). This activity provides a Fire Prevention and Life Safety Inspection Program, which covers Loudoun County and its seven incorporated towns.

The Fire Prevention and Life Safety Inspection Program identifies and corrects fire and related hazards in public assembly buildings (e.g., churches, nightclubs, schools, restaurants, theatres, and large tents) as well as provides inspections of extremely hazardous substances (EHS) facilities, commercial activities that create additional hazards due to storage or use of chemicals or processes, and multi-family occupancies.

Many inspections are driven by required annual fire permits; however, this does not include the inspectable properties that are not required to apply for an FMO permit but must still comply with the LCFPC. These include businesses such as restaurants with a commercial hood but an occupancy load under 50 (typically fast-food restaurants), hospitals, nursing homes, hotels (outside of ballrooms), home daycares, doctors' offices/urgent care centers, bed and breakfasts, and big-box stores.

The FMO is also responsible for the enforcement of the explosive requirements related to the storage, use, and transportation of explosives, blasting agents, and certain energetic materials. The FMO issues permits, monitors explosive use, and investigates complaints of blasting operations except for issues involving a mine or quarry (rock quarries are considered a mining operation).

The FMO receives and responds to fire prevention code complaints such as open burning, non-permissible fireworks use, overcrowding, blocked exits, hoarding conditions, and illegal discharge of hazardous materials. These require code enforcement intervention to ensure fire code compliance. The FMO assists the Planning and Zoning Departments of both Loudoun County and its incorporated towns with reviewing compliance with fire safety regulations. The FMO also responds to FOIA requests from the public.

The FMO Plans Review Section reviews development site plans and fire lane plans to ensure fire code compliance. The plan review ensures access for fire department apparatus and adequate water supply.

Mandate Information: Chapter 1602 of Loudoun County Codified Ordinances (Fire Marshal's Office) and the Code of Virginia § 27.94 (the Virginia Statewide Fire Prevention Code Act) direct this activity, which incorporate National Fire Protection Association (NFPA) standards. Furthermore, this activity is directed through Chapter 258 of Loudoun County Codified Ordinances.

Who Does It: County staff provides this service.

Why We Do It: This activity provides direct oversight into identifying and recommending best practices for fire prevention within Loudoun County. Effective plans review activities, public education and community risk reduction activities, and fire code enforcement helps to ensure Loudoun County is best positioned with preventive measures in place to help reduce risk.

How We Do It Now – Current Service Level: For facility inspections, current service level involves conducting approximately 5,000 facility inspections annually to identify conditions that may cause fire, spread fire, interfere with firefighting, or endanger life. These Fire Prevention and Life Safety Inspections require more than 5,000 hours annually to complete. For fire permits, at current service level, approximately 1,800 required fire permits are issued each year. Development plans review is a large and growing component of this activity, with the number of plans reviewed and fire lanes inspected expected to continue to increase.

How We Plan to Do It in the Future – Recommended Service Level: While the County is projected to stabilize in growth, demand for the services provided through the Fire Prevention and Life Safety Activities is expected to persist. For instance, inspections completed by this activity are post-occupancy/post-construction; therefore, the County's stabilization in growth will have limited impact. Staff will continue to complete inspections and field customer inquiries; however, current service level does not meet 100 percent inspections on properties identified by the LCFPC.



Fire and Rescue: Fire Marshal's Office (FMO)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Conduct annual Fire Prevention and Life Safety Inspections to identify any conditions liable to cause fire, spread fire, interfere with firefighting, or endanger life for 100 percent of known businesses and facilities with sprinklers.					
Total number of hours spent performing Fire Prevention and Life Safety Inspections	3,982	7,700	5,000	5,021	4,583
Total number of facility inspections	2,896	5,436	4,877	5,244	5,606
Total number of facility re-inspections	945	2,174	1,750	1,901	2,015
Percentage of all facility inspections that are re-inspections	33%	39%	37%	39%	41%
Total fire permit revenue	\$62,616	\$168,365	\$156,961	\$149,609	\$154,884
Number of fire permits issued	845	1,812	1,762	1,762	1,853
Conduct plans review for all submitted development plans; and conduct plans review and field inspections for all fire lanes and fire access roads.					
Total number of plans reviewed (land development and fire lanes)	435	1,250	1,124	1,074	1,109
Total hours dedicated to plans review	827	2,150	1,648	1,541	1,500
Total primary fire lane inspections conducted	34	80	77	94	108



Fire and Rescue: Fire Marshal's Office (FMO)

Fire and Life Safety Education and Community Risk Reduction

What We Do: The Fire and Life Safety Education and Community Risk Reduction activity is led by the Public Education Manager (PEM) and provides critical public education programs to ensure a safe living and working environment for residents, workers, and visitors within Loudoun County through the development and application of fire prevention engineering, education, and enforcement. The goal is to develop and coordinate a comprehensive program that targets fire and life safety issues specific to Loudoun County. This activity provides training and resource support (e.g., lesson plans, supplies, equipment, etc.) to career and volunteer personnel, in addition to identifying effective curriculum, materials, and equipment to address the diverse needs of the County. The PEM collaborates with the PIO to provide effective information on press releases and social media posts. The PEM is integral in helping shape community risk-reduction programs by ensuring that data trends from within the Fire and Rescue System are used to help develop and implement educational programs tailored to age-specific or population-specific needs.

As an example, the PEM captures the cause of accidental fires from the FMO fire investigators monthly. This data is then used to develop a quarterly newsletter titled "The Fire 411" in which accidental fire data is reported along with corresponding safety and prevention messages. The newsletter is posted on the FMO's website, sent to all members of the Combined System, and presented during public education events and as a resource to the community. Based on this data, a preventative action plan to address accidental fire causes is developed and communicated to the LC-CFRS so that fire-prevention education, community risk-reduction, and after-the-fire community outreach programs will be supported and/or initiated based on this information. This endeavor includes, but is not limited to, the LC-CFRS Smoke Alarm Program, Juvenile Safety Camps, the Juvenile Fire Setter Program, developmental training for children in proper use of the E-911 system, McGruff and Leesburg Safety Camps, Head Start, and senior citizen programs.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: County staff oversees the coordination and delivery of educational efforts with the assistance of career and volunteer members of the Combined System.

Why We Do It: This function is critical as residents request more information about safety and emergency procedures for all types of events. Education is recognized as a best practice for fire safety and life safety. This activity provides residents with home safety messages through the home inspection program, residential smoke alarm inspection and installation, and a proactive means of fire and emergency preparedness. Community outreach provides education and information to persons and facilities that may not receive safety information or inspections on a routine basis. Finally, public education provides an interactive experience to train children and adults with the Life Safety Trailer, which can simulate smoke or severe weather scenarios.

How We Do It Now – Current Service Level: At current service level, this activity coordinates and oversees approximately 600 home smoke alarm inspections annually in partnership with Operations staff, resulting in more than 900 smoke alarms being installed in homes lacking adequate alarms. The Fire and Life Safety Education and Community Risk Reduction activity delivers or supports approximately 250 Fire/Life Safety Programs annually, representing more than 1,000 hours of public outreach and education.

How We Plan to Do It in the Future – Recommended Service Level: The PEM is not only responsible for coordinating the tasks required for the program(s), but is also, in most cases, performing the tasks. To support future growth, the PEM should simply become a manager of programs and have staff to carry out the execution and implementation of program activities. As public education and community risk reduction programs continue to expand within the County, the PEM will be responsible for more activities to support this growth.



Fire and Rescue: Fire Marshal's Office (FMO)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Minimize fire-related deaths that could be prevented with properly functioning and installed smoke detectors.					
Number of homes inspected	645	588	510	584	586
Percentage of inspected homes with alarms requiring service or alarms not present*	38%	41%	39%	41%	40%
Number of alarms installed/replaced	1,122	745	701	906	887
Minimize preventable child and elderly injuries by delivering or supporting between 3,000 and 6,000 Fire/Life Safety Programs annually.					
Total number of business, community, and other public outreach hours	1,769	n/a ¹	1,047	1,200	1,250
Number of Fire/Life Safety Programs delivered/supported	116	285	241	250	260

¹ Data is unavailable.



Fire and Rescue: Fire Marshal's Office (FMO)

Investigations and Specialty Teams Activities

What We Do: The LCFR FMO provides for the investigation and prosecution of all offenses involving hazardous materials, fires, fire bombings, and bombings; attempts or threats to commit such offenses; and possession and/or manufacture of explosive devices, substances, and firebombs. The FMO also responds to suspicious package calls to assist local law enforcement partners when an actual device or package is identified.

The FMO has an Explosive Ordinance Disposal (EOD) Squad comprised of team members from the FMO and the Loudoun County Sheriff's Office. EOD's mission is to mitigate and provide corrective action for all terrorist or criminal use of explosives, weapons of mass destruction, chemicals, or items suspected as such, as well as pyrotechnic-related incidents, protecting the public from the ill effects of such hazardous items.

The FMO uses specialty canines received through federal partnerships to assist with investigations of fires and explosive incidents. The FMO has three specialty canines – one used for the detection of ignitable liquids and two used for the detection of explosives. Each canine has a dedicated handler (together forming a K-9 Team) and is trained for single-purpose use.

Mandate Information: This activity is mandated by the Code of Virginia §§ 27-31 through 27-37.1. The FMO is required to investigate incidents which involve suspicious fires, explosives, fire bombs, or hazardous materials; in addition to hazardous materials incidents resulting in death or injury; incidents where municipal government (federal, state, county, or town) buildings, vehicles, or other property are damaged by fire or explosion; incidents with a significant fire loss; and finally, structures that may be unsafe for occupancy or that otherwise present a safety hazard (e.g., water from electrical outlets, significant drywall collapse, etc.).

Who Does It: County staff provides this service.

Why We Do It: This activity helps ensure the safety of residents from fire, environmental, and explosive incidents. The investigations conducted by the FMO help ensure the prevention of future incidents by identifying local trends and working with the PEM to ensure that educational programs are geared to best identify ways to reduce risk and injuries within Loudoun County. The use of K-9 Teams in this activity greatly reduces the time on-scene required of FMO staff and assists in finding evidence that humans are not able to smell or may otherwise overlook.

How We Do It Now – Current Service Level: Current service level involves investigating approximately 140 incidents annually and spending between 2,500 and 3,500 hours annually on investigation activities. At current service level, the fire's cause classification (i.e., accidental, natural, incendiary, or undetermined) is determined for 97 percent of fire investigations.

How We Plan to Do It in the Future – Recommended Service Level: The FMO does not expect any type of reduction in this activity as it is mandated by the Code of Virginia. The activities covered under this program are not driven by growth or construction but by existing structures and vehicles. Loudoun County has more than 140,000 residential units, some of which may be in danger of burning due to lack of maintenance, carelessness, illegal activity, and acts of God. Not included in the 140,000 are business occupancies, which are also subject to the same dangers as residential occupancies. It would be logical to expect that as these structures age, their risk of fire due to lack of maintenance increases.



Fire and Rescue: Fire Marshal's Office (FMO)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide rapid and effective response to emergency incidents involving possible or actual improvised explosive devices (IEDs) or other explosive incidents and to mitigate all associated hazards.					
Number of evaluations conducted on possible explosive devices	24	40	12	15	18
Number of emergency bomb squad responses*	n/a ¹	45	22	32	31
Total pounds of surrendered ammunition, black powder, and fireworks safely destroyed by the bomb squad*	n/a ²	4,200	3,052	3,082	3,013
Investigate all reported fires, explosions, and hazardous materials incidents; provide cause determination; and pursue the identity, prosecution, and conviction of persons responsible for any criminal actions.					
Total incidents investigated	96	161	173	140	132
Total hours investigated	264	478	512	373	333
Total cases worked	116	195	197	181	183
Total hours spent on investigation activities	1,287	2,599	3,589	2,751	2,725
Percentage of fire investigations in which the fire's cause classification was determined	93%	96%	98%	97%	98%

¹ Data is unavailable.

² Data is unavailable.



Fire and Rescue: Communications and Support Services

Emergency Communications Center (ECC)

What We Do: The ECC serves as the County's public safety answering point for all incoming 911 calls and texts. ECC personnel are trained to answer 911 calls and provide pre-arrival instructions consistently, using protocols nationally recognized by the International Academy of Emergency Dispatch (IAED); i.e., Emergency Medical Dispatch (EMD), Emergency Fire Dispatch (EFD), and Emergency Police Dispatch (EPD). Additionally, ECC personnel are responsible for dispatching Fire and Rescue assets for any incident that requires Fire and Rescue or EMS services. Calls for other public safety entities – including the Loudoun County Sheriff's Office, Leesburg Police Department, Middleburg Police Department, Purcellville Police Department, Virginia State Police, Loudoun County Animal Services, and the Metropolitan Washington Airports Authority – are routed to the appropriate agency for processing and dispatch. The FY 2020 Adopted Budget included funds to implement universal call taking, in collaboration with the Sheriff's Office, whose communications personnel are collocated with LCFR's. This initiative will ensure that all personnel across the combined communications center are able to answer and process 911 calls and texts; however, LCFR remains designated as the public safety answering point.

Mandate Information: The Virginia Administrative Code 12VAC5-31-760 requires fixed communications equipment that provides two-way voice communications between responders and the public safety answering point. Communications must be provided with a land mobile radio equipped with push-to-talk technology. In addition, first responders must be able to communicate with the hospitals to which they routinely transport. Further, mutual aid interoperability must be created and maintained amongst first responders through the land mobile radio system. All agencies are required to maintain appropriate Federal Communications Commission (FCC) radio licensure for all radio equipment.

The Code of Virginia § 56-484.16 mandates that all localities must utilize an E-911 system on or before July 1, 2003.

Who Does It: County staff provides this service, supplemented by vendors who support the technologies used to provide interoperability and emergency response.

Why We Do It: The ECC activity represents a critical service because it serves as the answering point for all 911 calls and texts in the County. By residing in local government, first responders realize a customized dispatching system tailored to their needs. It also provides the County with flexibility in making changes in how service is provided to the first responders. Necessary changes can be made quickly, as Loudoun County is responsible for the technology and provides for its governance.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources included answering a total volume of approximately 200,000 calls, of which 57 percent were emergency (911) calls. Of those 911 calls received, 99.6 percent were answered within 15 seconds. In this fiscal year with current resources, the ECC anticipates answering a total volume of approximately 225,000 calls annually, of which more than half are emergency (911) calls, with nearly 100 percent being answered within 15 seconds. The ECC contracts with a third-party vendor to complete Quality Assurance (QA)/Quality Improvement (QI) on randomized call selection. The number of calls reviewed is a minimal percentage of total 911 calls processed for service.

How We Plan to Do It in the Future – Recommended Service Level: While population and development may experience a slower growth rate in the coming years, the foundational responsibility of being the County's public safety answering point will not change. Further, the number of calls answered by ECC personnel and incidents dispatched are both expected to continue to increase, largely due to changing demographics, an aging population, and aging housing stock. To meet the training requirements of newly-hired employees, manage the in-service required training, and develop new training programs, additional resources will be needed in the areas of training and QA/QI. Dedicated internal QA/QI management oversight would positively impact 911 call service delivery by reviewing complex cases and facilitating education to improve call processing. Over time, the ECC expects that metrics with asterisks (*) below will indicate that the program may need to adjust its services or service levels.



Fire and Rescue: Communications and Support Services

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide for the prompt and efficient processing of requests for emergency Fire and Rescue services through the Fire and Rescue System by answering 95 percent of all 911 calls within 15 seconds.					
Number of calls dispatched	28,183	23,990	34,718	30,505	31,049
Percentage of 911 calls answered within 15 seconds*	99.5%	98.3%	98.7%	99.5%	99.5%
Total number of calls answered by ECC personnel*	180,702	139,620	215,487	225,000	225,000
Percentage of emergency (911) calls	52%	55%	59%	55%	55%
Number of incidents created in the CAD system	29,008	24,827	35,766	26,946	25,605



Fire and Rescue: Communications and Support Services

Communications and Technology Support Services

What We Do: The Communications and Technology Support Services activity supports the technologies and systems that provide for local and regional interoperability and emergency response, to include the systems at the ECC as well as other technologies that are integral to Fire and Rescue operations. Technologies supported include land mobile radio, mobile data computers, mapping, public safety geographic information systems (GIS), and the CAD system. The CAD system is used by dispatchers and call takers, as well as by operational personnel, and serves to initiate calls for service, dispatch emergency responders, and track the status of personnel. The specialized mapping available through GIS programs utilizes economic and population data, as well as CAD system data, to assist personnel with planning for proper placement of future assets needed for service delivery. GIS coordination also provides updated information for the CAD system and the mapping layers for the mobile data computers. In addition, public safety GIS provides support to the Sheriff's Office and the Office of Emergency Management. Staff provides technical support and coordination for LCFR technology and communications infrastructure that includes mobile data computers used to provide real-time information to emergency responders, as well as 1,002 mobile and portable radios that are individually reprogrammed on an annual basis to maintain the National Capital Region's interoperability requirements.

The scope of this activity continues to broaden as the number and complexity of technologies used by LCFR increases. Staff in this activity area also supports the LCFR staffing and scheduling management system (Orion), as well as the build out and implementation of a comprehensive records management and volunteer staffing system for LCFR (Alpine). This activity ensures that fire stations are correctly notified of emergency incidents using the Westnet station alerting system. Finally, staff maintains the myriad of interfaces that exist between LCFR's various technology systems (e.g., CAD to Orion, Orion to Alpine, Orion to Oracle, etc.). These mission-critical systems must be maintained, supported, and available 24 hours per day, seven days per week.

Mandate Information: Under the Code of Virginia § 56-484.16, local emergency telecommunications requirements define the requirements of E-911 systems to include the Master Street Addressing Guide (MSAG). The Virginia Public Records Act, § 2.2-4300 et seq. of the Code of Virginia, governs public safety records management. NFPA Standard 1221 provides a "Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems."

Who Does It: County staff provides this service, with vendors supporting technology infrastructure.

Why We Do It: In conjunction with the Department of Information Technology, the Communications and Technology Support Services activity provides all the infrastructure and technical support for the County's interoperability and emergency response. These services are critical as first responders would not otherwise be dispatched to incidents in a timely manner, nor would they be able to communicate with the County and neighboring jurisdictions.

The CAD system provides dispatchers with pertinent information on the location of incidents, which units need to be dispatched, and any known hazards. The CAD system initiates the call for service, dispatches the emergency responders, and maintains the status/situational awareness of LCFR personnel.

This activity provides all the technology used by the ECC and first responders to provide effective and efficient emergency services to customers. Loudoun County's emergency radio system is interoperable within the region served by the Metropolitan Washington Council of Governments Mutual Aid Operational Plan. This activity allows for land mobile radio communications and provides mobile data computers mounted in first responder apparatus which provide routable directions and important supporting call information. As Loudoun County has been one of the fastest growing counties in the nation, the ability to keep up with new streets and addresses is critical. The databases are updated regularly to ensure that dispatchers and first responders can quickly and accurately locate those who call for assistance.

Without this activity, the County risks not having updated addresses and maps which may hamper LCFR's ability to alert first responders and provide them with an accurate location. In addition, responders may not be able to find the address once provided by the dispatcher. These scenarios could result in a delay of emergency services to residents.



Fire and Rescue: Communications and Support Services

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources included developing 155 CAD reports, of which approximately 58 percent required in-depth development and analysis, and processing approximately 388 MSAG updates. This activity updates, installs, repairs, or removes approximately 590 MDC and GPS units annually, spends approximately 8,200 hours on CAD mobile support and MDC imaging, and provides support for GIS-related applications approximately 160 times annually. In this fiscal year with current resources, this activity will develop approximately 100 CAD reports, with approximately 60 percent requiring in-depth development and analysis, and process approximately 130 MSAG updates.

How We Plan to Do It in the Future – Recommended Service Level: With expected steady growth of FTE within LCFR, along with the expected continued growth in 911 calls, the demands on this activity are also expected to grow at a steady rate. As most of the work done is to support other divisions, such as Operations, and external customers, such as 911 callers, the recommended service level is to maintain the current service level. Many of the programs that this activity is responsible for are mission-critical programs; therefore, supporting these programs with adequate staffing to maintain current service level, conducting ongoing assessments of program effectiveness, and evaluating new and emerging technical programs is critical for future service delivery. As the County's population stabilizes, the metrics with asterisks (*) below will indicate that this activity may need to adjust its services or service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Manage and maintain the CAD system to coordinate responses to emergency incidents.					
Number of CAD reports developed	202	40	57	98	84
Percentage of reports requiring in-depth development and analysis*	62%	50%	68%	60%	60%
Average turnaround time for report development (in days)*	4.1	5.0	4.9	4.5	4.9
Number of updates processed to the CAD system and supporting systems	2,460	845	2,490	2,283	2,474
Number of MSAG updates processed	329	182	162	130	83
Maintain emergency communications software and equipment to ensure functionality and reliability during emergency field operations.					
Number of MDC and GPS units installed, repaired, or removed	681	114	307	517	515
Number of hours spent on CAD mobile support and MDC imaging*	242	57	597	437	445
Number of radio units installed, repaired, or removed ¹	11	5	1,665	15	15
Number of geospatial data-related applications supported	52	16	82	80	95
Number of specialized maps produced	56	40	110	89	103

¹ In FY 2023, staff lead a multi-departmental radio deployment and mobile radio software upgrade which resulted in an increase in radio unit installations.



Fire and Rescue: Operations

Fire and Rescue Services

What We Do: The Fire and Rescue Services activity provides timely and effective response around-the-clock for diverse incident types, including fire, rescue, and emergency medical incidents in addition to special operations incidents (which include water rescue, hazardous materials, and technical rescue). In addition to responses within Loudoun County, mutual aid is provided (and received) from Fairfax County, Prince William County, Clarke County, and Fauquier County in Virginia; Jefferson County in West Virginia; Frederick County, Montgomery County, and Washington County in Maryland; the Metropolitan Washington Airport Authority-Washington Dulles; and the Mount Weather Emergency Operations Center.

When not involved with emergency response, personnel are routinely engaged in a variety of activities, which include skills certification and training, district and area familiarization, submitting fire incident reports and electronic patient care reports, ensuring apparatus and equipment readiness, and assisting the FMO in conducting onsite building inspections and inspections of rural water supply sites. Personnel are also responsible for completing pre-fire emergency planning, inspecting and installing residential smoke alarms, performing fire and life safety checks, and delivering life safety education and other community events for the residents of Loudoun County.

Mandate Information: This activity is directed through Chapter 258 of Loudoun County Codified Ordinances.

The LC-CFRS seeks to align its service delivery with national consensus standards as published by the NFPA. In 2019, the Board adopted the LC-CFRS Emergency Operations Service Plan, which aligns LC-CFRS service goals with NFPA Standard 1710 (“Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments”).

Who Does It: A combination of County firefighter/EMTs and active operational volunteers provide this activity.

Why We Do It: Fire and Rescue Services protect the health, safety, and welfare of the residents of – and visitors to – Loudoun County.

Services are provided according to the response goals described in the Emergency Operations Service Plan. Studies from the National Institute of Standards and Technology (NIST) show that flashovers, which create an untenable environment inside a room, occur as early as three to four minutes after a fire begins. Once a fire has progressed to flashover, the fire increases at a geometric rate each minute thereafter. Fire suppression must intercede in a timely manner if persons are to survive in a fire. Likewise, EMS must begin on a patient who is not breathing and does not have a pulse within this same general time period. Intervention must occur within six to eight minutes, in most cases, if the patient is to survive.

The Emergency Operations Service Plan identifies the following four critical issues to be addressed through Fire and Rescue Services:

1. Maintain an adequate Fire and Rescue and EMS response to emergency and non-emergency incidents 24 hours per day, all 365 days of the year, which is consistent with national standards.
2. Ensure that all Fire and Rescue units are staffed with the required number of qualified Fire and Rescue and EMS personnel to support safe operations of the tasks required at emergency incidents.
3. Ensure that the LC-CFRS is supplied with the best resources (e.g., equipment, apparatus, and facilities) possible to allow its members to perform their jobs in the safest and most efficient manner.
4. Ensure the successful recruitment and retention of a qualified career and volunteer workforce through innovative means.

How We Do It Now – Current Service Level: From 20 Fire and Rescue stations, LC-CFRS personnel staff a minimum of 19 engines, 18 EMS transport units (14 with advanced life support, or ALS, and four with basic life support, or BLS), five aerial ladders, and two heavy rescue units 24 hours per day, 7 days per week. Minimum staffing levels for each unit varies; specifically, engines are staffed with a minimum of three personnel and EMS transport units are staffed with a minimum of two personnel, while the aerial ladders and heavy rescues are staffed with a minimum of four personnel each. There is



Fire and Rescue: Operations

additional apparatus, including tankers, swift water rescue boats, and hazardous materials response units, which are cross-staffed with fire apparatus and/or EMS transport units.

Additionally, a 24-hour-staffed command team supervises this activity, inclusive of one shift commander, three battalion chiefs, two EMS supervisors, and one safety officer.

In FY 2020, the service level provided with current resources was responding to 7,642 fire-related incidents and 20,226 EMS incidents. In this fiscal year with current resources, Fire and Rescue Services will respond to approximately 7,500 fire-related incidents and 21,200 EMS incidents.

How We Plan to Do It in the Future – Recommended Service Level: Based upon review and analysis, a variety of recommendations for system enhancements remain a priority to improve Fire and Rescue Services and accomplish the primary objectives and recommended service level, including the following:

1. Define and adopt expected service levels and performance standards for each of the rural, urban, and, ultimately, Metro planning areas.
2. Adopt data collection elements and methods that will provide for the effective measurement and adjustment to operational system elements based on identified performance goals and triggers.
3. Identify service level improvement opportunities and additional resources to serve anticipated growth for implementation as funding becomes available. These enhancements should be implemented based on performance and outcome triggers impacted by growth, changes in the system risk profile, and increases in service delivery demands.
 - a. Specifically, LCFR strives to continue to “right size” its workforce through enhancing its staffing factor, which is intended to provide a healthy balance of personnel available to assist with covering planned and unplanned vacancies through annual and sick leave and the use of overtime compensation.
 - b. Specifically, LCFR strives to increase its fire engine apparatus staffing to a minimum of four personnel, one of whom is an ALS care provider. The four-person engine staffing provides efficiency and safety on structural fire incidents. On EMS incidents, the ALS provider can provide the “first response” for ALS or can supplement the care provider assigned to an EMS transport unit.
 - c. Specifically, LCFR strives to eliminate the use of “cross-staffing” for primary Fire and Rescue/EMS units, including tankers, EMS units, and heavy rescue units.
4. Identify opportunities and service delivery methods that will increase the coordination and consistency of resource assignments that align with defined system risk and service delivery needs, including coverage and capabilities of on-scene supervision and special operations resources. Implement increased cooperative effort strategies between LCFR specialized service delivery elements as well as neighboring jurisdictions to assist with this goal.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Protect the lives and property of all residents and visitors to Loudoun County.					
Number of fire incidents	7,790	7,950	6,978	7,634	7,677
Average number of career firefighters/EMTs per 1,000 residents	1.22	1.20	1.29	1.14	1.11
Total number of EMS incidents	20,324	25,369	18,815	21,208	21,259



Fire and Rescue: Operations

Special Operations

What We Do: The Special Operations Unit coordinates readiness, oversight, and effective emergency response for a variety of hazards that can be broadly categorized under the following three branches of specialized disciplines: water rescue, hazardous materials (hazmat) response, and technical rescue response.

Water rescue incident settings include swift water (e.g., Potomac River, Goose Creek, and flooded roadways), static water (e.g., Beaverdam reservoir, ponds, and storm retention ponds), and ice rescue.

Hazmat technicians are prepared to respond to a gamut of incidents ranging from a simple broken mercury thermometer in a residence, to highway transportation spills, up to mutual aid response for a chemical/biological/weapon of mass destruction attack anywhere in the National Capital Region.

Technical rescue emergencies include, but are not limited to, building collapses, trench or excavation entrapments, above- or below-grade incidents requiring rope access, serious vehicle accidents, and confined space entrapments.

Mandate Information: The Occupational Health and Safety Administration (OSHA) and the NFPA both maintain multiple standards relative to Special Operations disciplines, including hazardous materials, swift water, ice rescue, structural collapse, trench rescue, rope rescue, confined space rescue, and vehicle extrication. OSHA and NFPA standards identify and establish levels of functional capability, professional qualifications, and responsibilities of the employer to facilitate an effective and efficient response to these incidents.

Who Does It: County staff in the LCFR Operations Division with additional specialized training respond to the emergencies that fall under the Special Operations disciplines.

Why We Do It: Some emergencies necessitate an advanced level of training and equipment beyond that of basic Fire and Rescue and EMS services. In these events, advanced skills are crucial to ensuring responder safety, achieving positive patient outcomes, reducing property loss, and minimizing environmental impact.

How We Do It Now – Current Service Level: Current service level involves responding to technical rescue incidents, swift water rescue, and hazmat incidents. Response services are provided through these deployment models:

Technical Rescue: For technical rescue incidents, two rescue units are independently staffed with LCFR Operations Division personnel; and two rescue units are cross-staffed with an engine company. Rescue 607 (Aldie) is one of two special service units on the Route 50 corridor; and its availability is dependent on cross-staffing from Engine 607.

Swiftwater Rescue: For swift water rescue, three swift water rescue boats are cross-staffed with two swift water rescue technicians and a boat operator.

Hazmat: For hazmat incidents, six hazmat technicians cross-staff a hazmat response unit and a support unit with an engine company and a ladder company.

How We Plan to Do It in the Future – Recommended Service Level: The following service levels are recommended to respond to the rising call volume of technical and specialized incidents: independent staffing of the hazmat response unit and the hazmat support unit from the future Leesburg South Fire Station, maintain current service level for swift water rescue while developing systems to support upstaffing and participation in Virginia Department of Emergency Management Water Response Team programs; and independent staffing of the technical rescue unit, Rescue 607, from the Aldie Fire Station.



Fire and Rescue: Operations

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide technical rescue services, mitigation of hazardous materials incidents, and other specialized emergency response needs through the Special Operations Unit.¹					
Number of technical rescue incidents	n/a	217	306	281	292
Number of water rescue incidents	n/a	43	46	49	52
Number of hazardous materials incidents	n/a	42	41	43	45

¹ Data shown as n/a indicates a measure that does not have historical data.



Fire and Rescue: Emergency Medical Services (EMS)

Emergency Medical Services (EMS) Management

What We Do: The EMS Management activity provides professional and technical oversight of all aspects of EMS delivery, including compliance, management of the OSHA-mandated infection control program, training, medical equipment specifications, and quality assurance and improvement in conjunction with the Office of Operational Medical Director. In addition, the EMS Management activity provides daily oversight and delivery of critical care and advanced-practice field medicine and patient care through the EMS Supervisor Program.

Mandate Information: This activity is directed through the Board-adopted Chapter 258 of Loudoun County Codified Ordinances. Requirements include criteria outlined by the Virginia Department of Health (VDH), OEMS, the NFPA, OSHA, the Health Insurance Portability and Accountability Act (HIPAA), and the Centers for Disease Control and Prevention (CDC).

- EMS delivery in the Commonwealth falls under the statutory authority of the Code of Virginia Title 32.1 and the Virginia Administrative Code Chapter 31 (Virginia Emergency Medical Services Regulations).
- The system-wide bloodborne, airborne pathogen/infectious control program is mandated by OSHA regulations (29 CFR 1910.1030, Bloodborne Pathogens Standard).

Who Does It: County staff provides this service, working closely with Office of Operational Medical Director who consults with LCFR on a contractual basis.

Why We Do It: Through this activity, the LC-CFRS ensures that adequate medical attention (BLS and ALS) is provided during every emergency incident, in accordance with industry standards and best practices.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources included providing two field-based EMS supervisors who provide direct critical care medicine for approximately 2,000 critical incidents and arrive on scene within ten minutes or less 46 percent of the time. In this fiscal year with current resources, this activity will provide direct critical-care medicine for approximately 1,600 critical incidents. Critical-care medicine includes delivery of whole blood to trauma patients, advanced airway abilities (including medication-assisted, rapid-sequence intubation), and field ultrasonography. Due to geography limitations, the current goal is for these supervisors to arrive on scene within ten minutes or less for 46 percent of the dispatched calls.

How We Plan to Do It in the Future – Recommended Service Level: Over time, as the County’s population growth stabilizes and the median age of residents increases, an elevated use of 911 for emergency medical services is anticipated. Additionally, ongoing assessment of EMS deployment models using unit hour utilization data, call volume criteria, and increased abilities of providing ALS care with ALS-equipped fire engines will lead to additional efficiencies.

In the future, EMS supervisors are recommended to arrive on scene within ten minutes of dispatch 80 percent of the time. To meet this goal, a third EMS supervisor will need to be placed along the Route 50 corridor. The addition of a third EMS supervisor will also assist with building a future mobile integrated health/community paramedicine platform.

Attention to mental health issues – and, similarly, calls for emergency service related to mental health issues – have dramatically increased over the past five years. The industry standard is shifting toward a community paramedic platform. For Loudoun County, this new service platform (the Community Paramedicine Program) will be primarily focused on working with the Department of Mental Health, Substance Abuse, and Developmental Services as well as the Sheriff’s Office to provide forward-deployed paramedic EMS resources as part of a “Crisis Intervention Team.” The build out of this new program will lessen the requirement on staffed Fire and Rescue and EMS response units and allow a multi-agency team approach to respond to the needs of the citizens and be proactive in providing emergency and non-emergency care.



Fire and Rescue: Emergency Medical Services (EMS)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide delivery of EMS to the community.					
Number of ALS EMS incidents	12,208	14,242	15,703	14,921	15,612
Number of BLS EMS incidents	8,116	11,127	12,820	11,799	12,322
Total number of EMS incidents	20,324	25,369	18,815	21,208	21,259
Average number of EMS incidents per 10,000 residents	448	487	415	447	438
Number of EMS hospital transports	14,000	12,332	17,642	15,367	15,632
Ensure that on-scene EMS supervision and management is provided to EMS providers within ten minutes at 80 percent of critical and large incidents.					
Percentage of calls with an EMS supervisor on scene within ten minutes	51%	50%	47%	46%	46%
Total number of incident responses by EMS supervisors	2,074	2,222	3,202	3,300	3,450
Total number of incidents requiring on-scene EMS supervision	1,967	1,794	2,514	2,516	2,704



Fire and Rescue: Emergency Medical Services (EMS)

Quality Assurance and Quality Improvement (QA/QI)

What We Do: Quality Assurance and Quality Improvement (QA/QI) is tasked with identifying areas of improvement to positively impact EMS service delivery. QA/QI also reviews complex cases and facilitates knowledge sharing and education of providers. The QA/QI area is also responsible for the oversight of electronic patient care reports, which requires constant monitoring, upkeep, and upgrading to give the providers the reporting tools that are needed. QA/QI also oversees the mentoring and releasing of new ALS providers into the system.

Mandate Information: The LC-CFRS must meet criteria outlined by the VDH, OEMS, the NFPA, OSHA, HIPAA, and the CDC. As an EMS agency, Loudoun County is required to have a QA/QI program under 12VAC5-31-600 (Quality Management of the Virginia OEMS Regulations). EMS service delivery in the Commonwealth is regulated under the authority of the Code of Virginia Title 32.1 and the Virginia Administrative Code Chapter 31 (Virginia Emergency Medical Services Regulations).

Who Does It: County staff provides this service.

Why We Do It: QA/QI identifies needs for improvements in the system. A robust and proactive QA/QI process is not only required but also important for providing continual improvements to EMS service delivery and keeping up with technological advances.

How We Do It Now – Current Service Level: In FY 2020, the service level with current resources involved reviewing 100 percent of selected categories of critical incidents, which included 195 cardiac arrests, 137 opioid overdose incidents, and all behavioral cases involving chemical sedation. In this fiscal year with current resources, this activity will review 100 percent of selected categories of critical incidents, including all cardiac arrests (approximately 225 annually), opioid overdose incidents (approximately 150 annually), and all behavioral cases involving chemical sedation.

How We Plan to Do It in the Future – Recommended Service Level: The current process of manually reviewing specific call criteria and calls that have been flagged is inefficient and laborious. Currently, there are two FTE assigned to manage the entire QA/QI program. This significantly limits the current ability to aggressively review most of the incidents. For the QA/QI program to realize full potential, an increased number of BLS call reviews is critical. Additional staff and review parameters combined with increasing the use of the current FirstPass software will aid in bringing LCFR QA/QI processes up to industry standards.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure the quality of patient care by reviewing records for 100 percent of cardiac arrest incidents, incidents involving advanced-practice provider skills, and opioid overdose incidents; as well as 25 percent of all EMS incidents.					
Number of cardiac arrest patients	200	194	216	225	230
Percentage of cardiac arrest patients surviving to discharge from the hospital	5%	11%	8%	10%	10%
Number of confirmed opioid patients who were administered naloxone	154	172	136	146	145



Fire and Rescue: Fire and Rescue Training

Fire, Rescue, and EMS Training

What We Do: The Oliver Robert “O.R.” Dubé Fire and Rescue Training Academy (also referred to as ‘the Academy’) provides a variety of in-person, online, and hybrid programs to meet local, state, and federal requirements. These include basic and advanced Fire and Rescue and EMS training, continuing education, recertification training, and specialized technical rescue training to career employees and volunteer members of the LC-CFRS. The Academy’s paramedic training program is nationally accredited through the Committee on Accreditation of Educational Programs for the EMS Profession (CoAEMSP) and the Commission on Accreditation of Allied Health Education Programs (CAAHEP). The Academy was the first fire/rescue-based training program in the Commonwealth to achieve these designations. The Academy’s EMT and Advanced Emergency Medical Technician (AEMT) programs are also accredited through the Commonwealth of Virginia. The Academy’s Command Competency Lab is a technology-driven simulation center, which provides an immersive environment for fire, rescue, and law enforcement scenarios.

The Academy serves as a regional site for numerous programs offered by the Virginia Department of Fire Programs (VDFP). To meet the needs of the Combined System as well as regional partners, classes are held seven days per week, during both daytime and evening hours.

Mandate Information: This activity is directed through Chapter 258 of Loudoun County Codified Ordinances. Programs must meet criteria outlined by the VDH, OEMS, the CoAEMSP, the CAAHEP, the National Association of Emergency Medical Technicians (NAEMT), VDFP, the NFPA, OSHA, HIPAA, and the CDC. Statutory authority for EMS certification is derived from Title 32.1 of the Code of Virginia and Chapter 31 of the Virginia Administrative Code. Initial and ongoing bloodborne pathogens training is required by the Code of Federal Regulations (29 CFR 1910.1030). Requirements for hazardous materials training are also included in the Code of Federal Regulations (29 CFR 1910.120).

Who Does It: County staff and a cadre of part-time staff and volunteer instructors provide this service.

Why We Do It: High-quality initial and ongoing training are essential to ensuring that operational personnel are able to respond safely, effectively, and efficiently to all types of emergency incidents.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources included holding 91 fire, rescue, and EMS classes, collectively representing approximately 4,400 hours of instruction. Additionally, approximately 16,000 online courses were completed. In this fiscal year with current resources, the Academy will hold approximately 120 fire, rescue, and EMS classes, collectively representing approximately 4,700 hours of instruction. Still, students are turned away from over-enrolled courses. Additionally, LC-CFRS members complete approximately 8,400 online courses annually.

How We Plan to Do It in the Future – Recommended Service Level: Between now and FY 2029, LCFR has identified nearly 200 new uniformed positions to meet service objectives. Also, LCFR is experiencing the beginning of a wave of anticipated retirements of employees who were hired in the first career recruit schools in the late 1990s/early 2000s. The Academy currently holds two career recruit schools annually, but more will be needed to achieve these staffing objectives, which will necessitate additional training personnel.

Local, state, and federal training mandates are added regularly. For example, in 2023, Virginia enacted mandated training for electric vehicle fires, which must be developed by VDFP and available by July 1, 2024. All firefighters, including volunteers, must complete the training by December 1, 2025. The Training Division anticipates the need for additional staff to meet these demands.

Distance learning has become an important part of how non-hands-on training is delivered. LCFR looks to expand the use of distance learning programs and resources such that personnel will be able to accomplish this ever-increasing platform and delivery method. Expanding this distance learning program will adapt to the requirements of the workforce and allow for greater efficiency of time and resources. These offerings are essential to meet the system’s needs, as both the physical space at the Academy and the availability of qualified instructors continue to be exceeded.



Fire and Rescue: Fire and Rescue Training

Additional professional development for incumbent volunteers and career personnel is a focus of the Training Division. By expanding this Division to include all areas of service and include additional training opportunities throughout the year, LCFR will realize a more proficient workforce and one that is able to respond to the emerging technologies of the profession as well as verify and practice existing skills.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide comprehensive fire, rescue, and EMS training programs consistent with local, state, and national standards.					
Number of fire/rescue classes held	47	46	50	50	50
Number of EMS classes held	80	72	68	68	68
Number of incumbent personnel trained during callback training activities (career and volunteer)	954	1,840	1,826	1,900	2,000
Train new firefighters/EMTs to meet the operational needs of the County's Fire and Rescue System.					
Number of career recruits graduated	17	25	52	35	35
Number of volunteer fire schools completed	2	2	2	2	2
Number of volunteer firefighters graduated	54	35	38	35	35
Number of volunteer EMT courses completed	3	3	3	3	3
Number of volunteer EMTs graduated	67	76	78	75	75
Provide for continuing education of LC-CFRS members through online training.					
Number of online courses uploaded	9	19	20	22	22
Number of courses completed	12,437	7,622	8,350	8,400	8,500



Fire and Rescue: Health, Safety, and Asset Management

Facilities

What We Do: The Facilities activity ensures that new fire stations and other LCFR facilities are programmed, sited, designed, constructed, furnished, and equipped in accordance with the County's endorsed Capital Facilities Standards, which stipulate public safety needs based on population factors. In addition, this activity ensures that the 33 existing worksites comprising approximately 435,608 square feet are maintained in a state of uninterrupted operational readiness 24 hours per day, seven days per week; this also includes the 11 stations owned by volunteer companies that receive limited support from the Department of General Services. This activity provides essential infrastructure to ensure the reliability of public safety service delivery.

Mandate Information: There are no mandates for this activity.

Who Does It: County staff provides this service.

Why We Do It: Facilities staff supports the effective delivery of around-the-clock Fire and Rescue service countywide, by operationalizing and maintaining readiness of mission-critical facilities. This includes providing direct repair/oversight of contract work for in-station technologies; evaluating whether new facilities are sited strategically and timed appropriately to balance service delivery goals and budgetary implications; providing fire-service/organization-oriented subject matter expertise during scope identification, design, construction, and post-construction warranty periods of new facilities to optimize resultant functionality and eliminate unnecessary cost; and finally, coordinating with the Department of General Services to ensure that LCFR-operated facilities that are owned or leased by the County provide uninterrupted operations.

Additionally, personnel in this activity serve as liaisons to the volunteer Fire and Rescue companies to develop and implement strategies for improving and maintaining existing volunteer-owned worksites, respond to facilities-related emergencies, and provide counsel to volunteer leadership to facilitate uninterrupted operations in facilities that the volunteer companies own and operate.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources involved maintaining approximately 417,500 square feet of facilities. In this fiscal year with current resources, this activity will maintain approximately 475,000 square feet of facilities, which is expected to increase as new and expanded worksites become operational. LCFR Facilities staff also assists with the implementation of a capital budget with nearly \$191,000,000 in active projects.

How We Plan to Do It in the Future – Recommended Service Level: The square footage of facilities maintained is expected to increase as new fire stations are designed and constructed to meet the growing service delivery demands of all areas of the County but especially in the urban and suburban planning areas of the County. Additionally, the County will likely further supplement and/or assume primary responsibility for maintenance, renovation, expansion, and/or replacement of fire stations that are currently volunteer-owned and maintained. As the County's population stabilizes, the metrics with asterisks (*) below will indicate that the Facilities activity may need to adjust its services or service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain existing facilities and worksites in a state of readiness to ensure a safe and productive work environment for LCFR employees and volunteer personnel.					
Total square footage of facilities maintained*	417,508	435,608	475,328	475,328	475,328
Number of facility enhancement projects	23	16	20	17	17
Provide oversight and Fire and Rescue industry expertise for new facility construction and other capital projects.					
Total dollar value of projects in progress	\$87,000,000	\$139,000,000	\$162,000,000	\$191,000,000	\$198,000,000



Fire and Rescue: Health, Safety, and Asset Management

Fleet/Apparatus, Respiratory Protection, and Logistics Services

What We Do: The Fleet/Apparatus, Respiratory Protection, and Logistics Services activity ensures that new Fire and Rescue apparatus and fleet are programmed, designed, fabricated, and outfitted in accordance with Capital Facilities Standards, Combined System-wide policies, Fire and Rescue Service Plan Recommendations, and relevant codes and standards. Furthermore, this activity ensures that the LCFR fleet of over 191 vehicles, including 70 County-owned Fire and Rescue heavy response apparatus, is maintained in a condition of minimally-interrupted, around-the-clock operational readiness. This activity provides essential infrastructure that ensures the reliability of public safety service delivery. Additionally, this activity ensures that all personnel are professionally uniformed and outfitted with personal protective equipment commensurate with their duties and anticipated job-related hazards; maintains an effective inventory of patient care and firefighting equipment and supplies to ensure that all County Fire and Rescue vehicles are consistently stocked and prepared to deliver emergency services; manages several service and vendor contracts for uniforms, turnout gear, turnout gear cleaning, etc.; and finally, ensures that all goods received by LCFR are delivered within three working days to the 32 Fire and Rescue worksites.

Fleet/Apparatus staff and Logistics Services staff support the effective around-the-clock delivery of Fire and Rescue service countywide by operationalizing and maintaining readiness of essential emergency response vehicles and through inventory management and goods distribution. The Respiratory Protection activity provides responders with a safe and dependable source of breathing air, oversees the purchasing and maintenance of LCFR's Self-Contained Breathing Apparatus (SCBA), ensures that respirators are properly selected and used by system members, trains staff on proper respirator use, and ensures breathing air quality.

Mandate Information: This activity must ensure LCFR compliance with OSHA standards for respiratory protection as outlined in federal law, including 29 CFR 1910.134 and 29 CFR 1926.103. In particular, 29 CFR 1910.134 mandates LCFR to develop and maintain a comprehensive fit-testing program.

While there are no federal, state, or local mandates, LCFR follows the NFPA guidelines as closely as possible when managing Fire and Rescue apparatus. Several of the NFPA standards that are applicable are:

- NFPA 1901, "Standard for Automotive Fire Apparatus"
- NFPA 1911, "Standard for the Inspection, Maintenance, Testing, and Retirement of In-Service Emergency Vehicles"
- NFPA 1914, "Standard for Testing Fire Department Aerial Devices"
- NFPA 1962, "Standard for the Care, Use, Inspection, Service Testing, and Replacement of Fire Hoses, Couplings, Nozzles, and Fire Appliances"
- NFPA 1937, "Standard for the Selection, Care, and Maintenance of Rescue Tools"

In addition, LCFR follows the NFPA guidelines as closely as possible when managing Fire and Rescue logistics. Several of the NFPA standards that are applicable are:

- NFPA 1971, "Standard on Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting"
- NFPA 1975, "Standard on Emergency Services Work Apparel"
- NFPA 1977, "Standard on Protective Clothing and Equipment for Wildland Fire Fighting"
- NFPA 1851, "Standard on Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting"

Additionally, while not legally mandated, this activity seeks to ensure compliance with NFPA standards for respiratory protection, as outlined in NFPA 1981, NFPA 1982, NFPA 1852, and NFPA 1989.

Who Does It: County staff provides this service.



Fire and Rescue: Health, Safety, and Asset Management

Why We Do It: Fleet/Apparatus Services ensures consistency and adherence with Loudoun County apparatus standards, as provided and approved by the Executive Committee, and provides subject matter expertise and support to volunteer Fire and Rescue companies with selection, procurement, maintenance, and repair of apparatus that they own. Logistics Services provides inventory management and delivery of critical supplies to personnel operating on the front lines of emergency incidents. System personnel may be exposed to a variety of hazards including, but not limited to, smoke, heat, toxic gases, and oxygen-deficient atmospheres, any of which may result in an environment that is immediately dangerous to life and health. This activity protects responders by providing SCBA and training. With respiratory protection in place, responders can focus on providing services to County residents. Safe firefighters can respond to emergency situations and protect residents.

How We Do It Now – Current Service Level: Current service level reflects maintaining and repairing approximately 191 vehicles each year, including 70 heavy apparatus and associated Fire and Rescue equipment. This includes completing approximately 1,000 maintenance repairs and coordinating approximately 1,500 vendor work orders for repairs. To provide this level of service, Fleet/Apparatus Services currently utilizes \$200,000 of overtime annually due to the limited number of technicians currently dedicated to this activity on a full-time basis. Current service level delivers approximately 60,000 items annually, including equipment, tools, and supplies to Fire and Rescue worksites throughout the County. This activity also coordinates the cleaning, inspection, and repair of turnout gear, with approximately 1,000 sets submitted annually. The Respiratory Protection activity is responsible for the 600 SCBA units, approximately 1,200 face pieces, and 15 breathing air compressors that firefighting staff use any time they are in (or are potentially presented with) an environment that is immediately dangerous to life and health. Current service level involves performing nearly 600 SCBA flow tests and certifications and completing 700 repairs to respiratory equipment annually.

How We Plan to Do It in the Future – Recommended Service Level: The demand for service delivery in the Fleet/Apparatus activity will continue to expand for the foreseeable future commensurate with the growth projection for LCFR. As the County expands service delivery, as the volunteer system continues to consolidate and relies more on assistance from LCFR, and as the calls for service continue to rise, additional staff will be required to meet demand. Additionally, Logistics Services will continue to develop and expand as volunteer companies continue to consolidate and rely more on assistance from the County staff for items such as their uniforms and emergency gear. The County will consolidate, order, maintain, and distribute all turnout gear, uniforms, and EMS supplies for all Combined System members. The Respiratory Protection Program will also grow over the next several years. Due to the increased decontamination requirements after each use of respiratory protection to support LCFR's cancer reduction initiative, and once the asset management facility opens at 751 Miller Drive, the Mobile Air Unit will relocate and be staffed 24 hours per day. A satellite station will be established to handle day-to-day repairs and implement flow testing for the SCBA.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide reliable respiratory protection to personnel responding to fire incidents, in compliance with all occupational safety standards.					
Number of SCBA units and Rapid Intervention (RIT) Packs in service	671	671	671	671	671
Number of repairs to respiratory equipment	591	762	712	700	700
Number of SCBA units receiving an annual flow test and certification	483	549	683	600	600
Percentage of SCBA units in service receiving an annual flow test and certification	81%	92%	114%	100%	100%
Support uninterrupted delivery of Fire and Rescue services through regular maintenance and repair of fleet vehicles and associated equipment.					
Number of vehicles under management	183	188	196	196	196
Number of heavy vehicles	66	70	73	73	73

**Fire and Rescue: Health, Safety, and Asset Management**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Number of light vehicles	117	118	123	123	123
Number of maintenance tickets completed by Fleet/Apparatus Services	822	928	790	790	790
Number of vendor work orders managed for contracted mechanical repairs	1,255	1,100	1,120	1,120	1,120
Total amount of overtime hours	3,264	4,276	3,054	4,211	4,211

Provide for the health and safety of firefighters through regular cleaning, inspection, and repair of turnout gear.

Number of sets of turnout gear submitted for cleaning, inspection, and repair	1,120	1,309	1,268	1,048	1,060
Total cost of cleaning, inspection, and repairs	\$121,675	\$127,462	\$205,162	\$127,610	\$129,842

Provide weekly deliveries of equipment, tools, and supplies to stations to ensure that all personnel are properly equipped for duty.

Number of items delivered	83,151	87,493	58,823	60,327	63,732
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Fire and Rescue: Health, Safety, and Asset Management

Health, Safety, and Wellness

What We Do: The Health, Safety, and Wellness activity provides oversight of safety on emergency incidents; investigates system-member injuries and accidents; monitors personnel on workers' compensation in conjunction with County Risk Management; schedules physicals for both career and volunteer members; develops system health and wellness programs; and coordinates with the County-contracted occupational health provider. Additionally, this activity contains the Behavioral Health Program, which links personnel to behavioral health resources specific to the needs of emergency responders, and LCFR's Wellness Initiative, which provides a comprehensive fitness and wellness program intended to proactively reduce injuries and lost work time, in addition to overseeing operations at the Fire and Rescue Wellness Center.

The Health, Safety, and Wellness activity provides additional supervision on significant incidents to ensure that safe practices and risk-reduction measures are in place. Other responsibilities include oversight of the Occupational Health and Wellness Program, the Workers' Compensation Program, the Fit-Testing Program, Vehicle Accidents and Personal Injury Investigations, Safety and Health Training, the Risk Management Program, and a Facility Safety Inspection Program.

Mandate Information: The Code of Federal Regulations 29 CFR 1910.120 and 1910.134 (OSHA) mandates LCFR to develop and maintain a comprehensive health, safety, fitness, and wellness program. The Code of Virginia § 65.2-107 states that each employer of firefighters shall (i) make peer support available and (ii) refer firefighters seeking mental health care services to a mental health professional. The Code of Virginia §§ 9.1-203.1 and 32.1-111.5:1 mandates that EMS and fire services personnel receive mental health awareness training. While not a specific legal mandate, this activity is also directed through Chapter 258 of Loudoun County Codified Ordinances, which was adopted by the Board and implemented on July 2, 2014. This activity must adhere to – and remain consistent with – current guidelines, industry standards, requirements, and best practices to ensure proper quality management of Fire and Rescue health and safety. Among the industry standards required, LCFR must meet criteria outlined by the VDH; OEMS; NFPA standards including NFPA 1500, NFPA 1521, NFPA 1582, and NFPA 1583; OSHA; HIPAA; and the CDC.

Who Does It: County staff provides this service, except for NFPA medical physicals which are contracted and managed by the County's DHR.

Why We Do It: This activity reduces County expenditures related to workers' compensation and property damage. This activity lowers the County's exposure to controllable risk both in emergent and non-emergent instances. Finally, this activity serves the Fire and Rescue community with mental health services and referrals to medical professionals. Taking care of Combined System members allows them to seek treatment and recover so they can once again respond to emergency incidents.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources involved responding to approximately 1,200 emergency incidents annually, with the safety officer on the scene within ten minutes 49 percent of the time. In this fiscal year with current resources, the current service level involves responding to approximately 1,400 emergency incidents annually and having an incident safety officer on the scene within ten minutes of dispatch 56 percent of the time. The physicals coordinator coordinates approximately 1,850 NFPA physicals annually. In addition to annual physicals, system members who met certain criteria participated in the advanced cardiac screening program, which began on February 1, 2022. Additionally, the behavioral health service staffs the peer support hotline 24 hours per day; and the behavioral health coordinator is available to assist with crisis situations and referrals to mental health professionals.

How We Plan to Do It in the Future – Recommended Service Level: In the future, LCFR recommends that a safety officer is on the scene of all incidents within ten minutes 80 percent of the time. Additionally, it is recommended that the Health and Safety 24-Hour Hotline is available 100 percent of the time. It is anticipated that, as the population grows and volunteer participation decreases, the demand for career staffing will increase over the next several years. Enhanced staffing coupled with an aging workforce that will soon begin transitioning to retirement will inevitably drive an increased demand for the services provided by the staff at the Center for Health and Wellness. Additionally, the behavioral health program will



Fire and Rescue: Health, Safety, and Asset Management

continue to grow and add members to its Peer Support Team and Chaplains Corps, with the goal of providing critical 24-hour behavioral health support to system members.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Have a safety officer on the scene of all incidents with significant hazards within ten minutes 80 percent of the time.					
Number of safety officer responses	1,406	1,474	1,477	1,402	1,458
Number of incidents with a safety officer not available to respond	88	28	6	8	8
Percentage of incidents with a safety officer on scene within ten minutes	52%	61%	60%	56%	57%
Provide annual physical exams to all system members and exams for candidates to ensure compliance with NFPA standard 1582.					
Number of physical exams performed	1,284	1,272	1,223	1,856	2,063
Minimize on-the-job injuries and accidents.					
Number of LCFR on-the-job injuries	120	127	122	140	142
Number of lost-time injuries	38	47	26	24	18
Number of accidents involving LCFR drivers	53	50	65	62	66
Provide mental health support and services to system members.					
Number of Peer Support Team contacts	107	228	280	330	380
Number of referrals provided	179	105	122	137	149
Provide mental health training to system members.					
Number of training sessions held	25	19	13	25	25



Fire and Rescue: Human Resources

Human Resources

What We Do: This activity directly manages, coordinates, and oversees all human resources matters for LCFR, including recruitment and hiring of personnel; development and administration of personnel promotional processes; payroll, bonus nominations, and special pay band increases; compensation, benefits, and leave issues (including compliance with – and administration of – the Family Medical Leave Act, the Fair Labor Standards Act (FLSA), the Americans with Disability Act, workers’ compensation, and disability claims and requests); handling of personnel issues, discipline, and performance reviews; policy and procedure development and updates; and records maintenance and general maintenance of employee information. Additionally, LCFR human resources staff works with DHR to facilitate employee relations and assists the System Chief and staff in the collective bargaining and labor relations processes.

Staff conducts pre-employment selection tests for uniformed personnel in accordance with NFPA standards; and, as such, is required to ensure that the testing and selection process complies with the Equal Employment Opportunity Commission’s (EEOC) Uniform Guidelines on Employee Selection Procedures.

Mandate Information: While not a specific legal mandate, this activity is directed through Chapter 258 of Loudoun County Codified Ordinances, which was adopted by the Board and implemented on July 2, 2014. Furthermore, LCFR is required to comply with the Firefighter Procedural Guarantee Act (Virginia Code § 9.1-300 et seq.) and federal regulations for wages, hours, and recordkeeping, as outlined in the FLSA.

Who Does It: County staff primarily provides this service. However, LCFR contracts out the following human resources functions: background verifications, polygraphs, and promotional process administration. Entry-level written testing for firefighters, EMTs, and call takers are purchased from – and graded by – an outside vendor.

Why We Do It: Without internal LCFR human resources services, the burden would be shifted to County DHR staff.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources involved processing 380 employee action (EA) forms annually to ensure up-to-date employee records. In this fiscal year with current resources, staff will coordinate human resources processes and needs for a workforce of 729.14 FTE, including 620.00 uniformed and 109.14 civilian positions, in addition to processing over 500 EA forms annually.

How We Plan to Do It in the Future – Recommended Service Level: LCFR human resources staff will continue to support LCFR employees in the core human resources functions, such as workforce planning, leave and benefits administration, injury/illness case management, payroll, employee relations, talent acquisition, performance appraisals, recruitment, and retention. Staff also serves as advisors to various levels of LCFR leadership, especially the System Chief and assistant chiefs. One of the greatest challenges in the foreseeable future for this activity is the ability to successfully recruit an adequate number of uniformed employees to support the projected continued growth of LCFR. Although analysis of the future budget and population growth in Loudoun County suggests that the upward spike in both is slowing or leveling off, LCFR is still working to increase staffing levels to account for the rapid growth in previous years as well as enhance operational service delivery in many areas. Additionally, as the workforce in LCFR matures, an increase in retirements is expected within the next three to five years. As the County’s growth stabilizes over time, LCFR human resources staff expects that metrics with asterisks (*) below will indicate possible adjustment of services and/or service levels.

**Fire and Rescue: Human Resources**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Manage a human resources system to meet LCFR staffing needs by maintaining turnover rates of less than 10 percent for civilian and uniformed personnel.					
Employee turnover rate	4.1%	4.5%	4.3%	4.9%	5.0%
Turnover rate – uniform positions	3.6%	4.0%	3.2%	4.3%	4.5%
Turnover rate – civilian positions	7.1%	8.0%	10.1%	8.1%	7.7%
Vacancy rate – uniform positions*	4.2%	4.2%	3.5%	3.0%	2.9%
Vacancy rate – civilian positions	3.3%	8.0%	7.1%	6.8%	6.7%
Ensure accuracy of personnel and financial records through timely updates to employee information.					
Number of EA forms processed	546	542	459	490	497



Juvenile Court Service Unit

To serve the Loudoun County Juvenile and Domestic Relations District Court by allowing individuals access to the Court to resolve domestic relations matters. The Juvenile Court Service Unit (JCSU), more commonly referred to as the Court Service Unit (or CSU), is a statutorily-mandated state entity that also assists the Virginia Department of Juvenile Justice (DJJ) with the protection of the public by preparing court-involved youth to be productive members of society through professional supervision and services to juvenile offenders and families. The JCSU operates the Loudoun County Juvenile Detention Center (JDC) and recently opened the RISE (Reaching for Insight, Success, and Empowerment) Youth Shelter for court-involved youth. In addition, the JCSU provides delinquency prevention services to youth and families, offering screenings and linkages to community-based supports.

Department Programs

Intake

Receives and reviews delinquency complaints 24 hours per day. Determines whether a delinquency petition is to be filed with the Juvenile and Domestic Relations District Court and, if so, whether the youth should be released to family or detained. Completes diagnostic assessments of court-involved youth for the Court. Determines jurisdiction, venue, and controversy in domestic relations matters.

Activities

- Intake
- Diagnostic Services

Probation and Parole Services

Provides probation supervision. Virginia juvenile probation strives to achieve a "balanced approach," focused on the principles of community protection, accountability, and competency development. Provides parole services to help transition offenders back to the community. Initiates transitional services, provides case management, and monitors the offender's reentry to ensure a smooth transition to the community. Provides referrals for family and individual counseling and other resources, including vocational or specialized educational services.

- Probation and Parole Services



Juvenile Court Service Unit

Prevention and Intervention Services

Assists youth and their families prior to referral to the JCSU, and prior to official involvement with the Court. Some services may also be court ordered. Provides evidence-based screening and referrals to community-based supports to Loudoun youth demonstrating risky behavior, as well as to their families. Provides diversion services for first-time offenders including restorative justice sessions, evidence-based prevention and educational programming, and community service. Additional intervention services include supervised release as an alternative to detention.

- Youth and Family Resource Center
- Diversion Program
- Supervised Release Program (SRP)

Residential Services

Provides community-based, out-of-home placements for court-involved youth. These services include a secure program providing long- and short-term secure placement for court-ordered youth and a staff-secure shelter program providing short-term placement for court-involved youth.

- Juvenile Detention Center (JDC)
- RISE (Reaching for Insight, Success, and Empowerment) Youth Shelter

Financial Information

FY 2024 Adopted Information^{1, 2}

	Expenditures	Revenue	LTF	FTE
Intake	\$519,250	\$0	\$519,250	2.91
Probation and Parole Services	1,040,286	0	1,040,286	5.82
Prevention and Intervention Services	1,392,785	145,706	1,247,079	7.80
Residential Services	6,207,846	838,215	5,369,631	51.01
Total	\$9,160,168	\$983,921	\$8,176,247	67.54

¹ Sums may not equal due to rounding.

² All financial and FTE information reflects the County budget and FTE for the JCSU, which also has a state budget and FTE.



JCSU: Intake

Intake

What We Do: Intake is the point of entry for Juvenile and Domestic Relations District Courts across the Commonwealth of Virginia. In Loudoun County, the intake unit accepts and processes juvenile status complaints, delinquency complaints, and domestic relations requests. Intake activities include the completion of an intake interview, determination of probable cause or domestic relations controversy, consideration for the issuance of a petition (a request to appear in court), consideration for diversion or referral away from court, and brief crisis intervention in some instances. Specific domestic relations services include issuing petitions for paternity, custody, visitation, and desertion/non-support, as well as requests for protection matters. This activity operates 24 hours per day, 7 days per week, with staff on-call to respond to juvenile delinquency matters that occur after traditional business hours.

Mandate Information: Pursuant to the Code of Virginia § 16.1-260, "...all matters alleged to be within the jurisdiction of the court shall be commenced with the filing of a petition.... Complaints, requests, and the processing of petitions to initiate a case shall be the responsibility of the intake officer."

Who Does It: County and state staff provide this service.

Why We Do It: The intake unit provides a mechanism for the filing of petitions, as mandated by state law. The unit's intake process allows for juvenile status and delinquency complaints to be routed through juvenile justice professionals, rather than the court system. Routing through professionals allows the Court to focus on adult criminal behavior, and it allows the intake unit to complete their investigation and implement responses that are "liberal and remedial" in nature, as mandated by the Code of Virginia § 16.1-227. These responses reduce the scheduling strain on the Court's docket and allow for the Court's response to domestic relations matters. Furthermore, the intake unit is able to provide information and a formal response to litigants representing themselves in domestic relations matters.

How We Do It Now – Current Service Level: In FY 2020, the service levels were comparable to current levels. Approximately 3,000 complaints are received each year, averaging 760 complaints accepted and processed per intake officer. Approximately 70 percent of juvenile complaints are diverted from court. At current service level, average intake wait time is approximately 15 minutes.

How We Plan to Do It in the Future – Recommended Service Level: As the County's population growth stabilizes over time, the JCSU anticipates that the demand for these services will stay the same as people continue to need to access the Court for juvenile and domestic issues. Staff will monitor the metrics below to ensure that resources are sufficient to meet service demands.

**JCSU: Intake**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain a 40 percent or higher diversion rate for juvenile complaints.					
Total number of complaints received	2,791	3,055	2,918	3,550	3,550
Number of domestic relations complaints issued	1,576	1,740	1,715	1,600	1,600
Number of civil domestic violence complaints issued	453	487	471	614	614
Number of juvenile criminal complaints issued	658	613	845	600	600
Average number of complaints accepted and processed per staff member ¹	698	764	730	888	888
Percentage of juvenile complaints diverted ²	63%	71%	55%	50%	50%
Maintain an average intake wait time of 15 minutes or less.					
Number of intakes	1,944	2,166	2,113	2,000	2,000
Average number of intakes per staff member	486	542	528	500	500
Average intake wait time (in minutes)	14	15	15	15	15

¹ An individual case can involve multiple complaints.

² Diversion involves a plan or process where a complaint is redirected from further penetration into the justice system.



JCSU: Intake

Diagnostic Services

What We Do: The JCSU uses the evidence-based Youth Assessment and Screening Instrument (YASI) to determine if youth are low-, moderate-, or high-risk offenders. Diagnostic Services completes the initial YASI assessment and writes the social history report based on YASI scores, interviews with the juvenile and their family, previous court involvement, and contact with the school and other service providers. Staff submits the reports to the judge with recommendations. The social history report then goes to the probation case manager for case planning and monitoring.

Specially trained staff conducts assessments, uses motivational interviewing techniques, and collects information from other service providers to create the social history report for the Court. These activities take place in the office, outside of court, and through home and school visits in the community.

Mandate Information: Pursuant to the Code of Virginia § 16.1-273, the Court may require an investigation that must include “a social history of the physical, mental, and social conditions, including an assessment of any affiliation with a criminal street gang, and personality of the child and the facts and circumstances surrounding the violation of law.” Such investigation reports must be provided to the courts 96 hours prior to disposition, at a minimum.

Who Does It: County and state staff provide this service.

Why We Do It: This activity ensures that each juvenile who comes before the Loudoun County Juvenile and Domestic Relations District Court receives the appropriate supervision and services to prevent further offending/criminal activity in Loudoun County.

How We Do It Now – Current Service Level: In FY 2020, the service levels were slightly higher than current levels. Approximately 40 Comprehensive Pre-Dispositional Reports are completed each year, averaging approximately 20 reports per officer.

How We Plan to Do It in the Future – Recommended Service Level: Crime and delinquency trends shift over time, and may be influenced by law enforcement strategies, the economy, population, and other unknown factors. The JCSU will monitor the metrics below to ensure that resources are sufficient to meet service demands.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain a caseload of 100 Comprehensive Pre-Dispositional Reports (social history reports) or less per officer.					
Number of Comprehensive Pre-Dispositional Reports (social history reports) completed	50	39	55	50	50
Average number of reports completed per officer	25	20	28	25	25



JCSU: Probation and Parole Services

Probation and Parole Services

What We Do: The Probation and Parole Services activity assists juveniles on a pre- and post-dispositional basis and strives to achieve a balance of public safety and offender service delivery in a community setting. This activity uses the risk, need, and responsivity model and the YASI to identify risk levels associated with offending and to determine service levels. Probation officers provide services and supervision using the Juvenile Detention Alternative Initiative (JDAI) model to ensure that services are provided in the least restrictive environment possible (as an alternative to detention or further penetration into the justice system), with community and family partnerships to ensure appropriate outcomes. Parole officers assist juveniles with transitioning from the custody of the DJJ to the community by providing reentry services, including employment, housing, education, mental health, and health care. JCSU probation and parole officers follow the Effective Practices in Community Supervision (EPICS) model. This model requires frequent contact with higher-risk offenders, focuses on situations likely to cause criminal behavior, and helps clients modify their negative thought patterns and beliefs.

Specialized work within the Probation and Parole Services activity includes the Serious Habitual Offender Comprehensive Action Program (SHOCAP) and the Sex Offender Program. SHOCAP provides intensive probation services to high-risk offenders in the community. The Sex Offender Program provides services that consist of assessment (psychosexual), therapeutic intervention (individual, group, and family) counseling, and polygraphs to help validate accuracy of perceived risk and honesty in reference to treatment and probation guidelines.

Mandate Information: The Code of Virginia §§ 16.1-233 and 16.1-237 requires probation officers to monitor compliance with court orders and probation rules.

Who Does It: County and state staff provide this service, supplemented by contract services for treatment of probation/parole cases and sex offenders.

Why We Do It: The probation and parole unit provides a high level of accountability to the public. Probation services provide options for youth in lieu of detention or further penetration into the justice system. Parole services allow offenders to be released from custody for supervision, monitoring, and treatment in a community setting. Staff helps ensure public safety for County residents and the efficacy of intervention/prevention programs in reducing delinquent behavior in Loudoun County.

How We Do It Now – Current Service Level: In FY 2020, the service levels were slightly higher than current levels. Currently, there are approximately 250 cases annually, with an average caseload per officer of eight. Current service level includes almost 6,000 contacts per year, including contacts at home, at school, in the community, and at the office.

How We Plan to Do It in the Future – Recommended Service Level: Crime and delinquency trends, as well as juvenile justice trends, shift over time. Influencing factors include law enforcement strategies, the economy, population, political shifts, and other unknown factors. The JCSU will monitor the metrics below to ensure that resources are sufficient to meet service demands.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain the state-recommended average caseload of 15 or less per officer.					
Average caseload per officer	11	8	12	12	12
Total number of cases	180	249	270	300	300
Percentage of high-risk cases	49%	48%	40%	55%	55%
Percentage of moderate-risk cases	28%	32%	40%	25%	25%
Percentage of low-risk cases	23%	18%	20%	15%	15%
Total number of contacts	7,196	5,711	9,705	9,000	9,000



JCSU: Prevention and Intervention Services

Youth and Family Resource Center

What We Do: Delinquency prevention services are located at the Youth and Family Resource Center, located at the new Youth Services Center. The recently launched Youth and Family Resource Center offers evidence-based screening for youth demonstrating risky behaviors, and warm handoffs to community-based supports for the youth and their family. This short-term service is intended to make appropriate linkages to longer-term supports in the community.

Mandate Information: Localities are not statutorily mandated to provide delinquency prevention services. However, DJJ directs CSUs to offer pretrial services to youth pending court. These services are offered to pretrial youth, as well as non-court-involved youth, with the aim to link youth and families with appropriate community-based services and programs to prevent delinquent behavior and further court involvement.

Who Does It: County and state staff provide these services.

Why We Do It: Delinquency prevention services provide support and assistance to youth and caregivers during critical teenage years. The intent is to link youth and families to sustainable supports in the community to prevent more significant behavior issues, law enforcement action, and system involvement.

How We Do It Now – Current Service Level: This new program opened on April 19, 2023. At the time of writing this Program Review, the JCSU anticipates serving between 16 and 20 youth and families each month.

How We Plan to Do It in the Future – Recommended Service Level: The JCSU will track the metrics below to monitor service delivery levels and will adjust resources as necessary.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Total number of referrals received ¹	n/a	n/a	45	200	200
Number of screenings completed ¹	n/a	n/a	27	150	150
Number of service referrals made ¹	n/a	n/a	22	150	150
Number of successful referrals completed ¹	n/a	n/a	18	125	125

¹ Data shown as n/a indicates a measure that does not have historical data.



JCSU: Prevention and Intervention Services

Diversion Program

What We Do: Intervention services includes the Diversion Program, which assists youth and their families who have been formally referred to the JCSU for a delinquent or status offense. These youth are diverted from the submittal of a petition to the Court. These services include restorative justice conferencing, online evidence-based prevention courses, and community service.

Restorative justice conferencing is a victim-sensitive approach to addressing “wrongdoing” in a variety of ways that stress accountability, competency development, and community safety. Online evidence-based prevention courses address anger management, shoplifting, and substance use. Community service is coordinated with the Department of Parks, Recreation, and Community Services (PRCS) and other community partners.

Mandate Information: Pursuant to the Code of Virginia § 16.1-227, the Juvenile and Domestic Relations District Court “law shall be construed liberally and as remedial in character.” Furthermore, it states that “this law shall be interpreted and construed so as to effectuate the following purpose(s)... to divert from or within the juvenile justice system, to the extent possible, consistent with the protection of the public safety, those children who can be cared for or treated through alternative programs.”

Who Does It: County and state staff provide this service, supplemented by contract services for prevention courses and specialized prevention programming.

Why We Do It: These services provide additional education and consequences to youth and families to protect public safety and prevent future delinquent behavior. Diversion itself is a consequence for behavior that resulted in a law enforcement referral to a CSU intake.

How We Do It Now – Current Service Level: In FY 2020, service levels were comparable to current service levels. Current service level reflects about 400 diversion cases per year.

How We Plan to Do It in the Future – Recommended Service Level: Crime and delinquency trends, as well as juvenile justice trends, shift over time. Influencing factors include law enforcement strategies, the economy, population, political shifts, and other unknown factors. The JCSU will monitor the metrics below to ensure that resources are sufficient to meet service demands.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Number of diversion cases	249	359	375	325	325
Percentage of successful diversion cases (agreement made and completed) ¹	n/a	76%	83%	80%	80%
Percentage of community service hours completed ¹	n/a	83%	85%	85%	85%
Number of other diversion services assigned ¹	n/a	95	104	100	100

¹ Data shown as n/a indicates a measure that does not have historical data.



JCSU: Prevention and Intervention Services

Supervised Release Program (SRP)

What We Do: The Supervised Release Program (SRP) is a detention-alternative program available to the Loudoun County Juvenile and Domestic Relations District Court. It may be used as a pre-dispositional detention-alternative placement. The Court or a JCSU probation officer may also require supervised release as a post-dispositional intensive supervision placement or intermediate sanction. The SRP provides an array of monitoring services across a continuum of least restrictive to very restrictive.

Mandate Information: The Virginia DJJ strongly encourages the use of community-based alternatives to detention, including electronic monitoring.

Who Does It: County and state staff provide these services, supplemented by contract services for electronic monitoring equipment.

Why We Do It: These services provide additional supervision of court-involved youth while they reside in the community to protect public safety.

How We Do It Now – Current Service Level: In FY 2020, service levels were slightly lower than current service levels. Approximately 150 youth are supervised each year in the SRP. At this service level, the rate of recidivism while participants are in the SRP program is 1 percent or less. Current service level includes a total of approximately 2,000 days per year of equipment usage and approximately 800 days of house arrest and/or outreach for all youth served in the SRP.

How We Plan to Do It in the Future – Recommended Service Level: Crime and delinquency trends, as well as juvenile justice trends, shift over time. Influencing factors include law enforcement strategies, the economy, population, political shifts, and other unknown factors. The JCSU will monitor the metrics below to ensure that resources are sufficient to meet service demands.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain a rate of recidivism while in the SRP at or below 3 percent.					
Percentage of juvenile recidivism while in the SRP	0%	1%	0%	1%	1%
Number of youth served by the SRP	112	133	149	200	200
Number of days served – Electronic monitoring equipment usage	1,656	2,004	2,739	2,500	2,500
Number of days served – House arrest	358	626	389	700	700
Number of days served – Outreach program	249	222	342	250	250



JCSU: Residential Services

Juvenile Detention Center (JDC)

What We Do: The JDC is licensed by the Virginia DJJ and provides secure detention services 24 hours per day, seven days per week to youth detained by the Juvenile and Domestic Relations District Court. The JDC was recently relocated to the new Youth Services Center on April 27, 2023. It is a community-based, residential facility that provides temporary care for youth requiring secure custody pending court disposition or placement, or who are placed in the facility by the Court as a sanction once found guilty of an offense. While detention is meant to be a short-term, pre-dispositional placement, youth participate in structured programs including school, prosocial and recreational activities, and clinical services as needed. All youth at the JDC are required to receive 5.5 hours of educational instruction daily, which is provided by Loudoun County Public Schools (LCPS) teachers assigned to the facility. Within the JDC, a post-dispositional program is also available to court-ordered youth. This program is an education-, treatment-, and behavioral-based program providing an alternative to placement at the DJJ's secure correctional facility near Richmond. This program is provided by an interagency team that includes LCPS; the Department of Mental Health, Substance Abuse, and Developmental Services (MHSADS); the JCSU; PRCS; and the Department of Family Services (DFS).

Neighboring Rappahannock and Fauquier Counties contract with Loudoun County for JDC bedspace. They do not operate juvenile detention facilities.

Mandate Information: Localities are not mandated to operate juvenile detention centers. As a licensed facility by the DJJ, the JDC is required to meet standards promulgated by the Board of Juvenile Justice. Regulations governing juvenile detention centers are found in 6 Virginia Administrative Code 35-101.

Who Does It: County staff provides all administrative and direct care services. The County contracts for physician services and specialized mental health services. Contracts with Fauquier and Rappahannock Counties – along with approximately \$730,000 in state aid – offset the amount of local tax funding used for the operation of this facility.

Why We Do It: If there were no detention center in Loudoun County, the County would be required to purchase bed space in other localities for each youth in need of detention, as ordered by the Court. The closest facilities are in Winchester and Staunton. As such, the County would incur an additional expense to the Sheriff's Office for transporting detainees back and forth for court purposes. In addition, if detainees were housed out of County, it would be much more difficult for probation officers, social workers, and other professionals to provide the appropriate level of services to the youth and their families. It would also reduce the amount of family engagement time possible for detained youth.

How We Do It Now – Current Service Level: In FY 2020, service levels were comparable to current service levels, although the trend indicates fewer youth in secure detention now as compared to FY 2020. Current service levels reflect the ability to support as many as 20 children daily at the JDC; however, the actual daily population averages four youth. The average length of stay is approximately 22 days. While housed at the JDC, youth continue to receive educational services in addition to any services identified as part of their mental health assessment. Youth are encouraged to participate in community service events and to receive visitors to maintain their engagement with their family and community.

How We Plan to Do It in the Future – Recommended Service Level: Crime and delinquency trends, as well as juvenile justice trends and trends regarding the use of secure detention, shift over time. Influencing factors include law enforcement strategies, the economy, population, political shifts, and other unknown factors. The JCSU will monitor the metrics with asterisks (*) below to ensure that resources are sufficient to meet service demands.



JCSU: Residential Services

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Operate the JDC within state mandates and licensure requirements.					
Average daily population*	5.20	4.00	2.92	6.00	6.00
Number of child care days*	1,892	1,373	1,246	2,150	2,150
Total number of youth served	52	70	95	75	75
Average length of stay (in days)	27	22	12	22	22
Provide prosocial opportunities for youth to gain life skills.					
Number of hours of innovative psychoeducational groups provided	581	524	519	480	480
Number of hours of evidence-based life skills sessions provided	57	24	24	12	12
Number of hours of educational support provided during school programming	1,132	1,159	1,126	1,200	1,200
Percentage of youth who stay longer than ten days who obtain or maintain the two highest levels on the behavior management program	96%	100%	100%	90%	90%
Less than 10 percent of youth in the JDC will require the use of restraints.					
Percentage of youth requiring restraints	3%	4%	1%	5%	5%

**JCSU: Residential Services****RISE (Reaching for Insight, Success, and Empowerment) Youth Shelter**

What We Do: The RISE Youth Shelter is a new program operated by the JCSU and is located in the new Youth Services Center, effective April 27, 2023. It is licensed by the Virginia DJJ for 16 beds and provides short-term shelter to court-involved youth between the ages of 11 and 17. The primary purpose of the program is to provide a safe and structured environment for youth pending court when they present a public safety concern, or when they cannot safely remain in their own home. Youth on probation may also be placed at the RISE Youth Shelter as an intermediate sanction.

Mandate Information: Localities are not mandated to operate a youth shelter. However, as a licensed facility under the Virginia DJJ, the facility is required to meet the standards established for licensed children's residential facilities. The state requirements of juvenile group homes are found in 66 Virginia Administrative Code 35-42.

Who Does It: County staff provides all administrative and direct care services. The County contracts for physician services and specialized mental health services.

Why We Do It: The RISE Youth Shelter provides a structured and safe setting for court-involved youth, protecting public safety and providing local services, reducing the need for youth to be placed outside of their community or in a secure facility.

How We Do It Now – Current Service Level: This new program opened on April 27, 2023. It has a capacity for up to 16 youth at any given time. The JCSU anticipates an average daily population of seven.

How We Plan to Do It in the Future – Recommended Service Level: Crime and delinquency trends, as well as juvenile justice trends and trends regarding the use of residential placements, shift over time. Influencing factors include law enforcement strategies, the economy, population, political shifts, and other unknown factors. The JCSU will monitor the metrics below to ensure that resources are sufficient to meet service demands.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Operate a youth shelter to provide a structured placement for court-involved youth in the community.¹					
Average daily population	n/a	n/a	3	4	4
Maximum licensed capacity	n/a	n/a	16	16	16
Number of youth admitted	n/a	n/a	11	60	60
Average length of stay (in days)	n/a	n/a	23	30	30

¹ Data shown as n/a indicates a measure that does not have historical data.



Sheriff's Office

To continuously improve safety and law enforcement services to all members of the community through the Step-Up Strategy of improved service, technology, efficiency, and professionalism. The Loudoun County Sheriff's Office (LCSO) works interactively with federal, state, and other local law enforcement authorities to enforce criminal laws by sharing capabilities, strategies, and assets. LCSO partners with community service groups and human services agencies to implement strategies that improve the quality of life for Loudoun County residents, businesses, and visitors.

Department Programs

Criminal Investigations

Proactively investigates criminal offenses and provides comprehensive follow-up investigation of criminal cases referred from other divisions within LCSO; other County departments; and other federal, state, and local law enforcement partners.

Activities

- Crimes Against Persons
- Financial Crimes
- School Resource Officer (SRO) Unit
- Forensic Services Unit (FSU)

Field Operations

Helps keep Loudoun safe by providing professional incident response, proactive crime reduction strategies, and genuine community outreach. All Field Operations patrol or station deputies are assigned to one of four geographic station areas. Deputies are the initial response to all calls for service and patrol the County 24 hours per day, all 365 days of the year. Patrol staff and leadership engage the community through outreach and communications strategies that improve the quality of life for County residents, businesses, and visitors. This division also encompasses the Special Operations Section, which provides tactical support and K-9 programs in addition to conducting drug and gang investigations.

- Patrol Operations
- Special Operations Section (SOS)
- Special Events

Operational Support

Provides support services through traffic safety and enforcement, supports Field Operations staff, manages and deploys several support/response teams, provides youth education and adult crime prevention services, and maintains the Crossing Guards Unit. Emergency Management staff assigned to the Operational Support Division works with Loudoun County and staff leadership for contingency planning.

- Operational Support Programs
- Traffic Section
- Youth Crime Prevention Program
- Collateral Support Programs



Loudoun County Sheriff's Office (LCSO)

Corrections

Operates the Loudoun County Adult Detention Center and Community Custody Program by providing a safe, secure, and healthy environment to house both pretrial and sentenced inmates. Works closely with other County agencies and local partners to reduce recidivism by providing inmates with job and life skills, educational programming, mental health services and counseling, and addiction treatment.

- Adult Detention Center (ADC)
- Community Custody Program
- Transportation Section
- Adult Detention Center K-9 Team

Court Services

Provides security for the Loudoun County Courts Complex as well as civil process enforcement for Loudoun County.

- Courthouse Security
- Civil Enforcement Section

Administrative and Technical Services (ATS)

Provides support functions to LCSO divisions related to records management, property and evidence management, accreditation and training, human resources, IT support, the False Alarm Reduction Unit, employment services, and finance and administration. Also provides emergency-911 dispatch services and non-emergency telecommunicator support and manages administrative calls for service.

- Administrative and Technical Services (ATS) Operations
- Property and Evidence
- Records Management
- Employment Services Section (ESS)
- Technology Services Section
- Training and Accreditation
- False Alarm Reduction Unit (FARU)
- 911 Emergency Communications

Office of the Sheriff

Provides senior command and leadership, strategic planning, internal review, and Public Information Officer functions.

- Office of the Sheriff

Financial Information

FY 2024 Adopted Information¹

	Expenditures	Revenue	LTF	FTE
Criminal Investigations	\$9,236,566	\$1,750,490	\$7,486,076	93.30
Field Operations	41,140,972	5,945,500	35,195,472	305.56
Operational Support	12,609,037	2,848,580	9,760,457	58.77
Corrections	27,887,253	8,812,410	19,074,843	184.00
Court Services	10,578,823	407,910	10,170,913	88.00
Administrative and Technical Services (ATS)	27,990,142	4,096,720	23,893,422	111.64
Office of the Sheriff	2,197,755	473,670	1,724,085	11.00
Total	\$131,640,548	\$24,335,280	\$107,305,268	852.27

¹ Sums may not equal due to rounding.



LCSO: Criminal Investigations

Crimes Against Persons

What We Do: This activity provides intensive follow-up investigations for serious crimes committed against persons. These investigations are primarily conducted by the Special Victims, Robbery-Homicide, and Domestic Violence Units within the Criminal Investigations Division.

The Special Victims Unit primarily investigates sexual offenses, child abuse and neglect offenses, and runaway offenses, all of which originate in – or progress within – Loudoun County. Special Victims Unit detectives work closely with multiple external partners, including, but not limited to, medical professionals, the Child Advocacy Center, Child Protective Services, and the Office of the Commonwealth’s Attorney.

The Robbery-Homicide Unit primarily investigates homicides, suicides, accidental deaths, suspicious deaths, and unexplained deaths that cannot be resolved by a patrol deputy. In these cases, Robbery-Homicide detectives serve not just as criminal investigators, but also as liaisons for the Office of the Chief Medical Examiner. Additionally, the Robbery-Homicide Unit is responsible for investigating death threats, bomb threats, missing adults, robberies, stalking, and other cases as directed.

The Domestic Violence Unit primarily investigates serious assaults, strangulations, and protective order violations involving family and household members, as defined by the Code of Virginia § 16.1-228. This Unit consists of a Sergeant, who acts as the domestic violence coordinator, and three detectives. This Unit liaises with the Domestic Abuse Response Team (DART), the Domestic Violence Steering Committee, the Loudoun Abused Women’s Shelter (LAWS), medical professionals, and several other County and external partners.

Crimes Against Persons cases are received through several different methods, including:

- “Turned Over To” (TOT) – Cases referred from other LCSO divisions, primarily Field Operations.
- Call Out – Cases requiring immediate attention for victim safety or to meet evidence collection guidelines.
- Self-initiated – Cases developed during the course of an investigation where additional victims, suspects, or crimes are identified.
- Referrals – Cases assigned after review of Loudoun County Child Protective Services or Adult Protective Services referrals, or cases referred from the Federal Bureau of Investigation (FBI) or other federal law enforcement agencies that would not meet thresholds for federal prosecution.
- Assist Other Jurisdiction – Cases where other jurisdictions request assistance with victims, suspects, or witnesses located in Loudoun County.

The investigation of Internet Crimes Against Children (ICAC) cases is primarily the responsibility of the Virginia State Police (VSP) ICAC Task Force. The Special Victims Unit maintains one full-time detective on the VSP ICAC Task Force to investigate computer-based child exploitation offenses that originate in – or progress within – Loudoun County. This task force detective maintains VSP powers and can engage in ICAC-related investigations statewide. The Special Victims Unit also maintains a detective as a liaison between LCSO and the FBI’s Child Exploitation and Human Trafficking Task Force.

Crimes Against Persons detectives participate in various community outreach programs to enhance public awareness regarding these types of crimes, including ways to stay safe and ways to identify and report suspicious activity. Additionally, they provide victims with resources and referral information to numerous victim advocacy groups.

Mandate Information: The Sheriff’s Office is required to investigate criminal offenses that occur within its jurisdiction. However, there are no federal or state mandates that require a separate Special Victims Unit, Robbery-Homicide Unit, or Domestic Violence Unit within the Criminal Investigations Division.

Who Does It: The services of the Special Victims Unit are provided by forensically-trained detectives who specialize in the delicate art of interviewing children and victims of crimes of a personal nature. In addition, LCSO is a member of the



LCSO: Criminal Investigations

Loudoun County Multidisciplinary Team, which is a collaboration of professionals whose purpose is to ensure that all aspects of victims' needs are met.

The services of the Robbery-Homicide Unit are provided by detectives trained to investigate the unique circumstances surrounding homicides, suspicious death cases, cold cases, robberies, threats, and other similar cases.

The Domestic Violence Unit personnel are specifically trained in the investigation of crimes related to abusive and/or stalking domestic relationships.

Why We Do It: The specialized training and protocols required of persons assigned to the Special Victims Unit serve both juvenile and adult members of the community by providing comprehensive investigation of specific criminal acts. Members of this Unit are trained in conducting forensic interviews, and participate actively with the Child Advocacy Center and a multidisciplinary team, which includes many other state and local departments. Reported incidents are thoroughly investigated in a trauma-informed and holistic manner ensuring that all victims' needs are addressed. The Unit's focus is on restoring a victim's quality of life with an aggressive response to these invasive and mentally-destructive crimes. The successful prosecution of these types of cases is contingent upon this specific Unit. Without a specialized and properly-trained Special Victims Unit, case closures, arrests, successful prosecution, and the needs of the community are not met.

No other single entity within Loudoun County can provide the comprehensive services currently provided by the Robbery-Homicide Unit. The VSP maintains a Bureau of Criminal Investigations capable of investigating any criminal activity. However, their responsibility covers a multicounty area. Cases would not receive the detailed attention or follow-up that the Robbery-Homicide Unit is able to provide to Loudoun County residents. Federal agencies are called upon to assist in LCSO investigations, but they are not typically responsible for leading investigations due to staffing limitations, thresholds, and jurisdictional issues.

The investigation of serious domestic-related offenses requires a significant investment of time and resources, as victims of these offenses often need a significant amount of assistance from multiple sources to help them restore or extricate themselves from these relationships. Members of the Domestic Violence Unit have the training, experience, and resources to investigate these offenses and assist victims as they navigate these difficult situations. Without a specialized and trained Domestic Violence Unit, the burden would fall on patrol deputies to investigate these situations, which would significantly reduce the time, resources, and personalized attention that LCSO would be able to provide to victims of domestic violence.

Loudoun County currently enjoys the lowest Part 1 crime rate¹ in the area. A crucial element to keeping the crime rate low is aggressive enforcement of the law, through the services of well-trained and experienced detectives in the Robbery-Homicide and Special Victims Units. Most significantly, victims of violent crimes and their families deserve justice and expect the highest level of service from LCSO in the investigation of their cases.

How We Do It Now – Current Service Level: The FY 2023 current service level for the Crimes Against Persons activity is approximately 34 Robbery-Homicide cases per detective and approximately 34 Special Victims Unit cases per detective. The Domestic Violence Unit reviews and investigates approximately 250 cases annually, per detective.

How We Plan to Do It in the Future – Recommended Service Level: It is anticipated that crime rates will increase along with the growth of the County's population over time. Using the metrics below, LCSO will monitor the needs of the Robbery-Homicide Unit and the Special Victims Unit. If caseloads continue to grow, additional resources will be needed for these units.

¹ Part I crimes are defined by the FBI Uniform Crime Reporting Program. Part I Offenses include murder, rape, aggravated assault, robbery, burglary, larceny, motor vehicle theft, and arson. The Part I crime rate is calculated using the number of qualifying crimes in relation to population.



LCSO: Criminal Investigations

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain annual caseloads per detective below 75 cases to ensure adequate time to investigate cases related to crimes against persons.					
Number of Robbery-Homicide Unit cases	327	317	269	377	385
Average number of robbery-homicide cases per detective	46	45	34	54	55
Number of Special Victims Unit cases	429	435	368	567	578
Average number of special-victims-crimes cases per detective	54	55	34	63	64
Reduce the number of high-risk domestic violence cases.¹					
Number of domestic abuse/assault cases reviewed by the Domestic Violence Unit	490	497	750	1,440	1,451
Number of cases assigned for further follow-up	n/a	n/a	n/a	112	113
Number of protective order violations investigated by the Domestic Violence Unit	n/a	n/a	n/a	60	61
Number of victims contacted for further follow-up	n/a	n/a	n/a	624	630

¹ Data shown as n/a indicates a measure that does not have historical data.



LCSO: Criminal Investigations

Financial Crimes

What We Do: The Financial Crimes Unit is charged with coordinating and investigating criminal acts such as check offenses, frauds or “scams,” mortgage and loan fraud, embezzlement, credit card offenses, counterfeit bills, identity fraud, cybercrimes, cryptocurrency scams, and intellectual property crimes (fake goods). These types of cases are often complex and require many hours of document analysis to identify criminal violations.

The Financial Crimes Unit receives cases through several different methods. Most cases are reported directly to field deputies from the victims. Field deputies then generate the report and turn over all cases involving financial crimes to the Financial Crimes Unit. Cases consist of both felony and misdemeanor offenses. Additionally, LCSO allows citizens to file reports through the online report system. All online reports that are financial in nature are reviewed by the supervisor of the Financial Crimes Unit. Once reviewed, cases that warrant further investigation are assigned to a Financial Crimes Unit detective. The remainder are processed by the supervisor of the Financial Crimes Unit and are either inactivated or closed, based on each individual situation. On occasion, cases are reported directly to a detective.

Mandate Information: There are no federal or state mandates that require a Financial Crimes Unit within the Criminal Investigations Division.

Who Does It: The Financial Crimes Unit delivers service through specially-trained detectives assigned to investigate the complex nature of financial crimes and cybercrimes. The Unit also maintains detectives assigned to the United States Secret Service-Metro Area Fraud Task Force.

Why We Do It: Financial crimes are widespread and often have serious and long-term consequences for those who have been victimized. Victims include private individuals, companies, organizations, and even governments. Those who commit such crimes are equally varied. According to many studies and news articles, financial crimes are the number one growing crime in the world. Additionally, technological advances are now hindering the ability to investigate these crimes fully.

The Financial Crimes Unit detectives work closely with all law enforcement agencies, federal agencies, and banking institutions to solve, reduce, and prevent such crimes from occurring. Many of the cases investigated at the local level do not reach the parameters required for federal investigation and prosecution. Therefore, it is imperative that local jurisdictions such as LCSO have a group of detectives specifically trained and dedicated to these investigations. Additionally, the Financial Crimes Unit works with the Media Relations and Communications Unit (Office of the Sheriff) to provide valuable information to the public regarding the latest trends in financial crimes, in efforts to prevent financial crimes proactively. Through their training and experience, the Financial Crimes Unit is often able to recover lost funds for victims if reported in a timely manner.

How We Do It Now – Current Service Level: In FY 2023, the current service level for this activity was approximately 315 cases annually, for an average of 45 cases per detective.

How We Plan to Do It in the Future – Recommended Service Level: It is anticipated that the financial crime rate will increase along with the growth of the County’s population over time. Using the metrics below, LCSO will monitor the needs of the Financial Crimes Unit. If caseloads continue to grow, additional resources will be needed for this Unit.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain an annual caseload of financial crimes cases below 75 cases per detective to ensure an effective ability to investigate cases.					
Number of Financial Crimes Unit cases	556	445	315	521	531
Average number of financial crimes cases per detective	78	64	45	74	76



LCSO: Criminal Investigations

School Resource Officer (SRO) Unit

What We Do: The School Resource Officer (SRO) Unit provides law enforcement and security services in schools throughout Loudoun County. LCSO places a high emphasis on the safety and security of the schools within the County. Each high school and middle school is assigned a specific SRO; and each elementary school is also assigned to an SRO depending on the cluster in which it falls. In addition to their regular duties providing law enforcement and security services, the SROs in the high schools also serve as an educational resource, instructing the students at their schools on basic laws concerning alcohol, drugs, and gang participation in addition to certain laws pertaining to driving a vehicle. The middle school SROs provide Drug Abuse Resistance Education (D.A.R.E.) Program instruction to all fifth graders at their schools throughout the year, in addition to their other duties as an SRO. Finally, SROs visit elementary schools frequently to address any issues occurring at the elementary-school level.

Mandate Information: This activity is not mandated. LCSO and Loudoun County Public Schools (LCPS) have a memorandum of understanding to provide the SROs in the schools.

Who Does It: The SRO Unit has an SRO assigned to each high school and middle school outside of the Town of Leesburg. (The Leesburg Police Department is responsible for the schools located within town limits.) LCSO assigns SROs to 14 high schools and two instructional schools with a total of 21,050 students, 14 middle schools with a total of 16,092 students, and 50 elementary schools with a total of 32,226 students. These SROs are supervised by three Sergeants who visit each school and SRO in-person. The SRO Unit has a detective assigned to conduct investigations related to LCPS, who coordinates with LCPS administration for threat assessments and conducts follow-ups to allow the SROs to maintain their normal day-to-day functions.

Why We Do It: SROs provide additional security in schools and in the community to protect and educate the youth in LCPS. The Sheriff's Office places emphasis on protecting LCPS facilities, students, and employees; and on educating those students regarding the dangers of alcohol, drugs, and gangs as well as other issues they will experience.

How We Do It Now – Current Service Level: In FY 2023, the current service level for the SRO Unit consisted of 3,394 total calls for service at the middle schools and high schools, collectively, for an average of 71 calls for service per SRO. Resources approved by the Board of Supervisors (Board) in FY 2023 (including one additional SRO) enabled LCSO to maintain the service level of one SRO per middle school and high school.

How We Plan to Do It in the Future – Recommended Service Level: As the County's population growth stabilizes and schools are no longer being added, it is anticipated that no new SRO positions will be needed. The SRO Unit will continue to monitor the needs of the schools and shift resources to accommodate, as appropriate. The SRO Unit will maintain coverage for every middle school and high school.

**LCSO: Criminal Investigations**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Effectively maintain safety and security of middle schools and high schools through the SRO Unit, with each SRO maintaining the percentage of time out of their assigned school at or below 20 percent.¹					
Average number of calls per SRO	36	20	71	75	80
Number of calls for service – high schools	385	1,858	2,141	1,150	1,200
Number of calls for service – middle schools	226	1,516	1,253	750	775
Number of middle schools and high schools that required full-day coverage due to leave/training	n/a	n/a	n/a	460	465
Number of high school programs and presentations	27	226	169	150	150
Number of middle school programs and presentations	57	306	376	100	100

¹ Data shown as n/a indicates a measure that does not have historical data.



LCSO: Criminal Investigations

Forensic Services Unit (FSU)

What We Do: The Forensic Services Unit (FSU) responds to crime scenes and collects and processes evidence in criminal matters. The FSU is requested to assist through the Emergency Communications Center (ECC), or may also be directly requested by the Criminal Investigations Division or other jurisdictions (e.g., Leesburg, surrounding counties, and state/federal partners). The FSU is comprised of Crime Scene Investigations (CSI), the Digital Forensics Unit (DFU), the Biometric Examination Unit (BEU), and the Technical Investigations Unit (TIU).

CSI is comprised of sworn deputies specially trained in the collection and processing of evidence recovered from crime scenes or related to criminal investigations. They receive advanced training in crime scene photography, fingerprint and DNA collection, specialized evidence collection techniques, and crime scene measurement and mapping.

The DFU receives and examines digital devices (e.g., cell phones, computers, tablets, video, etc.) for evidence of criminal activity. Typically, cell phones, computers, and other devices are brought to the DFU by patrol deputies or Criminal Investigation detectives. These devices are either seized by search warrant in criminal matters or are provided by consent from the owner – i.e., the victim – who has agreed to the search of the data on the device for evidence of crimes (e.g., sexual offenses, drug trafficking, hacking, etc.). The DFU also responds to scenes to assist with seizure of electronic digital evidence.

The BEU is responsible for examining friction-ridge-impression evidence – i.e., fingerprints – that has been identified as (or suspected of) relating to criminal acts. The various automated searching equipment and software available for searching unknown impressions in the BEU include the Northern Virginia Regional Identification System (NOVARIS), the VSP Automated Fingerprint Identification System (AFIS), and the FBI's Next Generation Identification (NGI). The BEU is also responsible for the consolidation and management of electronic fingerprint arrest records within NOVARIS, the National Capital Region (NCR) database. The BEU also maintains physical fingerprint arrest records and completes court-ordered expungements and fingerprint record requests.

The TIU receives LCSO-wide requests to deploy evidence-collection devices in high-crime areas. The TIU manages all the software and camera footage used in investigations and operations. This Unit also works very closely with the Drug and Gang Unit to provide surveillance in their operations.

Mandate Information: There are no federal or state mandates that require the collection and processing of criminal evidence. However, the collection of evidence is governed by the Fourth Amendment to the United States Constitution regarding search and seizure. The Code of Virginia § 19.2-392.2 provides for the expungement of criminal records (fingerprints), and mandates that counties establish processes as well. Furthermore, there is specific language in the Code of Virginia mandating how juvenile fingerprint records are to be housed and handled (§ 19.2-389.1).

Who Does It: CSI services are provided by sworn Loudoun County deputies. They are also augmented by sworn deputies in the Field Operations Division (called identification technicians) who are specially trained in crime scene processing.

The services of the DFU are provided by one detective and two civilian digital forensic examiners.

The services of the BEU are provided by two full-time civilian latent print examiners; and a part-time, pooled, latent print examiners position.

The services of the TIU are provided by one detective.

Why We Do It: The collection and processing of evidence in criminal investigations is integral to the detection, identification, apprehension, and prosecution of the perpetrators of criminal acts. These criminal acts range from burglary to murder. Evidence gathered at crime scenes cannot determine who committed the crime but can rule out or exonerate other individuals. Forensic evidence must be collected, processed, maintained, and presented in court by governmental law enforcement authorities, in accordance with the rules of evidence (as established by federal and state authorities) for appropriate criminal charges of defendants to be lawful. There are no other governmental law enforcement entities in the County (other than the Sheriff's Office and municipal police departments within the County) authorized by law to provide



LCSO: Criminal Investigations

these services. Not collecting evidence of crimes to determine who committed illegal acts would result in ineffective investigation of criminal matters.

The collection and examination of electronic digital devices has become a vital part of all criminal investigations. Most crimes – including child pornography, narcotics, homicide, and fraud – involve the seizure and examination of multiple devices, such as cell phones and/or computers. In addition, digital devices have facilitated the proliferation of new crimes such as identity theft, hacking (computer intrusion), sexting, cryptocurrency, cash apps, and cyber bullying. The collection and examination of these devices and their data involves criminal law; and only governmental law enforcement authorities can carry out this collection and examination. The failure to collect this new form of electronic digital evidence could result in the non-identification and non-prosecution of perpetrators in important criminal matters.

Friction-ridge-impression evidence remains a valuable form of physical evidence collected at crime scenes and is a vital part of many criminal and death investigations. The examination of friction-ridge-impression evidence can lead to the identification or exclusion of persons suspected of being involved in an investigation. Based on these findings, evidence can be presented to assist the trier of fact in court proceedings. Not providing these services to detectives, patrol deputies, and other jurisdictions could potentially limit their investigations. The BEU also handles thousands of fingerprint records from arrests occurring in Loudoun County, to include court-ordered expungements and fingerprint record requests. Maintaining compliance with court orders ensures citizens' records are accurate. The enrollment and management of both friction-ridge-impression evidence and fingerprint arrest records into the regional, state, and federal AFIS databases allows for the efficient sharing of this information amongst participating agencies. This not only allows for quick communication but can potentially lead to a higher identification rate of criminals in unsolved cases.

How We Do It Now – Current Service Level: In FY 2023, the FSU service level involved 1,532 requests for forensic services processing, 42 computer examinations, 474 cell phone/tablet examinations, and 32 forensic video examinations.

How We Plan to Do It in the Future – Recommended Service Level: As the County's population grows and technology continues to evolve, it is anticipated that physical and digital evidence will be more prevalent with this increased demand. Between now and then, using the metrics below, LCSO will monitor the needs of the DFU, the BEU, and the TIU, as well as the needs of crime scene investigators. If caseloads continue to grow, additional resources will be shifted for the FSU.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain annual requests to perform crime scene and evidentiary processing on location and within the LCSO crime lab setting at no more than 250 requests per investigator.					
Number of requests for FSU processing, including field ID techs	1,532	2,140	2,701	1,900	2,000
Average number of requests for crime scene unit processing per investigator	255	306	386	316	333
Maintain annual requests for video, cell phone, and computer examinations at no more than 300 requests per investigator.¹					
Number of computer examinations	160	88	42	120	120
Number of forensic cell phone/tablet examinations	780	610	474	737	752
Number of forensic video examinations	83	46	32	102	104
Average number of forensic examinations per investigator	n/a	n/a	n/a	320	325

¹ Data shown as n/a indicates a measure that does not have historical data.



LCSO: Field Operations

Patrol Operations

What We Do: Patrol Operations staff keeps Loudoun safe through professional incident response, proactive crime reduction strategies, and genuine community outreach. All patrol and station deputies in the Field Operations Division are assigned to one of four geographic station areas. Deputies are the initial response to all calls for service and patrol the County 24 hours per day, all 365 days of the year. Responses include criminal and traffic investigations, arrests, community relations, warrant services, mental health services, and proactive patrols. Deputies work cooperatively with the other divisions and sections of the Sheriff's Office in addition to supporting local law enforcement partners, including the Purcellville, Middleburg, and Leesburg Police Departments, Loudoun County Animal Control, Metropolitan Washington Airport Authority Police, Virginia Department of Alcohol Beverage Control, and various federal law enforcement agencies.

Patrol deputies are the core service provider and first responders to law enforcement incidents. Deputies conduct various activities ranging from incident response, proactive patrol, follow-up investigations, and community policing efforts. Law enforcement work time is evenly distributed between incident response, proactive patrol, and administrative tasks such as report writing. Patrol deputies respond to many non-traditional law enforcement situations, including mental health crises and homelessness. Deputies undergo Crisis Intervention Team (CIT) training, which emphasizes de-escalation, crisis recognition, and information for referrals to Loudoun County services. Deputies often provide referrals and help coordinate access to other County services. Deputies are also responsible for preparing and testifying in court and meeting several ongoing training requirements.

Station Administration and leadership are responsible for monitoring LCSO activities and coordinating the response to large-scale incidents, investigations, and long-term community problems. Station leadership coordinates the proactive activities of the patrol squads and of the Station Enforcement Team (SET), develops and implements crime-reduction strategies in response to crime trends, and works to engage the public and community organizations on a regular and reoccurring basis. Administrative staff supports station operations including budgeting, purchasing, supplies, work orders, and aiding communication. Records and public services are provided during regular business hours at each station – available services include fingerprinting, backgrounds, notary services, and good conduct letters.

The SET combines multiple law enforcement specialties under one unit, including property crime detectives, community resource deputies, traffic deputies, and crime analysts. Property crimes detectives are responsible for conducting follow-up investigations from patrol cases that are long, complex, or serious. Community resource deputies work with community organizations and individuals to address long-term or challenging problems. Traffic deputies are assigned to each station area to respond to community-generated traffic complaints and target problem areas identified by station leadership. Crime analysts support the investigations, tracking, and planning of criminal cases and trends, provide investigative support, produce intelligence products for dissemination, and communicate with station leadership to inform resource allocation.

Mandate Information: This activity is mandated by the Code of Virginia § 15.2-1609, which states that “the Sheriff shall enforce the law or see that it is enforced in the locality from which [they are] elected; and assist in the judicial process as provided by general law.”

Who Does It: Patrol Operations comprises the largest section of staff across the Sheriff's Office, and is made up of sworn and professional staff. Sworn deputies and supervisors carry out the Patrol Operations activity. The deputies are divided into four shifts, two night shifts and two day shifts, to provide continuous and overlapping coverage. A Second Lieutenant supervises each shift along with a team of Sergeants who are directly responsible for leading frontline staff. Patrol deputies assigned to the Field Operations Division have a wide range of experience, from deputies fresh out of the academy to seasoned master deputies. Many deputies also have auxiliary team assignments, including mountain bike teams, field training officers, identification technicians, and supporting the Operational Support Division's Specialty Teams.

Station Administration is comprised of a station commander and assistant station commander who are supported by a team of professional staff, the SET, and patrol squads. The SET is comprised of sworn and professional staff. Sworn staff includes detectives, traffic deputies, community resource deputies, and a sworn supervisor.



LCSO: Field Operations

Why We Do It: The primary mission of field and station staff is to make Loudoun County one of the country's safest and most livable communities. Constitutional law enforcement and professional accountability are crucial to maintaining public trust and legitimacy. LCSO works tirelessly to partner with community organizations and citizens to serve the needs of County residents directly; and continuously engages and develops relationships to enhance community trust. Through these elements – i.e., public trust, community relationships, and responsiveness to community needs – LCSO can effectively carry out its law enforcement mission to keep Loudoun safe.

How We Do It Now – Current Service Level: Current service level will be monitored through performance measures. Key measures for Patrol Operations are the number of calls for service, response time, and the percentage of time spent on calls for service. The total volume and time spent responding to calls have increased over the years while patrol resources have remained flat. The approval of the FY 2024 Field Operations budget request of 35 deputies and one Second Lieutenant should help compensate to maintain service levels.

Critical job skills include attention to detail, professionalism, communication, efficiency, and technology, with attention to detail being one of the core philosophies of service provision. All calls for service receive a thorough response, and LCSO takes the time to investigate minor offenses. This response also assists in more significant investigations and keeps Loudoun's crime rate one of the lowest in the region. Professionalism and effective communication are also core skills that enable deputies to carry out their duties. Efficiency and use of technology are additional critical components of success. LCSO relies on data-driven decisions to allocate resources, identify crime trends, and develop effective crime-reduction strategies.

How We Plan to Do It in the Future – Recommended Service Level: Patrol Operations is a core service of the Sheriff's Office. Current service level must be maintained or exceeded. LCSO will continue to monitor performance metrics and service levels and may need to increase resources if calls for service, time spent on calls for service, percentage of time spent on calls, and/or response times increase. A study conducted by the International Association of Chiefs of Police (IACP) in 2022 recommended that patrol staffing be based on workload analysis. The LCSO will continue to monitor the workload of patrol deputies and will request additional positions if the workload exceeds the optimum level.

The County's Capital Infrastructure Plan includes the addition of a fifth geographic station area, which is expected to begin in FY 2028. As the County prepares for the addition of a new station, the Sheriff's Office will need to evaluate its current geographic boundaries and realign boundaries to provide the most efficient response times. The geographic service areas are important as they also help serve as markers of the communities that they are in. The continued growth in many parts of the County will be an important consideration for defining new boundaries. Changes between Ashburn, Dulles South, and the planned Brambleton station areas will be the most significant.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide safe, effective, and efficient service of all Emergency Custody Orders (ECO) and Temporary Detention Orders (TDO).					
Number of mental health cases assigned	417	388	431	410	410
Number of hours spent on ECO/TDO incidents	5,157	8,530	8,778	8,568	8,739
Average number of hours spent on each ECO/TDO incident	12	22	20	21	21
Maintain an average countywide response time of less than 10 minutes for emergency calls for service and 30 minutes for non-emergency calls for service.					
Countywide average response time – emergency calls (in minutes)	12:03	10:53	11:17	12:05	12:05
Countywide average response time – non-emergency calls (in minutes)	16:53	18:14	18:29	19:01	19:01



LCSO: Field Operations

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Eastern Loudoun Station:					
Maintain a response time of less than 10 minutes for emergency calls for service and 30 minutes for non-emergency calls for service. Ensure that less than 60 percent of each deputy's time is allocated for being on the scene of calls to ensure sufficient time for administrative tasks, proactive patrols, and traffic enforcement.					
Total number of calls for service in the Eastern Loudoun Station service area	44,471	47,275	44,749	55,160	56,263
Average number of calls for service per deputy assigned to the Eastern Loudoun Station	1,155	1,404	1,341	1,423	1,437
Average response time for emergency calls in the Eastern Loudoun Station service area (in minutes)	9:26	10:08	10:23	8:30	8:30
Average response time for non-emergency calls in the Eastern Loudoun Station service area (in minutes)	15:35	15:57	18:04	13:30	13:20
Number of walk-in requests	1,450	1,933	1,742	2,040	2,081
Average duration of each call for service in the Eastern Loudoun Station service area (in minutes)	32:38	31:03	30:17	36:00	36:00
Ensure availability and effectiveness, with the goal being to maintain an average number of hours spent on community policing incidents per deputy below 900 annually.¹					
Number of complaints in the Eastern Loudoun Station service area	n/a	n/a	n/a	156	160
Number of hours spent on complaints in the Eastern Loudoun Station service area	n/a	n/a	n/a	450	465
Number of community outreach events in the Eastern Loudoun Station service area	n/a	n/a	n/a	61	63
Ensure efficient and effective investigation of property crimes cases by maintaining annual caseloads per detective below 75.					
Number of property crimes cases in the Eastern Loudoun Station service area	188	205	280	200	205
Average number of property crimes cases per detective assigned to the Eastern Loudoun Station	58	68	86	67	71
Ashburn Station:					
Maintain a response time of less than 10 minutes for emergency calls for service and 30 minutes for non-emergency calls for service. Ensure that less than 60 percent of each deputy's time is allocated for being on the scene of calls to ensure sufficient time for administrative tasks, proactive patrols, and traffic enforcement.					
Total number of calls for service in the Ashburn Station service area	43,584	43,066	44,449	53,706	55,854
Average number of calls for service per deputy assigned to the Ashburn Station	1,271	1,391	1,480	1,526	1,587
Average response time for emergency calls in the Ashburn Station service area (in minutes)	9:04	9:22	10:27	9:50	9:50

¹ Data shown as n/a indicates a measure that does not have historical data.

**LCSO: Field Operations**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Average response time for non-emergency calls in the Ashburn Station service area (in minutes)	15:10	18:23	19:42	19:12	19:12
Number of walk-in requests	1,816	1,919	2,014	1,900	1,950
Average duration of each call for service in the Ashburn Station service area (in minutes)	32:63	30:05	30:02	36:00	36:00

Ensure availability and effectiveness, with the goal being to maintain an average number of hours spent on community policing incidents per deputy below 900 annually.¹

Number of complaints in the Ashburn Station service area	n/a	n/a	n/a	263	266
Number of hours spent on complaints in the Ashburn Station service area	n/a	n/a	n/a	959	983
Number of community outreach events in the Ashburn Station service area	n/a	n/a	n/a	105	108

Ensure efficient and effective investigation of property crimes cases by maintaining annual caseloads per detective below 75.

Number of property crimes cases in the Ashburn Station service area	209	197	137	217	221
Average number of property crimes cases per detective assigned to the Ashburn Station	70	66	50	72	73

Western Loudoun Station:**Maintain a response time of less than 10 minutes for emergency calls for service and 30 minutes for non-emergency calls for service. Ensure that less than 60 percent of each deputy's time is allocated for being on the scene of calls to ensure sufficient time for administrative tasks, proactive patrols, and traffic enforcement.**

Total number of calls for service in the Western Loudoun Station service area	21,000	19,854	21,307	23,907	22,237
Average number of calls for service per deputy assigned to the Western Loudoun Station	923	979	1,025	1,087	1,001
Average response time for emergency calls in the Western Loudoun Station service area (in minutes)	14:37	14:27	14:33	14:20	14:20
Average response time for non-emergency calls in the Western Loudoun Station service area (in minutes)	21:10	21:58	21:23	19:20	19:20
Number of walk-in requests	555	534	534	555	565
Average duration of each call for service in the Western Loudoun Station service area (in minutes)	32:40	31:03	30:17	36:00	36:00

Ensure availability and effectiveness, with the goal being to maintain an average number of hours spent on community policing incidents per deputy below 900 annually.¹

Number of complaints in the Western Loudoun Station service area	n/a	n/a	n/a	449	467
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¹ Data shown as n/a indicates a measure that does not have historical data.



LCSO: Field Operations

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Number of hours spent on complaints in the Western Loudoun Station service area	n/a	n/a	n/a	1,032	1,072
Number of community outreach events in the Western Loudoun Station service area	n/a	n/a	n/a	67	69

Ensure efficient and effective investigation of property crimes cases by maintaining annual caseloads per detective below 75.

Number of property crimes cases in the Western Loudoun Station service area	60	58	70	104	106
Average number of property crimes cases per detective assigned to the Western Loudoun Station	31	58	66	52	53

Dulles South Station:

Maintain a response time of less than 10 minutes for emergency calls for service and 30 minutes for non-emergency calls for service. Ensure that less than 60 percent of each deputy's time is allocated for being on the scene of calls to ensure sufficient time for administrative tasks, proactive patrols, and traffic enforcement.

Total number of calls for service in the Dulles South Station service area	31,986	36,313	37,554	40,061	40,862
Average number of calls for service per deputy assigned to the Dulles South Station	1,094	1,298	1,325	1,382	1,409
Average response time for emergency calls in the Dulles South Station service area (in minutes)	10:64	11:09	11:81	10:27	10:27
Average response time for non-emergency calls in the Dulles South Station service area (in minutes)	16:51	17:09	18:03	14:40	14:40
Number of walk-in requests	1,670	1,882	1,592	1,900	1,950
Average duration of each call for service in the Dulles South Station service area (in minutes)	32:38	31:03	30:12	36:00	36:00

Ensure availability and effectiveness, with the goal being to maintain an average number of hours spent on community policing incidents per deputy below 900 annually.¹

Number of complaints in the Dulles South Station service area	n/a	n/a	n/a	172	176
Number of hours spent on complaints in the Dulles South Station service area	n/a	n/a	n/a	461	472
Number of community outreach events in the Dulles South Station service area	n/a	n/a	n/a	82	84

Ensure efficient and effective investigation of property crimes cases by maintaining annual caseloads per detective below 75.

Number of property crimes cases in the Dulles South Station service area	214	97	326	158	162
Average number of property crimes cases per detective assigned to the Dulles South Station	107	49	162	79	81

¹ Data shown as n/a indicates a measure that does not have historical data.



LCSO: Field Operations

Special Operations Section (SOS)

What We Do: The Special Operations Section (SOS) consists of three units that provide support to the Sheriff's Office in the form of advanced training, investigative tactics, and specialized tools and resources. The three units of the SOS are the K-9 Unit, the Drug and Gang Unit (DGU), and the Tactical Support Unit (TSU).

The Sheriff's Office K-9 Unit supports all facets of LCSO on a variety of tasks and calls for service. Each K-9 Team consists of a canine (a dog) and a sworn deputy (a canine handler); and each team maintains a national certification in its specific field. K-9 Teams assist with building and area searches, narcotics detection, tracking suspects, lost or missing persons, explosives detection, and conducting public demonstrations. A key component to the K-9 Unit program is the ability to use a canine in lieu of a deputy during situations where the added risk of serious injury or death is possible.

The DGU conducts narcotics, gang, vice, and organized crime investigations. These cases generally originate in Loudoun County but can be regional or nationwide. The DGU receives their cases through several different methods. Cases are referred by the Field Operations Division, citizen complaints and tips, and anonymous telephone and computer complaints. Narcotics cases are also proactively self-initiated by DGU detectives utilizing intelligence recovered from sources of information and confidential informants. As many drug and gang investigations have regional, national, and even international ties, the DGU also has detectives assigned to Drug Enforcement Administration (DEA) and FBI task forces. The DGU also works with many governmental and community partners to collaboratively and holistically respond to emerging drug trends, provide drug awareness and other drug prevention programs, and provide support to individuals and families who are struggling with the impacts of drug addiction.

The TSU is a team of deputies who are highly trained in the use of specialized weapons and who have advanced training to respond to high-risk incidents. The TSU supports LCSO on multiple tasks such as service of search warrants, high-risk arrest warrants, interdiction, and current criminal activity trends.

Mandate Information: The K-9 Unit is not mandated; however, the Sheriff is mandated to investigate all crimes and enforce all laws, as per the Code of Virginia § 15.2-1609.

There are no federal or state mandates that require a specified unit for the purpose of investigating narcotics, gang, vice, and/or organized crime cases. However, having detectives who specialize in these investigations greatly improves the successful outcome of these types of investigations.

The TSU is part of the Field Operations Division's patrol operations, which are mandated by the Code of Virginia § 15.2-1609, which states that "the Sheriff shall enforce the law or see that it is enforced in the locality from which [they are] elected; and assist in the judicial process as provided by general law."

Who Does It: All members of the SOS are full-time personnel. Their schedule varies depending on service needs and crime trends.

Each K-9 Team handles a canine trained for tracking, criminal apprehension, narcotics detection, or explosives detection. K-9 Teams are on duty seven days per week, all 365 days of the year (except during times of annual leave, mandatory training, etc.). These specifically-trained and highly-mobile K-9 Teams operate countywide, and routinely provide assistance to the Towns of Leesburg, Purcellville, and Middleburg, as well as to the VSP. LCSO K-9 Teams will also provide mutual aid to surrounding jurisdictions when requested.

The detectives of the DGU provide intensive investigation of all narcotics, gang, vice, and organized crime cases within Loudoun County. Two detectives are assigned to a regional taskforce of the DEA, one detective is assigned in a part-time status to a DEA Diversion Task Force, and one detective is assigned to the FBI's Safe Streets Task Force. Additionally, a crime analyst is directly assigned to the DGU for the purpose of mapping crime data trends specific to these types of investigations and facilitating the direction of resources.



LCSO: Field Operations

The TSU is comprised of deputies that have been selected and trained to respond to high-risk incidents. Members of the TSU develop skills with specialized weapons and tools designed to resolve critical incidents safely to both the public and law enforcement. Additionally, one deputy of the TSU is assigned to the United States Marshals Service's Fugitive Task Force.

Why We Do It: The three units of the SOS provide both proactive and reactive support to the Sheriff's Office, with the overarching goal of providing the safest community for the citizens of – and visitors to – Loudoun County. Utilizing a variety of policing tactics is imperative in combatting crime and responding to critical incidents. The safety of everyone is paramount; and the SOS fully embraces this methodology.

The Sheriff's Office K-9 Unit plays a vital role in the day-to-day assistance to their fellow deputies and citizens alike. The K-9 Unit is available to support all LCSO divisions, as well as requests for mutual aid, by locating narcotics, explosives, and individuals, in addition to assisting with building searches and criminal apprehension when appropriate. The K-9 Unit provides important services to the citizens of Loudoun County that can only be provided by canines through their innate ability to detect specific odors; and also reduces the risk of injury to deputies in high-risk situations.

Loudoun County is not immune from narcotics, gangs, vice offenses, and organized crime. Working in conjunction with surrounding jurisdictions as well as other governmental and community organizations, the Sheriff's Office has been able to address these challenging problems. The DGU also works closely with federal partners to address narcotics and gang crimes, providing a clear picture of the regional trends. Utilizing specially-trained and dedicated detectives in this area facilitates a beneficial working relationship between the Sheriff's Office and the victims of these crimes.

The TSU provides an immediate resource to patrol deputies that are highly skilled and trained with the use of specialized weapons and tactics. The TSU provides support for emergency incidents that develop rapidly with the potential threat of loss of life for the citizens of the County. This service is essential to the Sheriff's Office, as the members of the TSU have additional tactical skills and capabilities above a patrol deputy. Furthermore, TSU members can adjust schedules as well as operational components, allowing them to quickly switch between functions.

How We Do It Now – Current Service Level: Current service levels for the SOS are based upon annual performance measures. These performance measures are constantly evaluated as the Sheriff's Office and the County evolve with Virginia laws that impact drug laws and/or the use of specialized tools, such as canines. Staff routinely monitors the calls for service that units respond to and each detective's caseload, allowing LCSO to utilize data to drive the SOS's strategic plan. Workload assessment with both obligated and unobligated time is another key factor in the constant evaluation of deputy workload management.

How We Plan to Do It in the Future – Recommended Service Level: The SOS provides a core element of policing to the Field Operations Division and Patrol Operations activities by providing critical incident response, specialized tools, and specialized investigative means. Constant progression of resources for LCSO is a key component to maintaining or exceeding current service level. Calls for service and caseload trends will dictate the specific need for resources, as measured by the established performance metrics.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provides specialized and technical assistance and investigations in order to support all divisions within the Sheriff's Office, as well as outside jurisdictions as requested and needed.					
K-9 Unit: Provides law enforcement K-9 services including patrol, tracking, narcotics, and explosive detection.					
Number of calls for scene security and searches	1,888	1,546	3,534	408	408
Number of community relations demonstrations	0	0	26	2	2
Number of narcotics searches	21	0	100	65	67
Number of tracks followed by K-9 Teams	15	21	26	26	27

**LCSO: Field Operations**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Number of calls for canine explosive detection or building/area searches	89	51	24	120	144
Number of calls for canine explosive detection for assistance to other jurisdictions	1	22	7	15	15
Drug and Gang Unit: Maintain a case threshold of 35 annual cases per detective to ensure the ability to investigate the cases adequately.					
Number of vice/narcotic cases	297	255	253	319	325
Average number of vice/narcotic cases per detective	27	26	28	25	26
Tactical Support Unit: Provide tactical, investigative, and operational support to the Sheriff's Office as well as other regional, state, and federal agencies. Ensure availability and safety, with the goal of maintaining an average number of operational hours per deputy below 900 annually.¹					
Average number of tactical operation hours per deputy	92	106	134	59	60
Average number of investigative hours per deputy	n/a	n/a	n/a	363	370
Average number of training hours per deputy	n/a	n/a	n/a	461	470

¹ Data shown as n/a indicates a measure that does not have historical data.



LCSO: Field Operations

Special Events

What We Do: The LCSO Special Events Section reviews, approves, and manages requests for law enforcement services at special events (e.g., running and bike races, community festivals, and parades). Special events are staffed by sworn deputies working overtime. Most events are considered billable, which means that the event organizer is required to reimburse the County for the hours worked. The two primary types of assignments are (i) traffic control and (ii) security and law enforcement. The Special Events Section works with the organizer to determine the needs and scope of services to ensure safety at special events, as well as works with other County departments to respond to special event applications.

Mandate Information: These services are not mandated by the federal or state government and are not directed through an ordinance that has been adopted by the Board.

Who Does It: This service is delivered by one full-time civilian special events coordinator who works with the event planners to coordinate, plan, and find off-duty deputies to work the event. The special events coordinator regularly works with other LCSO staff to assess safety plans and assignment instructions. The special events coordinator also supports sworn supervisors on large-scale events by providing on-scene logistical support.

Why We Do It: The Special Events Section helps make Loudoun County a safe destination and place for members of the community to come together. Without this service, many special events would not be possible or safe. Many events hold a special significance to the local community and for the County at-large. The Special Events Section allows LCSO to provide law enforcement services to the community and businesses above and beyond the normal patrol function for specialized events. These services also allow LCSO patrol resources to remain focused on their primary duties.

How We Do It Now – Current Service Level: Current service level allows the Sheriff's Office to approve more than 90 percent of all requests. LCSO monitors the workload through an off-duty management system and periodically reviews events to ensure service quality. Additionally, to avoid over-taxing staff, LCSO limits the maximum hours worked in a day, minimum rest periods between shifts, and the total number of hours permitted by each deputy.

How We Plan to Do It in the Future – Recommended Service Level: LCSO will continue evaluating service demand, with a goal to maintain current service level by meeting or exceeding a 90 percent acceptance rate of off-duty requests. The growth of Special Events services is tied to the general staffing level of the Sheriff's Office and the capacity to work overtime events. New, large event venues would create additional demand, which must be balanced with existing workloads. As new venues and events are planned, the Special Events Section works collaboratively with organizers to schedule in a way that maximizes capacity and avoids over-taxing LCSO resources.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure the safety and security of Loudoun County residents and visitors by providing law enforcement services for special events occurring in Loudoun County, with a goal of approving 90 percent of billable requests.					
Number of billable events scheduled/worked	334	573	599	1,508	1,645
Percentage of requests for billable events approved	90%	95%	90%	90%	90%
Number of non-billable events scheduled/worked	149	256	265	600	600



LCSO: Operational Support

Operational Support Programs

What We Do: Operational Support Programs consist of the Operational Support Division administrative staff, the Adult Crime Prevention Unit (ACPU), the Crisis Services Unit, and the Emergency Management activity.

The Operational Support Division administrative staff is responsible for the administration, supervision, and support of the full-time and part-time collateral programs that make up the Operational Support Division, such as the Search and Rescue Team, the Underwater Evidence Recovery Team, and the Crisis Negotiation Team.

The ACPU provides a high level of expertise in crime prevention and community relations. This Unit is focused on expanding and maintaining a valid and active Neighborhood Watch Program in the spirit of homeland security. This effort goes hand-in-hand with the Unit's home and business security surveys, senior citizen safety, and burglary and theft prevention programs. Citizen awareness and education are the primary focus of the Unit. ACPU personnel are responsible for presenting the Internet Safety Program to both parents and teens. A secondary responsibility is assisting the Youth Crime Prevention Program.

The Crisis Services Unit is responsible for providing security at the Crisis Intervention Treatment Assessment Center (CITAC) in coordination with the Loudoun County Department of Mental Health, Substance Abuse, and Developmental Services (MHSADS). Beginning in FY 2024, the Crisis Intervention Team Community Access Response (CITCAR) Program will begin operating in collaboration with MHSADS to respond to individuals in crisis. The CITCAR Team will respond to behavioral health calls for service during designated high-utilization hours. Additionally, the Crisis Services Unit is responsible for conducting both basic and advanced CIT training for LCSO staff as well as other agencies both within and outside of Loudoun County.

The Emergency Management activity provides assistance to the Loudoun County Office of Emergency Management with operational activities and planning initiatives, maintaining the County's emergency plans and the LCSO Severe Weather Plan, and serves as the agencies' Weapons of Mass Destruction Coordinator.

Mandate Information: The Operational Support Program is not mandated, but the Sheriff is mandated to investigate all crimes and enforce all laws, per the Code of Virginia § 15.2-1609. The CITCAR Team, in partnership with MHSADS, is mandated for service by Virginia Code §§ 37.2-311.1 and 9.1-193.

Who Does It: The Operational Support Division administrative staff consists of full-time sworn and civilian personnel, a division commander, a captain, a First Lieutenant, and an administrative assistant.

The ACPU consists of two full-time sworn deputies who work directly with other divisions, County agencies, schools, businesses, and individuals to provide crime prevention services.

The Crisis Services Unit staffs the County's CITAC in conjunction with MHSADS staff. This CITCAR Team entails the assignment of five full-time sworn deputy positions and one full-time sworn deputy at the rank of Lieutenant.

The Emergency Management activity entails the assignment of one full-time, sworn deputy at the rank of First Lieutenant who acts as a liaison to the Loudoun County Office of Emergency Management.

Why We Do It: The command and support staff of each program provides vital direction and assistance in the day-to-day operations of the Operational Support Division. These personnel seek to build partnerships with local, state, and federal agencies to leverage existing available resources for deployment during incidents and emergencies. The Operational Support Division seeks to build partnerships with other Loudoun County agencies, other surrounding counties, the VSP, the Federal Emergency Management Agency (FEMA), the FBI, the United States Secret Service, and other organizations for response equipment, technology, and resources for operational deployment during incidents and emergencies.

The ACPU provides crime prevention and community education; and their specialized training and experience in this field allows for a higher level of service delivery than is available from other entities. Citizen awareness and education are a primary focus of the ACPU, by providing home and business security surveys, senior citizen safety, burglary and theft



LCSO: Operational Support

prevention, and other educational programs. The prevention of crime in Loudoun County – i.e., maintaining a low crime rate – is critical to ensuring that Loudoun County remains a great place in which to live, work, learn, and play.

The Crisis Services Unit provides direct services to the CITAC, enhancing the ability of Loudoun County to provide services to those suffering from mental illness or who are in mental crisis. Beginning in FY 2024, the CIT will comply with all Marcus Alert requirements by staffing a CITCAR Team with MHSADS. Marcus Alert is the name commonly used for the Marcus-David Peters Act, the Virginia law that requires 911, crisis call centers, law enforcement, and behavioral health agencies to work together to improve responses to individuals in behavioral health crisis in Virginia communities. The CIT program also enhances LCSO's ability to de-escalate situations and appropriately respond to individuals who are suffering from mental illness, who are in mental crisis, or those with intellectual or developmental disabilities.

How We Do It Now – Current Service Level: The current service levels for Operational Support Programs and the ACPU consist of an average of 200 meetings and presentations per year. The ACPU also provides 30 safety and security evaluations each year and responds to 100 percent of requests from community groups and members.

How We Plan to Do It in the Future – Recommended Service Level: In the future, staff anticipates that the number of meetings and presentations will increase. The current service level of 40 safety and security evaluations completed each year will be maintained with current staffing, at least 75 percent of which will be completed within two months. As demand for crime prevention services increases, additional resources may be needed.

In FY 2024, three FTE were approved to begin a co-responder team which will be made up of specially-trained deputies. These deputies will partner with clinicians from MHSADS to respond to individuals in crisis. The co-responder teams will work in tandem with the CITAC to provide services to individuals in crisis. It is anticipated that additional co-responder teams will be needed to provide coverage 24 hours per day, seven days per week.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain crime prevention awareness by conducting presentations and security assessments within two months of receiving the request to provide increased information, dissemination, safety/security evaluations, safety presentations, and improved neighborhood watch involvement.					
Number of safety and security evaluations	43	30	16	40	40
Number of requests completed within two months of receipt	39	30	16	30	30
Number of meetings and presentations	24	62	50	25	25
Total number of attendees for crime prevention awareness programs	597	2,395	2,117	2,500	2,500
Provide safety and security for the CITAC.					
Number of clients handled at the CITAC	422	473	297	650	800



LCSO: Operational Support

Traffic Section

What We Do: The Traffic Section provides comprehensive highway incident management to include education and enforcement for Loudoun County. The components of this activity are the Motor Unit, the Accident Reconstruction Unit, the Truck Safety Unit, and the Crossing Guards Unit.

The Motor Unit enforces traffic laws, examines and researches roadway hazards and design issues, provides statistics, and supports the Traffic Hotline Complaint Program. These programs are supported using the Speed Monitoring Awareness Radar Trailer (SMART) equipment, the All-Traffic Solutions data gathering system, and variable message boards that are deployed for educational and enforcement efforts. Additionally, the Motor Unit is tasked with providing traffic direction and control, providing escorts, and handling special events.

The Accident Reconstruction Unit investigates accidents involving fatalities and serious injuries. They use specialized equipment and training to reconstruct accident scenes in order to reach a correct determination of what occurred. These personnel also conduct traffic enforcement and special assignments.

The Truck Safety Unit manages commercial motor carrier safety inspections and weight enforcement to increase the safety of the public by ensuring compliance with the Federal Motor Carrier Safety Regulations (FMCSRs). The FMCSRs provide LCSO with the ability to regulate operations of commercial vehicles. The Truck Safety Unit also conducts traffic enforcement, accident investigation, and special assignments.

The Crossing Guards Unit provides safety for students walking to and from school. Staffing crossing guards for elementary schools and middle schools depends upon the location of the school, along with other considerations that are assessed in conjunction with the LCPS Pupil Transportation Department.

Mandate Information: The Traffic Section is not mandated, but the Sheriff is mandated to investigate all crimes and enforce all laws, as per the Code of Virginia § 15.2-1609.

Who Does It: The Motor Unit is staffed by full-time LCSO personnel that consists of nine sworn deputies, which includes one supervisor (a Sergeant) and one civilian employee (a traffic safety analyst).

The Accident Reconstruction Unit is staffed by five full-time sworn deputies including one supervisor (a Sergeant).

The Truck Safety Unit is staffed by five full-time sworn deputies.

The Crossing Guards Unit is staffed by full-time and part-time personnel, to include two full-time employees (a program manager and an assistant program manager) and 48 part-time employees (the crossing guards).

Why We Do It: The Motor Unit provides an enhanced level of traffic enforcement. This Unit's specialized training and equipment allows for a higher level of service delivery than is available from other entities. The focus of the Motor Unit allows the Field Operations personnel more time to concentrate on non-traffic-related incidents, service requests, and proactive patrols. As traffic is one of the primary concerns in Loudoun County, effective traffic enforcement helps improve adherence to traffic laws and reduce accidents, and therefore improve the efficiency of traffic flow in Loudoun County.

The Accident Reconstruction Unit provides a high level of expertise in crash investigation as well as traffic enforcement. Their specialized training, equipment, and experience in crash reconstruction allows for a higher level of service delivery than is available from other entities. A secondary responsibility of this Unit is traffic enforcement and incident management, which allows Field Operations personnel more time to concentrate on non-traffic-related incidents, service requests, and proactive patrols. Providing accident reconstruction services assists the public with a proper determination of fault in property damage and personal injury accidents. Without these thorough investigations, traffic and/or criminal charges may not be effectively placed or prosecuted.

The Truck Safety Unit provides an enhanced level of motor carrier safety enforcement and traffic complaint follow-up, which, along with their specialized training and equipment, allows for a higher level of service delivery than would otherwise be provided.



LCSO: Operational Support

Crossing guards are civilian personnel, which allows sworn personnel more time to focus on their essential job functions instead of staffing crossing guard posts. The personnel of the Crossing Guards Unit are responsible for ensuring the safe crossing of children in and around schools throughout Loudoun County. Without this service, the safety of the children would fall on the parents or even on the children themselves.

How We Do It Now – Current Service Level: Current service levels for the Traffic Section in FY 2023 included 9,224 traffic summonses issued, 1,302 accidents investigated, 41 operational crossing guard posts, and an overall 678 truck safety inspections completed (133 per deputy).

How We Plan to Do It in the Future – Recommended Service Level: LCSO expects to maintain current service levels by conducting more than 700 proactive truck safety inspections and 10 sobriety checkpoints and saturation patrols each year. Traffic citations are driven by citizen complaints and accident data. LCSO anticipates that traffic citations will return to FY 2020 numbers. As the County continues to grow and the population increases, there may be a need to increase services and staffing. LCSO will continue to monitor performance metrics and watch trends so that the Sheriff's Office is able to determine when additional resources or staffing are needed and make recommendations accordingly.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Manage the number of fatal, personal injury, and property damage accidents by proactive and reactive enforcement efforts.					
Number of annual sobriety checkpoints	9	9	6	10	10
Number of traffic summonses issued	7,363	8,562	9,224	7,400	7,500
Average number of traffic summonses issued per deputy	476	535	565	410	415
Number of accidents investigated	966	1,137	1,302	1,100	1,200
Number of calls handled unrelated to primary duties	730	1,671	1,967	1,525	1,525
Provide crossing guard coverage at all posts and designated schools. Cover all posts without incident and maintain coverage despite difficulty in maintaining staffing levels in hiring and retaining employees.					
Number of crossing guard posts	53	53	41	55	58
Number of schools with assigned crossing guards	35	35	35	38	38
Maintain an annual average number of truck inspections at 500 per deputy.					
Number of truck safety inspections completed	918	611	678	740	810
Average number of truck inspections per deputy	188	122	133	150	160
Number of trucks taken out of service	518	373	421	450	500



LCSO: Operational Support

Youth Crime Prevention Program

What We Do: The Youth Crime Prevention Unit provides law enforcement, security, and educational programs in the LCPS system. The deputies assigned to the Youth Crime Prevention Unit provide D.A.R.E. Program instruction in the elementary schools within the County, including the Towns of Purcellville and Leesburg, as well as other camps and educational programs.

The Youth Crime Prevention Unit provides instruction on the D.A.R.E. Program to the fifth-grade classes at all elementary schools within the County. Each instructor teaches the program to a minimum of seven schools and visits schools throughout the week. Youth Crime Prevention Unit deputies are dedicated to teaching crime prevention programs and focus on many safety topics, which are presented to children from preschool through high school. Deputies participate in proactive activities, such as safety fairs, scouting, and other types of juvenile organization meetings throughout the year, giving lectures on bike safety, Stranger Danger, and other safety programs needed for youth. During the summer months, the Youth Crime Prevention Unit conducts the McGruff Safety Camps for three weeks. Each week, a different camp begins that teaches youth about laws, bike safety, fire safety, water safety, and other safety topics.

Mandate Information: This activity is not mandated. LCSO and LCPS have an agreement to provide the D.A.R.E. Program to all elementary schools within the County.

Who Does It: The Youth Crime Prevention Unit is staffed by a team of deputies who are supervised by the Crime Prevention Unit Sergeant. The Youth Crime Prevention Unit deputies meet with each of their schools prior to the first day of school to ensure that the D.A.R.E. Program is scheduled for those schools. The Youth Crime Prevention Unit provides instruction to 62 schools, totaling approximately 6,300 students instructed.

Why We Do It: The Youth Crime Prevention Unit provides both instruction and additional security in the schools and community to protect and educate the youth in LCPS. The Sheriff's Office places emphasis on protecting LCPS facilities, students, and employees. Additionally, emphasis is placed on educating those students regarding the dangers of alcohol, drugs, gangs, and other issues they will experience.

How We Do It Now – Current Service Level: In FY 2023, the service level for the Youth Crime Prevention Unit consisted of 3,081 drug prevention presentations, for an average of 448 presentations per deputy.

How We Plan to Do It in the Future – Recommended Service Level: As the County's population growth stabilizes, it is not anticipated that additional positions will be needed. The Youth Crime Prevention Unit will monitor the needs of the schools and shift resources to accommodate as appropriate. The current service level is recommended to continue by delivering drug prevention and decision-making presentations (i.e., D.A.R.E.) to the fifth-grade classes at all elementary schools within the County.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure adequate time for preparation and presentation to raise awareness of drug use among juveniles, with each Juvenile Resource Officer (JRO) maintaining at or below 470 school presentations annually.					
Number of attendees at drug prevention presentations ¹	54,508	56,343	5,838	6,000	5,800
Number of drug prevention presentations	3,230	3,299	3,081	2,609	5,800
Average number of drug prevention presentations per JRO	286	412	448	373	360

¹ Data calculations for this measure were updated beginning in FY2023. The number of attendees will be a more accurate depiction of the number of individual attendees that participate each year.



LCSO: Operational Support

Collateral Support Programs

What We Do: The Operational Support Division's Collateral Support Programs include the following specialty teams: the Underwater Search and Evidence Recovery Team, Explosive Ordinance Disposal, the Civil Disturbance Unit, the Mobile Command Unit, Honor Guard, Search and Rescue/Project Lifesaver, the Auxiliary Unit, and the Crisis Negotiation Unit. These Collateral Support Programs (or specialty teams) consist of part-time programs that are activated when needed to address incidents that cannot be handled by a regular patrol deputy or for any other needs outside of normal day-to-day operations.

Mandate Information: Collateral support programs are not mandated, but the Sheriff is mandated to investigate all crimes and enforce all laws, as per the Code of Virginia § 15.2-1609.

Who Does It: With the exception of the Auxiliary Unit (as noted below), these specialty teams consist of full-time sworn deputies who have volunteered to participate on a specific team (or multiple teams) on a part-time basis in addition to their full-time assignment, and who have gone through a selection process to become a member. These deputies receive special training in that team's specialty and equipment, if needed.

The Auxiliary Unit is staffed by citizen volunteers who have completed a background investigation and who receive specialized training to provide support to all divisions within LCSO. These personnel are required to volunteer at least ten hours per month, but most accrue more hours than the minimum. The authorized complement of the Auxiliary Unit is 25 participants. Collectively, the Auxiliary Unit completed more than 1,700 hours of service for the calendar year 2022.

Why We Do It: The Operational Support Division's specialty teams provide a high level of expertise in their respective programs and maintain continual operational readiness. Their specialized equipment, training, and experience allow for a higher level of service delivery than is available from other law enforcement entities in the County.

The Collateral Support Programs also provide mutual aid to surrounding jurisdictions and states when requested and authorized. These teams also participate in community-oriented demonstrations and presentations to increase awareness and understanding of the benefits and capabilities of the programs, including the Annual Child Safety Day, the National Night Out, the Citizen's Police Academy, the McGruff Safety Camp, community and school events, and other public special events.

How We Do It Now – Current Service Level: In FY 2023, the service level for Collateral Support Programs consisted of an average of 2,434 calls for service.

How We Plan to Do It in the Future – Recommended Service Level: Over time, it is anticipated that the demand will increase for programs such as Search and Rescue/Project Lifesaver, while others may remain at current levels. Technological advancements and the use of the small, unmanned aircraft system (sUAS, commonly known as a drone) have made deployments of search and rescue assets easier and more effective. LCSO expects increased deployments as technology continues to advance. It is anticipated that with business and population growth, the requests for Project Lifesaver and Search and Rescue will likely increase as well. However, there is potential for reduced manpower needed for these events as the Sheriff's Office continues to leverage technology such as sUAS for more rapid deployments.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Support and respond to calls from the Sheriff's Office and outside agencies as requested or needed.					
Number of calls for service	1,852	1,752	2,395	1,900	1,900



Adult Detention Center (ADC)

What We Do: The Adult Detention Center (ADC) ensures the security, safety, health, and welfare of persons remanded to the custody of the Sheriff in Loudoun County. ADC personnel are also responsible for maintaining records and reporting on the inmate population to the Virginia Compensation Board and the Virginia Board of Local and Regional Jails. This activity ensures that policies comply with standards set by the state.

Mandate Information: This activity is mandated per the Code of Virginia § 15.2-1609. The operation of the ADC is in continuous compliance with the Virginia Board of Local and Regional Jails Minimum Standards for Local Correctional Facilities and Lockups, as per the Code of Virginia §§ 53.1-68 through 53.1-133.10. In addition to these minimum standards, the Sheriff's Office is subject to both federal, state, and local government oversight (e.g., the Federal Prison Rape Elimination Act, United States Marshals Service, Loudoun County Fire Marshal, etc.). This oversight is primarily driven through the audit process.

Who Does It: The ADC consists of 153 sworn and 17 civilian personnel that continuously provide and ensure the safety and security of the facility in addition to providing support services for the incarcerated population. The Sheriff's Office also relies on volunteers and various community organizations to provide educational, religious, and life skills learning opportunities for the incarcerated population. In addition to inmate programming, the Sheriff's Office offers contracted medical services available 24 hours per day, seven days per week as well as partners with MHSADS to provide assessments, follow-up meetings, psychiatric services, substance use education, stabilization services, and release planning when appropriate.

Why We Do It: The Sheriff's Office operates on the belief that staff and inmate security, safety, and welfare are critical to the community, with the goal of providing a safe and secure environment for all staff, inmates, and visitors using philosophies that promote a spirit of understanding, mutual respect, and cooperation. Just as important, the Sheriff's Office has a policy of providing inmates with activities and programs that are designed to instill self-respect, tolerance for others, self-discipline, and a desire for self-improvement. The desired outcome is to have an individual released from custody being a responsible contributing member of society, living a crime-free lifestyle rather than withdrawing from it. Furthermore, providing inmates with job and life skills, educational programming, mental health counseling, and addiction treatment will help them in overcoming challenges that they may face upon reentering the community, thereby reducing the rate of recidivism. Through ongoing staff training and review of correctional best practices, it is the objective of LCSO to operate the ADC in full compliance with the standards, policies, and procedures prescribed by the Virginia Board of Local and Regional Jails as well as other accrediting authorities.

How We Do It Now – Current Service Level: The intake and booking process is essential to the safe operation of the ADC. If not handled properly, this process poses a greater risk of liability than any other aspect of ADC operations. The intake unit is an around-the-clock operation that handles an extremely diverse population. Arrestees presented for intake may be under the influence of drugs or alcohol, be mentally ill, or have infectious diseases. Their behavior may run the gamut from violent to subdued and withdrawn. A majority are pretrial admissions with charges ranging from minor misdemeanors to serious felonies. Although some arrestees end up being detained for lengthy periods of time, most are released within one or two days. These factors present unique management challenges involving several issues, such as access to the courts, access to health care, contraband control, and mental health services. Additionally, the process of preparing arrestees for placement into the general population involves several steps including securing property, custody level classification, and medical screening. In FY 2023, the service levels for the ADC consisted of 3,506 inmate bookings. It also included an average daily inmate population of 199 at an average daily cost per inmate of \$38.64.

How We Plan to Do It in the Future – Recommended Service Level: The Loudoun County Capital Improvement Program FY 2023 – FY 2028 planning period includes \$30,031,000 in anticipated appropriations-backed financing for the Phase III Expansion and Renovation of the Adult Detention Center. The majority of the existing ADC housing units rely on an indirect supervision style which is geared towards housing maximum-custody inmates and is not designed for rehabilitation efforts. This expansion only includes medium-security housing with a direct supervision management concept. Under direct



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supervision concepts, corrections deputies are stationed within the housing units, actively supervising the inmate population. There are no barriers which would prohibit ADC staff from interacting with the inmates and identifying problems in their early stages. These specifically-designed housing units will be targeted to specific inmate populations, including those with mental health and substance use needs. In addition, the expansion and renovation will include reentry units for vocational and rehabilitative instruction. The purpose of the reentry units will be to prepare inmates for successful release, with the goal of reducing recidivism. An inmate will be better positioned for success if they have a job opportunity, job training, and a network connection to a local business. Furthermore, the face-to-face contact between the inmate and correctional staff that is provided by direct supervision will help build the interpersonal skills required in a future career.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Protect individuals in custody care by providing a safe and humane environment in the most cost-effective manner possible.					
Average number of inmates housed in Loudoun County daily	231	214	199	232	238
Average daily cost per inmate	\$29.99	\$34.03	\$38.64	\$35.00	\$35.50
Average daily food cost per inmate housed in Loudoun County	\$3.19	\$4.72	\$5.15	\$5.15	\$5.30
Average daily health care cost per inmate housed in Loudoun County	\$26.83	\$29.32	\$33.49	\$29.85	\$30.20
Total number of inmate bookings	2,668	3,051	3,506	3,296	3,395



Community Custody Program

What We Do: The Community Custody Program is comprised of three separate community-based programs that afford incarcerated individuals the opportunity to work within the community, prepares them for release, and helps reduce the rate of recidivism. The three programs are the Community Work Force Program, the Work Release Program, and the Home Electric Monitoring Program.

The Community Work Force Program allows incarcerated individuals to work throughout the community under direct supervision of a Deputy Sheriff. This program provides labor resources to businesses and nonprofit organizations in Loudoun County. The participants provide services such as grass mowing, road clean-up, minor construction projects, and community service projects.

The Work Release Program provides opportunities to incarcerated individuals to gain lawful employment throughout Loudoun County, which allows them to support their family while incarcerated and prepares them financially for release.

The Home Electronic Monitoring Program allows offenders to reside at their residence and freely travel to and from work and authorized appointments, while activities are monitored by deputies through electronic GPS.

Mandate Information: This activity is not mandated. However, the Code of Virginia § 53.1-131 states that the courts may assign suitable candidates that have been charged with a criminal offense to a work release program under the supervision of the Sheriff. Virginia Code also states that any person who has been sentenced to confinement in a jail may be assigned to a work release program under the supervision of the Sheriff.

Who Does It: The Community Custody Program is managed by a team of six sworn staff comprised of one Sergeant and five deputies. The Sergeant is the supervisor and program coordinator; and four deputies are assigned to supervise the inmates. These four deputies monitor participants of the Home Electronic Monitoring Program; and supervise, train, and provide guidance to the inmates on the Work Release Program. The Community Work Force Program is comprised of one sworn deputy to provide supervision and transportation to the inmates that are authorized for the program.

Why We Do It: The Community Custody Program provides valuable opportunities to those incarcerated to prepare themselves for reentry back into the community through work and financial saving. The success rate of those on the program is above the 90th percentile. Those on the program also attend mandatory classes to assist in financial planning, job interviews, parenting, and being a role model for others. The Community Work Force Program provides an estimated annual savings of greater than \$50,000 to the County.

If these programs were not provided, the rate of recidivism would likely increase, and incarcerated individuals would find it more difficult to obtain gainful employment upon release.

How We Do It Now – Current Service Level: Current service level includes nine inmates enrolled in the Community Custody Program. At present and with current resources, the program can deliver a success rate of 94.87 percent, while also delivering approximately 6,600 hours of labor annually.

How We Plan to Do It in the Future – Recommended Service Level: The Community Custody Program provides a range of self-improvement programs and other opportunities to help inmates make constructive use of their time. These programs help inmates with problems and assist with their reintegration into the community. The Community Work Force and Work Release Programs provide a productive outlet for inmates and give them the opportunity to learn new job skills and establish positive work habits. Compensation for some jobs can provide restitution to victims or help support the inmate's family. Inmate labor can also reduce staffing needs for specific support services. Future initiatives for the Community Custody Program include training in electrical and plumbing systems for the Community Work Force and Work Release Program participants. Inmates will be introduced to a variety of electrical and plumbing systems such as residential wiring, commercial electricity, and a basic overview of residential and commercial plumbing systems. Participants will also be exposed to opportunities available in a variety of electrical and plumbing occupations. These additional vocational programs will teach inmates marketable skills that they can use upon release to gain sustainable employment and reduce inmate recidivism.

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	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Increase the Community Work Force Program to provide cost reductions to the County by providing a variety of services including, but not limited to, trash pick-up, painting, landscaping, mowing, and moving.					
Number of inmates in the Community Work Force Program	7	6	5	8	8
Total recovered cost for services provided to the County by inmates	\$75,216	\$46,574	\$48,025	\$60,901	\$62,728
Total Community Work Force Program hours of labor	6,360	6,424	6,624	6,500	6,500



Transportation Section

What We Do: The Transportation Section's primary function is to transport inmates from other correctional facilities located around the state of Virginia to Loudoun County for court appearances. After the inmate has appeared in court, deputies assigned to the Transportation Section return the inmates to their original jurisdiction. When an adult or juvenile is detained in another Virginia jurisdiction on charges that originated in Loudoun County, the Transportation Section transports these individuals back to either the Loudoun County ADC or the Loudoun County Juvenile Detention Center. The Transportation Section also transports inmates housed at the Loudoun County ADC to doctor, dental, and mental health appointments, court-ordered programs, and court-authorized funeral escorts. The Transportation Section also transports inmates sentenced to the Virginia Department of Corrections to one of the numerous state correctional facilities located within the Commonwealth. If the Loudoun County Juvenile Detention Center deems a juvenile as high risk, the Transportation Section will transport them as necessary. If an individual is arrested on a fugitive-from-justice charge in another state and the original charge was obtained in Loudoun County, the Transportation Section will conduct either a driving or flying extradition to recover the individual, so long as they are located in the United States or a United States territory.

Mandate Information: This activity is mandated. The Code of Virginia § 53.1-70.1 authorizes the Sheriff of a local correctional facility, where a prisoner is incarcerated, to transport the prisoner to another jurisdiction inside the Commonwealth for any lawful purpose and to retain authority over such prisoner. Virginia Code also authorizes those who transport a prisoner under this section who have the need to travel with a prisoner through or to another state to retain authority over such prisoner as allowed by that state. The Code of Virginia §§ 19.2-85 through 19.2-118 outlines the rules and procedures for extraditing prisoners from other states. All extraditions require the deputy to be armed. When flying is required for an extradition, 49 C.F.R. § 1544.219 "Carriage of accessible weapons" dictates the rules and training associated with flying armed while onboard commercial aircraft. The Code of Virginia § 37.2-829 dictates the rules for transporting persons in the civil admission process. The Code of Virginia § 16.1-254 dictates the responsibility for – and limitations on – the transportation of children.

Who Does It: The Transportation Section consists of four transport deputies and one deputy assigned as the transportation liaison to the courts and other jurisdictions. The transportation liaison receives all Custodial Transportation Orders from the various courts as well as transportation requests from other jurisdictions and then formulates the most productive plan to transport the inmates to and from the various locations. The four transport deputies work in teams of two and conduct the transports and extraditions. On average, the Transportation Section travels more than 5,000 miles per month within the Commonwealth of Virginia. The Transportation Section extradites an average of nine fugitives per month. The Sergeant assigned to inmate classification and programs supervises the Transportation Section.

Why We Do It: The Sixth Amendment to the Constitution of the United States guarantees the rights of criminal defendants, including the right to a public trial without unnecessary delay, the right to a lawyer, the right to an impartial jury, and the right to know who your accusers are and the nature of the charges and evidence against you. The transportation of inmates from other jurisdictions ensures the inmate's Sixth Amendment rights are guaranteed; and allows the courts to conduct hearings with the inmates present, thus allowing fines and restitution to be levied. Subjects are transported to mental health facilities to obtain treatment for mental illness. The transport of inmates to programs ensures that the inmate arrives at court-ordered drug and alcohol treatment facilities. The transporting of prisoners to medical facilities allows for the treatment of illnesses not treatable by the medical staff within the ADC.

How We Do It Now – Current Service Level: Current service level for the Transportation Section consists of an average of 640 transports annually for court, medical treatments, extraditions, etc. The current service level also entails an overall average annual cost for the transport of inmates of approximately \$480,000.

How We Plan to Do It in the Future – Recommended Service Level: Prior to the COVID-19 pandemic, Loudoun County Courts used closed-circuit television to conduct various court hearings with inmates located in the Loudoun County ADC. This technology was primarily used for arraignments and bond motions that were short in duration but involved numerous



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inmates appearing before a judge. This reduced the number of inmates being transported out of a secure facility and to the courts. During the pandemic, the courts began to utilize this technology to a greater level. These "virtual" hearings helped reduce the physical contact in court with the inmate, judges, attorneys, and other deputies involved in the inmate's transport, which helped mitigate the spread of COVID-19. Another benefit realized by both the courts and the Sheriff's Office was that inmates who had escape histories, violent tendencies, and/or other medical conditions that created transport issues, could also have their hearings conducted virtually. This created an increased number of virtual hearings requested by the courts. In addition to servicing all Loudoun County Courts, the virtual hearing system has also been utilized to assist other jurisdictions that require hearings with judges from their jurisdictions. For example, LCSO frequently conducts hearings for inmates with Loudoun County charges that reside in Fairfax, Prince William, and Fauquier Counties, among numerous other facilities throughout Virginia, thereby reducing the need to transport inmates. LCSO will continue to emphasize the use of closed-circuit virtual hearings to reduce the number of inmates transported outside of the secure ADC and reduce the annual cost of transporting inmates, thereby providing a more fiscally-responsible and safer service to the citizens of Loudoun County.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide safe and timely transportation of inmates to local and statewide correctional facilities.					
Total annual cost of transporting inmates	\$351,422	\$436,312	\$477,129	\$462,883	\$476,770
Average transportation cost per inmate	\$1,075	\$838	\$764	\$816	\$816
Number of transports/extraditions ¹	337	534	640	567	584

¹ Beginning in FY 2020, transports and extraditions will be tracked together. Prior to FY 2020, the data only included transports within the state of Virginia.



Adult Detention Center K-9 Team

What We Do: There is a K-9 Team specific to the ADC, which works to provide security support specifically to the ADC and to the Courts Complex. The ADC K-9 Team deters narcotics from being introduced into the facilities by conducting random sweeps of housing units, the booking and officer processing areas, and the parking lots. This K-9 Team performs regular perimeter checks and scans of items delivered to the ADC, works as a deterrent during any type of mass movement of inmates, and assists courthouse personnel by conducting sweeps of courtrooms and holding areas.

Mandate Information: This activity is not mandated or required by law.

Who Does It: The ADC K-9 Team consists of one sworn deputy (the canine handler) and one canine (the dog), who are trained and certified in narcotics detection through the Northern American Police Work Dog Association, and who maintain the required working standards to include training a minimum of 16 hours per month.

Why We Do It: This K-9 Team was established to assist with drug detection within the ADC and the Courts Complex. The visual presence of a canine team during shakedowns, walking the perimeter, and during the movement of inmates also acts as a deterrent to those trying to bring narcotics into the facility. Canines are not authorized or trained to be used in response to resistance situations.

How We Do It Now – Current Service Level: The current service level for the ADC K-9 Team consists of approximately 35 housing unit searches and two courthouse security searches per year.

How We Plan to Do It in the Future – Recommended Service Level: With the planned Phase III Expansion and Renovation of the ADC, additional housing is planned for those with mental health and substance use needs. This will include Medication-Assisted Opioid Treatment Services that involve dispensing synthetic narcotics, such as methadone and suboxone, which is approved by the Federal Food and Drug Administration for the purpose of replacing the use of – and reducing the craving for – opioid substances. The current ADC K-9 Team’s canine is not trained to detect these narcotics. As the canine ages out of this type of work, it is recommended that the next one be trained to detect these types of narcotics that will be used within the ADC. These narcotics can still be abused and would be dangerous if they made their way into the general population of the facility. In addition, the new canine would be trained to detect narcotics that are more common with today’s drug users, such as fentanyl.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide security support to the ADC and to the Courts Complex.					
Number of calls for searches at the ADC	214	152	128	190	196
Number of Courts Complex searches	19	11	2	16	16



LCSO: Court Services

Courthouse Security

What We Do: The Courthouse Security activity consists of three separate sections that provide a safe and secure environment for the entire Courts Complex. The three sections are Courtroom Security, Courthouse Security, and Detention Security.

Courtroom Security deputies are primarily responsible for maintaining order in the courtrooms and safety for the corresponding judges.

Courthouse Security deputies are primarily responsible for the security checkpoints, the courthouse interior, the courthouse grounds, and perimeter patrols.

Detention Security deputies are primarily responsible for prisoner transport between the courthouse and the detention centers within Loudoun County. These deputies also ensure the custody and security of the inmates while in the courtroom, or at any other court appearances, to include offsite custody mental health hearings.

Mandate Information: The Code of Virginia § 53.1-120 specifies the responsibility of the Sheriff to ensure that the courthouses and courtrooms within the Sheriff's jurisdiction are secure and free from violence and disruption. It also requires that the Sheriff provide proper staffing to accomplish the same for every court, be it circuit, criminal, civil, traffic, or juvenile and domestic relations court. This includes offsite reviews, hearings, and visitations by judicial officials for the purposes assigned by § 53.1-120.

Who Does It: These services are provided by court security deputies who are trained and certified by the Virginia Department of Criminal Justice Services (DCJS) to ensure that daily operations are maintained in a safe and secure manner for all persons within the Loudoun County Courts Complex.

Why We Do It: The courts provide the citizens of Loudoun County access to a multitude of services on a daily basis, including, but not limited to, marriage licenses, concealed weapon permits, and the resolution of criminal and civil matters. The Courthouse Security activity ensures safety and security for all visitors, employees, and judges within the Courts Complex. The courthouse also retains valuable documents or artifacts, land records, and historic records within the Courts Complex. These services are required by state code and cannot be conducted by contractual services.

How We Do It Now – Current Service Level: Current service levels for the Courthouse Security activity consists of approximately 100,000 court cases annually with approximately 220,000 overall security screenings on individuals visiting the Courts Complex. Current service level also involves the Courthouse Security deputies checking approximately 500 personal belongings items per day, with the Detention Security deputies transporting more than 4,000 inmates per year on average, and experiencing no critical incidents during transports.

How We Plan to Do It in the Future – Recommended Service Level: As the County's population increases over time, the courts are anticipated to expand their services. These expanded services would require enhanced security measures consisting of additional deputies and specialized training to meet service demands. These additional services will also require deputies to be onsite beyond the traditional business hours to ensure the safety of all people in the Courts Complex. It is projected that the number of court cases, individuals visiting the courthouse, and inmate transports will all increase due to the courts resuming pre-pandemic operations.

**LCSO: Court Services**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide safety to the Courts Complex by conducting security screenings of all visitors and employees who enter the Courts Complex.¹					
Number of people screened	167,034	191,867	212,766	308,148	317,392
Number of items scanned through the x-ray machines	n/a	n/a	98,210	101,156	104,190
Ensure zero critical incidents for all inmates transported to and from the Courts Complex from the ADC.					
Number of critical incidents reported	4	5	12	0	0
Number of inmates transported to court	1,515	2,820	4,176	7,594	7,822
Serve outstanding warrants and protective orders mandated by the Commonwealth of Virginia.					
Number of protective orders served	1,123	1,661	1,576	1,715	1,835
Number of arrests and warrants served	496	380	619	1,605	1,717
Number of fingerprints collected	677	416	414	1,712	1,831

¹ Data shown as n/a indicates a measure that does not have historical data.



LCSO: Court Services

Civil Enforcement Section

What We Do: The Civil Enforcement Section is responsible for the service of civil documents and execution of civil orders in Loudoun County. Various types of civil process documents include writs, notices, processes, or orders of the Commission. Staff executes other documents to include notices and evictions, tax summonses, warrants in debts, garnishments, and warrants of distress. Also included are property levies, show cause/rules, summonses in unlawful detainer, various out-of-state documents, DMV notices, seizure orders, and many types of subpoenas.

Mandate Information: State law requires the Sheriff or the Sheriff's designated deputies to serve process, as per the Code of Virginia §§ 15.2-1616, 15.2-1704, and 8.01-285 through 8.01-327.2. Only a Sheriff or the Sheriff's deputies may seize property or people and prevent it/them from fleeing the Commonwealth of Virginia.

Who Does It: These services are provided by DCJS-trained and certified civil process deputies along with two civilian support staff members (legal assistants). These positions require specialized training that is recurrent with mandatory advanced training available every two years. These services are completed in accordance with applicable code(s) and require many different types of service ranging from personal service to various substitute services to posting.

Why We Do It: The efficiency of the Civil Enforcement Section ensures the service of all civil process documents and the execution of those services prior to the hearing dates, as mandated by Virginia Code. Failure to comply is the financial, civil, and potentially criminal liability burden of the individual deputy performing the described duties. This mandated service requires deputies to traverse the entire County, Monday through Saturday, conducting these services as well as visiting each Court Clerk's Office once per day when the courts are open for business.

How We Do It Now – Current Service Level: Current service level allows for approximately 34,500 papers to be served annually by the civil process sworn staff. This is achieved with an average of 35,500 attempts to serve those papers. In addition, there are approximately 1,700 eviction services processed and served each year.

How We Plan to Do It in the Future – Recommended Service Level: As the County's population increases over time, the courts are anticipated to expand their services, which includes increased issuance of court documents needing service or execution by the Civil Enforcement Section. These expanded services would require additional deputies, equipment, and specialized training to meet service demands. It is projected that the number of documents requiring service by the Civil Enforcement Section will increase due to the courts resuming pre-pandemic operations, as well as government protections and funding for programs assisting tenants and debtors ceasing.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Execute and serve civil process papers mandated by the Commonwealth of Virginia.					
Total number of papers served by civil process deputies	25,971	26,377	29,077	37,896	38,653
Average number of papers served per civil process deputy	3,710	4,396	4,846	6,316	6,442
Average number of papers served per day per civil process deputy	17	16	23	25	25
Number of eviction papers received	465	475	1,688	1,648	1,697



LCSO: Administrative and Technical Services (ATS)

Administrative and Technical Services (ATS) Operations

What We Do: The Administrative and Technical Services (ATS) Division facilitates the daily operations of the Sheriff's Office and manages the operations of the following 11 sections (teams/functions within the ATS Division): Finance, Payroll, Human Resources, Quartermaster, Property and Evidence, Records Management, the Employment Services Section (ESS), Technology Services, Training and Accreditation, the False Alarm Reduction Unit (FARU), and Emergency Communications. The first four of these 11 sections (Finance, Payroll, Human Resources, and Quartermaster) together comprise ATS Operations.

The Finance Section is responsible for the daily financial transactions and operations for LCSO's budget, accounting, asset forfeiture funds, and grants. Budget personnel works with both the Operations and Administrative Bureaus of the Sheriff's Office, in addition to serving as the liaison between the Sheriff's Office and Loudoun County's Office of Management and Budget (OMB, in the Office of the County Administrator). Staff manages LCSO purchases and prepares and submits the LCSO annual budget. The buyer works with all divisions of the Sheriff's Office for all matters involving contracts and purchasing, in addition to serving as the liaison between the Sheriff's Office and Loudoun County's Procurement Division (Finance and Procurement Department) for purchase orders and contracts.

The Payroll Section works in collaboration with Loudoun County Payroll staff (Department of Human Resources, DHR) to ensure that LCSO employees are accurately compensated each pay period; and is also responsible for reviewing, correcting, and submitting all employee timesheets to the County's Payroll Division within DHR.

The Human Resources Section manages LCSO-related personnel issues in coordination with the broader Loudoun County DHR. Staff is responsible for preparing Employee Action forms (EAs), responding to inquiries from LCSO employees, and tracking employee leaves, including Workers' Compensation, Family Medical Leave Act (FMLA), Paid Family Leave, Temporary Restricted Duty (TRD), Short-Term Disability (STD), and Long-Term Disability (LTD). Human Resources Section staff is also responsible for preparing recruitment and hiring documents and managing vacant position postings on the County's webpage for job advertisements.

The Quartermaster Section manages ordering and deployment of all police equipment and uniforms to both sworn and civilian employees. Staff coordinates with multiple vendors and creates purchase requests for LCSO equipment; maintains a stock of uniforms, weapons, ammunition, badges, and other essential equipment used by LCSO to ensure operational readiness; and maintains an up-to-date inventory of all items issued to employees.

Mandate Information: This activity is not mandated.

Who Does It: The ATS Division provides services with a staff of sworn supervisors and civilian personnel.

Why We Do It: LCSO's authorized staffing is 852 personnel. The individuals that work within the ATS Division provide services that are critical to the law enforcement mission. ATS provides services to LCSO personnel 24 hours per day, seven days per week, and all 365 days of the year. The sections within the ATS Division help ensure consistency in the Sheriff's Office and support essential operations without interruption. The Sheriff's Office effectively serves the citizens of Loudoun County by ensuring that the deputies have access to needed support services to perform their duties. The large number of personnel employed by the Sheriff's Office creates the need for an extensive internal support structure to support a successful law enforcement mission.

How We Do It Now – Current Service Level: The Finance Section provides daily financial and budget support to all divisions of the Sheriff's Office. A team of two budget analysts, a buyer, and a finance manager ensure that the Sheriff's Office remains financially sound. The buyer processes just over 200 purchase orders for equipment, goods, and services for LCSO operations annually. The Payroll Section reviews employee timesheets on a bi-weekly basis and submits them for processing and payment, in addition to processing payroll corrections and ensuring accurate payment to employees. The Human Resources Section consists of two analysts and one special programs analyst. Human Resources Section staff processes nearly 900 EAs, manages employee leaves (e.g., FMLA, long- and short-term leaves, employee injuries, etc.), and place employees who are unable to fully carry out their job responsibilities in temporary restricted positions. The Quartermaster ensures that all



LCSO: Administrative and Technical Services (ATS)

employees are properly equipped to perform their duties and maintains a stock of equipment for use as needed. There are nearly 3,000 requests for equipment from employees each year.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level is not clear now, but LCSO is monitoring trends and projections. As the overall Sheriff's Office experiences growth and the addition of new personnel, ATS will need to increase administrative personnel, in turn, to be able to support the Sheriff's Office accordingly.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Process all purchase requests within one week of receipt of the request.					
Number of purchase orders created by the buyer	206	206	588	222	224
Average turnaround time for purchase requisitions (in days) ¹	0.69	0.72	1.78	1.00	1.00
Process EAs for all new employees and current employee changes to ensure accurate employee classification and compensation.					
Number of EAs processed	843	883	773	845	850
Number of TRD requests	54	54	57	70	70
Number of leave requests processed (e.g., FMLA, STD, LTD, Workers' Compensation)	357	815	799	324	332
Ensure that sworn and civilian employees are issued the proper police supplies and equipment. These supplies are updated and replenished as needed.					
Number of walk-ins to retrieve equipment/uniforms from the Quartermaster	2,911	2,777	2,910	4,000	4,100

¹ Calculated as the number of days from RQ approval to PO approval per procurement.



LCSO: Administrative and Technical Services (ATS)

Property and Evidence

What We Do: The Property and Evidence Section is responsible for receiving, storing, and maintaining inventory of all evidence submitted by deputies. Evidence technicians are responsible for retrieving evidence located at the various stations throughout the County and delivering it to a central repository, transporting evidence to and from the Northern Virginia State Laboratory, and transporting evidence to the courts. In addition, technicians are required to testify for a substantial number of cases in court to the evidentiary chain of custody when subpoenaed. This involves a substantial amount of time spent away from the office and other duties. The technicians are responsible for maintaining found property, safekeeping property, seized property, illegal contraband, and evidence for criminal cases. Inventories and audits are conducted periodically throughout the year to ensure all items are accounted for and can be located in a timely manner. Court-ordered drug destructions are completed at least bi-annually, and all unclaimed property is turned over to the state annually. All items within the Property and Evidence Section are labeled with a barcode and entered into evidence-tracking software.

Mandate Information: Property and evidence management is mandated by the Code of Virginia §§ 19.2-187, 19.2-386.23, 15.2-1719, and 15.2-1721, and by the Uniform Disposition of Unclaimed Property Act (Virginia Code § 55.1-2500 et seq.).

Who Does It: The LCSO Property and Evidence Section consists of five full-time civilian staff. A supervisor manages day-to-day operations of both the Quartermaster Section and the Property and Evidence Section, and aids staff as needed. Two evidence technicians are assigned to conduct the daily office operations; and two evidence technicians collect evidence from stations, transport evidence to the Northern Virginia State Laboratory, and testify in court.

Why We Do It: The Property and Evidence Section serves as a central repository for all evidence, safekeeping, and found property. LCSO is mandated to store and protect items of evidence and property in its custody; and equally important, has an obligation to legally restore property to the owner and/or dispose of the property in accordance with law. The Property and Evidence Section allows for the successful prosecution of criminal offenders.

How We Do It Now – Current Service Level: Current service level for the Property and Evidence Section consists of approximately 8,500 pieces of evidence submitted and entered, and 13,500 pieces of evidence destroyed or disposed of each year. Similarly, current service level also includes the overall management of 55,000 pieces of evidence, safekeeping, and found property. Additionally, current service level involves approximately 1,300 hours spent out of the office by Property and Evidence Section staff transporting evidence to and from court, to and from the stations, and to and from the laboratory.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level is not clear now, but LCSO is watching trends and projections. Service levels related to crime cannot be predicted based on stabilization projections for population alone.



LCSO: Administrative and Technical Services (ATS)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure that all evidence is located, entered into the Computer-Aided Dispatch (CAD) system, available for court or transport at the time of the request, returned or destroyed as required, and handled in accordance with the Code of Virginia.					
Total number of hours spent out of the office to transport evidence/appear in court	889	1,078	1,369	1,290	1,322
Percentage of time spent out of the office to transport evidence/appear in court	25%	28%	33%	35%	35%
Number of walk-in requests to release evidence – citizen/deputy	2,805	2,202	1,509	3,984	4,084
Number of pieces of evidence destroyed/disposed	5,010	10,976	6,806	15,050	15,246
Number of pieces of evidence submitted and entered	5,935	6,659	6,480	7,195	7,339
Number of pieces of evidence being stored/kept by Sheriff's Office due to pending disposition	53,889	57,933	58,421	61,500	61,500



LCSO: Administrative and Technical Services (ATS)

Records Management

What We Do: The Records Management Section is the central repository for all LCSO records and reports. This Section audits and inputs a variety of law enforcement documents and information into the LCSO records management system (RMS) as well as the Virginia Criminal Information Network (VCIN) and the National Crime Information Center (NCIC). These documents include warrants, protective orders, incident/offense reports, arrest reports, accident reports, towed/abandoned vehicle notices, and Virginia Uniform Traffic Summonses.

The Records Management Section is also responsible for customer services at the LCSO Headquarters building, providing support to other LCSO employees as well as a variety of services to citizens that include fingerprinting, criminal history checks, Letters of Good Conduct, Concealed Handgun Permit applications, Solicitor/Peddler Permits, copies of accident reports, summary detail for incident reports, Conservator of the Peace requests, Freedom of Information Act (FOIA) requests, expungement orders, and Subpoena Duces Tecum requests.

Mandate Information: Records management is not mandated; however, LCSO provides this service based on the following governing statutes: the Code of Virginia §§ 16.1-301, 15.2-1722, 19.2-187, 19.2-386.23, 15.2-1719, and 15.2-1721; the Uniform Disposition of Unclaimed Property Act (Virginia Code § 55.1-2500 et seq.); Virginia Code §§ 19.2-76.1, 63.2-1606 through 1613, and 19.2-392.2; the Code of Virginia § 2.2-3700 et seq. (FOIA); and the Code of Federal Regulations Title 28, Part 20, Section 37 (28 CFR 20.37).

Who Does It: The LCSO Records Management Section consists of 13 full-time civilian staff. Each are assigned in the following manner:

- The program manager manages the Records Management Section, the Quartermaster Section, and the Property and Evidence Section. This program manager is also the LCSO records retention manager – the supervisor who oversees the day-to-day operations of the Records Management Section, processes expungement orders, and provides assistance to staff where needed; and who is responsible for the processing of Subpoena Duces Tecum requests and expungement orders.
- A FOIA coordinator is responsible for managing and responding to FOIA requests for the Sheriff's Office.
- A records management specialist assists the supervisor (the program manager) with expungement orders, subpoena requests, and other day-to-day operations; as well as provides redundancy to the FOIA coordinator.
- There are two customer services specialists who assist the public in-person as well as over the telephone; prepare and distribute all incoming and outgoing mail for daily pick-up by the County courier, United States Postal Service, and internal mail; provide fingerprinting services; answer mail and email requests for documents and records; and provide miscellaneous services.
- There are five records specialists who are responsible for data entry and auditing of all incident/offense, accident, and arrest reports; towed and abandoned vehicle reports; and citations. Records specialists also aid the public by telephone, in-person, and by mail; as well as provide redundancy to the front desk for citizen service requests.
- There are three warrant specialists who process warrants, protective orders, and arrest reports; validate all wanted and protective order entries into the RMS and VCIN/NCIC; and complete the destruction of unexecuted warrants as directed.

Why We Do It: The Records Management Section is needed to serve as the central repository for all LCSO records and reports, to ensure accurate reporting of crimes to the VSP and the FBI. Timely and accurate internal and external reporting is necessary for data transparency for the public. The Records Management Section provides intelligence-based policing by creating a uniform method of preparing, storing, and retrieving information. Specialists audit and input many documents and a large amount of information into VCIN/NCIC and the RMS in a timely manner to meet a variety of mandated deadlines. This ensures that reports, warrants, and orders of protection are accurate, and that information is current. Staff



LCSO: Administrative and Technical Services (ATS)

provides a variety of services to citizens in-person, over the telephone, and by mail; and processes expungement orders as well as FOIA requests and Subpoena Duces Tecum requests for records.

How We Do It Now – Current Service Level: Current service level for the Records Management Section involves processing more than 23,000 offense reports in the RMS, approving more than 5,000 arrest reports, and processing approximately 200 citations in the RMS each year (the large majority of citations are entered using an automated program by deputies in the field); plus, nearly 6,000 warrants entered into the RMS, nearly 3,000 protective orders, and more than 1,000 impound reports annually. In addition, current service level includes processing approximately 2,600 information requests from the Commonwealth Attorney's Office, 750 Subpoenas Duces Tecum and FOIA responses, and 3,000 Concealed Handgun Permit requests.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level is not clear now, but LCSD is watching trends and projections. Service levels related to crime cannot be predicted based on stabilization projections for population alone.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Process offense reports, arrest reports, traffic citations, and accident reports within ten days of receipt, tow sheets within 24 hours of receipt, and warrants within 72 hours of receipt.					
Number of accident reports processed	2,027	250	5,113	2,201	2,245
Number of arrest reports approved by a records specialist in the RMS	5,959	5,241	5,904	6,461	6,590
Number of citations manually entered into the RMS	226	168	220	50	50
Number of offense reports approved in the RMS	24,351	23,177	26,022	22,615	23,180
Number of warrants entered into the RMS/processed to patrol	6,184	5,907	6,694	8,489	8,659
Number of tow sheets processed	1,089	1,180	1,457	1,341	1,368
Process requests from the courts and the Office of the Commonwealth's Attorney.					
Number of protective orders processed	2,539	2,818	2,706	2,692	2,759
Number of requests processed from the Office of the Commonwealth's Attorney	2,603	2,603	2,576	3,126	3,189
Number of expungement orders processed	158	238	250	194	198
Number of subpoenas processed	101	105	99	129	132
Number of driving transcripts requested	6,876	6,349	5,706	10,264	10,469
Number of Concealed Handgun Permit requests processed	5,917	2,942	3,645	4,038	4,139
Respond to residents' requests in a professional manner.					
Number of service requests – walk-in	4,523	4,225	4,404	5,237	5,342
Number of FOIA requests processed	491	650	911	575	600
Number of service requests – mail-in	10,209	8,470	6,710	7,000	7,000
Number of solicitor permits issued	234	168	184	258	264



LCSO: Administrative and Technical Services (ATS)

Employment Services Section (ESS)

What We Do: The LCSO ESS plays a critical role in ensuring that the Sheriff's Office is staffed with highly qualified personnel. ESS is responsible for the recruitment and hiring of both sworn and civilian personnel. The hiring process for sworn personnel is rigorous and requires extreme attention to detail. ESS conducts extensive background investigations, including criminal and credit checks, reference checks, polygraph examination, psychological examination, and medical examination to ensure that the candidates have the necessary character and integrity to serve in law enforcement. ESS is also responsible for the recruitment and hiring of civilian personnel, who are essential in providing support services. These roles include dispatchers, administrative assistants, crime analysts, forensic technicians, and more. ESS conducts job analyses to ensure that job descriptions accurately reflect the duties and responsibilities of each position. ESS also collaborates with other departments to determine the necessary qualifications and skills required for each position.

Who Does It: ESS consists of one full-time supervisor, three full-time sworn investigators, four part-time civilian investigators, one full-time administrative assistant, and one full-time recruiter. These personnel play critical roles in ensuring that the Sheriff's Office is staffed with qualified personnel, and that the recruitment and hiring process is fair and equitable.

Mandate Information: The LCSO ESS is required to comply with all applicable state and federal laws related to hiring.

Why We Do It: The LCSO ESS is critically important for several reasons. First and foremost, ESS is responsible for ensuring that the Sheriff's Office is staffed with qualified personnel who can perform their duties effectively and responsibly. By conducting thorough background investigations, physical and psychological tests, and other screening processes, ESS helps identify candidates who have the necessary skills, experience, and character to perform the job. Secondly, ESS is responsible for upholding the integrity and credibility of the Sheriff's Office. By following fair and equitable hiring practices, ESS ensures that all candidates are evaluated based on their qualifications and merit, rather than factors such as race, gender, or personal connections. This helps to build public trust and confidence in the Sheriff's Office and ensures that LCSO is staffed with personnel who are committed to serving the community with integrity and professionalism. Ultimately, the work of ESS is critical for maintaining the safety and security of Loudoun County and its residents.

ESS staff conducts background investigations that not only ensure that the most qualified individuals are hired but ensures that new hires are of sound moral and ethical character. This essential function provides the Loudoun County community with exceptional law enforcement services and partnerships with residents, business owners, and large corporations. Failure to conduct comprehensive background investigations results in a higher number of employee disciplinary issues, and negatively impacts public trust.

How We Do It Now – Current Service Level: ESS conducts extensive, time-consuming, and labor-intensive background investigations. Staff is responsible for reviewing a large volume of applications and selecting candidates that meet the necessary qualifications and standards for employment. Background investigations require significant attention to detail and can be a lengthy process, often lasting four to six months. However, these checks are an essential step in ensuring that LCSO hires only the most qualified and trustworthy individuals to serve the community. ESS is committed to maintaining the highest standards of quality and accuracy in the background investigation process.

ESS staff completes an average of 175 background investigations per year, with an average of 25 cases assigned per investigator.

How We Plan to Do It in the Future – Recommended Service Level: To streamline and expedite the background check process, ESS plans to automate portions of the process with a software-as-a-service solution. This online platform will allow candidates to complete their application and background investigation forms electronically, reducing the amount of time and resources required for manual data entry and review. The proposed system is a secure, web-based system that simplifies the background investigation process by providing an online portal for candidates to complete and submit their forms, and for investigators to conduct and review their investigations. The system is designed to increase the efficiency and accuracy of the background investigation process while maintaining the highest standards of security and data protection. ESS is excited to



LCSO: Administrative and Technical Services (ATS)

implement this new technology and looks forward to providing a faster, more streamlined process for candidates seeking employment within the Sheriff's Office.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure adequate time to properly process assigned cases, with each investigator processing no more than 35 cases per year.					
Number of applicants processed	1,517	1,920	1,556	1,754	1,798
Number of polygraph exams administered	112	151	149	163	167
Number of applicant investigations completed	175	194	197	175	175
Average number of applicant investigation cases assigned per investigator	29	36	32	29	29
Number of applicants hired	63	68	85	70	70



LCSO: Administrative and Technical Services (ATS)

Technology Services Section

What We Do: The Technology Services Section supports the law enforcement-specific technology needs of the Sheriff's Office. This includes law enforcement-specific hardware and software used in both the field and office applications. Examples are the CAD system, the RMS, the Personnel Management System (PMS), Mobile Data Computers (MDC), tablet computers, multifactor authentication, RADAR, LIDAR, mobile phones (iPhone), license plate readers, Alco-sensors, tint meters, surveillance cameras, radio systems, GPS, audio-visual equipment, Mobile Command Unit technology, and various hosted software-as-a-service systems utilized by LCSO personnel. Additionally, the Technology Services Section assists the County's Department of Information Technology (DIT) with supporting LCSO computers and equipment. The Technology Services Section is also responsible for collecting, maintaining, and managing all in-car and body-worn video, which includes providing copies of video to the Office of the Commonwealth's Attorney, FOIA requests (with redactions), and court-ordered subpoena responses.

Mandate Information: This activity is not mandated.

Who Does It: The Technology Services Section maintains a professional relationship with other County departments, vendors, and public safety agencies; and delivers service through staff that consists of the following:

- One full-time sworn supervisor who manages all IT-related projects and supervises Technology Services Section employees.
- One full-time sworn deputy who coordinates IT-related hardware maintenance.
- One full-time and one part-time civilian technician who manage all computers assigned to operations, of which there are more than 500.
- One full-time civilian systems administrator who manages multiple law enforcement systems and access.
- Two full-time technicians to support technology operations, one at the ADC and the other at the courthouse.
- One full-time civilian supervisor who supervises and manages in-car and body-worn video systems, including install, configuration, and fulfilling FOIA requests.
- Three full-time employees and one part-time employee to manage and fulfill all video requests for the Office of the Commonwealth's Attorney as well as for internal staff.

Why We Do It: The Technology Services Section provides technology support to the Sheriff's Office 24 hours per day, seven days per week, and all 365 days of the year. The Section ensures that the technology used by employees of the Sheriff's Office increases efficient service to the public. Without the Technology Services Section, DIT would be required to provide around-the-clock technical law enforcement support for LCSO programs. However, if these services were outsourced to DIT or to a vendor, the familiarity with law enforcement technology needs would be lost.

How We Do It Now – Current Service Level: In FY 2023, the Technology Services Section opened 7,710 service requests and closed 7,123. Only 8 percent of the service requests were referred to DIT for further action. The Technology Services Section closed 92 percent of the 7,710 requests in less than eight hours. Additionally, the Technology Services Section produced 6,103 copies of in-car videos for court use. Current service level consists of processing 7,000 service requests each year on average. Of these, 90 percent are processed within eight hours. For video evidence processing, approximately 19,500 video copies are processed each year overall, an estimated 90 percent of which are processed within ten business days.

How We Plan to Do It in the Future – Recommended Service Level: As LCSO grows over time, service level will increase; and the Technology Services Section will require additional staff to meet increased demand.



LCSO: Administrative and Technical Services (ATS)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Complete 90 percent of technology-related service requests for courts, internal review, FOIA, and subpoenas within eight hours.					
Number of service requests opened	7,065	7,552	7,710	7,753	7,947
Percentage of service requests completed within eight hours	96%	94%	92%	91%	91%
Number of service requests handled internally by Technology Services Section staff	6,499	6,919	7,123	6,832	7,003
Average number of service requests processed per staff member	1,044	980	763	854	875
Complete at least 90 percent of video copy requests within ten business days.					
Number of evidentiary video copies processed	8,277	9,530	19,574	19,000	19,000
Percentage of video copies processed within ten business days	88%	95%	91%	90%	90%



LCSO: Administrative and Technical Services (ATS)

Training and Accreditation

What We Do: The Training and Accreditation Section schedules and facilitates all training for LCSO employees, to include initial basic, in-house, and out-of-state specialized training. The Training Section manages the development and facilitation of training on a broad spectrum of topics, including initial and semi-annual firearms qualifications, less-lethal weapons, leadership development, decision-making, criminal investigation, emergency vehicle operations, and personal protective equipment use. The Training Section supervises all new deputies as they attend the required basic training; and facilitates the field training component of each new deputy's initial training. The Training Section is also responsible for maintaining a detailed and accurate training record for each employee.

The Training Section is responsible for ensuring that all members of the community are provided a variety of law enforcement services by highly-trained and professional deputies.

Accreditation is maintained through the Virginia Law Enforcement Professional Standards Commission (VLEPSC) through an onsite inspection once every four years. Maintenance of this accreditation requires annual documentation of compliance with a series of established professional standards that are systematically measured, evaluated, and updated.

Mandate Information: This activity is not mandated. However, LCSO follows a variety of mandates regarding the training and recordkeeping of law enforcement training. The Virginia DCJS is the state's governing body that mandates the initial and ongoing qualifications for law enforcement officers. The Virginia DCJS is granted its authority by state law (Virginia Code § 9.1-102); and all law enforcement agencies are required to abide by the standards set forth by the Virginia DCJS and the Code of Virginia § 15.2-1706. In addition to basic training requirements, all sworn deputies are required to attend a minimum of 40 hours of training every two years (four hours of legal updates, two hours of cultural diversity training, and 34 hours of general subjects, as per the Virginia Administrative Code 6VAC20-30-30). There are also federal training mandates, such as the FEMA National Incident Management System (NIMS) Training Program.

The recordkeeping function of the Training Section is governed by the Library of Virginia, which sets the regulations for training records that must be maintained in addition to the retention schedules for training records (the Library of Virginia's General Schedules, GS-03, GS-08, and GS-17).

Who Does It: The Training and Accreditation Section is facilitated by full-time County staff, including eight sworn deputies and one civilian employee. The Sheriff's Office is a member agency of the Northern Virginia Criminal Justice Training Academy (NVCJA, the regional law enforcement training academy), which provides all basic police training for new employees and some in-service training for existing employees.

Why We Do It: It is imperative to the safety and security of the community that the Sheriff's deputies serving and protecting them daily are qualified and prepared. It is the responsibility of the Training Section to ensure that all employees meet or exceed the minimum training requirements, as required by the Virginia DCJS. The Training Section strives to ensure that the citizens of Loudoun County are served by highly-trained and professional deputies.

How We Do It Now – Current Service Level: Current service level for the Training Section involves an average of 8,000 instructor hours per year for weapons training. Additionally, current service level is to process approximately 6,000 registrations for training, conferences, or academy attendance each year.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level is not clear now, but LCSO is watching trends and projections. As LCSO continues to grow over time, the Training Section will also need to grow in accordance with the developing needs and resources required to maintain a highly-trained and skilled workforce.



LCSO: Administrative and Technical Services (ATS)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide required training to all sworn and non-sworn personnel; provide bi-annual, new hire, and remedial firearms training; and process all training requests and travel arrangements associated with training.					
Number of deputy recruits graduating from NVCJA/Skyline	15	11	17	40	50
Number of instructor hours used for weapons training	5,065	4,339	6,279	6,765	6,934
Number of instructor hours used for emergency vehicle operations center (EVOC) training	1,532	940	1,260	1,740	1,784
Number of instructor hours used for taser training	274	237	463	250	300
Number of registrations processed for training/conferences/academy	4,218	4,376	4,507	5,500	5,800



LCSO: Administrative and Technical Services (ATS)

False Alarm Reduction Unit (FARU)

What We Do: The primary responsibility of the FARU is to reduce the number of false burglar alarm activations and responses. This objective is accomplished through user education, alarm industry standards, and site inspections. The secondary responsibility of the FARU is the enforcement of the Loudoun County False Alarm Ordinance through a system of fines. The FARU processes alarm registrations and false alarm violations for the Towns of Leesburg and Middleburg in addition to Loudoun County.

Mandate Information: Loudoun County Ordinance 655 defines the requirements of the FARU. The Board approved the creation of the FARU in FY 2005. The FARU is tasked with enforcing the Ordinance and ensuring that alarm companies and alarm users are compliant.

Who Does It: The FARU is staffed with one full-time civilian employee. Additionally, the Sheriff's Office maintains relationships with alarm companies to help prevent false alarms.

Why We Do It: The FARU mission assists in the reduction of false burglar alarms that take deputies away from more serious incidents. It also allows deputies to efficiently use their time for proactive law enforcement duties. The FARU fosters a better relationship with citizens and businesses through community education of proper alarm use.

How We Do It Now – Current Service Level: Current service level for the FARU averages 5,100 false alarm notifications, approximately 1,650 new alarm registrations, and an average of 17,000 alarm registration renewals/updates annually.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level is not clear now; but as the population and businesses grow over time, it is anticipated that both the number of new alarm registrations and false alarms will increase.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Implement a false alarm reduction program that includes a combination of education, fines, and fees to reduce the number of false alarms.					
Number of new alarm registrations	1,757	1,727	1,616	1,775	1,800
Number of renewal/updates to registrations	15,763	16,456	17,316	16,588	16,688
Number of false alarm calls	4,788	4,912	5,399	5,200	5,300



LCSO: Administrative and Technical Services (ATS)

911 Emergency Communications

What We Do: The ECC is a section of the Sheriff's Office that is mandated to operate 24 hours per day, seven days per week, and all 365 days of the year. The primary objective is the management and delivery of law enforcement service requests in Loudoun County. The ECC mission requires activity in the following three key areas: telecommunications, radio communications, and administrative duties.

Telecommunications responsibilities include answering all emergency (E-911), non-emergency, and administrative telephone lines for the Sheriff's Office, as well as answering E-911 and non-emergency calls made to the Purcellville and Middleburg Police Departments.

Radio communications activities include monitoring and recording the location of on-duty deputy sheriffs and police officers, dispatching E-911 and non-emergency calls for service, performing driver license and wanted persons queries, assigning case numbers and recording case notes, using computers and the CAD system for resource management, monitoring law enforcement radio traffic, operating law enforcement radios, and providing assistance to officers by contacting other services as needed.

Administrative duties involve securing and maintaining required licensing for the VCIN, answering FOIA requests, conducting mandated training, and performing system maintenance.

Mandate Information: This service is mandated by the following statutes: the Code of Virginia §§ 52-12 through 52-15, the Code of Virginia §§ 52-16 through 52-19, and the Code of Virginia § 15.2-1726.

Who Does It: The ECC is staffed by LCSO personnel, including a sworn command staff member and a civilian operations manager who manage the activities of the ECC. A civilian training coordinator ensures that ongoing mandated training is provided to all dispatchers. The training coordinator also manages the communications training officers who provide on-the-job training for new employees. The systems manager ensures that the radio equipment for the Sheriff's Office remains in an operational-readiness state at all times, in addition to providing support for physical equipment in the ECC. The assistant systems administrator maintains the CAD system, responds to FOIA requests, acts as the LCSO's terminal agency coordinator to the VCIN, and performs compliance audits.

Why We Do It: The ECC is frequently the first point of contact for citizens requiring law enforcement assistance and/or services. When a citizen contacts 911, the ECC dispatchers are the first contact they have with law enforcement and are the true "first responder." Immediate access to emergency services during these times is considered vital and potentially lifesaving. While the 911-emergency component of the ECC is important, staff also provides non-emergency, informational services. This provides the citizens of Loudoun County with a central access point to address issues that they may be experiencing. ECC staff processes telephone calls and tracks incidents with a consistent level of efficiency and effectiveness. Compliance with this is verified by random, weekly quality assurance checks and supervisors who directly monitor daily operations.

How We Do It Now – Current Service Level: FY 2023 service levels for the 911 Emergency Communications activity consisted of approximately 197,565 overall CAD incidents processed. Service volumes, with 42 employees performing the mandated tasks of the ECC, involve an average of 65,263 telephone calls to 911 and 116,679 non-emergency calls, with non-emergency calls experiencing an average hold time of 63 seconds.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level is not clear now; but over time, it is anticipated that, as the population increases, the demand will increase the number of both E-911 and non-emergency calls to the ECC.

**LCSO: Administrative and Technical Services (ATS)**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide essential public safety service to the Loudoun County community by answering calls for assistance, documenting incidents, and dispatching public safety resources in a timely, accurate, and efficient manner.					
Number of CAD incidents	184,037	189,970	197,565	215,000	220,000
Maintain an average ring time of less than ten seconds for non-emergency calls, and an average hold time of less than 45 seconds for non-emergency calls.					
Average hold time for non-emergency calls (in seconds)	00:48	00:59	00:53	00:45	00:45
Number of E-911 calls (landline and cellphone)	31,783	54,044	65,263	55,000	57,500
Number of non-emergency calls	114,990	117,861	116,679	130,000	135,000



LCSO: Office of the Sheriff

Office of the Sheriff

What We Do: The Office of the Sheriff provides senior command and leadership for LCSO, including portfolio management and supervision for all programs within LCSO. The Office of the Sheriff also includes the Internal Affairs Unit and the Media Relations and Communications Unit.

The Internal Affairs Unit is primarily responsible for investigating complaints against members of LCSO. The Internal Affairs Unit ensures the prompt and thorough investigation of incidents to provide a complete and impartial examination of the facts and circumstances. Through these objectives, the Internal Affairs Unit functions to clear the innocent, establish just cause for discipline, safeguard the rights of employees who are the subject of such investigations, provide oversight or supervisory training, and recommend suitable policy revision.

The Media Relations and Communications Unit creates maximum LCSO visibility and community engagement through communications technologies, applications, and resources available through traditional and non-traditional media. Accurate and timely information is paramount in messaging and disseminating during crisis management situations, employee relations, crime updates, media interaction, press release placement, and in partnerships with local, state, and federal governments. The Media Relations and Communications Unit is committed to developing and promoting content that engages the public, keeps them informed, and builds community goodwill.

Mandate Information: These services are not mandated by federal or state government, nor are they directed through an ordinance that has been adopted by the Board. Rather, it is an industry best practice. Regarding the Internal Affairs Unit, there are “best practices” that are outlined by the Department of Justice in its report entitled “Standards and Guidelines for Internal Affairs, recommendations from a Community of Practice” (United States Department of Justice Office of Community Oriented Policing Services, 1100 Vermont Avenue, N.W. Washington, DC 20530). Release of information from open records is mandated by FOIA (Virginia Code § 2.2-3700 et seq.).

Who Does It: Portfolio management services are provided by one sworn staff member holding the rank of Colonel (Undersheriff) and two sworn staff members holding the rank of Lieutenant Colonel (Chief Deputies). The Lieutenant Colonels report to the Colonel, who reports directly to the Sheriff, delivering portfolio management expertise and command leadership to deliver all public safety services in the County.

The Internal Affairs Unit is comprised of two sworn supervisors who administer complaints that are presented to the Sheriff’s Office. Complaints can be obtained by several different methods including the LCSO website, the County’s Fraud and Abuse Hotline, email message, direct telephone conversation with the Internal Affairs Unit, communication through the ECC, in-person at LCSO stations or headquarters, or provided to any sworn supervisor. Written complaints may arrive via United States Postal Service mail, interoffice mail, or any form of writing.

The Media Relations and Communications Unit is comprised of two civilians and one sworn staff reporting to the Chief Deputy of the Operations Bureau. This Unit delivers strategic and internal messaging to approximately 850 LCSO personnel, and external messaging to more than 430,000 residents as well as news media outlets.

Why We Do It: Portfolio management allows for focused and efficient command and control of the various programs within the Sheriff’s Office.

The Internal Affairs Unit has a mission to protect the public trust and to maintain the integrity of the Loudoun County Sheriff’s Office. The policy of the Unit is to conduct thorough, fair, and objective investigations. The Internal Affairs Unit provides an essential service to the community and citizens of Loudoun County along with the employees of the Sheriff’s Office. Loudoun residents and government entities benefit from the service provided by the Internal Affairs Unit, whether it is through complaint investigations, policy and procedure compliance, or other requests presented to the Sheriff’s Office.

The Media Relations and Communications Unit is responsible for the dissemination of accurate and timely information, especially during crisis management situations.

**LCSO: Office of the Sheriff**

How We Do It Now – Current Service Level: Current service level for the Office of the Sheriff consists of responding to approximately 1,900 media or public inquiries (including FOIA requests), issuing 125 press releases related to crimes or major incidents, and making 2,200 social media posts.

How We Plan to Do It in the Future – Recommended Service Level: Over time, it is anticipated that the number of press releases, social media posts, community engagement events, and other similar news media relations and communications activities will continue to rise and will be reflected in the performance metrics below. Additional staff may be required to accomplish this increased workload.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
With current resources, ensure that the public is informed through media outlets regarding law enforcement activity.					
Number of press releases	159	209	126	205	210
Number of messages/alerts issued through Alert Loudoun	439	466	388	525	530
Number of social media updates	2,932	2,934	2,195	3,150	3,200



Health and Welfare FY 2024 Program Review

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Extension Services

To improve Loudoun County's social, economic, and environmental sustainability by linking Loudoun County residents and Loudoun County Government employees and departments to Virginia's land-grant universities and research-based education programs relating to agriculture, animal husbandry, agronomy, horticulture, forestry, agroforestry, natural resources conservation, youth development, food safety, human nutrition, and community viability. Extension Services is mandated/supported by Virginia Code § 23.1-2610 (Duties of the Service, the Program, and the Station), which outlines the following duties and responsibilities:

- A. The Virginia Cooperative Extension Service shall provide the people of the Commonwealth with useful and practical information and knowledge on agriculture, including horticulture and silviculture, agribusiness, home economics, community resource development, 4-H Clubs, and related subjects through instruction and the dissemination of useful and practical information through demonstrations, conferences, courses, workshops, publications, meetings, mass media, and other educational programs. The necessary printing and distribution of information in connection with work of the Service shall be performed in such manner as may be mutually agreed upon by the University, Virginia State University, the Governor or his designee, the U.S. Secretary of Agriculture, the U.S. Secretary of Commerce, and other participating bodies.
- B. The Program shall also conduct educational programs and disseminate useful and practical information to the people of the Commonwealth.
- C. Personnel of the Service shall inform local governing bodies of the Commonwealth whenever agricultural conditions are present in such localities that would warrant the declaration of a disaster pursuant to Section 301 of P.L. 93-288, 42 U.S.C. § 5141.
- D. Personnel of the Service shall provide farmers and local governing bodies with such assistance and information as is available concerning federal and state disaster relief programs.

Department Programs

Agriculture and Natural Resources

Provides education programs and technical information relating to production agriculture, recreational farming, agripreneurship, horse ownership, horticulture, pesticide application safety, natural resources conservation, water quality management, and soil health. This instruction helps residents (including farmers, beginner farmers, and agricultural workers) implement best management practices to increase farm sustainability, protect the environment, and assist Loudoun County Government in complying with federal and state Total Maximum Daily Load (TMDL) mandates.

Activities

- Animal and Crop Science Education
- Commercial Horticulture Education
- Community Horticulture Education

4-H Youth Development

Provides hands-on, experiential learning in the areas of science, healthy living, and citizenship to help Loudoun youth between the ages of 5 and 18 develop vital life skills and reduce the prevalence of youth depression.

- 4-H Youth Development



Extension Services

Family and Consumer Sciences

Provides education and technical information to increase residents' understanding of where their food originates; how it is grown, purchased, and safely prepared; and its environmental, social, and economic impact. Family and consumer sciences programming also provides education to residents on nutrition and physical activity best practices to reduce the rate of chronic disease and obesity.

- Food Safety Education
- Community Nutrition Education

Financial Information

FY 2024 Adopted Information¹

	Expenditures	Revenue	LTF	FTE
Agriculture and Natural Resources	\$400,112	\$0	\$400,112	4.00
4-H Youth Development	217,011	0	217,011	1.00
Family and Consumer Sciences	124,711	0	124,711	0.00
Total²	\$741,834	\$0	\$741,834	5.00

¹ Sums may not equal due to rounding.

² 3.00 FTE are primarily state-funded positions.



Extension Services: Agriculture and Natural Resources

Animal and Crop Science Education

What We Do: This activity's focus areas include, but are not limited to, agricultural economics; aquaculture, aquaponics, and hydroponics; beginning farmer education; conventional and organic farm production methods and practices; equestrian husbandry; farm and farm equipment safety; hay, grain, and other crop production; livestock production; marketing for retail and wholesale agricultural products; pesticide application certification and safety; plant disease and pest insect identification; pond maintenance; and worker protection. The Virginia Cooperative Extension (VCE) Agriculture and Natural Resources (ANR) extension agent tailors programs to these focus areas and provides in-person, classroom, telephonic, and online consultations with residents regarding their production and recreational agricultural information needs.

This activity serves internal customers, such as other County departments, and external customers, including County residents and businesses. The largest customer group consists of the County's residents. This activity involves developing and presenting educational programs in coordination with stakeholder organizations, including:

- Agribusiness organizations; for example, Evergro and Farm Credit.
- Agricultural organizations; for example, the Blue Ridge Cattlemen's Association.
- Commercial food, fiber, fleece producers, and commodity groups such as the Virginia Sheep Producers Association.
- Federal, state, and local agencies; for example, the United States Department of Agriculture (USDA), the Virginia Department of Agriculture and Consumer Services, and the Loudoun Soil and Water Conservation District.
- Commonwealth of Virginia land-grant universities: Virginia Tech and Virginia State University (VSU).
- Loudoun County Government departments and Loudoun County Public Schools (LCPS), particularly the Academies of Loudoun and educational institutions such as the Northern Virginia Community College.

Instruction presentation types can include individual and group meetings, workshops, field days, tours, and demonstrations. Information is disseminated in-person, via remote video, telephonically, electronically (email), and using mass media.

Mandate Information: This activity is mandated by the Code of Virginia § 23.1-2610. The VCE and Agricultural Experiment Station Division authorizes the establishment of the VCE and identifies its program areas. Specific mandated activities for the Loudoun agent are as follows:

- Providing the people of the Commonwealth with useful and practical information and knowledge on agriculture, including horticulture and silviculture, agribusiness, home economics, community resource development, 4-H Clubs, and related subjects through instruction and the dissemination of useful and practical information through demonstrations, conferences, courses, workshops, publications, meetings, mass media, and other educational programs. The necessary printing and distribution of information in connection with work of the Service shall be performed in such manner as may be mutually agreed upon by the University, Virginia State University, the Governor or his designee, the U.S. Secretary of Agriculture, the U.S. Secretary of Commerce, and other participating bodies.
- Conducting educational programs and disseminating useful and practical information to the people of the Commonwealth.
- Informing local governing bodies of the Commonwealth whenever agricultural conditions are present in such localities that would warrant the declaration of a disaster pursuant to Section 301 of P.L. 93-288, 42 U.S.C. § 5141.
- Providing farmers and local governing bodies with such assistance and information as is available concerning federal and state disaster relief programs.
- Conducting research and investigations and establishing, publishing, and distributing results in such forms as will tend to increase the economy, efficiency, and safety of the various enterprises and activities of interest to the



Extension Services: Agriculture and Natural Resources

Commonwealth and the nation and promote the conservation and economic utilization of its natural and human resources.

Who Does It: The VCE ANR extension agent also serves as a Virginia Tech faculty member supporting Loudoun County. The agent's salary is cooperatively funded by the County and the VCE. Professional training is provided by the VCE, Virginia Tech, VSU, and Loudoun County Government. Administrative support is provided by the County's administration manager and marketing assistant. Additional funding is provided through grants, sponsors, and learner fees collected on a not-for-profit basis to minimize the cost of supplies, food, and guest speaker honoraria. Program instruction is primarily provided by staff, with assistance from university faculty, external professionals, and approximately 10 percent assistance from volunteers.

Why We Do It: This activity helps sustain the profitability of agricultural production in the County and enhances the quality of Loudoun's natural resources. Staff interprets and communicates the Commonwealth's land-grant university research relating to livestock and row-crop production. The resulting benefits from this translation of academic information into practical application are improved social, economic, and agricultural conditions.

The ANR agent collaborates with other extension agents and land-grant university faculty to develop and deliver agricultural education programs to improve local producer sustainability, raise resident awareness of food and food sources, promote farm safety, and assist beginning farmers getting started in agriculture. These initiatives also help foster understanding between rural and suburban residents. Although several nonprofit organizations exist to promote agriculture in Loudoun, none of those organizations have dedicated access to the scientists and research capacity of the state's land-grant universities. Moreover, none are mandated by federal and state laws. Specific topics addressed by the ANR programming include:

- Agricultural Technology
- Aquaponics
- Beef Cattle Production
- Beginning Farmer Education
- Crop Damage and Livestock Losses to Storms
- Dairy Operations (Micro)
- Equine Husbandry and Care
- Equine Nutrition
- Farm Safety
- Farm Succession and Transition
- Fencing for Livestock and Horses
- Forage Analysis
- Goat Production
- Livestock Budgets and Record Keeping
- Livestock Food and Nutrition
- Livestock Genetics
- Livestock Reproduction
- Marketing
- Natural Resources Conservation
- Parasite Management (Internal and External Parasites)
- Pasture Management
- Pesticide Application
- Poultry (Small Scale)
- Sheep Production
- Small Engine Troubleshooting/Repair
- Soil Analysis
- Soil Erosion Control
- Swine Production
- Tax Record Keeping
- Trees and Plants Toxic to Livestock and Horses

How We Do It Now – Current Service Level: In FY 2020, approximately 730 people participated in an agricultural program/consultation to increase awareness of best management and safety practices. In subsequent years, this service was degraded due to the COVID-19 pandemic. In FY 2024, with current resources, this activity will have approximately 1,000 participants in ANR programs or consultation, with more than 90 percent of participants indicating they will adopt a best management and/or safety practice following their participation. The FY 2023 number reflects the multi-month, fifteen-



Extension Services: Agriculture and Natural Resources

session Afghan Shepherd Program (ASP) that the ANR agent developed and coordinated for a small number of Afghan refugees relocated to Loudoun County as part of OPERATION ALLIES WELCOME. ASP was a closed-audience program, not promoted or advertised to the general public. The FY 2023 number also reflects the ANR agent's Future Farmers of America programming for youth enrolled at Academies of Loudoun or other high schools; like ASP, these are closed-audience classes and are not promoted or advertised to the general public.

How We Plan to Do It in the Future – Recommended Service Level: In the future, the Department anticipates that there will be 900 to 1,000 participants annually in an agriculture program/consultation, with the goal of getting 85 percent of participants to adopt best management and/or safety practices.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Increase awareness of best management and safety practices associated with agriculture and horticulture.					
Percentage of participants who indicated they will adopt a best management and/or safety practice following their participation in an ANR program/consultation	97%	96%	94%	93%	93%
Number of participants in an ANR program/consultation	447	911	960	1,000	1,000



Extension Services: Agriculture and Natural Resources

Commercial Horticulture Education

What We Do: The Commercial Horticulture Education activity's programs are developed in coordination with the VCE, but County staff adapts these programs in a sustainable way to Loudoun's varied soil, vegetation, microclimate, and commercial horticulture-production communities. The County's horticulture industry is composed mostly of winegrapes, vegetables, Christmas trees, fruits (trees and berries), ethnic crops, greenhouse, and nursery products. This activity and its programs provide consultations, technical advice, education, and recertifications – bilingual (English and Spanish), in-person, telephonic, online, and hybrid – to farmers, beginner farmers, residents interested in farming, agricultural workers, and, in small capacity, to the green industry regarding their commercial horticulture information needs related to the following:

- Beginning Farmer Education
- Berries, Cane Fruit, and Tree Fruit Production
- Bilingual Worker Protection Standards
- Christmas Trees
- Crop Damage Reports
- Cut Flowers
- Ethnic, Specialty, and Niche Crops (e.g., Green Tea, Mushrooms)
- Farm Safety
- FSMA-PSA (Food Safety Modernization Act-Produce Safety Alliance) Training and Preparation
- Good Agricultural Practice Certification Training and Preparation
- Green House/High Tunnel Production
- Harvest and Post-Harvest Methods
- Hops and Hemp
- Horticultural Economics
- Hydroponics
- Marketing: Retail and Wholesale
- Naturally Grown Guidance for Certification
- Organic Farm and Traditional Production Methods and Practices
- Pesticides: Bilingual Applicator Certification Training, Recertification, and Safety
- Pest (insects, diseases, and weeds) Identification and Integrated Pest Management (IPM)
- Post-Harvest Best Agricultural Practices
- Soil Health
- Vegetable Production
- Water Quality: Irrigation

Loudoun's Commercial Horticulture Education programs serve multiple customers internal and external to Loudoun County Government. The largest customer group consists of the County's residents. This activity involves developing and presenting programs in coordination with stakeholder organizations, many of which are identified in the list below:

- Commercial producers.
- Agribusiness organizations; for example, Southern States and Farm Credit.
- Agricultural for-profit and nonprofit organizations; for example, the Loudoun County Farm Bureau, the Loudoun Wineries and Winegrowers Association, and the Virginia Vineyards Association (VVA).
- Federal, state, and local agencies; for example, USDA, the Virginia Department of Agriculture and Consumer Services, the National Institute of Food and Agriculture, Natural Resources Conservation Service, the Loudoun Soil and Water Conservation District, and Councils of Governments.
- Commonwealth of Virginia land-grant universities: Virginia Tech and VSU.
- Environmental groups; for example, Loudoun Environmental Stewardship Alliance and NOVA Native Plants.
- Loudoun County Government departments; for example, Loudoun County Public Library (LCPL); Department of Economic Development (DED); Office of Mapping and Geographic Information (OMAGI); Public Affairs and Communications (PAC); Parks, Recreation, and Community Services (PRCS); Department of General Services



Extension Services: Agriculture and Natural Resources

(DGS); and LCPS, particularly the Academies of Loudoun and educational institutions such as the Northern Virginia Community College.

Instruction presentation types include individual and group meetings, workshops, field days, tours, and demonstrations. Information is disseminated in-person, telephonically, electronically (email and WhatsApp), and using mass media.

Mandate Information: This activity is mandated by the Code of Virginia § 23.1-2610. The VCE and Agricultural Experiment Station Division authorizes the establishment of the VCE and identifies its program areas. Mandated activities relating to commercial horticulture in support of the VCE include:

- Providing the people of the Commonwealth with useful and practical information and knowledge on agriculture, including horticulture and silviculture, agribusiness, home economics, community resource development, 4-H Clubs, and related subjects through instruction and the dissemination of useful and practical information through demonstrations, conferences, courses, workshops, publications, meetings, mass media, and other educational programs. The necessary printing and distribution of information in connection with work of the Service shall be performed in such manner as may be mutually agreed upon by the University, Virginia State University, the Governor or his designee, the U.S. Secretary of Agriculture, the U.S. Secretary of Commerce, and other participating bodies.
- Conducting educational programs and disseminating useful and practical information to the people of the Commonwealth.
- Informing local governing bodies of the Commonwealth whenever agricultural conditions are present in such localities that would warrant the declaration of a disaster pursuant to Section 301 of P.L. 93-288, 42 U.S.C. § 5141.
- Providing farmers and local governing bodies with such assistance and information as is available concerning federal and state disaster relief programs.
- Conducting research and investigations and establishing, publishing, and distributing results in such forms as will tend to increase the economy, efficiency, and safety of the various enterprises and activities of interest to the Commonwealth and the nation and promote the conservation and economic utilization of its natural and human resources.

Who Does It: This activity is primarily provided by the County horticulture specialist. Outside professionals and volunteers provide minimal assistance with programs. Administrative support is provided by the County's information services technician and the administrative manager. Additional funding is provided through learner fees collected on a not-for-profit basis to offset the cost of supplies, food, and guest speaker honoraria. Funding from federal or state grants may be available but is not guaranteed. The commercial horticulturist's training is provided through Loudoun County Government, the VCE, Virginia Tech, and VSU.

Why We Do It: Commercial Horticulture Education programs help sustain the profitability of commercial horticulture production in the County and enhance the quality of Loudoun's natural resources. Commercial horticulture production, like livestock and row-crop production, is vibrant in Loudoun. Working in direct support of the VCE, the County's horticulture specialist is the only County employee authorized to interpret and communicate the Commonwealth's land-grant university research relating to commercial horticulture production. The resulting benefits from this translation of academic information into practical application are improved social and economic conditions associated with horticulture.

Opportunities to expand the production of horticulture items abound, particularly in the local food industry serving Loudoun's growing suburban population and agritourism visitors. Extension Services facilitates this expansion through non-formal education programs and partnership grants with other government agencies. Although several nonprofit organizations exist to promote horticulture in Loudoun, none of those organizations have ready access to the scientists and infrastructure existing in the state's land-grant universities. Moreover, none are mandated by federal and state laws.



Extension Services: Agriculture and Natural Resources

How We Do It Now – Current Service Level: Currently, this program serves close to 1,500 Loudoun residents, which represents approximately 80 percent of the horticultural farm business in Loudoun County. 95 percent of participants indicate that they will adopt or modify a farm business management practice as a result of attending a program or receiving consultation. In recent years, there has been an increasing demand for programs related to pesticide and worker protection safety, tree fruit production for cider, ethnic crops, cut flower production, hemp, soil health, and beginner horticulture farmer basic education.

How We Plan to Do It in the Future – Recommended Service Level: With the support of the Department’s robust marketing system, more farmers and people interested in farming will be aware of this programming throughout the year. In the future, the Department anticipates that there will be more than 1,500 participants in the program, with at least 95 percent of participants reporting they will adopt best management practices.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Increase awareness of the resources required to start or sustain a farm operation.					
Percentage of participants who indicated they will adopt or modify a farm business management practice as a result of attending a program/consultation	75%	96%	99%	95%	95%
Number of participants in a farm business management program/consultation	1,204	1,424	1,389	1,500	1,600



Extension Services: Agriculture and Natural Resources

Community Horticulture Education

What We Do: This activity is a VCE initiative implemented through the support of volunteers. These volunteers receive extensive training and provide vital education to Loudoun County residents, homeowners' associations, and other communities about safe, effective, and sustainable landscape management practices, community gardens, and residential vegetable gardens. Services include help-desk support, school and community garden support, pond and lawn assessments through site visits, a demonstration garden where produce is donated to the local food pantry, speaking engagements, community events, and participation in County-led focus groups. In addition, this activity supports Loudoun County Government's efforts to address stormwater runoff, Virginia's Phase III Watershed Implementation Plan, and attainment of Chesapeake Bay TMDL mandates. The stormwater management initiatives were awarded a NACo, a VACo, and a House Resolution in FY 2022.

Mandate Information: This activity is not mandated; however, volunteers support Loudoun County Government's activities to comply with all federal or state laws and regulations governing water quality.

Who Does It: A County community engagement coordinator initiates, recruits, trains, and participates in this activity that is implemented through more than 100 volunteers. Additional funding for some program supplies comes from local nonprofit associations. Funding for projects from state grants may or may not be available.

Why We Do It: This program allows VCE Loudoun to extend the expert knowledge to the community through volunteer efforts and provide up-to-date, reliable knowledge of landscape management, so consumers may enjoy and protect the value of the natural environment around their homes and community. In addition, providing education and resources for fruit and vegetable gardening enables consumers' healthy choices and food security. Loudoun County Government enjoys the expertise and knowledge gained from the Commonwealth's land-grant universities in supporting County-led initiatives. Volunteers, who are residents, benefit from participating in training classes that provide personal knowledge relating to plants and horticulture through hands-on activities and excellent quality training materials. This knowledge is passed on to neighbors and family, cultivating a knowledgeable community.

How We Do It Now – Current Service Level: In FY 2020, the Board of Supervisors added a community engagement coordinator to enhance and further facilitate community horticulture education. In FY 2020, 15,000 Loudoun residents participated in the programs. In subsequent years, this program has directly educated approximately 42,000 Loudoun residents in environmental stewardship best management practices. In FY 2024, with current resources, the Community Horticulture Education program will remain on track to meet the FY 2020 pre-pandemic levels, educating 16,000 residents in environmental stewardship best management practices.

How We Plan to Do It in the Future – Recommended Service Level: The current service level is the recommended service level to provide responsible and sustainable community horticulture programming. In the future, this service will continue to provide environmental stewardship best management practice education to approximately 16,000 residents each fiscal year. Over time, the Department expects the demand for these services to increase and shift in terms of topic. This is attributed to the climate changing and more residents interested in healthy soil, the watershed, native plants, and food security. The volunteers are key to VCE Loudoun reaching hundreds more than the Department would otherwise.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maximize programming impact using grants, organization, partnerships, volunteers, and interdepartmental collaborations.					
Value of grants or cost share contributions received from other departments or organizations	\$530	\$13,510	\$12,500	\$13,500	\$13,500
Value of volunteer community outreach initiatives	\$242,966	\$346,254	\$360,000	\$384,000	\$396,000



Extension Services: 4-H Youth Development

4-H Youth Development

What We Do: The mission of 4-H is to provide meaningful opportunities for youth and adults to work together to create sustainable community change. The 4-H Youth Development program provides hands-on, experiential learning opportunities for County youth between the ages of 5 and 18. Activities focus on helping youth develop valuable life skills such as teamwork, decision-making, responsibility, communication and public speaking, and problem solving. The USDA issued the following three specific mission mandates for 4-H programming: citizenship; healthy living; and science, technology, engineering, and mathematics (STEM). Each 4-H program also focuses on one of the following research-based curriculum areas: animal science; natural resources; careers and economic education; communications and expressive arts; family sciences; or plants, soils, and entomology. Programs are achieved by developing youth-adult partnerships through project-based and community clubs, in-school and after-school programs, educational workshops, and camps.

Mandate Information: The 4-H program falls under the VCE, mandated by § 23.1-2610 of the Code of Virginia.

Who Does It: The state's VCE 4-H extension agent, the County's 4-H program technician and administrative manager, and trained, adult volunteers provide this activity. In addition, grant funds, in-kind donations, and public-private partnerships support this activity.

Why We Do It: The 4-H program provides hands-on learning experiences at little to no cost for the youth of Loudoun County. Not only do these programs serve as an educational vehicle for youth, but they also help develop them into contributing citizens of their community. According to the Tufts University study of Positive Youth Development, 4-H members are two times more likely than other youth to make contributions to their communities and are more likely to score highly on measures of active and engaged citizenship.

How We Do It Now – Current Service Level: In FY 2022, there was an increase in the level of participation in 4-H Youth Development programs, workshops, and activities due to fewer pandemic restrictions than the few years prior. Current service level reflects 4-H programming in approximately 60 schools with approximately 17,000 4-H in-school participants. Current service level indicates approximately 200 4-H educational events and approximately 2,400 youth participants in a Loudoun 4-H educational event.

How We Plan to Do It in the Future – Recommended Service Level: Over time, as the County's youth population continues to increase, the 4-H program anticipates the need for additional STEM-related opportunities. Between now and then, the 4-H program will continue to explore the needs of the youth of Loudoun County in order to better provide a well-rounded program for youth with varying interests and backgrounds.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Develop and present 4-H Youth Development programs, activities, and workshops that promote life skill development.					
Number of 4-H in-school participants	91	17,074	27,051	17,200	17,300
Number of schools provided with 4-H programming	2	60	66	61	62
Number of 4-H camping programs	2	4	4	4	4
Number of youth participants in a 4-H camping program	81	264	363	270	275
Number of 4-H Clubs in Loudoun County	16	16	15	16	16
Number of youth enrolled in a Loudoun 4-H Club	325	316	366	320	325
Number of 4-H educational events	194	207	197	209	211
Number of youth participants in a Loudoun 4-H educational event	2,510	2,388	2,288	2,400	2,500



Extension Services: Family and Consumer Sciences

Food Safety Education

What We Do: This activity provides food safety programs for residential and commercial audiences in Loudoun County. Target audiences include residents, produce farmers, food entrepreneurs, farmer's markets, and other direct market venues, as well as wholesaler and retailer producers, retail food establishments, consumers, and home food preservers. Opportunities for collaborative, multi-dimensional programming are emphasized. Examples of collaborative educational programming include water quality programming in partnership with DGS and nutrition education programming in partnership with nonprofit organizations. This activity provides information, programming, training, and assistance relating to the following:

- FSMA Produce Safety Rule Training
- Farmworker Health and Hygiene Training
- Farmers market best practices
- Food preservation
- Food safety certifications (e.g., ServSafe, Good Agricultural Practices (GAP), Cooking for Crowds, etc.)
- Food science consultations (e.g., pH testing, product testing)
- Water quality testing (household and irrigation)

Loudoun's Food Safety Education activity serves multiple internal and external communities. The largest customer group consists of the County's residents. Other customers include:

- Commercial food producers
- Agribusiness organizations
- Commonwealth of Virginia agencies; for example, the Virginia Department of Agriculture and Consumer Services Food Safety Program
- Commonwealth of Virginia land-grant universities: Virginia Tech and VSU
- Federal government agencies; for example, the USDA, the National Institute of Food and Agriculture, and the United States Food and Drug Administration (FDA)
- Loudoun County Government departments; for example, providing training for County staff

This activity involves the development and presentation of programs in coordination with stakeholder organizations. Instruction presentation types can include individual and group meetings, workshops, tours, and demonstrations. Information is disseminated in-person, telephonically, electronically, and using mass media.

Mandate Information: This activity is mandated by the Code of Virginia § 23.1-2610. The VCE and Agricultural Experiment Station Division authorizes the establishment of the VCE and identifies program areas.

Who Does It: A state Food Safety Agent (FSA) assigned to Loudoun County provides this activity. The FSA's salary is cooperatively funded. Professional training is provided by the VCE, Virginia Tech, VSU, and Loudoun County Government. Federal and state grant funding may cover program costs whenever possible. Additional funding is provided through learner fees collected on a not-for-profit basis to offset the cost of supplies, food, and guest speaker honoraria.

Why We Do It: In addition to human costs, foodborne illness can result in the loss of customers and sales, loss of reputation, negative media exposure, lawsuits and legal fees, increased insurance premiums, and staff retraining. In Loudoun County, reported foodborne outbreaks occurred in restaurants, private homes, assisted living facilities, convenience stores, a college, a school (K-12), and a group residential setting, indicating the need for training catered to a variety of audiences and situations.

The FDA's 2011 FSMA emphasizes proactive food safety efforts that prevent illness rather than respond to it. The FSA has access to the scientists and infrastructure existing in the state's land-grant universities. The educational programming and technical information provided by the FSA for a variety of commercial and residence audiences in Loudoun County can



Extension Services: Family and Consumer Sciences

mitigate the common factors of foodborne illness, such as purchasing food from unsafe sources, failing to adequately cook and store food, using contaminated equipment and supplies, and poor personal hygiene, which, in turn, reduces the incidence of illness. In addition, the FSA supports County and state food regulatory agencies by aiding with technical applications to clients. This activity complements the Health Department's Food Safety activities.

How We Do It Now – Current Service Level: In FY 2020, Food Safety Education educated 260 participants in food safety requirements and best management practices. In subsequent years, this service was enhanced so that an average of approximately 600 participants were educated in food safety requirements/best management practices. In FY 2024, with current resources, the program will continue to educate approximately 600 participants in food safety requirements and best management practices, with the goal of having 90 percent of participants adopt requirements/best management practices.

How We Plan to Do It in the Future – Recommended Service Level: The current service level is the recommended service level to provide responsible and sustainable food safety requirements and best management practice education. In the future, the Department recommends that this program continues to provide food safety requirements and best management practice education to approximately 600 residents each fiscal year.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Increase knowledge of safe food handling practices and methods for preventing foodborne illnesses.					
Percentage of participants who indicated they will adopt or modify a commercial food production best management or safety practice as a result of attending a program/consultation	84%	89%	92%	90%	90%
Number of participants in the Food Safety Education program	459	500	626	600	600



Extension Services: Family and Consumer Sciences

Community Nutrition Education

What We Do: This activity is a VCE initiative currently implemented through trained volunteers. These volunteers educate Loudoun County residents about nutrition, meal planning, cooking skills, food budgeting, and food safety. Services include hands-on training classes and informational presentations.

Mandate Information: This activity is not mandated.

Who Does It: A County community engagement coordinator supports this activity that is implemented through trained volunteers.

Why We Do It: There are three primary beneficiaries of the Department's volunteer efforts. First, residents and businesses benefit from receiving research-based information in response to their questions regarding nutrition. Second, Loudoun County Government and the nonprofit community benefit from the expertise and knowledge gained from the Commonwealth's land-grant universities in supporting County-led initiatives. Third, volunteers, who are residents, benefit from participating in training classes that provide knowledge relating to nutrition and cooking skills through hands-on activities and excellent-quality training materials.

How We Do It Now – Current Service Level: When this activity was created in FY 2022, the service level provided with current resources was offering five nutrition and physical programs, with 78 percent of participants indicating they will change their nutrition and/or physical activity habits following the program. In FY 2024, with current resources, approximately 20 nutrition and physical activity programs will be offered.

How We Plan to Do It in the Future – Recommended Service Level: With the addition of a dedicated nutrition education FTE, this program would be significantly enhanced. This would result in a projected increase of programming by approximately 200 percent (45 total programs annually), reaching over 100 percent more Loudoun residents (850 total residents) compared to current service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Increase the number of families making healthy food and activity choices.¹					
Number of participants in nutrition and physical activity programming	n/a	186	500	200	200
Percentage of participants who indicated that they would change their nutrition and/or physical activity habits following programming	n/a	78%	59%	80%	80%
Number of nutrition and physical programs offered	n/a	5	28	20	20

¹ Data shown as n/a indicates a measure that does not have historical data.





Family Services

The Department of Family Services (DFS) protects and advocates for those most vulnerable in the community and administers programs and services that support all individuals and families to live their best lives. DFS partners with community groups, businesses, nonprofits, the faith community, and other County entities to develop an array of high-quality human services and employment resources. The Department's vision is to better the health, safety, and wellbeing of all Loudoun County residents.

Department Programs

Prevention and Protective Services

Provides prevention and protective services for vulnerable children and adults, foster care and adoption services, and community-based services to improve and support the safety and wellbeing of youth at risk and their families.

Activities

- Adult and Aging Services
- Children's Services Act (CSA)
- Child Protective Services (CPS)
- Foster Care and Adoptions
- Family Engagement and Preservation Services (FEPS)
- Emergency Youth Shelter

Public Assistance and Supports

Connects Loudoun residents to County and community housing and health- and human-service-related programs, services, and resources. Provides referral, financial assistance, and supportive services to eligible individuals and families for basic human needs such as food, shelter, medical care, and employment. Provides no-cost resources and equipment to both job seekers and businesses through the Workforce Resource Center (WRC).

- Public Assistance and Benefits
- Child Care Subsidy Program
- Homeless Services
- Homeless Assistance Team (HAT)
- Information, Referral, and Coordinated Entry
- Workforce Resource Center (WRC)

Internal Operations

Manages the efficiency and effectiveness of DFS and its operations by maintaining a high-performing organization, maximizing available resources, and meeting or exceeding federal, state, and local compliance requirements while being fiscally sound.

- Customer Services
- Internal Operations

**Family Services****Financial Information****FY 2024 Adopted Information¹**

	Expenditures	Revenue	LTF	FTE
Prevention and Protective Services	\$13,043,279	\$4,702,241	\$8,341,038	96.00
Public Assistance and Supports	16,653,321	5,745,784	10,907,537	104.53
Internal Operations	10,972,543	2,388,309	8,584,234	46.00
Total	\$40,669,143	\$12,836,334	\$27,832,809	246.53

FY 2024 Adopted Information – Children's Services Act Fund¹

	Expenditures	Revenue	LTF	FTE
Prevention and Protective Services	\$10,331,436	\$9,417,008	\$914,428	0.00
Total	\$10,331,436	\$9,417,008	\$914,428	0.00

¹ Sums may not equal due to rounding.



Family Services: Prevention and Protective Services

Adult and Aging Services

What We Do: The Adult and Aging program, comprised of Adult Protective Services (APS) and Adult Services (AS), investigates allegations of abuse, neglect, and exploitation, and assists older adults and adults with disabilities to remain safely in their homes and communities with appropriate supports and services as they age.

APS includes services on-call 24 hours per day, seven days per week to receive, initiate, and investigate reports of abuse, neglect, and exploitation of adults aged 60 years and older and adults between the ages of 18 and 59 with a disability. Staff reviews and monitors annual guardianship reports, assuring the safety and wellbeing of older adults and aging adults with impairments. APS serves as the intermediary, filing guardianship reports to the Circuit Court pursuant to state requirements.

AS encompasses Companion Services, Long-Term Supports and Services (LTSS) screenings, Assisted Living Facility (ALF) placement screenings, and Intensive Case Management (ICM) Services. The mission of each program is to help older adults and adults with disabilities to age safely at home or in their community (“age in place”) while remaining in the least restrictive environment and preventing premature institutionalization.

Companion Services provide in-home assistance to vulnerable, income-eligible adults aged 60 years and older and adults between the ages of 18 and 59 with an impairment. This program helps support aging in place through task-based services such as bathing, light housekeeping, meal preparation, and shopping. This program is instrumental in preventing premature institutionalization and out-of-home facility placements.

LTSS and ALF screenings are conducted to assess if an adult meets the functional criteria for nursing home placement, home-based care, or an ALF placement. These services are often requested by family members or deemed as a last resort by APS specialists. These screenings must be completed for an individual to receive reimbursable services in a nursing facility or at home through the Elderly and Disabled Consumer Directed (EDCD) waiver.

ICM provides preventative support services to older adults and adults with significant impairments. These services promote aging safely at home by expanding community-based and multi-service intervention supports while reducing the risk of APS intervention.

Mandate Information: The Code of Virginia § 63.2-1605 mandates APS investigations for any complaints of abuse, neglect, or exploitation of an adult aged 60 years or older, or an adult aged 18 years or older if the individual is incapacitated when such complaint meets the state criteria for validation. Mandates require that investigations be initiated within 24 hours of the time the report is received, or seven days depending on the priority level. While mandates do not indicate a timeline for completion of the investigation, state guidelines are that every investigation should be completed within 45 days from receipt of complaint to assure safety of individuals.

The Code of Virginia § 64.2-2020 outlines the mandates for guardianship reports. Guardians are required to submit annual reports. Staff must then file the report in accordance with state code within 60 days with the Circuit Court that appointed the guardian. Additionally, state code requires that twice each year, local departments file a list of all guardians who are more than 90 days delinquent in filing their annual report. Reports are reviewed within ten days of receipt and assessed for APS concerns. If there are APS concerns, an APS report is initiated immediately.

The Code of Virginia § 63.2-1600 mandates the delivery of home-based services such as the Companion Care Program to the extent that federal or state matching funds are made available to the locality.

The Code of Virginia § 63.2-1602 identifies mandates for other adult services including LTSS screenings and ALF screenings. While state code does not identify the timeline in which screenings must be completed, state guidelines indicate that 90 percent of screenings should be completed within 30 days.

Who Does It: DFS staff provides services for all APS and AS programs including case management and oversight of contracted task-based services to all individuals receiving companion services.

Why We Do It: The provision of these services is required to reduce the risk of abuse, neglect, and exploitation of older adults and adults with impairments, while allowing them to age safely in their homes and communities. These services yield more



Family Services: Prevention and Protective Services

positive behavioral health, physical health, and social wellbeing, affording older adults and adults with impairments the critical connections to family and friends in their community, which may also lessen costs to government and health systems.

How We Do It Now – Current Service Level: At current service levels, APS receives over 600 complaints of adult abuse, neglect, or exploitation. With current resources, the program will likely experience:

- A slight reduction in the 100 percent timely response rate to address safety issues.
- Completing investigations at a rate of 96 percent rather than 100 percent within the 45-day timeframe.
- Provide less timely intervention.

At current service levels, AS provides intensive case management to approximately 95 older adults to support aging safely.

How We Plan to Do It in the Future – Recommended Service Level: Over time and as the County's older population continues to grow, staff anticipates the demand and need for APS and AS services to increase and expects the services or service levels associated with asterisks (*) below to be adjusted.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Respond to 100 percent of complaints of abuse and/or neglect within five days.					
Percentage of complaints responded to within mandated timeframes*	100%	100%	100%	100%	100%
Average response time (in days)	2	3	3	4	4
*Complete 100 percent of investigations for valid¹ APS complaints/reports within 45 days.²					
Number of complaints/reports deemed valid (investigation opened)	464	583	660	675	700
Percentage of investigations completed within 45 days	98%	97%	100%	96%	94%
Average APS specialist caseload	18	23	23	33	38
*Review 90 percent of guardianship reports within ten days; file 90 percent of guardianship reports with the Circuit Court within 60 days of receipt.³					
Number of guardianship cases	464	506	559	601	648
Percentage of reports reviewed within ten days	100%	100%	100%	100%	100%
Percentage of reports filed within 60 days	100%	100%	100%	100%	100%
*Provide companion services to eligible older and/or disabled adults so that 80 percent of adults receiving services maintain or regain independence.⁴					
Number of clients receiving companion services	125	137	101	135	137

¹ A valid complaint, as defined by criteria outlined in the Code of Virginia, is a complaint that requires further investigation.

² The FY 2023 Adopted Budget added 1.00 FTE family services specialist to support APS. FY 2023 actual and projected fiscal years reflect the additional position.

³ The FY 2023 Adopted Budget added 1.00 FTE family services specialist to guardianship cases. FY 2023 actual and projected fiscal years reflect the additional position.

⁴ The FY 2023 Adopted Budget added 1.00 FTE family services specialist to support companion services. FY 2023 actual and projected fiscal years reflect the additional position.



Family Services: Prevention and Protective Services

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Number of companion service hours delivered ¹	51,318	52,009	59,326	48,611	47,205
Percentage of clients who maintained or regained independence	99%	95%	93%	91%	95%
Complete 95 percent of Medicaid nursing home personal care prescreenings and adult prescreenings within 30 days as required by the Virginia Department of Medical Assistance Services.					
Number of prescreening requests	455	512	532	658	744
Percentage of prescreenings completed within 30 days	100%	100%	100%	100%	100%
*Provide intensive case management and services to support a minimum of 80 percent of older adults to age safely at home/in the community.					
Number of intensive case management cases	88	84	93	95	95
Average intensive case management caseload	60	22	29	30	30

¹ The number of service hours is anticipated to decrease due to increased rate of companion services.



Family Services: Prevention and Protective Services

Children's Services Act (CSA)

What We Do: The Children's Services Act (CSA) uses a state-local match formula to purchase services such as private educational services, foster care, services to prevent foster care placements, services for court-involved youth, and services to maintain students in the least restrictive educational setting. This program includes contract compliance, quality assurance, program effectiveness, utilization management, purchase of services, and parental co-pay assessment. For those who qualify, mandated funding is provided for the following: foster care prevention, foster care, less restrictive educational placements, and Special Education/Individualized Education Program (IEP) driven services. High-risk non-mandated youth are also served by the CSA.

Utilization review (UR) analysts monitor the quality of care through onsite review, review of clinical documentation, and standards compliance with contracted provider entities. Outcome data, face-to-face interviews, child and adolescent needs and strengths assessments, and chart reviews are used to assure contract compliance, quality of services, and treatment plan compliance.

The CSA is governed by a mandated local interagency body, the Community Policy and Management Team (CPMT), whose role is to manage cooperative efforts serving the needs of children, youth, and their families and to maximize the use of state and community resources. The CPMT is composed of the directors of the following County departments: Family Services; Mental Health, Substance Abuse, and Developmental Services (MHSADS); the Juvenile Court Services Unit (JCSU); and the Health Department; as well as County Administration representing the Board of Supervisors (Board); Loudoun County Public Schools (LCPS); and parent- and private-provider representatives.

Mandate Information: This activity is mandated by the CSA for At-Risk Youth and Families (1992), Virginia Code § 2.2-5200. Requirements in the Code of Virginia include creation of the CPMT, the process of referrals for CSA services, and the process for use of CSA funds as well as eligibility criteria.

Who Does It: County staff provides all administrative support for the CSA including accepting referrals, determining the mandate type of referral, coordinating multidisciplinary team meetings, completing individualized family service plans, and ensuring all invoices are paid timely and correctly. All direct services to children are provided by private providers under contract with the County. The CSA is funded, in part, by state funds and local matching funds. Local match rates vary depending on the type of service provided.

Why We Do It: The CSA was established to create a collaborative system of care that is child-centered, family-focused, and community-based when addressing the strengths and needs of troubled youth, and it requires agencies to work cooperatively to address the needs of the most at-risk youth in the community. CSA services target youth experiencing emotional and/or behavioral issues that place them at risk of requiring an out-of-home placement, with the goal of meeting their needs with services leveraged within the community. Staff coordinates and provides oversight of funds used to purchase services for at-risk children.

How We Do It Now – Current Service Level: Current service level reflects the ability to support approximately 180 CSA cases annually, representing an average monthly caseload of approximately 45 cases per UR analyst. Less than 20 percent of CSA cases are supported with congregate care services, including residential treatment centers (RTCs) and group homes, as the goal is to keep children and youth in their home and/or in family settings.

How We Plan to Do It in the Future – Recommended Service Level: Future service levels will need to be reviewed as the demand for CSA services is undetermined. The CSA program experienced a decrease in the total number of children served in FY 2021 and FY 2022; however, the cost of services has increased over the past fiscal year and is anticipated to continue into the next. The average FY 2023 contracted service rate increase was 7.57 percent. In FY 2024, the implementation of a private day school tiered rate model is expected to increase the cost of private day educational services by \$181,202 in Loudoun County alone.



Family Services: Prevention and Protective Services

While the full impact of the COVID-19 pandemic on youth and families has yet to be realized, research indicates that youth and families were greatly impacted. Nationally, it is estimated that one in five children between the ages of 3 and 17 have a behavioral health condition; and in the state of Virginia, 130,000 youth are believed to have a serious mental illness. Since the onset of the pandemic, there has been an increased demand for behavioral health services that has contributed to the preexisting service access barriers. Many services utilized by CSA youth and families have waitlists because of the high demand and insufficient supply of qualified providers, especially in evidence-based and specialty practice areas. Delays in accessing behavioral health services can result in worsening symptoms and the need for higher levels of care. The demand for CSA program services is also impacted by other DFS programs serving youth and families (i.e., foster care and child protective services); as these programs experience an increase in the demand for their services, so does the CSA. Due to these issues, the program expects that the metrics with asterisks (*) below will indicate that the County may need to adjust its services or service levels.

	FY 2021 Actual	FY 2022 Actual ¹	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
*Maintain a monthly caseload of no more than 45 cases per UR analyst.					
Average monthly caseload per UR analyst position	28	34	27	30	30
*Less than 20 percent of children will be supported by congregate care services (RTC and group home), and more than 80 percent of children will be supported by community-based services through the CSA.					
Number of new referrals	51	72	75	73	71
Number of children served	201	169	171	182	183
Percentage of cases receiving congregate care services	15%	10%	11%	10%	9%
Percentage of cases receiving community-based services	85%	90%	89%	90%	91%

¹ The FY 2023 Adopted Budget added 1.00 FTE CSA supervisor. FY 2022 and FY 2023 actuals and projected fiscal years reflect the additional position.



Family Services: Prevention and Protective Services

Child Protective Services (CPS)

What We Do: Child Protective Services (CPS) receives, screens, and validates reports of child abuse and neglect, investigates and assesses valid reports, and provides intensive case management services to mitigate high-risk family situations to prevent recurrence. CPS provides these services through one Intake Team (Hotline) that also receives, screens, and validates reports of adult abuse, neglect, and exploitation; three Investigation/Assessment (I/A) Teams including an evening shift; and two In-Home Services Teams.

Staff screens and validates reports of child abuse and neglect and adult abuse, neglect, and exploitation according to state code. Further, specialists determine timely responses to child abuse and neglect reports using an evidence-based decision-making tool and state guidance. Individual situations for adult abuse, neglect, and exploitation and family situations that do not meet the criteria for child abuse and neglect services are referred to prevention or other appropriate services. Respective child abuse and adult protective services programs assign specialists to either assess or investigate the individual or family situation relative to state code.

Specialists support families to enhance their capacities to provide appropriate care and nurturance for the child(ren) and youth within the home, preserve and reestablish safety with the family, and prevent separation of the child from the family when possible. If a child must be removed from the home, specialists work closely with family members and kin to find stable, permanent alternative placements and work to reunify children with their families as soon as possible.

Mandate Information: The Child Abuse Prevention and Treatment Act (CAPTA) is the key federal legislation that addresses child abuse and neglect for all state CPS programs. The Code of Virginia § 63.2-1503 requires local departments to receive reports or complaints of alleged child abuse or neglect and mandates that they provide child protective services by responding promptly 24 hours per day, seven days per week. This code section also mandates that local departments determine the validity of such reports for investigation or family assessment.

The Code of Virginia § 63.2-1505 mandates that departments determine if a complaint is founded or unfounded within 45 days of receipt of the complaint. Departments may submit written requests to extend this period to 60 days. If the investigation is being conducted in cooperation with a law enforcement agency and both parties agree, a written request can be submitted to extend the investigation period to 90 days.

Who Does It: DFS staff conducts the assessments and investigations and initiates purchased intensive home-based services, supervised visitation, parent education and mentoring, emergency child care, psychological evaluations, substance use assessment and evaluations, and counseling, among other services. These purchased services are funded through state grants and local funds, or can be requested through CSA services when criteria are met.

Why We Do It: Staff responds to secure child and youth safety and mitigate risks to reduce recurrence and prevent further harm from abuse or neglect.

How We Do It Now – Current Service Level: In FY 2020, there were 2,390 screened reports of child abuse and neglect, of which 1,104 (38 percent) were valid for either family assessments or investigations. In subsequent years (see chart below), additional resources were provided due to continuously increasing validated reports for family assessments or investigations where critical mandates were unmet due to very high caseloads. Loudoun County CPS had the highest caseload in the state and four times the professional practice standard of 1:10 per month. In FY 2023 with current resources, this activity will continue striving to meet mandates with high caseload ratios and meet practice standards addressing child abuse and neglect.

How We Plan to Do It in the Future – Recommended Service Level: According to the Annie E. Casey Foundation, eight in every 1,000 children under the age of 18 were confirmed victims of abuse and neglect in 2020, with children under the age of 10 the most at risk (72 percent).¹ Based on population growth, birth rates, risk factors, community needs, complexity of cases,

¹ Annie E. Casey Foundation, “Child Welfare and Foster Care Statistics” (Blog), 26 September 2022, <https://www.aecf.org/blog/child-welfare-and-foster-care-statistics>.



Family Services: Prevention and Protective Services

changes in policy, and number of validated referrals, among other factors, the program will continue to assess the service level and identify resources required to right-size the program to meet state and federal mandates and best practice standards.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Complete at least 95 percent of all CPS abuse and/or neglect complaint investigations within state-mandated timeframes.^{1,2}					
Number of investigations and family assessments opened (valid)	1,185	1,481	1,145	1,300	1,400
Total number of referrals received ³	2,666	3,578	3,505	3,700	3,800
Average CPS investigative/assessment monthly caseload per FSS ⁴	25	48	33	28	30
Percentage of cases completed within state-mandated timeframes	82%	40%	31%	40%	60%
At least 95 percent of first contacts with alleged victim child will be completed within mandated timeframes.⁵					
Percentage of first contacts completed within mandated timeframes	87%	78%	84%	80%	80%
At least 90 percent of families receiving in-home services will receive at least one face-to-face visit each month.					
Number of in-home cases	52	44	32	40	40
Percentage of cases receiving at least one face-to-face visit monthly	83%	44%	91%	85%	85%
Average in-home services worker caseload	6	5	3	4	4
Complete 90 percent of service plans for new families receiving in-home services within state-mandated timeframes of opening the case.^{6,7}					
Percentage of service plans completed within state-mandated timeframes	85%	38%	92%	85%	90%

¹ Mandates require that CPS investigations/family assessments be completed within 45 days of receiving the complaint. State guidelines provide that this is done 95 percent of the time. Extensions can be granted up to 90 days based on written requests.

² The Board approved an evening and overnight I/A Team including family service specialists (6.00 FTE) and a supervisor (1.00 FTE) as FY 2022 mid-year additions. FY 2023 actual and projected fiscal years reflect the additional positions.

³ Calls that do not meet state criteria for investigation are screened for the criteria of a Family in Need of Services.

⁴ The National Association of Social Workers-recommended standard ratio of family service specialists to new monthly CPS case assignments is 1:10.

⁵ State guidelines for first contact are: 24 hours, 48 hours, and five days, as dictated by the Structured Decision-Making to Risk Assessment. The first contact mandate is 95 percent.

⁶ Safety and risk assessments must be conducted with family members within the first 30 days and updated every 90 days until service completion.

⁷ The Board approved 2.00 FTE in-home family service specialists as FY 2022 mid-year additions. FY 2023 actual and projected fiscal years reflect the additional positions.



Family Services: Prevention and Protective Services

Foster Care and Adoptions

What We Do: The Foster Care and Adoptions program is mandated to serve children placed into the custody of DFS by the Juvenile and Domestic Relations Court. Staff are tasked with making temporary placements that assure the safety of each child or youth, meet their unique needs, and achieve safe and timely permanent custody or independent living arrangements. The program works with the birth family to achieve reunification, or another permanent plan should reunification not be achieved. Foster care staff is responsible for recruiting prospective foster parents, conducting required training to become a certified foster home, and completing assessments of the family. Each prospective foster parent must attend the Parent Resources for Information, Development, and Education (PRIDE) training. The PRIDE curriculum is an evidence-informed, competency-based model of practice that is state approved. Prospective foster families must also participate in a Mutual Family Assessment (MFA), which evaluates their ability to care for children in the Department's custody.

Foster care services are defined as the provision of a full range of casework, treatment, and community services to a child who has been abused or neglected, or whom by court order, needs services. The services should enhance the safety, permanency, and wellbeing of the child. In addition, services must be provided to assist older teens in acquiring skills to become self-sufficient and transition from foster care to independence. All youth aged 14 years or older, regardless of their permanency goal, must have an independent living plan which describes the services that will be provided to prepare them for independence. Foster care services can extend beyond the age of 18 through the Fostering Futures Program. If youth decide to participate in the program, and meet the requirements, they will receive supportive services as well as a monthly stipend until the age of 21.

Adoption is the method provided by law to establish the legal relationship of parent and child between persons who are not related by birth, with the same mutual rights and obligations that exist between children and their birth parents. The primary purpose of adoption is to help children whose parents are incapable of assuming or continuing parental responsibilities to legally become part of a permanent family. Permanency is both a value and a goal of best practice to ensure that no child grows to adulthood without a lifelong connection to a caring adult. If permanency cannot be achieved through reunification with biological parents or placement with relatives, the goal of adoption is considered, either with relatives or non-relatives, to provide children with permanent family connections.

Children who are adopted from foster care often have special needs that may challenge an adoptive family's skill set and require specialized services after the adoption has finalized. DFS maintains a commitment to these children and their adoptive families until the child reaches the age of 18 or 21, depending on circumstances, and assumes an obligation to maintain the adoptive placement by delivering post-adoption services to children and families that provide a wide range of supports.

Mandate Information: This program is mandated by PL-96-272, the Adoption Assistance and Child Welfare Act of 1980; the Adoption and Safe Families Act of 1997; the Indian Child Welfare Act of 1978 (ICWA); the Chafee Independence Act of 1999; the Child and Family Services Improvement Act of 2006; the Fostering Connection to Success and Increasing Adoption Act of 2008; the Child and Family Services Improvement and Innovation Act of 2011; the Preventing Sex Trafficking and Strengthening Families Act of 2014; and the Family First Prevention Services Act of 2018 (Family First).

At the state level, these services are governed by § 63.2-900.1 of the Code of Virginia, mandating local departments to first seek kinship care options to prevent foster care, and as a placement option for those children already in foster care, if it is in the child's best interest. Searches for kinship options are mandated at the time of first placement, at least annually thereafter, and prior to any subsequent changes to the child's placement setting. Virginia Code § 63.2-904 lays out the mandates for investigation, visitation, and supervision of foster homes or independent living arrangements as well as removal of a child. Specific mandates in this section include an MFA prior to placement of a child to ensure suitability of the placement for the child, visitations as often as necessary to protect the interests of a child in placement, and supervision over homes or independent living arrangements.



Family Services: Prevention and Protective Services

Who Does It: DFS staff performs all the duties in the Foster Care and Adoptions program. Supportive services are referred to community organizations.

Why We Do It: Staff secures the best alternative placements and supportive services for wellbeing in instances where children and youth can no longer safely remain in their homes. Kinship care options (placement with other family members or fictive kin) are the priority for placements, in accordance with state code. MFAs, regular visitation, and placement recertifications are vital to ensuring that a placement continues to be in the child's best interest.

How We Do It Now – Current Service Level: In FY 2020, the service level reflected 82 children and youth in care, with 80 percent living in a family home setting and approximately 13 percent living with their kin or relatives. In subsequent years, this service was enhanced to assure a 1:15 worker to caseload ratio as well as more permanent placements of children and youth in foster care with kin or relatives. The Foster Care and Adoptions program now meets the caseload standards and the kinship placement mandate of 25 percent. However, the state anticipates increasing the kinship placement requirement to 50 percent to achieve more effective permanent outcomes for children and youth. In this fiscal year with current resources, this Foster Care and Adoptions team will continue meeting mandates to assure permanency and wellbeing of children and youth.

How We Plan to Do It in the Future – Recommended Service Level: DFS pays attention to trends and projections as it evaluates how it will respond in the future. Although the population has increased over the past five years, the number of children entering foster care has remained relatively stable. Therefore, it is not anticipated that the number of children entering foster care will increase or decrease significantly with the projected stabilization of the population growth over the next 20 years.

As the County's population growth stabilizes over time, the program anticipates that the service level will not change dramatically, as CPS specialists now provide services to strengthen families, so that children and youth remain safe, or assist families in identifying other familial living arrangements to assure the safety of children. In the future, the Foster Care and Adoptions program expects the metrics with asterisks (*) below may need to be adjusted or service levels enhanced.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Support all children placed into the custody of DFS.					
Number of new placements	22	24	17	20	20
Total number of children in foster care	75	74	74	75	75
Number of children in foster care under the age of 12	13	13	14	12	10
Number of children in foster care between the ages of 12 and 18	19	13	16	13	12
Number of children in Fostering Futures between the ages of 18 and 21	20	21	16	25	25
*Place 85 percent of children in the foster care program who are under the age of 18 in an approved family home setting as opposed to congregate care.¹					
Number of children in foster care under the age of 18	31	26	29	25	18
Percentage placed in a family home setting	91%	91%	78%	85%	85%

***At least 50 percent of children discharged from foster care (aged 0 to 21 years) will achieve a permanent living situation.²**

¹ Congregate care is defined as placement in a group home, residential facility, juvenile detention center, hospital, or youth shelter.

² Permanent living situation is defined as returning home, placement with a relative, or adoption.



Family Services: Prevention and Protective Services

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Number of youth discharged ¹	23	34	19	21	20
Number of discharged youth achieving a permanent living situation	18	16	11	13	12
Percentage of discharged youth achieving a permanent living situation	78%	67%	67%	62%	60%
*Achieve or exceed the state standard that 86 percent of children between the ages of birth and 18 who are in foster care will experience two or fewer placements in the past 12 months.					
Percentage of children experiencing two or fewer placements in the past 12 months	93%	71%	86%	87%	86%
*At least 25 percent of children in foster care under the age of 18 will be placed in kinship care.²					
Number of children in kinship care	n/a	n/a	10	10	8
Percentage of kinship care placements	13%	23%	34%	36%	36%

¹ Youth are considered discharged when they age out of the program (reach the age of 21) or have achieved a permanent living situation.

² Data shown as n/a indicates a measure that does not have historical data.



Family Services: Prevention and Protective Services

Family Engagement and Preservation Services (FEPS)

What We Do: The Family Engagement and Preservation Services (FEPS) program provides services to improve family functioning, decrease stressors, and prevent family disruptions through mandated Family Support/Prevention Services and Family Partnership Meeting (FPM) programs as well as Youth and Family Support Services (YFSS) and the Fatherhood Initiative. The FEPS program assists families that experience financial, housing, domestic violence, behavioral health, substance use, and challenging youth behavioral crises. FEPS works to strengthen parental and family functioning through prevention, education, and supportive case management services. Program referrals are received from CPS, Foster Care and Adoptions, LCPS, MHSADS, the JCSU, nonprofit and medical providers, and the public. FEPS provides the following programs within a strengths-based and trauma-informed framework:

- Family Support/Prevention Services: Short-term, family-focused intensive case management services to families determined to be at low and moderate risk for child abuse and neglect.
- FPM Services: Neutrally-facilitated decision-making meetings designed to engage families and their natural support system to create plans for their children's safety, wellbeing, and permanence. FPMs are mandated to support CPS, Foster Care and Adoptions, and Family Support/Prevention cases.
- YFSS: Facilitated psychoeducational groups for families who need support managing difficult behaviors of youth who may be at risk of placement in foster care or other out-of-home placements. Services are offered on a group or individual basis in both English and Spanish. YFSS uses the evidence-based curriculum, "Parenting Wisely.*"
- Fatherhood Engagement: Educational groups for Loudoun County fathers using the National Fatherhood Initiative evidence-based curriculum, "24/7 Dad.*" By receiving peer support during group participation as well as individualized support from program staff, fathers become more engaged in service planning and decision-making for their children.

Mandate Information: Family Support/Prevention Services and the FPM facilitation program are mandated through the CAPTA and are supported by the Virginia Department of Social Services (VDSS). Further, § 63.2-1501 of the Code of Virginia identifies prevention as, "efforts that (i) promote health and competence in people and (ii) create, promote, and strengthen environments that nurture people in their development." FPMs are an integral part of CPS, Foster Care and Adoptions services, and Prevention Services. An FPM is a process by which families and their support networks are engaged in major decisions regarding their child's encounter with child welfare services.

Who Does It: DFS staff performs all FEPS program duties, tasks, and responsibilities.

Why We Do It: The overarching goals of the FEPS program are to promote the safety and wellbeing of children and youth and enhance family functioning so that children and youth thrive in their homes, schools, and communities; thereby, reducing the need for more costly and restrictive out-of-home placements.

How We Do It Now – Current Service Level: With current resources, FEPS is likely to meet mandates, but at a lower rate than previous years given the increase in referrals from CPS.

How We Plan to Do It in the Future – Recommended Service Level: Over time, FEPS anticipates the need for these services will shift with the latest child abuse and neglect trends as the program receives more referrals that do not meet criteria for family assessments or investigations but do present with low to moderate risk of child abuse and neglect. The program expects the metrics with asterisks (*) below will need to be revised or service levels adjusted.



Family Services: Prevention and Protective Services

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
*Family Support/Prevention Services – Receive and assess all referrals that meet the criteria for family support, with 90 percent of such cases completed within five days.					
Number of new family support cases opened	101	102	30	72	96
Number of cases transferred from CPS (I&A) to Family Support	24	11	7	28	40
Percentage of new cases with contact made within five days	100%	100%	100%	100%	100%
YFSS – At least 85 percent of families will indicate an increase in knowledge as a result of participating in the Parenting Wisely® curriculum.					
Number of clients served	138	271	375	358	412
Number of clients served in a Parenting Wisely® group	n/a	49	219	175	175
Percentage of families indicating an increase in knowledge	100%	100%	96%	100%	100%
YFSS – At least 75 percent of youth will demonstrate a decrease in problem behaviors at the completion of their participation in the program.					
Percentage of youth demonstrating a decrease in problem behaviors	100%	95%	84%	85%	90%
YFSS – At least 75 percent of families will indicate a decrease in psychosocial stressors in their home at the completion of their participation in the program.					
Percentage of families indicating a decrease in psychosocial stressors in their home	94%	95%	87%	90%	95%
*Fatherhood Engagement Initiative – At least 75 percent of fathers will indicate an increase in skills that can strengthen their ongoing relationships.					
Number of fathers participating in fatherhood group sessions	26	36	137	125	125
Number of fatherhood individual sessions	n/a	n/a	108	100	100
Percentage of fathers indicating an increase in knowledge	82%	93%	82%	90%	90%



Family Services: Prevention and Protective Services

Emergency Youth Shelter

What We Do: DFS arranges emergency shelter services for youth in need of temporary, out-of-home placement. DFS receives emergency youth shelter referrals for individuals awaiting foster care placement or reunification with family, or individuals who need a safe and stable environment while waiting for services to be arranged.

Mandate Information: Localities are not mandated to operate a youth shelter.

Who Does It: DFS currently contracts with a vendor licensed to serve eight youth between the ages of 13 and 17 by providing a three-week stay. (Not all beds are reserved for Loudoun County youth.)

Why We Do It: The primary purpose of the program is to provide a short-term, safe environment for youth when they cannot safely remain in their own home. Placements are based on a documented need, which verifies that no other placement is recommended or appropriate for the child at the time of admission, and there is an established plan by the admitting party or referring agency to secure a more permanent placement for the youth.

How We Do It Now – Current Service Level: In FY 2020, the service level reflected 62 youth with a 24 percent utilization rate. In subsequent years, the demand for this service declined and utilization rates remained consistently low as a result of the enactments of the Juvenile Detention Alternative Initiative in 2003 and the Family First Prevention Services Act in 2018, which shifted the programmatic aims of the departments of Juvenile Justice and Family Services, respectively, away from congregate care settings – i.e., group home, youth shelter, and juvenile detention centers – to more family and least restrictive settings, diversion, prevention, and community-based services. In this fiscal year with current resources, the youth shelter will serve fewer youth in this setting to achieve greater permanency for youth in their families or other safe supportive living situations.

How We Plan to Do It in the Future – Recommended Service Level: The service level has remained consistently low over several years given the philosophical shifts to serve youth in their homes and communities. It is anticipated that the need for these services will remain consistent as the community focuses on improved outcomes for youth and families. Moving forward, DFS expects the metrics and/or services with asterisks (*) below may need to be adjusted in response to lower service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
*Operate a youth shelter to allow children to remain within their community.					
Average daily population	2.55	2.61	1.98	2.00	2.00
Maximum daily population ¹	14.00	14.00	2.00	2.00	2.00
Total number of youth admitted to the youth shelter	33	36	27	18	18
Average length of stay (in days)	14	15	10	20	20
Annual utilization rate of the youth shelter	16%	18%	13%	10%	10%
*At least 90 percent of youth will be discharged from the youth shelter to a less restrictive setting.					
Number of youth discharged	33	35	30	15	15
Percentage of youth discharged to a less restrictive setting	90%	80%	96%	90%	90%
*At least 90 percent of youth will have a shelter stay of less than 45 days.					
Number of youth discharged within 45 days	28	32	25	13	13
Percentage of youth discharged in less than 45 days	88%	94%	87%	100%	100%

¹ The County's youth shelter closed in FY 2023 and is now contracting services.



Family Services: Public Assistance and Supports

Public Assistance and Benefits

What We Do: The Public Assistance and Benefits unit manages the following six federally-mandated public assistance programs:

1. The Supplemental Nutritional Assistance Program (SNAP)
2. Medicaid
3. FAMIS (Family Access to Medical Insurance Security Plan -- Virginia's Health Insurance Program for Children)
4. Energy Assistance
5. The Refugee Program
6. Temporary Assistance for Needy Families (TANF)

The unit is responsible for interviewing applicants, reviewing and processing applications, and determining eligibility for these state and federal programs. The unit is responsible for regularly reviewing eligibility for households that receive benefits to determine their continued eligibility, acting on case changes, and submitting federal and state reports that identify changes in household income and enrollment for benefits in other states. Most programs have specific standards related to the length of time required for processing. State-mandated standards include requirements to determine eligibility for benefits within specified timeframes, often seven, 30, or 45 days depending on the program. The federal standard for timeliness of determining eligibility is 100 percent; the state's informal standard is 97 percent.

In addition to the programs above, the Virginia Initiative for Education and Work (VIEW) is a program of employment, education, and training opportunities to assist individuals in attaining the goal of developing economic independence. VIEW offers case management and support services to Loudoun County residents who are or who have been, within the past 12 months, recipients of TANF. This program provides participants with support services such as employability assessments, coordination of educational and training opportunities, training on job search skills and job readiness, work experience, transportation, and assistance with child care and work-related expenses.

Mandate Information: SNAP is regulated by the Food and Nutrition Act of 2008, 7 Federal Code CFR Parts 271-283, and the 2014 Farm Bill. The Medicaid program is regulated by Title XIX of the Federal Social Security Act (Federal). In 2018, the General Assembly approved Medicaid Expansion which broadened Medicaid eligibility criteria in Virginia. The FAMIS program is regulated by Title XXI of the Social Security Act. The Energy Assistance Program is regulated by the Energy Policy Act of 2005, Public Law 109 – 58, and 45 Federal Code CFR Part 96 Subparts A – F (Federal). The County's Refugee Settlement Program is regulated by the United States Immigration and Naturalization Act and the Refugee Act of 1980 (Public Law 96-212), 45 Federal Code CFR Part 400, and the Federal Refugee Resettlement Program. The TANF program is regulated by the Social Security Act-Title IV-A, 45 Federal Code CFR Parts 260-265, and the Code of Virginia Chapter 6 of Title 63.2.

The VIEW program has a mandate through Virginia's TANF program and is based on Title IV-A of the Social Security Act, as amended by the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) of 1996, the TANF State Plan. PRWORA allows states to establish program requirements in any manner which will reasonably accomplish the purpose of TANF.

Who Does It: DFS Public Assistance programs eligibility staff provides this service. While eligibility staff manages the programs, funding for financial disbursements are primarily at the state and federal levels.

Why We Do It: These programs assist individuals and families as they transition from dependency on Public Assistance programs to self-sufficiency. Additionally, these programs contribute to a healthier community by providing the financial means for low-income individuals and families to access food, health care, and workforce resources. Approximately \$12.5 million in SNAP benefits are distributed to 8,500 recipients in Loudoun County. Based on data from the United States Department of Agriculture (USDA), this equates to an estimated return on investment of \$23 million. Approximately \$130 million in Medicaid benefits are distributed to 29,000 individuals in Loudoun County each year.



Family Services: Public Assistance and Supports

How We Do It Now – Current Service Level: Current service levels are supporting more than 35,000 cases, compared to 20,000 in FY 2020, with an average Public Assistance caseload of more than 1,500 cases per FTE, compared to 600 cases per FTE in FY 2020. Applications for benefits are processed within mandated timeframes 97 percent of the time. Approximately 200 individuals receive support under VIEW, compared to 300 in FY 2020, which was a result of Public Health Emergency restrictions.

The demand for Public Assistance and Benefits programs has increased significantly due to changes in federal and state policy that relaxed some requirements and increased income limits to allow for more residents to be eligible for services. The economic climate also impacted the number of residents that applied for services.

In FY 2023, with current resources, eligibility for SNAP will continue to be determined in a timely manner at the rate of 97 percent or above. Increases in the caseload as a result of an increase in eligible individuals and households impacts the unit's future ability to meet timeliness standards and customer service outcomes.

How We Plan to Do It in the Future – Recommended Service Level: The Public Assistance and Benefits unit will need to adjust service levels to accommodate those residents who qualify for public assistance benefits. This unit is funded by federal and state agencies, and there is no threshold or “cap” on the number of residents served in relation to the number of staff DFS has allocated to determine eligibility. The Public Assistance and Benefits team is required to determine eligibility and provide service to anyone that qualifies for those benefits. Those who apply are typically in jobs with low or inconsistent pay, have part-time status positions that do not offer benefits, or are experiencing periods of unemployment. Public Assistance and Benefits programs fill the gaps when there is a weak economy and periods of recession. The services provided during these periods reduce food insecurity and improve health outcomes. It is anticipated that service levels will change with the state of the economy and future policy changes.

In addition, public benefits programs help stimulate a weak economy. According to the USDA, SNAP serves as an automatic stabilizer for the economy. SNAP participants spend their benefits in the community, which generates additional income to those that produce, transport, and market food and other goods purchased by SNAP participants.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Process at least 97 percent of all new program applications according to timeliness standards.¹					
Total number of new applications received	17,343	16,272	17,199	17,540	18,417
Number of new SNAP applications approved	2,262	2,667	3,127	3,144	3,301
SNAP timeliness rate	99%	98%	99%	98%	98%
Number of new Medicaid applications approved	4,080	3,291	4,131	4,488	6,058
Medicaid timeliness rate	85%	81%	88%	92%	95%
Number of new TANF applications approved	59	74	87	87	90
TANF timeliness rate	100%	98%	99%	99%	99%

Identify the return on investment to the County based on the provision of SNAP and Medicaid payments to recipients.

Total value of SNAP benefits distributed (in millions)	\$24.29	\$31.93	\$33.79	\$37.88	\$37.88
Number of SNAP recipients ²	10,260	11,006	12,654	12,448	13,070

¹ SNAP timeliness standards are seven, 30, or 60 days depending on the type of application. Medicaid timeliness standards are ten days for pregnant women, 45 days for regular applications, and 90 days for applications requiring a disability determination. TANF timeliness standards are 30 days.

² As the economy improves and unemployment decreases, the number of SNAP recipients also typically decreases.



Family Services: Public Assistance and Supports

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Average monthly SNAP benefit per recipient	\$197.68	\$242.00	\$224.00	\$322.20	\$338.31
SNAP return on investment ¹ (in millions)	\$43.73	\$57.53	\$60.82	\$80.96	\$97.55
Total value of Medicaid benefits distributed (in millions)	\$206.81	\$245.09	n/a ²	\$352.31	\$405.15
Number of Medicaid recipients	38,153	44,462	54,099	58,233	66,968
Average annual Medicaid benefit per recipient	\$454.00	\$550.00	n/a ²	\$728.00	\$837.00
Manage all benefit cases to assure compliance with program requirements.					
Number of SNAP cases	4,957	5,409	6,109	6,436	7,080
Number of Medicaid cases	21,085	25,046	28,790	32,745	37,657
Number of TANF cases	138	168	108	167	175
Number of other benefit cases	1,046	1,120	1,183	1,194	1,194
Total number of cases	27,226	31,743	36,190	40,542	46,106
Average caseload per FTE ³	884	1,148	1,275	1,526	1,755

¹ According to the USDA, every \$5 in new SNAP benefits generates as much as \$9.20 in economic activity.

² Data is provided by the state, and FY 2023 data was not available at the time of publication.

³ Caseload data is determined using the total number of benefit cases divided by the total number of benefit workers responsible for managing cases. This calculation excludes supervisory positions. Recommended caseload is between 600 to 700 per worker.



Family Services: Public Assistance and Supports

Child Care Subsidy Program

What We Do: DFS administers the Child Care Subsidy Program, which assists families with paying child care costs for children under the age of 13 who are not eligible to attend public school during the part of the day when public education is available, or children with special needs under the age of 18 who reside with the applicant. If someone is eligible and approved for services, the program can pay a portion of child care costs directly to the child care provider.

Mandate Information: Child care assistance is mandated by the Child Care Development Block Grant Act of 1990 (42 USC 9801 et seq.), as amended by the Personal Responsibility and Work Opportunity Act of 1996 (Public Law 104-193) and the Balanced Budget Act of 1997, as implemented in regulation 45 Federal Code CFR Parts 98 and 99 as well as generally in the Code of Virginia § 63.2-319, and more specifically in the Code of Virginia §§ 63.2-611, 63.2-616, and 63.2-620.

Who Does It: The Virginia Department of Education is responsible for overseeing child care and early education programs; however, DFS child care staff determines eligibility and provides services related to child care assistance. Child care services are purchased through contracts with the VDSS with approved, licensed child care centers and providers.

Why We Do It: This activity helps eligible participants afford child care costs.

How We Do It Now – Current Service Level: More than 1,000 children receive services through the Child Care Subsidy Program. Applications to the program increased from 509 in FY 2021 to 1,017 in FY 2022, representing a 50 percent increase.

How We Plan to Do It in the Future – Recommended Service Level: DFS anticipates continued increase in the number of families needing child care subsidy. The increase in caseloads and additional children approved for subsidy is the result of a substantial increase in state funding for subsidy child care. This additional funding has increased the number of children receiving subsidy from 553 in FY 2020 to more than 1,000 in FY 2023. According to the VDSS, the additional funding will continue for the foreseeable future. Staff anticipates the need for services will continue to rise over the next five to seven years as a result of expanded eligibility, which includes families being eligible if their income is 85 percent or less of the State Median Income. Future projections beyond five to seven years indicate that the demand for this service may stabilize due to a decrease in the projected number of children in need of child care. However, this is dependent on future trends in family constellation.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Process at least 97 percent of child care applications within 30 days.¹					
Number of children receiving day care subsidy	448	714	1,060	1,000	1,000
Number of applications	509	1,017	1,109	1,300	1,400
Percentage of applications processed within 30 days	n/a	n/a	99%	96%	95%
Average caseload per worker	n/a	n/a	225	230	230

¹ Data shown as n/a indicates a measure that does not have historical data.



Family Services: Public Assistance and Supports

Homeless Services

What We Do: The Homeless Services program aids individuals and families who are experiencing homelessness and housing instability through four primary areas:

1. The Homeless Shelter
2. Permanent Supportive Housing (PSH)
3. Hypothermia Services
4. Drop-In Day Services

The Homeless Shelter, located at the Loudoun Homeless Services Center, provides short-term housing accommodations to single adults and families. The goal is to resolve immediate housing needs by providing assessments and housing-focused case management, to quickly move individuals or families into permanent housing. The 44-bed shelter can accommodate families with children and single adults.

PSH combines affordable housing through rental subsidies with case management services for individuals and families with disabilities and a lengthy history of homelessness. This program has demonstrated the ability to permanently assist individuals who enter the program from becoming homeless again. PSH provides case management to help households navigate services and move towards greater independence.

The Hypothermia and Drop-In Day Services support individuals who do not want to access shelter services with various daily needs. Hypothermia operates during the months of November through March each year and provides unsheltered, single adults aged 18 years and older with a warm place to sleep at night and a meal. Drop-In Day Services are available throughout the year and provide access to showers, laundry facilities, bagged meals, and case management for adults aged 18 years and older.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: The Homeless Services programs are operated by a nonprofit under contract with the County.

Why We Do It: These services provide individuals and families resources to end their experience with homelessness. These services also help Loudoun residents meet their basic needs for food, clothing, and shelter so they can pursue other important human needs, in conjunction with other services. Contributing factors of homelessness include a combination of low wages and a lack of available, affordable, and/or adequate housing. Lack of income relative to cost of living, disabling conditions, domestic violence, and sudden income loss are common issues that result in individuals losing housing.

A total of 220 individuals experienced homelessness in Loudoun County during the 2023 Point-in-Time (PIT) Count (one night a year, a nationwide count of all those experiencing homelessness is completed). This is an increase from the pre-pandemic PIT Count in 2020, which indicated that 169 individuals experienced homelessness. Of the 169 individuals, 42 were single adult households, with 48 children and 30 adults represented in the 21 family households. Overall totals for the 2023 PIT Count increased from previous years. Thus, the services provided by the Homeless Services programs help individuals and families to enter stable housing situations.

How We Do It Now – Current Service Level: Current service levels reflect an ability to support the more than 800 unduplicated individuals each year at the Homeless Services Center. There are over 15 households served each year under the PSH program offered as part of a federal grant program.

How We Plan to Do It in the Future – Recommended Service Level: As the County's population growth stabilizes over time, Homeless Services anticipates that the need for these services will increase for households experiencing a housing crisis due to the projected increase in the cost of affordable housing. Housing instability will continue to increase in Loudoun County due to the limited availability of affordable housing and the increase in housing/rental costs. Households making less than \$100,000 per year will be challenged to sustain affordable housing, resulting in the need for homeless services. In addition, with the projections of an increase in the population over 60 years of age in the next several years, Loudoun may see



Family Services: Public Assistance and Supports

an increase in the older population in need of homeless services due to this population's reliance on fixed and limited income. The increase in housing costs will put a strain on this population segment's ability to maintain stable housing, placing them at higher risk for housing insecurity and homelessness. The Homeless Services program expects that the metrics with asterisks (*) below will indicate that Homeless Services may need to adjust services or service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
At least 50 percent of family households and 25 percent of single households admitted to the Loudoun County Homeless Services Center will be discharged into permanent housing.					
Number of family households (with children) admitted*	27	29	115	130	150
Number of single households (without children) admitted*	116	125	298	300	325
Total number of individuals admitted*	214	215	821	850	875
Percentage of family households (with children) discharged into permanent housing	58%	61%	59%	60%	65%
Percentage of single households (without children) discharged into permanent housing	32%	30%	42%	40%	40%
At least 85 percent of PSH households will remain permanently housed at least six months after admission.					
Number of individuals served by PSH ¹	23	19	16	20	25
Percentage of participants housed at least six months after admission	100%	100%	100%	100%	100%
No more than 10 percent of households will return to homelessness within two years of entrance into permanent housing.					
Percentage of family households who do return to homelessness within two years of entrance into permanent housing	15%	4%	11%	10%	10%

¹ PSH refers to programs that support access to housing in addition to provision of wrap-around services such as case management and mental health services.



Family Services: Public Assistance and Supports

Homeless Assistance Team (HAT)

What We Do: The Homeless Assistance Team (HAT) includes three programs:

1. Homeless Prevention and Diversion (HPD)
2. The Homeless Outreach Program
3. The Housing Location Services Program

These programs provide case management support to individuals and families who are experiencing homelessness or who are at risk of homelessness to obtain affordable housing and self-sufficiency. HAT works to prevent homelessness before it occurs, as well as reduce the length of time people spend homeless. The program believes in a “Housing First” approach, which is grounded in the underlying principle that people are better off moving forward in their lives if they are housed first.

HPD is a state-funded program that provides services to individuals and families who are at imminent risk of losing their current housing. The program provides ongoing case management, facilitates access to essential services, and coordinates referrals to other providers. Financial assistance may be provided as a last resort after non-financial assistance has been leveraged, where possible, to stabilize households in their current residence.

The Homeless Outreach Program serves unsheltered individuals and families in the community and connects them to services and resources to meet their immediate housing and basic needs. The program works in partnership with MHSADS’s Project for Assistance in Transition from Homelessness (PATH) program to support the unsheltered population.

The Housing Location Services Program serves individuals and families to quickly find permanent housing at fair market rent or any available affordable housing per the participant’s choice. The program also works with property owners to advocate for the households that the program serves.

Mandate Information: The services provided by HAT are not federally- or state-mandated.

Who Does It: County staff provides all these services and utilizes available resources from the community. HAT receives grant funding from the Virginia Homeless Solutions Program (VHSP) through the Virginia Department of Housing and Community Development.

Why We Do It: It is important to provide interventions that reduce the likelihood of individuals and families experiencing homelessness along with providing needed resources and supports to stabilize their housing. HAT programs work with households toward self-sufficiency, which ultimately reduces the risk of a reoccurrence of homelessness. Persistent outreach and engagement efforts bring services directly to people in the community who are experiencing homelessness and connect them to permanent housing and needed supports.

How We Do It Now – Current Service Levels: At current service levels, 15 households receive rental support from HPD, 15 receive only case management from HPD, 25 receive Homeless Outreach services, and 30 receive Housing Location Services.

How We Plan to Do It in the Future – Recommended Service Level: As this program is less than two years old, the recommended service levels are currently unclear. However, DFS is identifying trends and, already, the current number of new referrals outweighs the current capacity. HAT anticipates the need for these services to increase as housing instability will continue to increase in Loudoun County due to the limited stock in affordable housing and the increase in housing/rental costs. Households making less than \$100,000 per year will be challenged to sustain their housing, resulting in the need for HAT services. HAT expects the metrics with asterisks (*) below will indicate that the program may need to adjust its services or service levels.



Family Services: Public Assistance and Supports

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
HPD – Divert and prevent 80 percent of households from entering into emergency shelter within six months after exiting from the program.					
Number of new referrals*	97	133	64	100	100
Number of individuals served	45	31	32	38	41
Average caseload per position working on Prevention and Diversion cases	12	9	11	15	15
Percentage of households exited to permanent housing (rent or with family)	64%	73%	77%	88%	97%
Percentage of households exited to temporary housing with family/friends	9%	50%	23%	41%	38%
Percentage of households exited to homelessness	0%	0%	0%	0%	0%
Housing Location Services – House at least 60 percent of households within 90 days.¹					
Number of referrals received	n/a	n/a	6	10	10
Number of households housed	n/a	n/a	3	5	5
Number of households housed within 90 days	n/a	n/a	2	5	5
Average caseload per position working on Housing Location Services cases	n/a	n/a	1	2	2
Percentage of households housed within 90 days	n/a	n/a	67%	70%	70%
Outreach – Engage with at least 70 percent of households within 90 days of outreach.¹					
Number of households outreached (unenrolled)	n/a	n/a	24	35	40
Number of households engaged in the program within 90 days	n/a	n/a	19	30	35
Average caseload per position working on Outreach cases	n/a	n/a	3	4	4
Percentage of households engaged in the program within 90 days	n/a	n/a	70%	75%	78%
At least 30 percent of households will maintain housing for at least six months after exit.¹					
Number of households exiting to housing	n/a	n/a	5	8	10
Number of households maintaining housing for six months	n/a	n/a	3	3	4
Percentage of households maintaining housing for six months	n/a	n/a	100%	80%	80%
Housing Location – At least 50 percent of households will meet one of the goals from the action or service plan.¹					
Number of households receiving supportive services (employments, benefits, child care, mental health, etc.)	n/a	n/a	89	90	95
Percentage of households that met objective	n/a	n/a	91%	80%	80%

¹ Data shown as n/a indicates a measure that does not have historical data.



Family Services: Public Assistance and Supports

Information, Referral, and Coordinated Entry

What We Do: Loudoun County offers a coordinated approach to helping residents access health and human services through both Information and Referral (I&R) activity and Coordinated Entry. The I&R staff conducts thorough screenings to determine the needs of individuals and families and provides links to County and community programs. I&R staff offers a warm handoff to make sure residents are connected to the most appropriate resources, rather than just providing a telephone number or web link. Residents are linked to DFS programs, as well as services offered by other County departments and nonprofit, civic, and faith-based organizations.

Coordinated Entry provides a streamlined approach for individuals and families who are experiencing or are at risk of homelessness. The process quickly assesses strengths and needs and connects individuals to appropriate, tailored housing and mainstream services within the community. Standardized assessment tools and practices consider the unique needs of the individual or family. The assessment prioritizes those with the highest needs and allows households to access the best options for their needs, considering participants' preferences, rather than just evaluating them for a single program within the system.

To streamline the processes and enhance the clients' experience, I&R utilizes CallPoint software, which captures the caller's information and maintains an extensive resource database. Furthermore, the I&R team conducts community outreach, delivers presentations and public education, and cultivates partnerships with County and community groups. I&R defines partnerships as an ongoing and meaningful relationship that can be evidenced through joint events, shared programming, mutual initiatives, or other significant collaborations.

Mandate Information: The Coordinated Entry Program is mandated by federal law when federal funding is utilized. Under the authority of 24 CFR 578.7(a)(8), Continuums of Care (CoC) and recipients of CoC Program and Emergency Solutions Grants (ESG) Program funding must meet requirements related to the development and use of a centralized or coordinated assessment system. It also provides guidance on additional policies that CoCs and ESG recipients should consider incorporating into written policies and procedures to achieve improved outcomes for people who are experiencing homelessness.

Who Does It: County staff provides I&R and Coordinated Entry services.

Why We Do It: Providing these services is a crucial part of an infrastructure of care. It leads to higher customer satisfaction by reducing frustration and minimizing the duplication of efforts across the system. It also streamlines the allocation of resources and results in better outcomes.

How We Do It Now – Current Service Level: The service level addresses nearly 9,000 telephone calls annually, with an average wait time of 55 seconds before representatives respond to the call. There are prompt responses to the approximately 800 emails received in the DFS mailbox. Furthermore, I&R conducts approximately 20 outreach events annually to increase awareness of community and departmental programs and services. These outreach activities include community public education presentations, resource fairs, and similar initiatives.

How We Plan to Do It in the Future – Recommended Service Level: The current service level will continue into the foreseeable future.



Family Services: Public Assistance and Supports

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Reduce average response time to one minute or less.					
Average wait time until a call is answered (in minutes)	1:43	0:55	1:09	0:55	0:55
At least 85 percent of calls will be accurately assessed and contact information of appropriate programs and/or resources provided.					
Number of telephone calls received	9,986	7,258	8,865	8,910	9,801
Number of referrals provided	13,989	9,437	15,544	20,493	22,542
Percentage of calls linked to resources	100%	100%	100%	100%	100%
Respond to 100 percent of email inquiries within one business day.¹					
Number of email inquiries received	n/a	849	1,105	1,027	1,130
Percentage of email inquiries responded to within one business day	n/a	100%	100%	100%	100%
Engage in at least 12 outreach activities annually, such as community public education presentations, resource fairs, etc., to increase awareness of programs and services.					
Number of community outreach activities	8	12	24	18	21

¹ Data shown as n/a indicates a measure that does not have historical data.



Family Services: Public Assistance and Supports

Workforce Resource Center (WRC)

What We Do: The mission of the Loudoun Workforce Resource Center (WRC) is to connect employers and job seekers to enable both to achieve their employment goals and promote Loudoun County's economic prosperity and long-term growth. The WRC is a certified Virginia Career Works affiliate and collaborates with the Virginia Career Works – Northern regional office for workforce initiatives, which includes Loudoun, Fairfax, and Prince William counties. The WRC provides high-quality, no-cost resources, services, and equipment to both job seekers and businesses. These include same-day, walk-in access to a resource room and a training lab with computers, faxing, scanning, and copying equipment. The WRC assists with job searches including career assessments, access to local job leads from employer partners, employment coaching, a staff-facilitated bi-monthly Job Seeker Support Group, and virtual and in-person community-based job/career fairs.

Job seeker services offered by the WRC include information sessions, resource navigation, career counseling, labor market information, basic computer skills training, workshops on job readiness and job retention skills, interactive computer-based learning, LinkedIn profile assistance, and screenings for Workforce Innovation and Opportunity Act (WIOA) eligibility. For those individuals found eligible for WIOA services, staff provides intensive case management. WIOA-funded occupational skills training is available for those eligible through a network of approved regional providers. Staff also provides both basic- and professional-level résumé development with access to resource materials, writing assistance, and critiquing. Workshops are provided addressing job search strategies, mock interviews, and online job preparation skills training. The WRC's training coordinator and career coach both provide direct services and support to the Loudoun County Department of Human Resources Internal Candidate Preparation Program.

The WRC works collaboratively with workforce partners and volunteers to provide services. Job-ready candidates are connected to employment opportunities with WRC's business customers. Resource navigation and referral assistance is offered to any customer experiencing obstacles to employment, such as lack of transportation or child care, disability and accommodation needs, limited English proficiency, and criminal background issues. Employers benefit from recruiting and hiring assistance, allowing for a broader talent pool, fresh perspectives, and more innovative ideas within an organization's culture. Employers also have access to on-the-job training initiatives, information on tax incentives, layoff assistance, business consultations, and free job postings. Additionally, workforce development consultation services provide employers with crucial labor information to make key decisions about compensation.

Mandate Information: Localities are not mandated to operate a workforce resource center. However, since the County has chosen to operate one, there are obligations as a Virginia Career Works Center and legal requirements that must be met under Public Law 113-128 – WIOA. Per the WIOA Combined State Plan, each local area is required to have a Business Services Team to drive sector strategies for the locality. The WRC's employer services coordinator serves on the Northern Virginia regional team. The County Administration is a signatory on a memorandum of understanding with the Virginia Career Works – Northern regional office consistent with WIOA Sec. 121(c)(2), concerning the operation of the one-stop employment service delivery system in a local area. The purpose of this memorandum of understanding is to define the parameters within which education, workforce, economic development, and other partner programs and entities operating in the Virginia Career Works – Northern Region create a seamless, customer-focused service delivery system. Additional requirements to include accessibility and workforce program monitoring are required annually to maintain the Center's Virginia Career Works affiliate certification.

Who Does It: Loudoun County staff provides most of the services to job seekers and employers. Through a resource sharing agreement, the Fairfax County Department of Family Services provides Adult and Youth WIOA services as well and is collocated at the Loudoun WRC. Community workforce partners and volunteers from the community and businesses also deliver some occasional onsite and virtual services.

Why We Do It: The WRC provides services to all job seekers regardless of income or resources as well as businesses in Loudoun County. At a time of low unemployment rates, the WRC is able to assist individuals in learning new skills, improving existing skills, and addressing/removing barriers in order to gain a competitive edge in recruitment processes. As



Family Services: Public Assistance and Supports

individuals gain employment or gain higher-level employment, they move away from public assistance payments and towards self-sufficiency. Lives are improved as more individuals can access or upgrade employment through skill enhancement and job application/resume development plus interview preparation.

Additionally, employers benefit from the services offered at the WRC by being able to identify employment gaps, react to the labor market, and connect with candidates for vacancies while working with the WRC staff to advertise for these positions. Connecting employers with candidates with the right skills is key to economic prosperity in the County.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was adequate. In subsequent years, this service was held steady and reflected the economic impacts of the pandemic. FY 2021 and FY 2022 showed a gradual recovery of opportunities and employment in Loudoun, specifically in the hardest hit industries of retail, entertainment, hospitality, and food services where labor shortages still exist. The airline industries and support employment surrounding Dulles Airport were also greatly impacted. In addition to employers, many training providers either shut down classroom training or offered limited virtual training options. In this fiscal year with current resources, the WRC services to job seekers and employers have shifted to more in-person services at the Center as well as community-based, in-person job fairs based on employer demand. Preferences for Saturday job events have continued to support the needs of employers and better serve community residents who are currently employed and seeking new or different career opportunities.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level is not clear now, but DFS is watching trends and projections, especially the unemployment rate and labor market shortages. Shifts in the Information Technology (IT) sector show delays in filling vacancies and suggest perhaps another IT bubble may be at play. Labor demands and unemployment rates can generally describe the direction they anticipate service levels will go and why. For example, when the community is experiencing a labor shortage, the demand for business services increases. This may look like: more in-person job events for both job seekers and employers and programs to prepare workers for the labor market's needs. Stabilization also shows there will be future increased needs for services to older workers and career switchers with more skills training, credentials, and employment attainment for administrative- and professional-level work. Shifting needs with employers in technology, government contracting, and the airport will also impact changes in programs and services. Dependent on market and economic trends, the WRC may need to reassess the type and number of offerings provided to job seekers and employers.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
At least 65 percent of customers in WIOA-funded training programs will attain occupational credentialing.					
Number of individuals enrolled	56	49	67	68	74
Percentage who attained occupational credentialing (overall)	80%	49%	68%	64%	65%
Based on the WRC's after-course surveys, 75 percent of clients will be highly satisfied with the job readiness/job retention skills workshops.					
Number of clients attending job-preparation and job-keeping courses	687	601	604	600	600
Percentage who responded as "highly satisfied"	96%	94%	93%	91%	89%
Number of clients attending basic computer software courses	197	113	115	137	150
Percentage who responded as "highly satisfied"	94%	95%	94%	93%	92%

At least 70 percent of businesses will receive employer recruitment and business consultation services more than once.



Family Services: Public Assistance and Supports

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Number of employers receiving recruitment and business consultation services	161	610	446	500	550
Number of returning business employers	134	531	531	535	540
Percentage of business customer retention	83%	87%	81%	95%	99%
At least 90 percent of Career Coaching clients who reported employment will still be employed at 90 days.					
Total clients who report employment	104	136	114	112	104
Percentage still employed at 90 days	59%	94%	69%	75%	75%
Engage in at least 12 outreach activities, such as staff training, stakeholder meetings, public education presentations, resources, and job fairs, etc. to increase awareness of programs and services.¹					
Number of outreach activities	n/a	18	45	50	50
Number of attendees	n/a	541	635	650	650

¹ Data shown as n/a indicates a measure that does not have historical data.



Family Services: Internal Operations

Customer Services

What We Do: Customer Services manages all incoming calls from the DFS's external service telephone line and the reception function for clients and residents. Staff provides information on resources, answers general inquiry questions regarding active Public Assistance and Benefits cases, and assists with the completion of documents if requested by the client. Customer Services assists with connecting clients in need of interpretation services with the language line. In addition, Customer Services issues Electronic Benefit Transaction (EBT) cards when approved through SNAP. Customer Services also supports DFS by managing incoming and outgoing mail and in the maintenance of several motor pool vehicles. This team manages the On-Demand Transportation (ODT) program, which provides transportation to Loudoun County residents to non-emergency medical appointments through the coordination of contracted vendors.

Mandate Information: Customer Services is not mandated. However, the issuing of EBT cards for SNAP is mandated and regulated by the Food and Nutrition Act of 2008, 7 Federal Code CFR Parts 271-283, and the 2014 Farm Bill. In addition, the ODT program is not mandated; however, it provides a vital transportation service to Loudoun County residents who meet the eligibility requirements.

Who Does It: DFS staff provides the services of managing incoming calls, the reception function for in-person visits, supporting Public Assistance and Benefits clients, and issuing EBT cards to SNAP recipients. County staff also coordinates transportation rides for the ODT program with contracted vendors.

Why We Do It: Customer Services is the first point of contact for any customer. Approximately 90 percent of customers are Public Assistance and Benefits clients and are either current or potential recipients gathering information on how to apply for public benefits.

The mission of the ODT program is to make sure eligible residents have access to transportation service to attend non-emergency medical appointments. The availability of reliable transportation impacts a person's ability to access appropriate and well-coordinated health care. The populations that the ODT program services include older adults, people with disabilities, low-income individuals and families, veterans, and people with special health care needs who often travel long distances to access care, etc.

How We Do It Now – Current Service Level: Customer Services is frequently the first encounter for many customers with DFS. The goal is to answer questions, provide information, and help customers contact DFS staff. The current service level can accommodate approximately 21,000 calls, support 16,000 in-person visits, and issue 2,000 EBT cards between two sites.

Customer Services receives telephone calls and all walk-in customers seeking information about Public Assistance and Benefits programs. The Public Assistance and Benefits service levels directly impact the service level of Customer Services. The workflow is impacted by policies and changes to policies and procedures implemented by Public Assistance and Benefits. These changes increase the number of in-person visits and the call volume. Key points in time that impacted Customer Services workflow were:

- April 2020 – approval of Emergency SNAP benefits, relaxing eligibility requirements for SNAP.
- May 2020 – the launch of the pandemic EBT Program, relaxing eligibility requirements for TANF.
- July 2021 – the increase of SNAP and TANF maximum income limits.
- December 2021 – the implementation of the Elderly SNAP project, relaxing eligibility for the disabled and residents over the age of 60 and increasing allotments.
- January 2022 – increased income limits for federal poverty levels and relaxed Medicaid eligibility requirements for permanent immigrant pregnant women.

Current service levels for ODT reflect an average of ten requests weekly, supporting more than 1,000 rides annually. With current resources, the unit processes requests in a timely manner; i.e., within three business days.

How We Plan to Do It in the Future – Recommended Service Level: Customer Services mainly supports the Public Assistance and Benefits program, which anticipates increases in service needs due to changes in policy that will require



Family Services: Internal Operations

changes to implementation. Customer Services will need to adjust service levels to accommodate these changes. In addition, since there is no limit on the number of eligible residents per federal and state requirements, Customer Services will need to support those currently eligible and those seeking eligibility to field questions, accept document submissions, and issue an EBT card approved through SNAP.

The recommended service level for ODT is not clear now. However, it is anticipated that the program will see an increase in demand for transportation given the expected increase in the older adult population in the next several years. Between now and then, Customer Services expects the metrics with asterisks (*) below may need to be revised or its services or service levels adjusted.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
*Provide services for in-person visits within ten minutes.					
Number of in-person clients assisted	8,747	13,489	15,823	16,000	19,000
*At least 85 percent of calls will be answered by a customer service agent.					
Number of telephone calls received	20,712	20,651	19,906	21,000	22,000
Percentage of calls answered before hanging up	82%	74%	64%	70%	75%
*Reduce average response time to one minute or less.					
Average speed to answer a call (in minutes)	0:20	2:21	3:57	2:00	1:00
At least 90 percent of eligible requests for non-emergency medical transportation services will be scheduled within three business days.					
Number of eligible requests for non-emergency medical transportation services	416	637	550	688	729
Percentage of requests scheduled within three business days	99%	99%	99%	99%	99%
Number of rides provided	1,946	1,497	1,118	1,575	1,650



Family Services: Internal Operations

Internal Operations

What We Do: The Administration; Finance; and Quality, Data, and Compliance (QDC) activities include the following: finance and budgeting, human resources management, development and wellness, records management, research and management information systems, fraud investigations, internal audit, department contract and grant oversight, data and system analysis, and paralegal and Freedom of Information Act (FOIA) activities. DFS is also the lead department for the County's CoC services. Staff is responsible for the management of all funding received by DFS from federal, state, and local governments, grants, donations, and other contributions. Staff monitors and tracks the CSA budget of approximately \$10 million. This unit is responsible for confirming that all DFS's state and County computers are functioning properly. Staff supports and manages all software programs and applications used by DFS (currently there are 23 state programs and seven County programs). Staff supports the local financial and case management system, which is a comprehensive, departmentwide information system; and provides all training and support for this system.

Mandate Information: The fraud investigator is mandated by the Code of Virginia § 63.2-526. FOIA is regulated by the Code of Virginia § 2.2-3700.

Who Does It: County staff provides these services.

Why We Do It: The finance and budgeting personnel provide various levels of support to the public, clients, departmental staff, and granting agencies at the federal, state, and local levels as well as County Administration for both mandated and non-mandated programs and services. DFS's Adopted Budget, including the CSA Fund, exceeded \$40 million in FY 2023 and is highly complex. Staff manages several different finance and budget systems, both state and local. Processes and procedures are in place to ensure that dollars are spent appropriately and have varying levels of oversight.

All personnel issues are managed through one central point which establishes consistency, efficiency, accuracy, and compliance. Record keeping is consistent and includes all required documentation and an appropriate paper trail for each action.

Fraud investigations are conducted for Public Assistance and Benefits cases that are referred by the program or through interstate matches where people are receiving benefits in multiple states. These investigations may turn into hearings or court prosecutions. If someone is found to have committed fraud and pays back the claim, the County receives a portion of that payback.

The paralegal manages DFS's FOIA requests. These requests may trigger a need for cases to be redacted for the requester. The paralegal also reviews, redacts, and works with the County attorneys for all foster care, CPS, and APS cases that are appealed or where other actions need to be taken.

How We Do It Now – Current Service Level: Current service level reflects support for an operating budget in excess of \$40 million, of which approximately 40 percent is supported by state and/or federal funding. Current service level allows for support for more than 240 FTE in DFS.

How We Plan to Do It in the Future – Recommended Service Level: The current service level is the recommended service level as DFS works to achieve federal, state, and County mandates. As time progresses, processes are put in place, and systems are enhanced, the program will review the service levels for sustainability and make improvements where necessary. The metrics with asterisks (*) below indicate that the program may need to adjust its services or service levels.



Family Services: Internal Operations

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Support the budget, finance, human resources, and technology needs of DFS.					
Adopted Expenditure Budget (General Fund)	\$29,479,976	\$31,070,708	\$32,146,048	\$33,173,474	\$34,200,901
Adopted Expenditure Budget (Other Funds) ¹	\$9,301,500	\$9,554,193	\$9,786,886	\$10,029,579	\$10,272,272
*Achieve DFS quality targets and objectives for external audits or reviews.					
Number of external audits or reviews	19	14	22	14	14
Number of findings against external audits/reviews	87	46	109	80	75
Reduce turnover rate to 10 percent by providing learning and development programs.²					
Authorized staffing (FTE)	203.53	207.45	229.53	248.53	248.53
Number of new hires	n/a	n/a	53	63	64
Number of employee exits	n/a	n/a	38	36	36
Turnover rate	9%	15%	16%	12%	12%
Number of consultations conducted for professional and leadership development	n/a	n/a	39	68	75
Number of pulse checks conducted for retention efforts	n/a	n/a	19	25	30
*Provide redacted records within 45 days of receiving FOIA requests.²					
Number of FOIA records requests received (includes appeals)	301	231	325	350	375
Number of records redacted	252	268	317	324	356
Average number of pages per completed request	n/a	140	97	170	186
Average number of days from the record being provided to the date completed	n/a	8	6	10	10
Average total number of days from the date the request was received to the date the record was provided	n/a	38	55	30	30
*Resolve at least 75 percent of PARIS Matches.²					
Number of PARIS Matches received	n/a	444	656	705	775
Number of PARIS Matches resolved	n/a	146	317	325	325
Percentage of PARIS Matches resolved	n/a	33%	48%	46%	42%
*Complete 100 percent of SNAP and TANF investigations within 90 days of the start of the investigation.²					
Number of referrals received	n/a	39	102	107	128
Number of investigations completed within 90 days	n/a	6	53	60	60

¹ Other operating funds include the CSA Fund, the Rental Assistance Program Fund, and the State and Federal Grant Fund.

² Data shown as n/a indicates a measure that does not have historical data.



Family Services: Internal Operations

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Number of investigations completed beyond 90 days	n/a	3	17	26	34
Total number of investigations completed	n/a	9	70	86	94
Percentage of investigations completed within 90 days	n/a	67%	72%	70%	65%
Value of claims submitted for collections	n/a	\$15,205	\$176,578	\$211,000	\$232,000
Value of collections from fraud	\$20,638	\$15,972	\$30,587	\$40,000	\$44,000





Health Department

The Health Department provides services that enhance and ensure the health of all Loudoun County residents. The Health Department's community and environmental health programs offer population-based services in collaboration with the Loudoun Health Commission, such as communicable disease surveillance and treatment, Lyme disease mitigation initiatives, and community-based health improvement efforts. Other services include emergency and pandemic preparedness and response; the provision of birth and death certificates; and restaurant, swimming pool, private well, and septic system permitting and inspections to ensure environmental and public health protection. The Health Department also provides essential individual-based services to women and children who would otherwise not receive medical, dental, or nutritional evaluation and care. The Health Department transitioned from a state agency to local administration effective July 1, 2023. For all data presented, FY 2021 and FY 2022 may represent service delivery changes during the COVID-19 pandemic.

Department Programs

Management Services

Provides internal operations support for all Health Department programs per the rules, regulations, and policies of federal, state, and County governments; addresses administrative expectations, activities, and initiatives of the Virginia Department of Health (VDH) in accordance with its performance contract with the County, and all rules and regulations promulgated by the Virginia Board of Health, while remaining accountable to the Board of Supervisors (Board). Management Services activities include strategic planning, human resources, finance, operations support, quality assurance, and compliance.

Activities

- Management Services

Population Health

Supports Loudoun County's communitywide roadmap focused on addressing social determinants of health. This program seeks to improve health and wellness outcomes by addressing the social determinants of health that challenge the Loudoun community.

- Population Health

Epidemiology and Emergency Preparedness

Provides disease surveillance and prevention and public health emergency preparedness and response activities including, but not limited to, pandemic preparedness. This program aims to enhance public health safeguards through collaboration, strategic planning, workforce development, and Loudoun Medical Reserve Corps (MRC) Unit growth.

- Epidemiology
- Emergency Preparedness



Health

Clinical Health Services

Provides patient care, nursing home screenings, and nutrition services to Loudoun County's most vulnerable residents, including WIC nutrition, clinical, and dental services.

- Safety Net Services (including WIC)
- Communicable Disease Prevention, Investigation, and Treatment (including TB)

Environmental Health

Provides rabies surveillance and education; vital records; restaurant, hotel, and pool inspections; public health nuisance complaint investigations; and well and septic system evaluations.

- Vital Records
- Rabies Surveillance
- Nuisance and Complaint Investigation
- Restaurant, Hotel, and Pool Safety
- Onsite Water and Sewage

Financial Information

FY 2024 Adopted Information¹

	Expenditures	Revenue	LTF	FTE
Management Services ²	\$9,902,230	\$2,582,163	\$7,320,067	92.00
Population Health	556,000	556,000	0	0.00
Epidemiology and Emergency Preparedness	391,181	391,181	0	0.00
Clinical Health Services ³	900,079	900,079	0	0.00
Environmental Health	3,099,140	270,470	2,828,670	24.00
Total	\$14,973,000	\$4,699,893	\$10,273,107	116.00

¹ Sums may not equal due to rounding.

² Reflected as "Administration" in the FY 2024 Adopted Budget.

³ Reflected as "Medical Care" in the FY 2024 Adopted Budget.



Health: Management Services

Management Services

What We Do: The Management Services activity provides both strategic and operational support within the Health Department and is responsible for strategic-level services such as strategic planning, quality improvement, workforce development, and business solutions; and operational services such as purchasing, Health Insurance Portability and Accountability Act (HIPAA), grants management, internal budget management, and accounts receivable to include patient billing.

Mandate Information: The Code of Virginia requires collection of accounts receivable (§§ 2.2-4800 and 2.2-4806) and compliance with Freedom of Information Act (FOIA) requests (§ 2.2-3700 et seq.). The Health Department is required to maintain compliance with federal, state, and local laws and regulations governing human resources as well as financial regulations, and will continue to be subject to regular financial audits by the VDH. The Health Department continues to be required to follow the Health Department provisions in the Virginia Administrative Code.

Who Does It: Beginning in FY 2024 with the implementation of local administration, this service is administered by County employees, funded primarily with a combination of state and County tax funds.

Why We Do It: The Management Services activity is critical to the strategic and operational activities of the Health Department, ensuring that staff are able to successfully accomplish the departmental preventative health activities. Not providing this service adequately could result in a lack of strategic direction and staff development; loss of resources needed to support the Health Department, including third-party-payer revenue; increased staff complaints and turnover; inefficient use of local tax funds; and loss of grant funds, which would impact the Health Department's ability to provide services.

How We Do It Now – Current Service Level: From FY 2020 to FY 2023, this activity was provided by state employees, with the majority of the workload being associated with state policies, procedures, and practices with the exception of planning for the transition to local administration. Effective FY 2024, all Management Services are associated with the County's policies, procedures, and practices, which is a significant change. In FY 2020, 100 percent of employees completed County-required department training; and in FY 2024, a projected 100 percent of employees completed County-required department training prior to year-end. In FY 2020, the turnover rate for County employees in the Health Department was 10 percent; and in FY 2024, turnover for County employees is projected to be 6 percent. In FY 2020, the Health Department was awarded and managed one grant; and as of FY 2024, the Health Department was awarded and managed approximately 25 grant awards. In FY 2024, patient revenue transitioned to the County. The Health Department measures the performance of timely patient revenue collection by working to have all aging receivables greater than 60 days at 15 percent or less of total receivables.

How We Plan to Do It in the Future – Recommended Service Level: With the Health Department's transition to local administration, it is hard to estimate the future service level and the scope of the work ahead, including the time commitment to conduct business. The changes in other Health Department programs will impact Management Services, although the scope is yet to be determined. There is also a renewed focus on improving and transforming public health; and this will require a focus on public health modernization and the foundational public health services to build a strong foundation of public health infrastructure. The locally-administered Health Department will continue to evaluate resource needs required to meet the obligations of the County and to serve as a high-performing Health Department.

**Health: Management Services**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Annual staff turnover will be less than 10 percent each year; and all staff will complete required department training each year.					
Annual staff turnover rate	9%	8%	2%	6%	6%
Percentage completion of required department training	100%	90%	100%	100%	100%
Efficiently bill and collect on patient accounts.					
Percentage of patient accounts due that are greater than 60 days ¹	n/a	n/a	44%	15%	15%
Number of patient encounters	9,016	11,614	11,882	12,132	12,382
The Health Department will provide operational management of awarded grants.²					
Number of grants awarded	n/a	n/a	n/a	25	27
Total dollar value of grants awarded (in millions)	n/a	n/a	n/a	\$4.7	\$4.8

¹ New measure as of FY 2023. FY 2023 data reflects all inception to-date receivables transferred from the VDH prior to FY 2024. Data shown as n/a indicates a measure that does not have historical data.

² New measure as of FY 2024. Data shown as n/a indicates a measure that does not have historical data.



Health: Population Health

Population Health

What We Do: The newly formed Population Health Division engages residents, community partners, and health care providers to improve the lives of all Loudoun County residents with a focus on addressing disparities in health. It does this by assessing and understanding community health needs and wellbeing in Loudoun County; and seeks to implement strategies to achieve positive health outcomes in the communities served by addressing the social determinants of health and health equity, with a focus on designing policies, convening coalitions and community partners, providing data expertise, and leading evidence-based community health promotion efforts. The Population Health Division also delivers innovative and effective health communications and marketing, including internal and external health education programs, as well as connects the community health needs assessments and improvement plans to the Health Department's strategic planning and quality improvement efforts. The Population Health Division is also responsible for leading the Health Department in workforce development related to population health and public health transformation.

Mandate Information: These services are not mandated by law.

Who Does It: Beginning in FY 2024 with the implementation of the fully County-run, locally-administered Health Department, this service is provided solely by County employees and several short-term contractors, funded primarily with a combination of state and County tax funds.

Why We Do It: The mission of the Health Department is to ensure and enhance the health of all Loudoun County residents. The Population Health Division helps achieve this by providing community-facing services such as community health assessment, community health data, health education, evidence-based health promotion, communications, and community engagement. While these services are not mandated, they are recommended by national bodies such as the Centers for Disease Control and Prevention (CDC), the National Association of County and City Health Officials (NACCHO), and the Public Health Accreditation Board (PHAB).

How We Do It Now – Current Service Level: The Population Health Division was formed in FY 2023 with the addition of 3.00 FTE added during the budget process. This fiscal year with current resources, the Population Health Division has begun transitioning away from a primary focus on short-term COVID-19 initiatives to developing a long-term population health vision with corresponding priorities, goals, objectives, and measures.

How We Plan to Do It in the Future – Recommended Service Level: This population health approach will be based around the national call for public health transformation, with a focus on community engagement and multisector stakeholders in order to improve social determinants of health.¹ This will include the continued development of essential population health services, as defined by the CDC - 10 Essential Public Health Services - Public Health Infrastructure Center. As the County's population stabilizes, the Population Health Division will continue to track data points (including, but not limited to, life expectancy; access to physical and mental health care; transportation, housing, or other barriers to economic stability; and obesity rates) to understand where to adjust services and service levels.

¹ Public Health 3.0: A Call to Action for Public Health to Meet the Challenges of the 21st Century (cdc.gov).



Health: Epidemiology and Emergency Preparedness

Epidemiology

What We Do: The Epidemiology team contributes to Loudoun County's capacity to prepare for, detect, and respond to communicable disease and other community threats. This is accomplished by monitoring trends through reportable disease surveillance, identifying emerging threats through enhanced surveillance, conducting epidemiologic investigations of clusters or outbreaks of communicable disease, implementing non-pharmaceutical interventions to limit disease transmission, participating as part of the local Health Department Emergency Preparedness team, and providing subject matter expertise to hospitals, health care providers, and other community partners to enhance community preparedness. The Epidemiology team coordinates externally with the Office of Epidemiology within the VDH and the Virginia Division of Consolidated Laboratory Services to conduct public health investigations and analysis to inform evidence-based planning and implementation of disease control measures and other programs and services affecting the health of the community. The Epidemiology team also works closely with other sections within the local Health Department, such as the Communicable Disease team in Clinical Health Services, the Environmental Health Program, and the Emergency Preparedness activity. The Epidemiology team collaborates with community partners to improve epidemic preparedness in several ways. A health alert system is maintained and used to provide key updates, notifications, alerts, or warnings related to the control of communicable disease to the health care provider community. The team also shares key information to community partners through targeted presentations on topics related to disease control strategies and information on emerging issues. Team members also attend infection control meetings with local hospital partners and collaborate with the VDH to engage regional partners such as Northern Virginia Emergency Response System (NVERS) and the CDC Quarantine Station and Metropolitan Washington Airports Authority at Dulles Airport.

Mandate Information: The Code of Virginia requires the Health Department to provide surveillance and investigation of communicable diseases (§§ 32.1-35 and 32.1-39). This service is required by the local government agreement between the state and County for the operation of the Health Department. In addition, communicable disease surveillance and investigation and epidemiological emergency preparedness and response activities are required services as a condition of accepting funding through the federal Public Health Emergency Preparedness (PHEP) and Epidemiology and Laboratory Capacity (ELC) cooperative agreements, which fund two positions on the Epidemiology team. Epidemiology response functions are part of Loudoun County's Emergency Operations Plan (EOP) in response to communicable disease emergencies.

Who Does It: As of July 1, 2023, this function is performed by County staff. In addition, grant funding through FY 2024 supports several contractors who provide data management and epidemiology functions specific to the COVID-19 pandemic.

Why We Do It: Epidemiology serves as the front line in monitoring local disease and health trends that impact Loudoun County residents. The Epidemiology team contributes to local capacity to prepare for, detect, and respond to communicable disease and other public health threats and emergencies.

National standards for public health emergency preparedness and response capabilities recommended by the CDC include activities carried out by the Epidemiology team, including those described above. Epidemiology also plays an important role in maintaining jurisdictional ability to manage data related to communicable disease and other community health investigations and trends.

This activity is critical to the Health Department's mission of ensuring and enhancing the health of Loudoun County's residents; and serves to strengthen community resilience. Not providing this service would limit the ability of the Health Department to prepare for and respond to communicable disease and community threats thus increasing the risk of communicable disease transmission in Loudoun County.

How We Do It Now – Current Service Level: The Epidemiology team conducted disease surveillance activities including syndromic surveillance of local urgent care and emergency room visits as part of the Electronic Surveillance System for the Early Notification of Community-Based Epidemics (ESSENCE) and coordination of sentinel surveillance of COVID-19 hospitalizations as part of a statewide surveillance program called RES-NET, in addition to serving as subject matter experts



Health: Epidemiology and Emergency Preparedness

for routine reportable surveillance in support of the Communicable Disease team in the medical clinic. The Epidemiology team – along with VDH COVID-19 contractors and the Communicable Disease team – investigated a surge in communicable disease outbreaks between FY 2021 and FY 2023. This compares to 29 outbreaks investigated in FY 2020. The service level increased due to the temporary need caused by the pandemic. The current service level reflects pre-pandemic service level of 45 investigations of suspected outbreaks.

For FY 2023, the Epidemiology team conducted several activities in coordination with the VDH Regional and Central Offices in response to emerging public health threats, such as traveler monitoring in response to an Ebola outbreak in Uganda, investigation and contact tracing in response to the international outbreak of Monkeypox (Mpox), and implementing the CDC disease containment strategy for Multi-Drug Resistant Organisms (MDROs) in partnership with local hospitals and nursing homes. FY 2020 was an unusual year as the response to the pandemic required an unprecedented level of effort across the Health Department. However, the number of response activities the Epidemiology team has participated in has increased since FY 2020. The current service level for the number of response activities reflects four per year.

The current service level involves participation in six preparedness activities by the Epidemiology team, including coordinating four quarterly meetings of the All-Loudoun Emergency Response Team (ALERT), which serves to prepare key Health Department and County staff for health emergencies, participating in Point of Dispensing (POD) exercises with the Emergency Preparedness and Response section, and participating in a Shelter Plan exercise with Loudoun County's Department of Family Services (DFS). In addition, the Epidemiology team participated in specialized training provided by the County and state. These activities have all increased since FY 2020 as the Health Department and local partners shift from emergency response to the pandemic to a renewed focus on routine emergency preparedness.

As a measure of outreach activities, the current service level for health notifications sent to the health care provider community is ten. This activity has increased since FY 2020 due to the need for communications related to changing COVID-19 guidance and the need for notifications regarding newly emerging health matters.

How We Plan to Do It in the Future – Recommended Service Level: The Epidemiology team is currently at the recommended service level. This activity will continue to build on the relationships established with Loudoun County community partners that were developed through the COVID-19 response between FY 2020 and FY 2023. Ongoing two-way communication will serve to better inform partners of potential public health threats as well as fosters prompt reporting to the Health Department of outbreak situations in the community. Since the pandemic continues to be on the decline, this activity intends to update emergency response plans, conduct internal training, provide quality assurance on data collection, and provide education to the medical community.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Epidemiologic investigations conducted and disease control measures implemented in response to clusters and outbreaks of communicable disease and other public health threats:					
Number of suspected outbreaks reported to the VDH Central Office	105	338	141	45	45
Percentage of suspected outbreaks reported to the VDH Central Office within three days of identification	34%	18%	55%	95%	95%
Number of activities coordinated with the VDH Regional and Central Offices in response to emerging public health threats (e.g., containment of emerging infections, traveler monitoring programs, and active surveillance programs)	1	3	4	4	4



Health: Epidemiology and Emergency Preparedness

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Epidemic emergency preparedness and operational readiness to respond to infectious disease and other public health threats maintained¹:					
Quantity of annual reviews/updates of the following plans:					
• Epidemiology Response Plan					
• Pandemic Influenza Plan					
• Isolation and Quarantine Plan	0	0	3	3	3
Number of preparedness activities (meetings of ALERT, exercises, and other events) facilitated/participated in annually					
	n/a	n/a	6	6	6
Number of updates, notifications, alerts, or warnings related to the control of communicable disease disseminated annually to community partners					
	2	14	14	10	10

¹ Data shown as n/a indicates a measure that does not have historical data.



Health: Epidemiology and Emergency Preparedness

Emergency Preparedness

What We Do: The Emergency Preparedness activity prioritizes Loudoun County's preparedness for a variety of public health emergencies including widespread outbreak of disease (either natural or due to a manmade or terrorist attack), supporting preparations for natural disasters of wide-ranging public health implications, while supporting continuity of operations planning and department disaster recovery efforts. As part of its mission, the Emergency Preparedness activity works jointly with Epidemiology, other Health Department sections, County agencies, and regional and state partners for public health emergency preparedness and response activities.

This activity is responsible for program management measures such as coordinating with partners on the development of public health emergency response plans, Health Department emergency asset/inventory control, preparedness grant management, and continuous quality improvement processes such as pursuing standardized public health accreditations and ongoing workforce development through training and exercises. Furthermore, to increase resiliency of public health surge capacity, the MRC Unit is maintained within the Emergency Preparedness activity. Medical and non-medical community volunteers undergo training to support ongoing public health initiatives and respond to public health emergencies.

Mandate Information: The Health Department is required to provide this service as a condition of accepting federal emergency preparedness grants and by the local government agreement between the state and County for operation of the Health Department. This role is part of Loudoun County's EOP.

Who Does It: Beginning in FY 2024 with the implementation of the locally-administered Health Department, this activity is administered by County employees, which are partially funded by federal grants in addition to state and local tax funds. This activity's ongoing public health initiatives and emergency response operations are augmented by the Loudoun MRC Unit.

Why We Do It: This service is critical to the Health Department's mission of safeguarding the health of people who live in, work in, or visit Loudoun County; and is vital to the Health Department's mandate of collaborative public health emergency preparedness. With the increased prevalence of natural disease outbreaks, expansion of area international and regional transportation means (e.g., Dulles International Airport and Metro Stations), proliferation of critical infrastructure (e.g., data centers), and the County's history with such issues as COVID-19, anthrax, Ebola, and pandemic influenza, there is basis for public health emergency preparedness expansion.

Failure to provide this service increases the likelihood of higher hospitalizations and mortality rates from widespread disease outbreaks, diminished ability for the Health Department to provide emergency planning and response support causing service delays and/or degraded service levels, decreased public health workforce development, reduced revenue capability for preparedness initiatives, and loss of local public health workforce surge capacity through access to the Loudoun MRC Unit.

How We Do It Now – Current Service Level: This fiscal year, with current resources and as pandemic response has ebbed, Emergency Preparedness is focused on evaluating the Health Department's response to the pandemic to begin preparing for the next potential event. This fiscal year, the focus is to:

- Review and revise Health Department emergency response plans.
- Assess and enhance the readiness of Health Department staff and MRC Unit volunteers to respond to emergencies.
- Recruit 75 MRC Unit volunteers.

How We Plan to Do It in the Future – Recommended Service Level: As part of the National Capital Region and home to Washington Dulles International Airport, Loudoun needs to be prepared to respond to a wide variety of emergencies, whether naturally occurring or manmade. It is expected that this challenge will continue to grow in the future. To respond effectively, priority should be given to:

- Enhancing coordination with other response entities within local government, regionally, and in the community.
- Increasing training resource availability for public health staff and volunteers utilizing Training Needs Assessments (TNA) and modern instructional systems for various adult learning styles.



Health: Epidemiology and Emergency Preparedness

- Improving operations resiliency through continued staff and volunteer professional development and the integration of new positions.
- Continuing assessment of department-level public health emergency preparedness assets to increase Health Department resiliency and enhance scalability.
- Developing focused, inclusive, non-traditional recruitment and retention strategies and associated metric tracking in the MRC Unit.

The Health Department expects that the metrics with asterisks (*) below will indicate that the County may need to adjust its services or service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Have an engaged MRC Unit that serves the community.					
Number of emergency preparedness exercises or training opportunities	17	24	39	17	17
Number of new MRC Unit recruits*	2,925	329	41	75	75
Number of events <u>or</u> exercises to which MRC Unit volunteers responded*	563	365	14	17	22



Health: Clinical Health Services

Safety Net Services (including WIC)

What We Do: The Health Department provides and/or assures basic direct patient care services primarily to women and children in Loudoun County with low income. As background, Loudoun had an estimated population of 430,000 residents in 2021, according to the United States Census, of which approximately 4 percent are deemed to be at or below the poverty level. This translates to over 15,000 residents living in poverty. Similarly, approximately 6 percent of Loudoun residents are uninsured, which translates to over 25,000 residents who have significant challenges with accessing basic medical care.

The Health Department offers the following safety net services to Loudoun residents:

- **Women, Infants, and Children (WIC) nutrition services:** Through the two offices located in Ashburn and in Leesburg, services are provided by appointment to pregnant women with low income and children up to 5 years of age.
- **Children's dental care:** A public health dentist in Leesburg sees patients in-office, performs school screenings, and sees adults and children on an emergency basis.
- **Sexually transmitted disease (STD) screening and treatment:** The clinic team is available to see clients five days a week. STD treatment is provided to clients free of charge for reportable diseases, such as chlamydia, gonorrhea, and syphilis. Testing for these diseases, as well as human immunodeficiency virus (HIV), is offered and available on a sliding scale based on income eligibility, or free of charge for individuals referred for services by health care providers or determined to be contacts to confirmed cases.
- **Nursing home screenings:** Public health nurses provide comprehensive in-home screening to clients requesting an evaluation of eligibility to receive nursing-home-level services. This program is managed through the Virginia Department of Medical Assistance Services. The screening evaluation is mandated to be performed and completed within 30 days of the client request. Adult screenings are coordinated with DFS social workers, and child screenings are performed exclusively with Health Department public health nurses.
- **Maternal-child support services:** The Health Department offers screening and referral of women with low income to maternity care, the car seat distribution program, school entrance physicals, and family planning. The Health Department assures that pregnant women with low income have access to high-quality maternity services by screening for pregnancy, providing health counseling, and referring clients for prenatal care to community providers. Through a partnership with Inova, the Health Department performs income eligibility to uninsured women and facilitates their prenatal care at the Inova Cares Clinic for Women maternity program in Lansdowne. The Health Department distributes infant/child car seats to families with low income and group education on the use, at no charge to the client. The clinic offers school entry physical exams to ensure children can register in school, a requirement for Pre-K to the fifth grade in Loudoun County. Exams are offered on sliding-scale-fee schedules and Medicaid is accepted. Family planning services are available in the clinic and on a sliding-fee scale. This program allows women to plan the timing of their pregnancies and have access to affordable, safe methods of birth control. Family planning services include pregnancy testing and counseling and preventative health care for women such as pap smears, breast exams, contraception, and STD screenings.

Mandate Information: The Code of Virginia requires the Health Department to provide or assure direct medical services at no charge to medically-indigent residents (§ 32.1-11 (B)). The Health Department is required to provide or assure family planning, WIC, and maternity services by Public Law 108-265 as amended; Child Nutrition Act of 1966; Healthy, Hunger-Free Kids Act of 2010; and Services for Children with Special Health Needs, Title V, Social Security Act. These services are also required in the local government agreement between the state and County for the operation of the Health Department. In addition, the following regulations specify services mandated by state or federal governments that are provided by the local Health Department:

- 42 United States Code § 1786 (Special supplemental nutrition program for women, infants, and children) was established by congress to provide supplemental foods and nutrition education, including breastfeeding promotion



Health: Clinical Health Services

and support. The program shall serve as an adjunct to good health care, during critical times of growth and development, to prevent the occurrence of health problems, including drug abuse, and improve the health status of these persons.

- Virginia Code § 32.1-57 states that the local Health Department must provide treatment for persons infected with select venereal diseases, at no charge.
- Virginia Code § 32.1-37.2 states that the Health Department must assist in notifying contacts of persons identified with HIV for referral to services.
- Virginia Code § 46.2-1097 states the Health Department shall operate a program to promote, purchase, and distribute child restraint devices to applicants who need a child restraint device but are unable to acquire one because of financial inability.
- Virginia Code § 32.1-330 (Long-term services and supports screening required) states that if an individual who applies for or requests long-term services and supports as defined in the state plan for medical assistance services is residing in a community setting at the time of such application or request, the screening for long-term services and supports shall be completed by a team that includes a nurse, social worker or other assessor designated by the Department who is an employee of the Department of Health or the local department of social services and a physician who is employed or engaged by the Department of Health.
- Virginia Code § 22.1-270 states that all children must receive an evaluation by a qualified provider to verify that the child is in good health and free from any communicable or contagious disease prior to enrollment in school for the first time. If the child is deemed homeless or indigent, the Health Department must provide or assure the child this evaluation.

Who Does It: Beginning in FY 2024 with the implementation of the fully County-run Health Department, these services are provided solely by County employees, funded with a combination of state and County tax funds, federal and state grants, insurance collections, and sliding-scale fees. Most services are offered face-to-face in clinical offices, with the exception of nursing home placement screenings, which are performed by nurses in the client's home.

The Clinical Health Services Division staff supports both Safety Net Services and Communicable Disease Prevention Services (see the next activity under this program).

Why We Do It: These specialized health care services help improve the health of Loudoun County's residents who face significant challenges with accessing basic medical care, ensure healthy babies are born to healthy women, help children receive basic services to stay healthy and attend school, and provide services to prevent disease transmission in the community. Not providing these services would significantly impact access to care and nutritional support and would result in increased risk of disease and poor health outcomes for Loudoun's most vulnerable populations. In addition, these services serve a dual function of helping individuals and families, while also protecting the public by reducing and preventing communicable disease.

Many of these service offerings – including WIC, free car seat distribution, community-based nursing home screenings, and free STD treatments – are available exclusively to the Health Department as a government agency with access to federal and state grants; and are not available elsewhere in the private or nonprofit health care sector.

Several key indicators to justify the safety net service offerings are as follows:¹

Infant mortality rate in Loudoun was last assessed in 2020 and was found to be 2.3/100,000. This compares to a rate of 5.0/100,000 in Virginia, and 5.7/100,000 for the United States. Early access to maternity care is another measure of maternal-child health. For 2021, the rate of access to early prenatal care was 83.8 percent, compared to 79.2 percent in Virginia, and 78.3 percent in the United States. Early prenatal care is associated with improved birth outcomes and lower health care costs,

¹ Data provided here has been accessed from the <https://www.livehealthyloudoun.org/> dashboard.



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by reducing the likelihood of complications during pregnancy and childbirth. These two metrics serve as a testament to the level of high-quality maternal-child services available in the Loudoun community and the value of the services the Health Department provides to those who need assistance accessing care.

Chlamydia infection, the most frequently reported communicable disease in the United States, can be measured similarly. In 2021, Loudoun had a rate of 203.2/100,000, compared to 469.2/100,000 in Virginia, and 481.3/100,000 in the United States. The availability of free treatment for this highly-contagious infection for all residents is critical to the control of this and similar STDs, as costs for medical treatment can be a barrier to care for uninsured clients.

For nutrition services and the value of the WIC nutrition program, the Health Department looks at food insecurity statistics for the community. Food insecurity is defined as limited or uncertain availability of nutritionally-adequate food or the ability to acquire these foods, often due to poverty or unemployment. Overall, the rate for food insecurity in Loudoun is 3.9 percent, as of 2020 statistics. This compares to 7.7 percent in Virginia and 11.8 percent in the United States. While the rate in the community is low, there is still a large need to provide this support. Providing nutrition support to pregnant women and children with low income during critical times of growth and development improves birth outcomes and improves overall health.

For pediatric dental care, it is known that dental tooth decay is the most prevalent chronic infectious disease affecting children in the United States, impacting more than a quarter of children between the ages of 2 and 5, and more than half of children between the ages of 12 and 15. Providing early access to dental care for children in households with low income provides improvement to overall health and wellbeing. The Health Department looks at statistics regarding children without health insurance in Loudoun, noted to be 3.6 percent for 2020. This equates to roughly 4,100 children who are not covered by health insurance; and a significant portion of these families likely will not seek out preventative dental care without insurance coverage due to cost.

How We Do It Now – Current Service Level:

- **WIC Program:** Prior to the pandemic, in FY 2020, the WIC program served an average of 2,282 clients per month. During the pandemic, services were authorized to be performed virtually to clients, waiving in-person requirements. This waiver allowed the program to increase participation by 44 percent over pre-pandemic levels. However, the authorization to waive in-person services ended in August 2023 and the number of clients projected to be served in FY 2024 is expected to drop closer to pre-pandemic levels. With current resources, the WIC program has an eight-week wait time for appointments despite projected decreased volume due to current staffing shortage in this area. The wait time is expected to decrease as staff levels stabilize.
- **Dental services for children:** In FY 2020, the program provided care for approximately 1,200 children. Since that time, volume decreased by approximately 200 to 300, with additional safety measures needed to prevent disease transmission in the dental setting due to COVID-19. With current resources, this activity serves approximately 1,000 children annually, with a currently four-week average wait time for services.
- **STD services:** For FY 2024, the current service level is approximately 350 visits. This compares to 385 visits in FY 2020. Health Department staff believes that COVID-19 impacted the demand for clients seeking services. However, the need for STD care is greater than pre-pandemic levels based on increasing STD rates regionally and nationally. The Health Department has one-week-or-less wait-time availability to provide STD services in the clinic.
- **Preadmission nursing home screenings:** Demand for screenings from the community has been on the rise over the last four years. This year, with current resources, the Health Department anticipates conducting approximately 600 nursing home screenings. This compares to 399 in FY 2020, a 33 percent increase in four years.
- **Maternal-child services:** The Health Department saw a significant drop in appointments for this service starting in July 2021, as Medicaid expansion policies were enacted, increasing access to Medicaid for pregnant women. While the numbers have dropped, there is still a need to offer access to women without private insurance for pregnancy. This year, with current resources, the service level is approximately 350 visits. This compares to 713 visits in FY 2020. The Health Department offers appointments within less than one week for this service.



Health: Clinical Health Services

- This year, with current resources, the service level for distributing car seats is approximately 175. This number represents an increase from 147 car seats distributed in FY 2021.
- School entry exams were added as a new service offering in the summer of 2022, due to recognition of new mandates from the state to provide this care directly at the Health Department. This year, with current resources, the Health Department offers this service to approximately 150 students within one to two weeks of a request for an appointment.
- This year, with current resources, the Health Department expects to conduct 900 visits for family planning – including pregnancy tests – within one to two weeks of a request for an appointment, compared to 442 visits in FY 2020. Appointment wait times were not collected for this service in FY 2020.

How We Plan to Do It in the Future – Recommended Service Level: Given the transition to local administration for the Health Department this fiscal year, and the post-pandemic economy impacting the number of uninsured clients needing services, it is challenging to predict the proper future service levels for these safety net programs. However, the Health Department has not had the opportunity to expand clinical staffing significantly with respect to population growth in the last ten years. Currently, there is no capacity to add or expand services for new challenges or initiatives or an increase in demand for services. In addition to the metrics identified below, the Health Department will track wait times for all safety net services to understand where demand is higher than the supply of services being offered.

The recommended service levels for maternal-child health programs in Leesburg are currently being met. This is supported by reviewing the current wait time for these services at this location, which is one to two weeks. However, because child school entry physicals is a new program, the Health Department is monitoring demand for this service. Given the challenges associated with the population served within Loudoun County (e.g., economic, language barriers, lack of transportation) and the distribution of families with low incomes in the health district, the Health Department recommends access to these same services be available in the Sterling area as a future goal.

The recommended benchmark for appropriate nursing home screening service delivery is to provide the service within 30 days of the request. However, to satisfy this requirement, the number of staff devoted to this program has increased in the last few years, taking away service provision from other areas, such as tuberculosis (TB) screenings. Health Department staff is monitoring trends in requests for care, which have risen 11 percent in the last two years. Additional nursing support is needed to sustain the level of care currently provided and to meet the anticipated future increase in demand for services.

The service levels currently provided are insufficient for the pediatric dental care and WIC services. This is evidenced by the wait time for services in both areas. Additional staff and sites are needed to better serve the community in the provision of these services. Based on participants who utilize this care, a Sterling site is recommended for both services.

In order to improve customer service to all patients as the population stabilizes, this activity is likely to need to increase the number of Spanish-speaking interpreters from the current one person covering two clinic sites to one interpreter at each of the two clinic locations. Between now and then, the Health Department expects that the metrics with asterisks (*) below will indicate that the program may need to adjust its services or service levels.



Health: Clinical Health Services

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide dental services to children in households with low incomes to ensure good dental health.					
Number of children receiving dental care	815	1,012	969	1,000	1,000
Number of children receiving corrective dental treatments	492	441	389	400	400
Number of children receiving preventative dental care	561	711	810	750	750
Provide direct medical services, such as pregnancy testing, family planning, childhood school entry physicals, and STD screening and treatment.¹					
Number of clinic visits for child physicals for school entry*	n/a	5	110	150	150
Number of clinic visits for family planning, including pregnancy testing	735	825	909	900	900
Number of visits for STD services	369	311	324	350	350
Ensure access to maternity care through financial eligibility screenings and referral to Inova for maternity care.					
Number of appointments for maternity eligibility	734	621	315	350	350
Average number of participants for WIC services seen each month:					
Average number of WIC participants seen per month	2,744	3,073	3,400	2,500	2,500
Preadmission nursing home screening services, per quarter:					
Number of screenings performed	509	596	609	600	600
Percentage completed in less than 30 days	98%	98%	95%	95%	95%
Provide infant/child car seats to Loudoun residents with low incomes.					
Number of car seats provided	147	137	157	175	200
Keep the average time on waitlist for services to under two weeks.^{1*}					
Average waitlist for dental visits	3.5 weeks	4.5 weeks	4 weeks	4 weeks	4 weeks
Average waitlist for clinic (school physicals and maternal-child health) visits	n/a	1-2 weeks	1-2 weeks	1-2 weeks	1-2 weeks
Average waitlist for WIC visits	3-4 days	2-3 weeks	8-9 weeks	8 weeks	8 weeks
Average waitlist for preadmission nursing home screenings*	< 30 days	< 30 days	< 30 days	< 30 days	< 30 days

¹ Data shown as n/a indicates a measure that does not have historical data.



Health: Clinical Health Services

Communicable Disease Prevention, Investigation, and Treatment (including TB)

What We Do: The Communicable Disease Prevention, Investigation, and Treatment activities help identify, prevent, and respond to diseases that can be spread from animals to people or from person to person. The following services are provided in this activity area: immunizations for children and adults, TB screening and treatment, communicable disease investigation response (which includes investigating cases of required reportable diseases to prevent further spread in the community, such as vaccine-preventable diseases, Lyme, COVID-19, gastrointestinal illnesses, and others), elevated lead levels in children, and refugee health services. Staff responds to and/or examines reportable diseases within the County and provides direct management and/or guidance to individuals, providers, and organizations in order to prevent the further spread of disease.

Mandate Information: The Code of Virginia requires the Health Department to provide surveillance and investigation of communicable diseases on behalf of – and in accordance with – the State Board of Health (“Board,” §§ 32.1-35 and 32.1-39). The Board shall provide for the surveillance and investigation into all preventable diseases and epidemics in this Commonwealth and into the means for the prevention of such diseases and epidemics. Surveillance and investigation may include contact tracing in accordance with the regulations of the Board. When any outbreak or unusual occurrence of a preventable disease shall be identified through reports required pursuant to Article 1 (§ 32.1-35 et seq.) of this chapter, the Commissioner or his designee shall investigate the disease in cooperation with the local health director or directors in the area of the disease.

The Code of Virginia § 32.1-46 requires the Health Department to provide childhood immunizations required by the State Board of Health Regulations for the Immunization of School Children without charge.

The Code of Virginia §§ 32.1-49, 32.1-50, and 32.1-50.1 states that any local health director may request any person having or reasonably suspected of having active tuberculosis disease to be examined immediately for the purpose of ascertaining the presence or absence of the disease. Such examination may be made by any licensed physician or licensed nurse practitioner at his own expense or by the local health director at no cost to such person.

According to Virginia Code § 32.1-37.2, every person who has a confirmed positive test result for HIV shall be afforded the opportunity for individual face-to-face disclosure of the test results and appropriate counseling. Appropriate counseling shall include, but not be limited to, the meaning of the test results, the need for additional testing, the etiology, prevention and effects of acquired immunodeficiency syndrome, the availability of appropriate health care, mental health care and social services, the need to notify any person who may have been exposed to the virus and the availability of assistance through the Department of Health in notifying such individuals.

These services are also required in the local government agreement between the state and County for operation of the Health Department.

Who Does It: Beginning in FY 2024 with the implementation of local administration, these services are administered primarily by County employees. Funding for core services comes from a combination of state and County tax funds, federal and state grants, insurance collections, and sliding-scale fees. Contractor nurses have been utilized to supplement core efforts by supporting offsite vaccinations, with funding available through COVID-19 grants. In addition, contractors are working in the Communicable Disease unit for COVID-19 mitigation, paid for with COVID-19 grant funding, which is expected to continue through FY 2024.

Why We Do It: This Health Department service area prevents, investigates, and treats illness with the aim of reducing overall disease burden in the Loudoun community.

- The immunization services provide critical vaccination coverage to the community for the prevention of disease. Through its programs, the Health Department offers routine childhood and adult immunizations, which can also be classified in the Safety Net activity. Vaccines are provided as post-exposure prophylaxis to individuals exposed to communicable diseases, such as is the case with contacts to Hepatitis A, Measles, and other vaccine-preventable diseases. In addition, the Health Department trains staff for emergency distribution of immunizations and serves as



Health: Clinical Health Services

the primary delivery source of vaccines for emergent infectious agents, as demonstrated through the initial COVID-19 vaccination response and Mpox. The Health Department is also in a key position to work with Loudoun County Public Schools (LCPS) and private schools to enhance student vaccination coverage through collaboration in compliance efforts. The Health Department is the only agency in the County with the ability to offer free school-mandated vaccines to all students, with no out-of-pocket costs to the families, allowing the Health Department to provide onsite vaccination events in schools. Further, LCPS provides annual community surveillance of school-based facilities (preschools, private, and public grade schools) to determine levels of vaccination coverage in the community.

- TB services encompass several activity areas, all of which promote the health of the community. Active TB care is a comprehensive service providing medical care related to TB treatment, nursing case management, daily observation of medication compliance, and rigorous detail to protocols that ensure people with the communicable form of the disease are treated appropriately and do not pose a danger to the spread of illness. Contact investigations associated with TB cases occur as part of this process for each identified case. Children under the age of 5 who are contacts to active cases are at the highest risk of developing TB. These contacts receive “window prophylaxis” treatment daily for eight weeks. The program also provides preventative medications for individuals identified as exposed to TB, to prevent active disease in the future. The other main area of service is the TB screening program, which is required for school entry and for certain occupations. The Health Department offers TB screening free for McKinney-Vento¹ children in need of screening at LCPS, and free for certain classes of immigrants newly entering the country.
- For refugee health services, the health status of new arrivals to the County is assessed through an initial health screening. This screening is often the first encounter that new arrivals have with the United States health care system. It provides the opportunity for early identification of communicable diseases, intervention on conditions of public health concern, and identification of other health conditions that must be addressed to ensure successful resettlement. Clients receive a physical exam, immunizations, evaluations for infections, and referrals to support services in the community.
- The Communicable Disease program provides investigation and follow-up of all other communicable diseases that are required to be reported to the Health Department by law. As of January 2023, there were 79 diseases that are required to be reported to the VDH, either immediately or within 72 hours². In general, these types of conditions include respiratory infections (e.g., pertussis and influenza), gastrointestinal illnesses (e.g., norovirus and salmonellosis/typhoid fever), zoonotic diseases (e.g., Lyme and malaria), environmental illnesses (such as childhood lead exposure), agents that can be used for bioterrorism (e.g., anthrax and smallpox), infections and conditions potentially associated with spread in health care facilities, and other conditions of public health importance (e.g., emerging infectious diseases and drug-resistant infections). Public health nurses investigate reportable conditions, working with affected individuals, schools, hospitals, and medical providers in the community. Staff provides recommendations and guidance to prevent the further spread of communicable disease to others in the County. The team works closely with the Epidemiology team in Loudoun and the VDH Division of Surveillance and Investigation.

¹ McKinney-Vento refers to Subtitle VII-B of The McKinney-Vento Homeless Assistance Act, which authorizes the federal Education for Homeless Children and Youth (EHCY) Program and is the primary piece of federal legislation related to the education of children and youth experiencing homelessness. It was reauthorized in December 2015 by Title IX, Part A, of the Every Student Succeeds Act (ESSA). More information can be found here: <https://nche.ed.gov/legislation/mckinney-vento/>.

² The diseases that are required to be reported to the VDH can be reviewed here: <https://www.vdh.virginia.gov/content/uploads/sites/134/2023/03/VIRGINIA-REPORTABLE-DISEASE-LIST.pdf>.



Health: Clinical Health Services

How We Do It Now – Current Service Level:

- For immunization services, this year with current resources, the Health Department expects to provide 4,000 vaccine visits, compared to 3,139 visits total for this service in FY 2020. In addition, 1,500 community vaccinations, outside the clinic, are expected to be conducted. With current resources, the wait time for clinic immunization appointments is currently three weeks, with an ideal wait time for service being one to two weeks or less. The community vaccinations from FY 2021 to FY 2023 were accomplished using contractor services in addition to current staff.
- For TB care, this year with current resources, staff anticipates identifying approximately 250 new infections, having 110 residents suspected of or confirmed to be sick with TB, and providing a total of 4,000 client visits for TB services. Currently, the Health Department offers screening services two days per week and has a three-week wait time for appointments. This compares to 326 infections identified in FY 2020, 125 suspected or confirmed cases of TB, and 5,173 client encounters. TB service delivery has changed somewhat since FY 2020, due to COVID-19 restrictions preventing walk-in services, thereby reducing the total number of clients receiving screening services. Should staffing permit, the Health Department will increase TB screening moving forward.
- The refugee program has high variability in the number of clients served annually, based on conditions worldwide and political authorization for refugees to enter the United States. In FY 2020, 104 visits were performed for 51 clients. This year, with current resources, the Health Department anticipates conducting 250 visits. Since FY 2021, the Health Department has clients predominantly from Afghanistan and Ukraine.
- For the Communicable Disease program, the Health Department anticipates investigating approximately 200 reports of vaccine-preventable diseases reported in FY 2024, being sent 650 total reports for evaluation (excluding COVID), and being sent 120 total Communicable Disease reports to be evaluated for response time, with 95 percent responded to in the recommended timeframe. This year, the Health Department anticipates 10,000 reports of COVID-19 (down from 21,000 in FY 2023) added on top of the expected disease burden managed by the team. This compares to FY 2020, when there were 218 reports of vaccine-preventable diseases reported, 744 total Communicable Disease reports sent to the Health Department for evaluation (excluding COVID), and 81 diseases that were evaluated for response time, in which 92 percent were responded to in the recommended timeframe. There were also 4,395 reports of COVID-19 added on top of the expected disease burden managed by the team. The Health Department has been able to keep up with expectations for disease control through the assistance of contractors. The standard for measurement of meeting demand is the percentage of cases reported to within the recommended timeframe of 95 percent or better.

How We Plan to Do It in the Future – Recommended Service Level: Given the transition to local administration and the unpredictable nature of communicable diseases, it is challenging to anticipate the proper future service levels for Health Department programs, though the demand tends to increase with population growth. However, the Health Department has not had the opportunity to expand clinical staffing significantly with respect to population growth in the last ten years. Currently, there is no capacity to add or expand services for new challenges or initiatives or an increase in demand for services. In addition to this tight staffing, the Health Department has held a 10 percent vacancy rate on positions, which is anticipated to continue increasing after the transition to local administration, due to the transition and expected retirements. Recommendations for each of these clinical areas are as follows:

- Immunization service demands grow annually, as the number of children without health insurance grows. In addition, the number of private medical offices in the community providing vaccinations to Medicaid-insured children has decreased, leaving more of these children to come to the Health Department for care. As stated earlier within the Safety Net program, there is a need for service delivery in the Sterling area of the County, to best serve residents living there with transportation challenges. Given these factors, along with the current wait time for care, which is above the recommended less than two weeks, the Health Department suggests increasing the service delivery for this program with additional staff and clinic space. Further, the Health Department has greatly



Health: Clinical Health Services

increased capacity in the provision of vaccinations using contractor support; however, this is not a permanent solution, as COVID-19 grant funding will end. Additional dedicated staff for vaccination support with LCPS and the community would allow the Health Department to continue the level of service currently provided.

- The recommended service level for the TB section is to ensure the provision of high-quality, timely care for all active TB cases, infection prevention medical management, and to be able to provide TB screening to those desiring the service with a less than two-week wait time. Additional nursing staff, administrative support staff, and office space are necessary to achieve this service level.
- Refugee services are currently provided at the recommended level, based on the ability for families to receive appointments in less than two weeks. Should the demand for care increase, which is not predictable for this area, the Health Department will suggest additional staff, including a program leader for care coordination.
- The pandemic demonstrated that the Health Department has limited capacity to deal with large, prolonged communicable disease responses with existing staff. Given mandates for care delivery for other Communicable Disease and Safety Net services, this can only be sustained in the short-term. For longer or larger responses, additional staff can be brought in to assist efforts through activation of MRC Unit volunteers, or through the utilization of contractors. However, using volunteers or contractors has limitations, including finding suitable personnel to fill the positions, training to be performed, competency evaluations with ongoing quality assurance, supervisory oversight, and procurement. The management of contractors also places an additional burden on human resources functions and the business office, making it not an ideal solution. Additional public health nurse staffing for this section is recommended to strengthen response capabilities for emergencies and to provide coverage where vacancies exist within the nursing program.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Refugee services:					
Number of refugee service visits to clinic	52	130	305	250	250
TB services:					
Number of TB infections	172	225	225	250	250
Number of residents suspected of or confirmed to be sick with TB	55	117	100	110	120
Total number of encounters for TB services, including screenings and case management	3,881	4,176	3,700	4,000	4,000
Immunization services:					
Number of vaccination visits to clinic	2,369	4,392	4,635	4,000	4,000
Number of vaccines provided offsite in the community	281,248	69,464	2,208	1,500	2,000
Wait time for immunization visits	2 weeks	1 week or less	3 weeks	3 weeks	3 weeks
Communicable diseases reported and investigated:					
Number of reports of vaccine-preventable diseases	121	138	188	200	200
Rate of vaccine-preventable diseases (per 100,000 population)	28.70	32.90	39.58	40.00	40.00
Number of all notifiable diseases reported to the County (excluding COVID-19)	566	609	631	650	650
Number of COVID-19 cases reported to the County	25,436	53,841	21,000	10,000	5,000

**Health: Clinical Health Services**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
At least 95 percent of select diseases required by law to be reported to the Health Department will have public health control measures initiated within the appropriate timeframe, as measured by the Virginia Electronic Disease Surveillance System (VEDSS).					
Number of select reportable diseases	54	79	114	120	135
Percentage of selected reportable diseases with measures initiated within the appropriate timeframe	96%	93%	95%	95%	95%



Health: Environmental Health

Vital Records

What We Do: The Loudoun County Health Department Office of Vital Records issues certified copies of vital records (or “certificates”) for these events that occurred in Virginia:

- Births – June 1912 to present+
- Marriages – 1936 to present+
- Divorces – 1918 to present+
- Deaths – June 1912 to present+

Vital records are available for oneself or for immediate family members (defined as mother, father, husband, wife, adult son or daughter, brother, sister, grandparents, and adult grandchildren with valid identification). Aunts, uncles, cousins, in-laws, ex-spouses, etc. cannot obtain a vital record. Birth records become public information after 100 years; while death, marriage, and divorce records are public information after 25 years.

Mandate Information: The provision of vital records is mandated by the local government agreement between the state and County for operation of the Health Department (the Code of Virginia §§ 32.1-254, 32.1-255, and 32.1-272).

Who Does It: Beginning in FY 2024 with the implementation of the fully County-run Health Department, this service is provided solely by County employees, funded primarily with a combination of state and County tax funds. This service is provided in-person only by staff members who also perform other customer-service-related functions including permit application processing, as regulated by the state.

Why We Do It: This Health Department service area is a Code of Virginia-mandated service provided by all local health departments.

How We Do It Now – Current Service Level: In FY 2020, the state rolled out the availability of all vital records at local health departments, and the service level was 7,700 death certificates. Further in FY 2020, the Health Department issued 56 birth certificates and nine marriage certificates. Prior to the pandemic, the Health Department issued over 8,500 death certificates. In subsequent years, these service levels were degraded due to pandemic-related disruptions (including reduced staff capacity as staff was redirected to pandemic response) and a reduced demand by the public for vital records.

In this fiscal year with current resources, this activity is expected to provide approximately 3,600 death certificates, 340 birth certificates, 65 marriage certificates, and 12 divorce certificates.

How We Plan to Do It in the Future – Recommended Service Level: Vital Records will remain an in-person service. The Health Department expects to see a slow increase back to pre-pandemic levels. The Health Department expects that the metrics with asterisks (*) below will indicate that the County may need to adjust its services or service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Vital Records:					
Number of death certificates provided*	1,588	1,523	3,443	3,617	4,000
Number of birth certificates provided*	139	344	323	339	350
Number of marriage certificates provided*	8	41	47	65	70
Number of divorce certificates provided*	4	6	11	12	15



Health: Environmental Health

Rabies Surveillance

What We Do: In collaboration with the Department of Animal Services, the Rabies Surveillance activity investigates potential human and domestic animal exposures to rabies and evaluates requests for exemptions to domestic animal rabies vaccination requirements.

Mandate Information: The Health Department is required to administer Loudoun County's rabies ordinance (Chapter 612.18) in addition to being mandated by the local government agreement between the state and County for operation of the Health Department. Pursuant to § 3.2-6600 et seq. of the Code of Virginia, the local Health Department is responsible for investigating complaints and reports of suspected rabid animals exposing a person, companion animal, or livestock to rabies.

Who Does It: Beginning in FY 2024 with the implementation of the fully County-run Health Department, this service is provided solely by County employees, funded primarily with a combination of state and County tax funds. County staff provides on-call coverage outside of normal working hours on a rotating schedule.

Why We Do It: This activity serves people who live in, work in, or visit Loudoun County as all are at risk of being exposed to rabies. Rabies is endemic to the area; and with the increase in rural development, people and domestic animals are increasingly coming into contact with wildlife. This service plays a significant role in addressing quality-of-life issues in Loudoun County and preventing rabies in people and domestic animals.

How We Do It Now – Current Service Level: Current service level meets the demand for timely follow-up of animal exposure and complaint reports. In FY 2020, Health Department staff investigated 842 animal bite exposure cases, 182 specimens were submitted for testing, and 30 of those specimens were positive for the rabies virus. In this fiscal year with current resources, this activity will investigate approximately 1,200 animal exposure cases and submit 150 specimens for testing, with an estimated 36 testing positive.

How We Plan to Do It in the Future – Recommended Service Level: The current service level is expected to continue with a small percentage increase as the population grows.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Prevent and improve awareness of rabies in Loudoun County while responding to 95 percent of rabies animal exposure reports within one business day.					
Number of rabies animal exposure investigations	854	990	1,152	1,200	1,200
Number of positive rabies samples	27	23	35	36	36



Health: Environmental Health

Nuisance and Complaint Investigation

What We Do: The Nuisance and Complaint Investigation activity investigates complaints related to potential public health nuisances, as defined in Loudoun County Codified Ordinances, or other issues under Health Department oversight.

Nuisances may include, but are not limited to, unsanitary disposal of trash, garbage, debris, construction waste, or compost; unburied dead animals; and hazards, including vacant structures, open wells, etc.

Mandate Information: The Health Department is required to administer Loudoun County's nuisance ordinance (Chapter 648 Loudoun County Public Health Ordinances) and is mandated by the local government agreement between the state and County for operation of the Health Department.

Who Does It: Beginning in FY 2024 with the implementation of the fully County-run Health Department, this service is provided solely by County employees, funded primarily with a combination of state and County tax funds.

Why We Do It: This activity serves people who live in, work in, or visit Loudoun County as all are at risk of being exposed to a potential public health nuisance. This service plays a significant role in addressing quality-of-life issues in Loudoun County. Responding to nuisance complaints addresses any concerns from Loudoun County residents, businesses, and visitors on any issue related to public health.

How We Do It Now – Current Service Level: In FY 2020, the Health Department investigated 425 complaints. While the current service level meets the demand for timely response to complaints, staff currently prioritizes complaint investigation at the expense of routine restaurant inspections. This service is population-dependent, and the demand for services is expected to continue to grow. In this fiscal year with current resources, this activity is expected to investigate approximately 140 complaints.

How We Plan to Do It in the Future – Recommended Service Level: Demand for service is expected to increase post-pandemic and as the County's population continues to grow.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Initiate 90 percent of onsite investigations of environmental health complaints within two days to protect the public from environmental and communicable disease hazards.					
Percentage completed within the recommended timeframe	100%	100%	100%	100%	100%
Respond to health complaints.¹					
Number of complaints investigated	1,550	479	508	627	675
Number of foodborne illness investigations	51	101	102	140	150

¹ The complaint subcategories are not all inclusive and do not equal the total number of complaints.



Health: Environmental Health

Restaurant, Hotel, and Pool Safety

What We Do: The Health Department issues permits and inspects food establishments including schools, hotels, camps, and commercial and community pools to help assure the health and safety of everyone who lives in, works in, or visits Loudoun County.

Mandate Information: The Code of Virginia requires Health Department regulation of hotels (§ 35.1-13) and restaurants (§ 35.1-14). Loudoun County Codified Ordinances require Health Department oversight of swimming facilities (Chapter 838) and food concessions (Chapter 807). These functions are also required by the local government agreement between the state and County for operation of the Health Department. Pursuant to §§ 32.1-203 through 32.1-211 of the Code of Virginia, local health departments are responsible for issuing, denying, suspending, and revoking permits to operate migrant labor camps. Pursuant to §§ 35.1-16 and 35.1-17 of the Code of Virginia and the corresponding regulations, local health departments are responsible for issuing, denying, and revoking permits to operate summer camps and campgrounds.

Who Does It: Beginning in FY 2024 with the implementation of the fully County-run Health Department, these services are provided solely by County employees, funded primarily with a combination of state and County tax funds. These services are also funded with revenue earned from restaurant, hotel, and pool permits.

Why We Do It: These services are critical to the health of anyone who eats at a Loudoun County restaurant, sleeps in a Loudoun County hotel or camp, or swims in a community or commercial swimming pool. This service helps to ensure the safe construction and management of these covered facilities.

How We Do It Now – Current Service Level: In FY 2020, the Health Department permitted 1,338 restaurants, 299 swimming pools, 135 temporary events, and 95 schools. In FY 2020, staffing allowed the Health Department to perform over 3,200 inspections per year, significantly below the 4,300 permitted facilities in need of inspection, as required. These services are population-dependent and the demand for services is expected to continue to grow. In FY 2020, staff conducted over 105 foodborne outbreak investigations, compared to 140 anticipated for FY 2024. In this fiscal year with current resources, this activity will conduct approximately 3,500 food facility inspections, 700 swimming pool inspections, 400 temporary event inspections, and 215 public school cafeteria inspections.

How We Plan to Do It in the Future – Recommended Service Level: The Health Department expects to see a continued increase in the demand for these services as the County's population grows. Also, as the diversity of food establishments (mobile food vendors, camps, hotels) within the County increases, this is leading to more complex food-service operations, placing increasing demand on staff resources.



Health: Environmental Health

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain the rate of inspections of food establishments, public and private schools, public swimming pools, hotels, campgrounds, temporary events, and tourist establishments to protect the public from environmental and communicable disease hazards.					
Number of permitted food facilities	1,196	1,338	1,356	1,550	1,620
Average number of inspections per permitted food facility	1.3	2.0	1.9	2.3	2.3
Number of permitted pool facilities	271	299	276	280	325
Average number of inspections per permitted swimming pool facility	1.4	2.7	1.6	2.5	2.5
Number of foodborne illness investigations	51	101	102	140	150
Number of temporary event inspections	12	135	114	400	300
Number of temporary event permits	13	94	126	250	250
Provide at least two inspections of each public-school cafeteria per year.					
Number of public-school cafeterias	95	97	100	103	110
Average number of inspections per school	2.0	2.2	2.2	2.2	2.2



Health: Environmental Health

Onsite Water and Sewage

What We Do: This activity issues permits and inspects private individual onsite well water and sewage disposal systems in Loudoun County in support of County and state requirements to protect the surface water, ground water, and health of those exposed to this water and wastewater.

Mandate Information: The Code of Virginia requires Health Department regulation of onsite sewage disposal (septic) systems (§ 32.1-163 et seq.), private wells (§ 32.1-176.2 et seq.), summer camps (§ 35.1.16), and campgrounds (§ 35.1.17). Loudoun County Codified Ordinances require Health Department oversight of water wells (Chapter 1040), private sewage disposal systems (Chapter 1066), and alternative onsite sewage disposal systems (Chapter 1067). These functions are also required by the local government agreement between the state and County for operation of the Health Department. Onsite construction permits must be processed and issued within 15 business days.

Who Does It: Beginning in FY 2024 with the implementation of the fully County-run Health Department, this service is provided solely by County employees, funded primarily with a combination of state and County tax funds.

Why We Do It: As Loudoun County grows, a significant proportion of the population remains on well water and onsite septic systems, and many new homes are constructed with onsite systems. Preventing well water contamination and septic system failures requires considerable customer-focused oversight of these systems and those who work to install them. Preserving the health of water for residents is a life and safety issue for the County.

How We Do It Now – Current Service Level: Current service level meets the demand for safe and timely oversight of the County's Onsite Water and Sewage program. In FY 2020, the County had over 2,100 alternative septic systems, all of which are required to be inspected annually, as well as over 13,000 conventional septic systems. Each year, there are about 200 newly-installed conventional septic systems and over 130 newly-installed wells. Each year, around 250 conventional onsite sewage system deficiencies occur, while there are approximately 650 alternative onsite sewage system deficiencies. At least 90 percent of these deficiencies are corrected within that same year. In this fiscal year with current resources, this activity will inspect 98 percent of alternative onsite septic systems and provide support to correct 97 percent of failing onsite sewage disposal systems annually.

How We Plan to Do It in the Future – Recommended Service Level: The Health Department expects to see an increase in demand for services as the County continues to expand into the agricultural west. Water resources are becoming a challenge with development placing increased demand on staff resources.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
At least 95 percent of alternative onsite septic system owners will have their systems inspected and deficiencies corrected each year.					
Number of alternative systems	2,147	2,237	2,307	2,377	2,400
Percentage inspected	98%	98%	98%	98%	98%
Meet the demand for processing new onsite septic systems and wells and oversee existing systems.					
Number of newly-installed septic systems	166	113	117	120	125
Number of conventional septic systems	12,926	12,983	13,022	13,050	13,100
Number of newly-installed wells	108	180	157	160	150
At least 93 percent of known failing onsite sewage disposal systems are corrected annually.					
Percentage corrected	95%	96%	97%	97%	97%



Mental Health, Substance Abuse, and Developmental Services

To promote mental, behavioral, and developmental health and wellness by connecting individuals and their families with person-centered, recovery-oriented services and supports in partnership with the Loudoun community.

Department Programs

Residential Services

Provides community residential living service options in a variety of settings.

Activities

- Group Homes
- Supervised Living
- Mental Health Skill Building Services

Community-Based Support Services

Provides therapies and case management to support infants and toddlers with developmental delays. Provides treatments and supports for adults living with a developmental disability or serious mental illness to work, volunteer, and engage in activities throughout the community.

- Early Intervention
- Employment and Day Support Services
- Community Access Program
- Psychosocial Rehabilitation
- Job Link

Outpatient Services

Provides behavioral health treatment to individuals and families through therapy, psychoeducation, psychological evaluation, psychiatric evaluation, medication, and medical management. Some services are clinic based and others are provided in the community.

- Outpatient Treatment
- Forensic and Psychological Services
- Intensive Community Treatment
- Psychiatry and Nursing

Outreach and Coordination Services

Promotes behavioral health awareness to strengthen resilience and foster wellness. Activities increase public awareness, link individuals to support by assessing strengths and needs, coordinate care across providers, facilitate linkage to resources, and intervene in behavioral health crises.

- Prevention and Intervention
- Case Management
- Access
- Emergency Services¹
- Discharge Planning
- Project for Assistance for Transition of Homelessness (PATH)

¹ The Department is in the infancy stages of developing two new activities within the behavioral health (serious mental illness and substance use disorders) continuum. FY 2024 is the Loudoun planning year prior to Marcus Alert implementation. This activity is the behavioral health co-response with law enforcement. The second activity is the development of a Crisis Receiving and Stabilization Center, a facility anticipated to be built by the end of FY 2025.



Business Operations

Provides internal operations support for all MHSADS programs in accordance with the rules, regulations, and policies of Federal, State, and County Government; addresses administrative expectations of the Virginia Department of Behavioral Health and Developmental Services (DBHDS) Performance Contract while remaining accountable to the direction of the Board of Supervisors (Board) and coordinating with the Community Services Board (CSB).

- Human Resources
- Finance
- Operations Support
- Quality Assurance
- Compliance

Financial Information

FY 2024 Adopted Information¹

	Expenditures	Revenue	LTF	FTE
Residential Services	\$19,748,978	\$3,625,672	\$16,123,306	121.24
Community-Based Support Services	12,682,205	908,456	11,773,749	76.99
Outpatient Services	12,274,348	4,974,298	7,300,050	80.75
Outreach and Coordination Services	17,334,671	5,513,687	11,820,984	113.06
Business Operations	8,782,584	285,290	8,497,294	69.53
Total	\$70,822,786	\$15,307,403	\$55,515,383	461.57

¹ Sums may not equal due to rounding.



MHSADS: Residential Services

Group Homes

What We Do: This activity provides safe and supportive homes for adults who require supervision, care, and treatment due to a developmental disability or serious mental illness. Staff provides support 24 hours per day, all 365 days of the year. Between four and six individuals reside in each group home. Staff supports individuals with medication management, personal budgeting, meal preparation, personal care, social interaction, and community engagement. Staff provides behavioral, medical, social, and emotional support. Community-based nurses consult and assist with medical needs. Four homes serve individuals with serious mental illness; and seven homes serve individuals with developmental disabilities.

Mandate Information: The Code of Virginia § 37.2-500 includes this activity in the core of services that may be provided by the CSB.

Who Does It: County staff and contractors provide this activity. This activity is supported by local and state funding, Medicaid, and fees. County staff delivers services in all four of the County-owned group homes that serve individuals with serious mental illness. Of the seven County-owned group homes that serve individuals with developmental disabilities, County staff delivers services in four of the seven homes while contractors deliver services in the remaining three homes.

Why We Do It: Group home services reduce reliance on higher levels of institutional care and treatment, such as nursing homes or hospitals. The County is the only licensed group home provider for individuals with serious mental illness. For individuals with developmental disabilities, there are also private providers of group home services in Loudoun County.

How We Do It Now – Current Service Level: The service level of this activity has been stable. The eight County-operated group homes have a total capacity of 41 residents. The three vendor-operated, County-owned group homes have a total capacity of 14 residents. When residents require specialized attention due to health and safety concerns, the number of staff needed to operate the homes increases. The typical staff-to-resident ratio is one staff to two residents during the day, and two staff per group home overnight. At current service level, there is a waitlist of 23 individuals. This includes 18 individuals waiting for a mental health group home and five individuals waiting for a developmental services group home. There are private providers of developmental services group homes in the community available to the five individuals on this waitlist.

How We Plan to Do It in the Future – Recommended Service Level: MHSADS is currently the only provider of group home services for individuals living with serious mental illness. Based on the County's Capital Needs Assessment, there is a projected need for an additional 21 residential beds for individuals living with serious mental illness by 2040. The current Capital Infrastructure Plan (CIP) includes development of two four-bedroom group homes. MHSADS will continue to monitor waitlists and population growth for the recommended service level.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Group homes provide quality services that meet the changing needs of individuals with serious mental illness or developmental disabilities who require the highest level of supports.					
Number of individuals living in a group home	46	45	43	43	43
Number of individuals on the waitlist	22	21	23	25	25
Number of individuals who need a ratio of 1:1 staffing	23	23	18	20	20
Promote community engagement, as evidenced by at least 50 percent of individuals in a group home as having more than one sustained community connection.					
Percentage of individuals living in a group home who have more than one sustained community connection	22%	27%	21%	26%	31%

**MHSADS: Residential Services****Supervised Living**

What We Do: Supervised living residences provide a home to adults living with serious mental illness who typically require less assistance than is provided in a group home. Staff visits multiple homes each day. Services are generally provided from 8:00 a.m. to 10:00 p.m., with access to on-call staff available 24 hours per day. Residents receive support from staff with activities such as medication management, personal budgeting, meal preparation, personal care, social interaction, community engagement, nursing consultation, and assistance with medical needs. Supervised living is provided in County-owned or leased single-family homes, townhomes, and apartments located throughout Loudoun County.

Mandate Information: The Code of Virginia § 37.2-500 includes this activity in the core of services that may be provided by the CSB.

Who Does It: County staff and contractors provide this activity. This activity is supported by local and state funding and fees.

Why We Do It: Supervised living services reduce reliance on higher levels of care and treatment, such as group homes, and on higher levels of institutional care and treatment, such as nursing homes or hospitals.

How We Do It Now – Current Service Level: With current resources, this activity serves approximately 30 individuals in 11 County-owned or leased homes. In the FY 2023 budget, service capacity was increased to support operations in five condominiums. A contract award is anticipated in FY 2024. At current service level, there is a waitlist of approximately five individuals who will move into these homes.

How We Plan to Do It in the Future – Recommended Service Level: The current service level is the recommended service level. Additional resources may be required to initiate services at future homes.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide supervised living services for adults with serious mental illness.					
Number of individuals enrolled	31	31	32	32	32
Number of individuals on the waitlist	10	6	10	3	5
Promote independent living skills, as evidenced by at least 75 percent of individuals in supervised living administering their own medications.¹					
Number of individuals enrolled who independently administer medications	21	22	18	20	21
Percentage of individuals enrolled who independently administer medications	68%	71%	56%	61%	66%

¹ For individuals who cannot administer their own medication, medication is administered by County staff, which impacts the number of individuals that can be supported in this program.



MHSADS: Residential Services

Mental Health Skill Building Services

What We Do: This activity provides support to adults living with serious mental illness who reside in their own homes. Staff supports individuals with medication management, personal budgeting, meal preparation, personal care, social interaction, and community engagement.

Mandate Information: The Code of Virginia § 37.2-500 includes this activity in the core of services that may be provided by the CSB.

Who Does It: Contractors provide this activity. This activity is supported by local funding and Medicaid.

Why We Do It: This activity assists individuals who reside in their own homes and thus reduces reliance on higher levels of care and treatment, such as hospitals, nursing homes, group homes, or supervised living.

How We Do It Now – Current Service Level: The current service level supports up to 75 individuals annually. The number served fluctuates based on the amount of weekly service hours.

How We Plan to Do It in the Future – Recommended Service Level: The current service level is the recommended service level.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Support individuals living with serious mental illness in their own homes by providing mental health skill building services.					
Number of individuals receiving mental health skill building services	67	73	67	70	70
Number of individuals on the waitlist for mental health skill building services	4	11	1	5	5



MHSADS: Community-Based Support Services

Early Intervention

What We Do: This activity provides therapeutic services to children under the age of 3 whose development is delayed or might be delayed. Early intervention is intended to minimize the impact of developmental delays and enhance the development of children by capitalizing on the significant brain growth that takes place in the first three years of life. Staff provides initial screenings and assessments to determine service needs from the following: occupational therapy, physical therapy, developmental services, hearing services, vision services, speech therapy, social work, infant mental health support, family training, and case management. At the first contact with Early Intervention, a family is assigned a case manager who helps them understand the processes from entry to exit and identify other community resources. Other early intervention services are provided based on the needs of the child and the priorities of the parent(s). All early intervention services are provided in homes, daycares, parks, and libraries. The services are delivered within typical family routines, and are designed to help parents support their child(ren)'s development throughout their regular activities and engage fully in their community.

Mandate Information: This activity is mandated under federal law, specifically Part C of the Individuals with Disabilities Education Act. MHSADS is required to serve 100 percent of the children who, after screening, require the development of an Individualized Family Service Plan. Services must be initiated within 30 days of plan approval. Virginia requires that 3.43 percent of the population aged 0 to 3 years receive specialized services under the Individuals with Disabilities Education Act.

Who Does It: County staff and contractors provide this activity. This activity is supported by local and state funding and federal grants, Medicaid, commercial insurance, and fees.

Why We Do It: The County is currently the only provider of early intervention services in Loudoun County. The provision of early intervention services at a very early age may correct or ameliorate developmental delays and disabilities, minimizing the need for special education services and other community services.

How We Do It Now – Current Service Level: In FY 2021 and FY 2023, the service level was maintained with additional resources. Approximately 750 children are referred for early intervention services annually, of which around 90 percent are deemed eligible. At current service level, services are provided to approximately 1,400 children annually. The service level for the Early Intervention activity is between 45 and 55 children per case manager.

How We Plan to Do It in the Future – Recommended Service Level: County demographics project that by 2028, more than 18,300 children aged 36 months and younger will be living in Loudoun County. Based on those projections, MHSADS anticipates that the Early Intervention activity will serve 630 children at any given time. MHSADS will continue to monitor data and request additional resources as indicated by population changes. Based on the decreasing population growth rate, it is anticipated that the need for case managers and service providers will increase, although at a slower pace.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Children in early intervention will advance their skills and close developmental gaps by the time they exit the program.					
Number of children referred for early intervention services	638	696	761	790	835
Number of children served	1,084	1,199	1,329	1,400	1,500
Percentage of children functioning within age expectations in social-emotional development by the time they exit the program	47.00%	44.50%	n/a ¹	57.60%	57.60%

¹ Data is provided by the state, and FY 2023 data was not available at the time of publication.



MHSADS: Community-Based Support Services

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
At least 85.40 percent of families participating in early intervention will report that early intervention services helped them to help their child learn.					
Number of families completing the annual state-administered family survey	38	126	n/a ¹	90	90
Percentage of families who report that early intervention services helped them to help their child learn	71.00%	86.00%	n/a ¹	85.40%	85.40%
Deliver early intervention services to 3.43 percent (federal regulation) of the population of children under the age of 36 months.					
Percentage of target population receiving services	2.51%	3.27%	n/a ¹	3.35%	3.40%

¹ Data is provided by the state, and FY 2023 data was not available at the time of publication.



MHSADS: Community-Based Support Services

Employment and Day Support Services

What We Do: This activity provides adults living with developmental disabilities an opportunity to work, volunteer, and engage in activities throughout the community. These services are provided to individuals who have completed school by the age of 22, who are ineligible for Virginia Department of Aging and Rehabilitation Services (DARS), and who may be on the waitlist for a Developmental Disability Waiver. The County's contracts provide individuals with a choice of Employment and Day Support Services providers. These services are typically provided Monday through Friday during business hours.

Employment services assist individuals to gain and maintain paid, competitive employment in community work settings. Individuals receive support from staff to learn and complete work tasks, interact with coworkers and the public, and safely engage in the workplace. Individuals earn at least minimum wage.

Day support services assist individuals to engage in social interactions, community integration activities, and other skill building in various non-residential settings throughout the community. Staff provides behavioral, medical, and emotional support. Individuals with more intensive medical conditions receive day support services at a center with nursing support.

Mandate Information: The Code of Virginia § 37.2-500 includes this activity in the core of services that may be provided by the CSB.

Who Does It: Contractors provide this activity. This activity is supported by local funding and Medicaid.

Why We Do It: This activity supports individuals with developmental disabilities in the years following high school graduation. These services support skill building and the development of community relationships and exploration through work, volunteering, and community interaction.

How We Do It Now – Current Service Level: The current service level supports up to 65 individuals annually. Each year, the service level fluctuates based on the needs of the individuals and the availability of the providers. Currently, there are approximately 35 individuals on the waitlist.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level is not clear now, but MHSADS is monitoring trends and waitlists. The service level is impacted by several fluctuating variables, including the number of Loudoun high school graduates each year who are ineligible for other post-high school programs, the number of waiver slots approved by the General Assembly each fiscal year, and the contracted agencies' service capacity.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Promote community participation for individuals living with developmental disabilities by providing employment and day support services.¹					
Number of individuals enrolled in day support services	28	35	34	35	35
Number of individuals enrolled in employment services	37	38	36	37	37
Number of individuals graduating from high school who may need services	9	9	10	10	10
Number of individuals on the waitlist	n/a	n/a	35	35	35

¹ Data shown as n/a indicates a measure that does not have historical data.



MHSADS: Community-Based Support Services

Community Access Program

What We Do: This activity provides day support services to adults living with developmental disabilities. Community Access Program services are accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF). Day support services include opportunities for social interaction, community engagement, workplace assistance, and skill building in a variety of community-based, non-residential settings. Services are provided Monday through Thursday from 8:30 a.m. to 3:00 p.m., and on Friday from 8:30 am to 2:00 pm.

Mandate Information: The Code of Virginia § 37.2-500 includes this activity in the core of services that may be provided by the CSB.

Who Does It: County staff provides this service. This activity is supported by local funding and Medicaid.

Why We Do It: The Community Access Program is an intensive, long-term, day support program. This service provides support to qualified individuals in the years following high school graduation.

How We Do It Now – Current Service Level: The current service level supports up to 16 individuals at a staff-to-individual ratio ranging from 1:1 to 1:3. The number of individuals served fluctuates based on the type of service received. Currently, there are approximately 20 individuals on the waitlist. The individuals on the waitlist are currently receiving services from other providers.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level is not clear, but MHSADS is monitoring trends and waitlists. The number of individuals served may change based on private provider capacity and the number of individuals requiring 1:1 staffing.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Promote community integration and independence by providing community engagement and workplace assistance services.					
Number of individuals enrolled	14	14	14	15	16
Total number of service hours	3,301	13,796	14,674	15,000	16,000
Number of community engagement service hours ¹	55	852	528	800	850
Number of workplace assistance service hours	1,176	1,364	1,632	1,700	1,800
Percentage of service hours spent on community engagement or workplace assistance services	37%	16%	15%	17%	17%

¹ The number of hours decreased in FY 2023 due to vacancies.



MHSADS: Community-Based Support Services

Psychosocial Rehabilitation

What We Do: This activity provides adults living with serious mental illness community-based group treatment and support to develop and practice social skills, budgeting, personal care, meal preparation, and community involvement skills. Staff provides educational and therapeutic group activities. Staff assesses each individual and develops an individualized treatment plan. Services are provided from 8:30 a.m. to 3:00 p.m., Monday through Friday.

Mandate Information: The Code of Virginia § 37.2-500 includes this activity in the core of services that may be provided by the CSB.

Who Does It: County staff provides this activity. This activity is supported by local and state funding, Medicaid, and fees.

Why We Do It: Psychosocial rehabilitation provides recovery-oriented services that promote mental health and reduce reliance on higher levels of care, such as hospitalization. MHSADS is currently the only provider of psychosocial rehabilitation in Loudoun County.

How We Do It Now – Current Service Level: The current service level supports up to 65 individuals annually, and currently serves approximately 60 individuals.¹ Services are provided at a ratio of one staff member to six individuals.

How We Plan to Do It in the Future – Recommended Service Level: The current service level is the recommended service level.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Promote recovery, symptom reduction, and increased coping skills, as evidenced by at least 90 percent of individuals enrolled in psychosocial rehabilitation participating in community-based skill building activities.					
Number of individuals enrolled in psychosocial rehabilitation	74	57	53	60	65
Percentage of enrollees who participate in community-based skill building activities ²	n/a	34%	85%	90%	90%

¹ Due to staff vacancies, this activity could not serve more than 53 individuals in FY 2023. Staff anticipates that vacancies will be filled by FY 2025.

² Due to COVID-19, MHSADS did not offer community-based skill building activities in FY 2021.



MHSADS: Community-Based Support Services

Job Link

What We Do: This activity provides employment support to adults living with a developmental disability or serious mental illness. Job Link services are accredited by CARF, and include job exploration and development, job training, benefits counseling, job application assistance, and assistance with workplace concerns. Individuals are provided with staff support based on their work schedule; and this requires service delivery outside of County business hours.

Mandate Information: The Code of Virginia § 37.2-500 includes this activity in the core of services that may be provided by the CSB.

Who Does It: County staff provides this service. This activity is supported by local funding and payments from DARS.

Why We Do It: Employment is a social determinant of health and contributes to economic self-sufficiency. Loudoun adults living with a developmental disability or serious mental illness receive staff support to access employment.

How We Do It Now – Current Service Level: Current staffing levels of 8.00 FTE support employment services for up to 80 individuals annually. At current service level, there is not a waitlist.

How We Plan to Do It in the Future – Recommended Service Level: The current service level is the recommended service level.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
More than 90 percent of individuals enrolled in Job Link employment services will be employed.¹					
Number of individuals enrolled in Job Link	82	76	78	80	80
Percentage of Job Link enrollees who are employed	90%	90%	91%	90%	90%
Total wages earned by individuals	n/a	n/a	\$1,000,798	\$1,100,000	\$1,200,000
At least 95 percent of individuals employed through Job Link will maintain their employment for more than 90 consecutive days.					
Percentage of Job Link enrollees who maintain employment for more than 90 consecutive days	97%	95%	98%	95%	95%

¹ Data shown as n/a indicates a measure that does not have historical data.



MHSADS: Outpatient Services

Outpatient Treatment

What We Do: This activity provides therapeutic services to adults with serious mental illness, youth who are at risk for – or who have – a serious emotional disturbance, and individuals with a substance use disorder. This activity is provided at locations in Leesburg and Sterling as well as by telehealth. This activity provides behavioral health treatment to individuals enrolled in the Mental Health Docket, the Adult Drug Court, and the Veterans Treatment Court.

Mandate Information: The Code of Virginia § 37.2-500 includes this activity in the core of services that may be provided by the CSB.

Who Does It: County staff and contractors provide this activity. This activity is supported by local and state funding, Medicaid, Medicare, and fees.

Why We Do It: Outpatient treatment reduces reliance on higher levels of care and treatment, such as emergency services, hospitalization, and incarceration. Outpatient treatment serves individuals with behavioral health needs who require publicly-funded services. In the absence of this activity, individuals would likely seek emergency services, overwhelming the resources allocated for acute behavioral health emergencies.

How We Do It Now – Current Service Level: In FY 2020 and FY 2022, the service level was maintained with additional resources. This activity serves approximately 1,000 individuals.

How We Plan to Do It in the Future – Recommended Service Level: The current service level is the recommended service level. Additional resource needs are determined by population change, complexity and acuity, and the required frequency and duration of treatment. The demand for outpatient behavioral health services will continue to be monitored as the full impact of the COVID-19 pandemic on individuals' behavioral health and wellness is realized. Additional resources will be requested if supported by data.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Promote symptom reduction and meaningful change in individuals' daily functioning by providing behavioral health outpatient treatment.					
Number of individuals enrolled in behavioral health outpatient treatment ¹	1,466	1,142	909	1,150	1,200
At least 35 percent of individuals receiving outpatient treatment services scoring below a 4.0 on a DLA-20 assessment will demonstrate at least 0.5 growth within two fiscal quarters.²					
Percentage of adults who scored below a 4.0 on a DLA-20 assessment who demonstrated 0.5 growth within two fiscal quarters	n/a	25%	n/a ³	35%	35%
Percentage of children who scored below a 4.0 on a DLA-20 assessment who demonstrated 0.5 growth within two fiscal quarters	n/a	43%	n/a ³	35%	35%

¹ High staff vacancies contributed to the decrease in individuals served in FY 2023. Those vacancies are now filled, and staff anticipates the number of individuals served to gradually increase.

² The DLA-20 Functional Assessment is a comprehensive functional assessment and outcome measurement tool for behavioral health providers who need a reliable and valid measure of their clients' level of functioning in daily living activities.

³ Data is provided by the state, and FY 2023 data was not available at the time of publication.



MHSADS: Outpatient Services

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Promote early identification and mitigation of suicide risk, as evidenced by at least 86 percent of adults newly enrolled in behavioral health outpatient treatment receiving a suicide risk assessment within 30 days before or five days after the case opening.¹					
Number of adults newly enrolled in behavioral health outpatient treatment	335	391	n/a ²	345	360
Number of adults newly enrolled in behavioral health outpatient treatment who received a suicide risk assessment within 30 days before or five days after the case opening	275	245	n/a ²	297	310
Percentage of adults newly enrolled in behavioral health outpatient treatment who received a suicide risk assessment within 30 days before or five days after the case opening	82%	63%	n/a ²	86%	86%
Promote early identification and mitigation of suicide risk, as evidenced by at least 86 percent of youth newly enrolled in behavioral health outpatient treatment receiving a suicide risk assessment within 30 days before or five days after the case opening.¹					
Number of youth newly enrolled in behavioral health outpatient treatment	97	118	n/a ²	115	120
Number of youth newly enrolled in behavioral health outpatient treatment who received a suicide risk assessment within 30 days before or five days after the case opening	72	72	n/a ²	99	103
Percentage of youth newly enrolled in behavioral health outpatient treatment who received a suicide risk assessment within 30 days before or five days after the case opening	74%	61%	n/a ²	86%	86%

¹ The state's benchmark for this metric has changed from 60 percent in FY 2022 to 86 percent in FY 2023.

² Data is provided by the state, and FY 2023 data was not available at the time of publication.

**MHSADS: Outpatient Services****Forensic and Psychological Services**

What We Do: This activity is provided in collaboration with judicial partners. Clinical psychologists conduct forensic evaluations, administer psychological testing, write reports, provide recommendations for treatment, and testify in court. Staff serves as independent examiners for the involuntary civil commitment process. Staff evaluates and coordinates individuals found Not Guilty by Reason of Insanity, and coordinates all Conditional Release Plans and related services.

Behavioral health professionals at the adult and juvenile detention centers provide crisis stabilization for incarcerated individuals in acute psychiatric distress, behavioral health and substance use treatment, and release planning for individuals with serious mental illness. Staff at the Adult Detention Center provides eligibility screenings for the Mental Health Docket, the Adult Drug Court, and the Veterans Treatment Court.

Staff serves as clinical coordinators for the Crisis Intervention Team; and conducts training with the Loudoun County Sheriff's Office to divert individuals with behavioral health needs from the criminal justice system and into treatment.

Mandate Information: Per the Code of Virginia § 37.2-815, the General District Court is responsible for ensuring that independent examinations are completed. These examinations include Competency to Stand Trial, Not Guilty by Reason of Insanity, Sanity at the Time of Offense, and Psychosexual/Sex Offender. MHSADS has agreed to provide these evaluations on behalf of the General District Court. Coordination of services for individuals found Not Guilty by Reason of Insanity is mandated by the Code of Virginia § 19.2-182.

Who Does It: County staff provides this activity. This activity is supported by local and state funding.

Why We Do It: Forensic evaluations provide judges, probation officers, and the legal community with information relevant to the sentencing process. Not Guilty by Reason of Insanity coordination contributes to effective community reintegration. Detention center-based behavioral health services reduce inpatient forensic hospitalization. Individuals with mental health and substance use concerns may deteriorate without behavioral health intervention during incarceration. Crisis Intervention Team training equips first responders with knowledge and skills to safely respond to behavioral health crises.

How We Do It Now – Current Service Level: The service level of this activity was supported with additional resources in FY 2021. Current service level involves conducting approximately 170 forensic evaluations and 400 independent evaluations for civil commitment. Current service level within the Adult Detention Center is a ratio of approximately one therapist for every 100 individuals. Current service level also includes 60 eligibility screenings for the Mental Health Docket, the Adult Drug Court, and the Veterans Treatment Court. Staff provides a minimum of six Crisis Intervention Team trainings annually with the Loudoun County Sheriff's Office for community first responders.

How We Plan to Do It in the Future – Recommended Service Level: As crisis services develop across Virginia, there may be changes to the service levels required of this activity. The future service level is not clear, but the Department is watching trends. The service level of this activity is directly related to the number of inmates with behavioral health conditions.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Contribute to a safe community by providing court-ordered forensic and civil evaluations as requested by the courts.					
Number of court orders received for forensic evaluations	113	129	152	170	190
Number of extensions requested of the court	1	4	6	7	8
Number of civil commitment independent evaluations	258	355	377	412	447
Reduce risk and recidivism among individuals in the Adult Detention Center.					
Number of clinical screenings	2,192	2,360	2,407	2,300	2,200
Number of individuals who received a clinical screening	1,008	1,228	1,459	1,600	1,800



MHSADS: Outpatient Services

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Support diversion efforts from the criminal justice system into behavioral health treatment by providing at least six Crisis Intervention Team trainings annually in partnership with the Loudoun County Sheriff's Office.¹					
Number of Crisis Intervention Team training sessions	6	6	16	10	10
Number of attendees	100	98	424	340	340
Reduce reinvolverment in the criminal justice system for individuals living with mental illness by providing coordinated treatment through the Mental Health Docket.					
Number of individuals who participated on the Mental Health Docket	18	14	16	16	18
Number of individuals who successfully completed the Mental Health Docket	7	5	4	5	6
Reduce reinvolverment in the criminal justice system for individuals living with substance use disorders by providing coordinated treatment through the Adult Drug Court.					
Number of individuals who participated on the Adult Drug Court	31	30	27	30	35
Number of individuals who successfully completed the Adult Drug Court	4	7	8	10	12
Reduce reinvolverment in the criminal justice system for veterans living with mental illness by providing coordinated treatment through the Veterans Treatment Court.²					
Number of individuals who participated on the Veterans Treatment Court	n/a	n/a	2	5	5
Number of individuals who successfully completed the Veterans Treatment Court	n/a	n/a	0	4	4

¹ Per a memorandum of understanding with the Loudoun County Sheriff's Office, this activity is required to provide six trainings per year but periodically offers additional trainings.

² Data shown as n/a indicates a measure that does not have historical data.



MHSADS: Outpatient Services

Intensive Community Treatment

What We Do: This activity provides integrative health care to individuals who frequently experience homelessness, incarceration, and/or psychiatric hospitalization. This interdisciplinary team uses innovative practices to engage adults with serious mental illness. Staff assists individuals with accessing benefits and developing community connections. Staff partners with other agencies to support and transition individuals to stable environments, and to provide consistent access to services. Services are primarily provided between the hours of 8:30 a.m. and 8:00 p.m. Monday through Thursday, and 8:30 a.m. to 5:00 p.m. on Friday.

Mandate Information: The Code of Virginia § 37.2-500 includes this activity in the core of services that may be provided by the CSB.

Who Does It: County staff and contractors provide this activity. This activity is supported by local funding.

Why We Do It: This activity reduces hospitalization, incarceration, and episodes of homelessness while promoting recovery for adults with serious mental illness.

How We Do It Now – Current Service Level: The capacity for this activity is 50 individuals annually.

How We Plan to Do It in the Future – Recommended Service Level: The intent is to transition from intensive community treatment to assertive community treatment in response to a state-led initiative. Additional resources will be required to complete this transition. Assertive community treatment requires service availability 24 hours per day, all 365 days of the year.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Promote sustained engagement in treatment, as demonstrated by at least 75 percent of individuals who are enrolled in intensive community treatment remaining in treatment for at least 90 days; and of those, at least 75 percent being connected to primary care services.					
Number of individuals enrolled in intensive community treatment	29	36	46	50	50
Number of individuals enrolled in intensive community treatment for more than 90 days	27	29	41	38	38
Percentage of individuals enrolled in intensive community treatment for more than 90 days	93%	81%	89%	75%	75%
Number of individuals enrolled in intensive community treatment for more than 90 days and connected to primary care services	19	27	31	28	28
Percentage of individuals enrolled in intensive community treatment for more than 90 days and connected to primary care services	70%	93%	76%	75%	75%



MHSADS: Outpatient Services

Psychiatry and Nursing

What We Do: Psychiatric services are provided to adults, adolescents, and children. Staff includes psychiatrists, nurse practitioners, nurses, and service coordinators. Psychiatrists and nurse practitioners evaluate, diagnose, and treat individuals. Nurses assist with medication management and facilitating appointments with external medical specialists. Staff assesses the individual's overall health and assists with linkages and follow-up care. The center-based nurses conduct primary care screenings and assist in obtaining psychiatric medications. Many individuals in psychiatric services are co-enrolled in other MHSADS services; however, for those who are solely enrolled in psychiatric services, service coordinators are the primary point of contact. Service coordinators can refer individuals to other services within MHSADS when the need arises. An on-call psychiatrist is available by telephone 24 hours per day, seven days per week.

Community-based nurses also provide psychiatric and medical assessments to individuals living in MHSADS group homes and supervised living residences. These nurses administer medications, support the navigation of the health care system, educate individuals and their treatment teams, and serve as the liaison between residential services, hospitals, and medical providers. An on-call community nurse is available by telephone 24 hours per day, seven days per week.

Mandate Information: The activity of primary care screening and monitoring is mandated by the Code of Virginia § 37.2-500.

Who Does It: This activity is provided by County staff and contractors. This activity is supported by local and state funding, Medicaid, Medicare, and fees.

Why We Do It: This activity provides highly-skilled, specialized services to treat individuals with serious mental illness, developmental disability, and other behavioral health conditions, including substance use disorders. This activity provides the ability for individuals to receive treatment in the least restrictive environment. Timely and prompt psychiatric intervention reduces reliance on emergency department visits and in-patient psychiatric hospitalizations.

How We Do It Now – Current Service Level: The current service level was supported with additional resources in FY 2020, FY 2021, and FY 2022. This activity supports approximately 1,200 individuals in psychiatric services. Additionally, in FY 2023, staff provided integrated health care education to approximately 50 percent of individuals receiving psychiatric services; and provided a primary care screening (height, weight, body mass index, and vitals) to 50 percent of adults with serious mental illness and youth with severe emotional disturbance who are enrolled in case management. (see the Case Management activity description for more details)

How We Plan to Do It in the Future – Recommended Service Level: The current service level is the recommended service level. Additional resources will be needed to reduce reliance on contracted services. Staff will continue to monitor the number of individuals enrolled and the services provided to ensure that staffing and resources match the service level needed.

**MHSADS: Outpatient Services**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide integrated health care education to at least 95 percent of individuals receiving psychiatric services.¹					
Number of individuals enrolled in psychiatric services	1,218	1,109	1,097	1,200	1,200
Percentage of individuals provided with integrated health care education during a psychiatry or nursing appointment ²	97%	n/a	50%	95%	95%
Promote integrated physical and behavioral health care by providing or coordinating an annual primary care screening to at least 75 percent of adults with serious mental illness and youth with severe emotional disturbance who are enrolled in case management.					
Number of adults with serious mental illness and youth with severe emotional disturbance who are enrolled in case management	401	466	472	475	475
Number of adults with serious mental illness and youth with severe emotional disturbance who are enrolled in case management and are receiving a primary care screening at least annually	94	199	245	356	356
Percentage of adults with serious mental illness and youth with severe emotional disturbance who are enrolled in case management and are receiving a primary care screening at least annually	23%	43%	52%	75%	75%

¹ Data shown as n/a indicates a measure that does not have historical data.

² Due to a change in the Department's electronic health record, FY 2022 data is not available. In FY 2023, the decrease in numbers is also attributed to the transition to a new electronic health record, resulting in a different data collection method.



MHSADS: Outreach and Coordination Services

Prevention and Intervention

What We Do: This activity promotes public behavioral health by providing comprehensive programs to youth at risk of behavioral health disorders or gang activity. Staff provides year-round school- and community-based programs for elementary, middle, and high school students from select schools. Raising Education, Achievement, and Leadership (REAL), a community-based after-school (Club) and summer program (Camp) includes Life Skills Training, an evidence-based violence/gang and substance abuse prevention/intervention group service for selected high risk elementary, middle, and high school students. Staff provides community trainings, such as Mental Health First Aid and Understanding Adverse Childhood Experiences, to increase awareness, knowledge, and response to behavioral health disorders. Opioid abuse is addressed by providing naloxone through REVIVE! and Rapid REVIVE! trainings.¹ Strong collaborative partnerships with Loudoun County Public Schools, public and private agencies, and housing complexes are foundational to the success of this activity. Staff facilitates the Prevention Alliance of Loudoun, a coalition of diverse stakeholders addressing substance use-related issues. Hours of operation vary based on the needs of the community.

Mandate Information: The Code of Virginia § 37.2-500 includes this activity in the core of services that may be provided by the CSB.

Who Does It: County staff provides this activity. This activity is supported by local and state funding and federal revenue.

Why We Do It: Community-based prevention strategies are critical to behavioral and physical health. This activity is a primary point of contact for supporting at-risk youth, and for providing public behavioral health training.

How We Do It Now – Current Service Level: This activity was supported with additional resources in FY 2020. At current service level, this activity supports approximately 495 participants in the R.E.A.L. Program, with 180 students attending Camp R.E.A.L. (90 percent of whom reported positive attitudes, skills, and community engagement), and 315 students attending Club R.E.A.L. (80 percent of whom reported high levels of decision-making, emotional support, and peer affiliations).

How We Plan to Do It in the Future – Recommended Service Level: The current service level is the recommended service level; however, the future service level is not clear. The Department is watching trends that may contribute to requests for additional resources.

¹ REVIVE! and Rapid REVIVE! are the Commonwealth of Virginia's opioid overdose and naloxone education programs.

**MHSADS: Outreach and Coordination Services**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Increase or maintain skills for youth who are at risk of mental illness, substance use disorder, or gang activity by providing education and positive engagement.					
Number of enrollments in prevention and intervention services	849	838	867	850	850
Number of youth participating in the life skills training curriculum	762	625	522	500	500
Percentage of youth who completed the life skills training curriculum who increase or maintain prevention skills	85%	84%	78%	75%	75%
At least 90 percent of youth attending the Camp R.E.A.L. summer program will indicate positive attitudes, skills, and community engagement.					
Number of youth served by prevention and intervention in Camp R.E.A.L.	120	180	180	180	180
Percentage of Camp R.E.A.L. participants who indicate positive attitudes, skills, and community engagement	92%	90%	82%	90%	90%
At least 80 percent of youth attending Club R.E.A.L. after-school programs will report high levels of decision-making, emotional support, and peer affiliations at Club R.E.A.L..					
Number of youth served by prevention and intervention in Club R.E.A.L.	275	310	315	300	300
Percentage of youth who report high levels of decision-making, emotional support, and peer affiliations at Club R.E.A.L.	83%	87%	83%	80%	80%
Promote awareness, identification, and understanding of mental illness and substance use disorder by providing mental health first aid training to community members.					
Number of mental health first aid training sessions provided	27	31	18	18	18
Number of individuals trained in mental health first aid ¹	299	353	174	200	200
Provide REVIVE! training to the community so they can identify the signs of opioid overdose and respond with the administration of naloxone.²					
Number of individuals trained in naloxone administration ³	379	562	1,795	2,000	2,000
Number of requests for naloxone	n/a	n/a	1,389	1,500	1,500

¹ The FY 2023 decrease is attributed to a decrease in demand for mental health first aid.

² Data shown as n/a indicates a measure that does not have historical data.

³ Introduction of Rapid REVIVE! resulted in a large increase in the number of individuals trained in FY 2023.



MHSADS: Outreach and Coordination Services

Case Management

What We Do: Case management is provided to adults with serious mental illness, youth who are at risk for – or who have – a serious emotional disturbance, individuals with a substance use disorder, and individuals with a developmental disability. MHSADS also provides case management to individuals enrolled in the Mental Health Docket, the Adult Drug Court, and the Veterans Treatment Court. Case management includes assessing strengths and needs; developing, implementing, and reviewing service plans; and working with other community resources to treat and support individuals and families. Case management for individuals with a developmental disability is referred to as support coordination.

MHSADS is the only licensed provider of behavioral health and developmental disability case management. Some individuals need enhanced case management, which is case management with more frequent and intense supports. Wraparound is the most intensive care coordination specifically for youth and families. Youth served by wraparound are at risk of out-of-home placement and/or are transitioning from an out-of-home placement. Services are provided at least three times per week for an estimated 18-month episode of care.

Mandate Information: This activity is mandated by the Code of Virginia § 37.2-500.

Who Does It: County staff provides this activity. This activity is supported by local and state funding, Medicaid, and fees.

Why We Do It: MHSADS is the sole licensed provider of this activity. This activity connects individuals and families to medical and non-medical resources and services. Case management reduces reliance on costly higher levels of care.

How We Do It Now – Current Service Level: The service level for case management was supported with additional resources in FY 2020, FY 2021, and FY 2023. This activity supports approximately 450 individuals with a mental health and/or substance use disorder diagnosis (for an average caseload of 20-25 individuals per case manager); 460 individuals with a developmental disability (for an average caseload of 20-25 individuals per support coordinator); and 90 youth in wraparound services (for an average caseload of 8-12 individuals per case manager). Current service level supports a total of up to 25 individuals in the Mental Health Docket and the Veterans Treatment Court, and up to 50 individuals in the Adult Drug Court.

Every individual who receives a Developmental Disability Waiver is required to have support coordination; and additional waivers are made available by the General Assembly as funding allows. Approximately 850 individuals are currently on the waitlist for the Developmental Disability Waiver.

How We Plan to Do It in the Future – Recommended Service Level: The service level for case management is established. The future service levels will need to be reviewed as population growth stabilizes. The demand for case management is impacted in part by access to Waiver slots, initiation and/or expansion of specialty dockets within Loudoun County, and increased demand for services via the Children's Services Act (CSA).

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Support and address the needs of individuals living with mental health, substance use disorder, intellectual disabilities, or developmental disabilities by providing case management services.					
Number of individuals with a mental health and/or substance use disorder receiving case management services	339	402	433	450	450
Number of individuals with a mental health and/or substance use disorder who require a higher intensity and frequency of case management services	234	281	323	330	330
Number of individuals with an intellectual disability or developmental disability receiving case management services	383	393	433	460	490

**MHSADS: Outreach and Coordination Services**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Number of individuals with an intellectual disability or developmental disability who require a higher intensity and frequency of case management services	110	101	104	101	101
Number of youth who are at risk for residential placement, hospitalization, and interaction with the Juvenile Court Service Unit receiving intensive care coordination	68	76	63	90	90
Assist youth and families in accessing community-based therapeutic supports through the CSA.					
Number of youth seeking access to the CSA	27	43	51	50	50
Number of youth offered intake within ten business days	25	31	39	43	43
Percentage of intakes offered within ten business days	56%	72%	100%	85%	85%
Number of youth receiving CSA case support	63	51	59	60	60



MHSADS: Outreach and Coordination Services

Access

What We Do: This activity provides same-day triage, screening, and referral to behavioral health services within MHSADS and/or to other resources in the community. Peer recovery specialists use their lived experience to engage with individuals seeking services, including military service members, families, and veterans. Staff provides contract administration for multiple clinical contracts.

Mandate Information: This activity is mandated by the Code of Virginia § 37.2-500.

Who Does It: County staff provides this service. This activity is supported by local and state funding, Medicaid, Medicare, and fees.

Why We Do It: Access provides a timely response for individuals with behavioral health needs seeking treatment.

How We Do It Now – Current Service Level: In FY 2022, resources were added to maintain the service level. The current service level supports providing this activity at one location, with walk-in appointments accepted Monday through Friday from 9:00 a.m. until 2:00 p.m. This activity currently receives approximately 2,205 requests for access, of which 651 individuals received at least one service.

How We Plan to Do It in the Future – Recommended Service Level: The current service level is the recommended service level. Expansion of hours and/or locations where the service is offered will require additional resources.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Connect individuals to services by completing the same-day access process within one day.¹					
Number of individuals who are eligible for same-day access	n/a	n/a	651	650	650
Percentage of eligible individuals who completed the same-day access process on the same day ²	n/a	n/a	39.0%	60.0%	75.0%
Ensure prompt access to services, as evidenced by at least 86 percent of individuals being offered an appointment within ten business days.					
Percentage of individuals who are offered an appointment within ten business days	70.1%	73.5%	82.7%	86.0%	86.0%
Promote engagement in treatment, as evidenced by at least 70 percent of individuals attending an appointment within 30 calendar days.					
Percentage of individuals who attend an appointment within 30 calendar days	99.7%	89.6%	n/a ³	70.0%	70.0%

¹ Data shown as n/a indicates a measure that does not have historical data.

² Same-day access underwent many process changes as a result of the pandemic and outpatient staffing vacancies. A workgroup has made changes to the same-day access process so that more individuals will complete the process in one day.

³ Data is provided by the state, and FY 2023 data was not available at the time of publication.



MHSADS: Outreach and Coordination Services

Emergency Services

What We Do: The Emergency Services activity operates 24 hours per day, all 365 days of the year, providing crisis intervention, pre-screening for inpatient care, coordination of the civil commitment process, and consultation and training to law enforcement. Services are available in-person and by telehealth for individuals of all ages who present in behavioral health crisis. Staff provides crisis intervention services at various locations and in coordination with law enforcement and numerous community partners. Staff may provide time-limited services while individuals await intake into ongoing services.

Staff conducts evaluations for Emergency Custody Orders, Temporary Detention Orders, and Mandatory Outpatient Treatment Orders. Staff provides reports to the court, monitors Mandatory Outpatient Treatment plans, and petitions for review hearings. Additionally, staff coordinates and attends civil commitment hearings, and collaborates with other jurisdictions throughout the state.

Staff facilitates Crisis Intervention Team training with the Loudoun County Sheriff's Office. Emergency Services is a member of the Sheriff's Office's crisis negotiation team. Staff may assist with debriefing community members after traumatic events.

The Emergency Services activity supports the Crisis Intervention Team Assessment Center, which is staffed by MHSADS and Loudoun County Sheriff's Office employees, and provides a non-criminal justice, non-emergency room setting for individuals to connect with a mental health professional to de-escalate a crisis.

This activity is part of the multi-agency effort to implement the 2020 Marcus-David Peters Act, which aims to establish protocols for law enforcement dealing with people experiencing a behavioral health crisis. MHSADS and the Loudoun County Sheriff's Office are in the planning stage of implementing a co-responder program – a team-based, behavioral health and law enforcement, mobile community response to 911 emergency calls. In addition to emergency response, the team will analyze 911 call data to identify behavioral health concerns and contact individuals to connect them to community resources.

Also in the planning stage, MHSADS will support Crisis Receiving and Stabilization Centers, which will provide onsite medical assessment and therapeutic intervention services, as well as provide secure behavioral health assessment and treatment locations for individuals subject to an Emergency Custody Order 24 hours per day, all 365 days of the year.

Mandate Information: This activity is mandated by the Code of Virginia § 37.2-500.

Who Does It: County staff provides this activity. This activity is supported by local and state funding, Medicaid, Medicare, commercial insurance, and fees.

Why We Do It: Emergency Services reduces reliance on higher levels of care and treatment, such inpatient hospitalization and incarceration.

How We Do It Now – Current Service Level: In FY 2021, additional resources were added to maintain the service level. Due to the unpredictability of behavioral health crises, staff is required to respond at any time. At current service level, staff conducts approximately 950 crisis evaluations annually.

How We Plan to Do It in the Future – Recommended Service Level: The current service level is the recommended service level. As crisis services develop across Virginia, there may be changes to the service levels required of this activity. In FY 2024, the co-responder activity will launch. This is a coordinated community-based response with law enforcement for individuals experiencing behavioral health crises.



MHSADS: Outreach and Coordination Services

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Help keep individuals safe in their preferred setting, as evidenced by at least 60 percent of evaluations provided by Emergency Services resulting in voluntary treatment.					
Number of crisis intervention evaluations provided by emergency services	1,089	1,100	951	950	950
Number of evaluations that resulted in voluntary treatment	691	609	418	570	570
Percentage of evaluations that resulted in voluntary treatment	63%	55%	44%	60%	60%
Provide coordinated response with law enforcement to individuals experiencing a behavioral health crisis through the co-responder program.¹					
Number of behavioral health crisis calls that received a joint response between law enforcement and MHSADS	n/a	n/a	n/a	n/a	475
Percentage of those behavioral health crisis calls that were resolved without going to an emergency department	n/a	n/a	n/a	n/a	40%
Percentage of those behavioral health crisis calls that did not result in law enforcement custody	n/a	n/a	n/a	n/a	40%

¹ Full-year implementation of the co-responder program is anticipated in FY 2025.



MHSADS: Outreach and Coordination Services

Discharge Planning

What We Do: This activity provides treatment planning and coordination of services to individuals preparing for discharge from psychiatric hospitalization, partial hospitalization, or crisis stabilization, and who need publicly-funded services. Staff facilitates transition into the community, including addressing potential barriers for a successful transition out of a state psychiatric hospital.

Mandate Information: The Code of Virginia § 37.2-500 includes this activity in the core of services that may be provided by the CSB.

Who Does It: County staff provides this activity. This activity is supported by local and state funding.

Why We Do It: This activity supports individuals so that they can be successful in the community after being discharged from a higher level of care.

How We Do It Now – Current Service Level: For individuals discharged from a higher level of care, staff schedules approximately 200 aftercare appointments with MHSADS annually.

How We Plan to Do It in the Future – Recommended Service Level: The current service level is the recommended service level. As crisis services develop across Virginia, there may be changes to the service levels required of this activity.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Facilitate stabilization in the community and reduce the risk of rehospitalization, as evidenced by at least 90 percent of individuals referred into MHSADS services having their aftercare appointments scheduled within seven calendar days of hospital discharge.					
Number of aftercare appointments scheduled with MHSADS	185	172	219	210	210
Number of aftercare appointments scheduled within seven calendar days of hospital discharge	182	169	205	189	189
Percentage of aftercare appointments scheduled within seven calendar days of hospital discharge	98%	98%	94%	90%	90%



MHSADS: Outreach and Coordination Services

Project for Assistance for Transition of Homelessness (PATH)

What We Do: The Project for Assistance for Transition of Homelessness (PATH) activity provides behavioral health screenings, counseling, and referrals to adults with a serious mental illness who are experiencing homelessness. Staff engages individuals wherever they are located and assists with applications for public benefits, employment, and housing programs. Services are provided from 8:30 a.m. to 8:00 p.m. Monday through Thursday, and from 8:30 a.m. to 5:00 p.m. on Friday.

Mandate Information: The Code of Virginia § 37.2-500 includes this activity in the core of services that may be provided by the CSB.

Who Does It: County staff provides this activity. This activity is supported by local and state funding.

Why We Do It: These services are provided to enhance wellness and stabilization for community members with serious mental illness who are experiencing homelessness.

How We Do It Now – Current Service Level: Current service level reflects supporting approximately 45 individuals.

How We Plan to Do It in the Future – Recommended Service Level: The current service level is the recommended service level for the near term; however, the longer-term future service level is not clear. The service level of this activity is directly related to the number of people with serious mental illness and experiencing homelessness.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Promote engagement in services, as evidenced by at least 70 percent of individuals being enrolled in ongoing PATH services within 90 days of initial outreach.					
Number of individuals outreached	37	29	45	45	45
Number of individuals enrolled in ongoing PATH services	44	28	35	35	35
Percentage of eligible individuals enrolled in ongoing PATH services within 90 days of outreach	79%	65%	44%	70%	70%
Ensure that comprehensive needs are met, as evidenced by at least 50 percent of individuals who are enrolled in PATH transitioning to treatment.					
Percentage of individuals successfully connected to needed services	36%	18%	57%	60%	60%



MHSADS: Business Operations

Human Resources

What We Do: This activity supports MHSADS with workforce planning, employee relations, training, personnel record management, benefits and payroll, and administrative functions. This activity ensures compliance with federal and state regulations, as well as County and departmental policies and procedures. Personnel files for MHSADS staff are maintained separately from the County human resources files.

Human resources staff manages the Department's personnel records and background check process. Staff provides support to regulatory audits, Family and Medical Leave Act benefit administration, short-term disability, long-term disability, and education leave requests. Additionally, staff is responsible for the creation and maintenance of the Department's organizational charts and support recognition programs.

Workforce planning staff assists hiring managers by providing guidance about the recruitment, selection, hiring, and onboarding of all positions, including highly technical and difficult-to-recruit positions.

Employee relations staff provides consultation and guidance on performance management matters. Staff engages with employees to complete the interactive process requirements in support of the Federal Americans with Disabilities Act.

Training staff oversees the Department's training program including multiple mandated requirements. Staff facilitates classes, identifies training needs, and researches potential training resources.

Payroll staff facilitates and troubleshoots accurate and timely timecard submission. Staff works to identify needed system fixes, coordinates with County Payroll staff, and participates in testing of payroll functions.

Mandate Information: This activity supports compliance with the Federal Americans with Disabilities Act and Family and Medical Leave Act. The provision of background checks is required by the Code of Virginia §§ 37.2-506 and 37.2-506.1.

Who Does It: County staff provides this activity.

Why We Do It: This activity provides support to a health care workforce with specific licensure and regulatory requirements. This activity reduces departmental reliance on other County resources and delivers tailored and efficient human resources guidance, support, and training.

How We Do It Now – Current Service Level: The service level of this activity was supported with additional resources in FY 2020 and FY 2023. This activity supports more than 456.00 FTE, the recruitment and onboarding of 110 positions, and the processing of 510 employee actions annually. Additionally, this activity provides approximately 150 required compliance training classes, and ensures staff training compliance at a rate of 95 percent.

How We Plan to Do It in the Future – Recommended Service Level: Current service level is the recommended service level for the near term; however, the longer-term future service level is not clear. The Department is watching trends. The service level of this activity is directly related to the expansion of programs and staffing levels, and expansion of existing services. The impact of possible future collective bargaining agreements on this activity is uncertain. If changes occur to increase demand on human resources staff, a service level change would be considered at that time.



MHSADS: Business Operations

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Mitigate employment-related risk by achieving a 95 percent compliance rate for timely completion of required trainings.					
Number of mandated training classes	131	140	152	150	155
Percentage of workforce completing required training	92%	94%	95%	95%	95%
Promote cultural competence in the workforce by providing trainings focused on trauma, military service members, veterans, and military families in support of regulatory mandates.					
Number of hours of clinical training attended by MHSADS staff in support of regulatory mandates ¹	2,396	2,137	5,025	4,500	5,000
Ensure the delivery of exceptional programs and services through consistent staffing.					
Number of authorized FTE	430	435	451	462	470
Number of employee actions processed	344	544	490	510	530
Vacancy rate	13.3%	18.9%	9.5%	13.9%	13.9%
Turnover rate	11.0%	18.9%	13.6%	14.5%	14.5%
Support hiring managers by providing guidance on recruitment, selection, hiring, and onboarding processes.					
Number of new hires onboarded	66	90	129	110	110

¹ The increase in training hours is due to increases in trainings mandated by Step-VA.



MHSADS: Business Operations

Finance

What We Do: This activity manages MHSADS responsibilities for accounts payable, accounts receivable, managed care organization contracting, credentialing, and budget and financial reporting.

The accounts payable function includes fiscal, budgetary, and forecasting oversight of the Department's operational needs, timely and fiscally-responsible procurement and payment of all goods and services, and reconciliation and management of grants according to policies established by the Department, County Procurement, and County Financial Services.

The accounts receivable function includes evaluating and analyzing insurance coverage and charges, interfacing with insurance companies to determine eligibility and responsibility for payment, managing processes for billing, collecting accurate payments from insurance plans and/or individuals served, reviewing and tracking revenue for accuracy, and reviewing and managing accounts to determine collection options, including the Debt Set-Off Program.

The credentialing function establishes the qualifications of licensed health care professionals and assesses their background and eligibility with third-party payers.

The managed care company contracting function involves the maintenance, monitoring, and management of multiple managed care organization contracts to maximize revenue.

The budget function includes involvement in the County's annual budget process, managing and monitoring the Department's annual personnel and operating budgets, and forecasting and projecting MHSADS budgetary needs. All financial reporting to local, state, and federal entities is included in this activity.

Mandate Information: This activity includes services mandated in the Code of Virginia § 2.2-4352 for payment of bills, and Virginia Code § 37.2-511 for a CSB reimbursement system to maximize collection of fees.

Who Does It: County staff provides this activity.

Why We Do It: This activity is required to comply with the County's budget, accounting, and purchasing policies and procedures, and to maximize collections. This activity reduces reliance on other County operations to develop expertise in the areas of third-party billing and the more than 50 funding sources associated with the Department.

How We Do It Now – Current Service Level: The service level was supported with additional resources in FY 2020, FY 2021, and FY 2024. Staff supports and manages a nearly \$67 million annual expenditure budget, including \$52 million in personnel and \$13 million in operating and maintenance; and a revenue budget of approximately \$15 million, including \$8 million in state and federal funds. This activity processes approximately 35,000 health care claims for reimbursement annually, and processes payment of more than 95 percent of invoices within 30 days of receipt.

How We Plan to Do It in the Future – Recommended Service Level: The current service level is the recommended service level for the near term; however, the longer-term future service level is not clear. The Department is watching trends. The service level of this activity is directly related to changes in state mandates, managed care contracts, credentialing requirements, and financial reporting. MHSADS also anticipates that with the introduction of new services and expansion of existing services, this activity may require additional staffing resources to adequately maintain service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Process claims for payment to reduce the Department's reliance on local tax funding.					
Number of claims submitted	28,047	31,440	50,092	34,584	38,042
Support continuity of services and meet contractual obligations, as evidenced by 95 percent of accurate invoices being paid within 30 days.					
Percentage of accurate invoices paid within 30 calendar days	98%	98%	98%	95%	95%



MHSADS: Business Operations

Operations Support

What We Do: This activity provides customer service and an array of administrative supports to internal and external customers of the Department. These customers include individuals accessing MHSADS services, Department staff, Loudoun County CSB members, and community stakeholders and partners. It is the goal of this activity to promote the efficient and effective operations of service lines throughout the Department.

This activity coordinates reception and general front desk operations across MHSADS office locations, including two outpatient behavioral health clinics and the Crisis Intervention Team Assessment Center. This activity is responsible for conducting financial assessments to determine an individual's financial responsibility and to verify insurance information required for the billing process. Staff works varying schedules Monday through Friday to support activities between the hours of 8:30 a.m. and 8:00 p.m.

In support of internal functions, this activity develops marketing materials, maintains the Department's webpage, and supports Department participation in community outreach events. The team serves as the Department's Freedom of Information Act (FOIA) records custodian. Staff is responsible for the planning, organization, management, and coordination of maintenance for the Department's 29 residential settings, seven office locations, and fleet of more than 125 vehicles.

Additionally, staff provides executive support to the department director, executive leadership team, and CSB executive council and members.

Mandate Information: This activity supports services mandated by the Code of Virginia § 37.2-500.

Who Does It: County staff provides this activity.

Why We Do It: This activity provides internal administrative support across the Department to promote efficient and effective program operations. This activity coordinates community outreach to advance public awareness of behavioral health and developmental disability resources, and connects individuals to services. Staff monitors Department facilities and vehicles to ensure safety and compliance with DBHDS licensing regulations.

How We Do It Now – Current Service Level: The service level was supported with additional resources in FY 2020, FY 2021, and FY 2022. Staff conducts approximately 1,000 financial assessments annually, with each taking 25 minutes to complete on average. Additionally, the current service level reflects answering approximately 23,000 calls in an average of ten seconds.

How We Plan to Do It in the Future – Recommended Service Level: The current service level is the recommended service level for the near term; however, the longer-term future service level is not clear. The Department is watching trends. This activity's service level is directly related to the number of individuals served, the number of staff within the Department, the introduction of new services, and expansion of existing services. If those areas were to increase, demand for this activity would also increase, and a service level change would be considered at that time.

**MHSADS: Business Operations**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Conduct financial assessments with individuals receiving services to reduce the Department's reliance on local tax funding.					
Number of financial assessments conducted	1,017	884	964	1,150	1,250
Provide responsive customer service by answering incoming calls to MHSADS reception desks within ten seconds.					
Number of incoming calls	22,007	21,352	22,125	23,000	23,500
Average time to answer calls (in seconds)	10.53	9.79	10.06	10.00	10.00
Number of FOIA requests received ¹	n/a	4	8	6	6
Promote community awareness and access to publicly-funded behavioral and developmental health resources in the Loudoun community by participating in outreach events.					
Number of outreach events attended ¹	n/a	7	18	20	25
Promote the safety of MHSADS staff and individuals served, as evidenced by 100 percent of MHSADS facilities receiving an annual inspection.					
Percentage of MHSADS facilities that receive an annual inspection ¹	n/a	n/a	100%	100%	100%

¹ Data shown as n/a indicates a measure that does not have historical data.



MHSADS: Business Operations

Quality Assurance

What We Do: This activity includes the outcomes and evaluation, technology, and health information management functions. This activity provides support to workforce members and individuals receiving services across the Department.

The outcomes and evaluation function provides access to data needed for effective and efficient oversight, accountability, and quality improvement. In collaboration with the technology function, staff extracts, analyzes, reviews, and submits data to meet local, state, and federal reporting requirements.

The technology function provides support 24 hours per day, seven days per week for MHSADS software and clinical applications, such as the electronic health record, which is required for service delivery, revenue collection, and to meet regulatory requirements. Technology staff provides support to MHSADS workforce members as the front-line helpdesk/troubleshooters; and manages the technology of the Department, including computers, peripherals, and mobile phones. In conjunction with the County's Department of Information Technology, staff provides security oversight for protected health information, as required by the Health Information Portability Accountability Act (HIPAA) Security Rule, and in collaboration with the countywide HIPAA compliance officer.

The health information management function is responsible for managing the storage of – and access to – health records generated or maintained by MHSADS. Staff responds to record requests from workforce members, individuals in service, and external entities, as well as to subpoenas and search warrants. Staff ensures that electronic health records are maintained in accordance with regulatory requirements.

Mandate Information: This activity is mandated by the Virginia Administrative Code 12VAC35-105-620 (monitoring and evaluating service quality), and supports services mandated by the Code of Virginia § 37.2-500. This activity also supports compliance with federal regulation 45 CFR 164.530 (HIPAA).

Who Does It: County staff provides this activity.

Why We Do It: Continuous quality improvement of operations and services is required. This activity promotes compliance with privacy regulations and reporting requirements, and effective use of technology. Staff reports data to funding agencies and other stakeholders. Technology and software programs that protect health information and meet HIPAA standards and other applicable regulations are maintained. Beyond meeting basic privacy and confidentiality regulations, this activity reduces vulnerability. Additionally, staff facilitates training for the MHSADS workforce.

How We Do It Now – Current Service Level: The current service level was supported with additional resources in FY 2021. Current service level reflects the creation of monthly, quarterly, and annual reports for multiple stakeholders. At current service level, staff maintains approximately 44,000 electronic health records, responding to at least 95 percent of requests for health records within 30 calendar days. Of the approximately 1,250 information technology helpdesk tickets, 90 percent are resolved within two days.

How We Plan to Do It in the Future – Recommended Service Level: The current service level is the recommended service level for the near term; however, the longer-term future service level is not clear. The Department is watching trends. The service level of this activity is directly related to the number of individuals served, the number of staff within the Department, and reporting requirements due to federal, state, and local mandates.

**MHSADS: Business Operations**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Accurately and effectively process at least 95 percent of requests for health records within 30 calendar days.¹					
Number of health records maintained	n/a	n/a	41,531	44,200	46,900
Number of Releases of Information (ROI) requests received and processed	266	256	335	330	330
Percentage of ROI requests processed within 30 calendar days	98%	99%	99%	95%	95%
Provide responsive customer service by resolving 90 percent of IT helpdesk tickets within two business days.¹					
Number of IT helpdesk tickets opened	n/a	n/a	1,474	1,250	1,250
Percentage of IT helpdesk tickets resolved within two business days	n/a	n/a	81%	90%	90%

¹ Data shown as n/a indicates a measure that does not have historical data.

¹ Data shown as n/a indicates a measure that does not have historical data.



MHSADS: Business Operations

Compliance

What We Do: This activity serves as the MHSADS liaison to the DBHDS Offices of Licensing and Human Rights, the Virginia Department of Medical Services, and other regulatory agencies. Staff develops and reviews departmental policies and procedures, completes regular internal health record audits, and provides training to the workforce to meet licensing and regulatory requirements.

Staff conducts human rights investigations of alleged abuse, neglect, and/or exploitation; manages the Department's incident reporting system; facilitates external incident reporting; conducts root cause analyses of serious incidents; and conducts quarterly risk assessment reviews. Services are primarily provided during regular County business hours; however, staff provides incident system monitoring and mandated state reporting on weekends and holidays.

Staff monitors MHSADS-licensed services and travels to the various locations where services are delivered for internal auditing and investigative purposes. Staff coordinates departmental responses to external audits. Staff submits corrective action plans for any audit findings.

MHSADS provides health care services covered by HIPAA, which requires a HIPAA privacy officer. The MHSADS HIPAA privacy officer is a Compliance staff member.

Mandate Information: This activity is mandated by the Virginia Administrative Code 12VAC35-105 (Licensing) and 12VAC35-115 (Human Rights). This activity also supports compliance with federal HIPAA regulations (45 CFR 164.530).

Who Does It: County staff provides this service.

Why We Do It: This activity provides support to a health care workforce with specific licensure and regulatory requirements. This activity reduces departmental reliance on other County resources and delivers tailored guidance, support, and training.

How We Do It Now – Current Service Level: The service level of the Compliance team has been stable in recent years. This activity processes approximately 1,820 incident reports, submits 200 reports to DBHDS as required per regulations, and completes 20 mandated human rights investigations into allegations of abuse and neglect each year. In addition, this activity conducts comprehensive file reviews for approximately 15 percent of individuals enrolled in licensed services.

How We Plan to Do It in the Future – Recommended Service Level: The current service level is the recommended service level for the near term; however, the longer-term future service level is not clear. The Department is watching data trends in reporting incidents, investigations, and the number of individuals in service. The service level of this activity is directly related to external regulatory requirements and the service level across the Department. If those areas were to increase, demand for the resources of this activity would also increase, and the service level would be considered at that time.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Manage risk in the Department by reporting adverse incidents.					
Number of adverse incidents reported externally	193	187	185	200	200
Percentage of adverse incidents reported externally by the established deadline	97.9%	98.4%	96.8%	100.0%	100.0%
Number of mandated human rights investigations	15	19	16	20	20
Support regulatory compliance by conducting internal health record reviews for 15 percent of individuals enrolled in services licensed by DBHDS.					
Total number of records reviewed	358	343	188	255	255
Total number of individuals enrolled in licensed services	2,260	1,656	1,466	1,700	1,700
Percentage of records reviewed	15.8%	20.7%	12.8%	15.0%	15.0%





Parks, Recreation, and Culture FY 2024 Program Review

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Library Services

Inspiration, innovation, and inclusion are the core of Library Services' mission. Library Services achieves these mission goals by building community through activities and resources that celebrate the joy of reading and learning.

Department Programs

Public Services

Provides patrons access to the Loudoun County Public Library collection, programs, technology, and services (including passport, notary, and specialized services). Promotes the joy of reading and lifelong learning through readers' advisory; early literacy programs; teen initiatives; humanities, arts, and technology training; community engagement; and educational opportunities. Serves as the community's information hub. Partners with community organizations to raise awareness of services offered.

Activities

- Branch Services (Youth, Teen, Adult, and Circulation Services)
- Programming and Community Engagement
- Communications

Support Services

Selects, acquires, catalogs, and processes library materials to inform, educate, and enlighten County residents. Also provides systems administration, technical training, and support for all automated library systems and technologies.

- Collection Management
- Technology Services

General Library Administration

Enacts the policies of the Library Board of Trustees and County initiatives. Provides administrative support and oversees the Public Services and Support Services programs. Manages the budget, accounting, human resources, training needs, and Capital Improvement Program (CIP) for Library Services.

- General Library Administration

**Library Services****Financial Information****FY 2024 Adopted Information – General Fund¹**

	Expenditures	Revenue	LTF	FTE
Public Services	\$18,391,533	\$237,162	\$18,154,371	196.81
Support Services	5,291,940	316,144	4,975,796	21.00
General Library Administration	1,349,284	0	1,349,284	6.00
Total General Fund	\$25,032,757	\$553,306	\$24,479,451	223.81

FY 2024 Adopted Information – Legal Resource Center Fund (Law Library)¹

	Expenditures	Revenue	LTF	FTE
Public Services ²	\$128,428	\$44,980	\$83,448	1.00
Total	\$128,428	\$44,980	\$83,448	1.00

¹ Sums may not equal due to rounding.

² The transfer from the General Fund to the Legal Resource Center Fund of \$83,448 is the local tax funding.



Library Services: Public Services

Branch Services (Youth, Teen, Adult, and Circulation Services)

What We Do: Through Library Services' ten public library locations, the Branch Services activity provides Circulation Services and services for youth, teens, and adults. Services include information assistance; collection maintenance; reading recommendations; educational programs; workshops for parents, caregivers, and teachers; and partnerships with area schools. Services also include technology assistance and training, makerspace facilities and equipment, classes and programs, and meeting room reservations.

Youth Services staff in branch locations also provides programs, services, and materials intended to meet the needs of children aged 11 years and under. Youth Services staff assists children in this age group and their parents with locating appropriate materials, utilizing library resources, and addressing other information needs. This includes Storytime, which provides valuable opportunities for the children to learn the five necessary preliteracy skills that are proven to influence long-term educational success, which are reading, talking, singing, writing, and playing. This also includes book clubs, early literacy programs, and makerspace and Science Technology Engineering Mathematics (STEM) activities for this age group.

Teen programs and services offered at branches are designed for teenagers between the ages of 12 and 17 and address their growing and diverse interests and abilities. Homework help, tutoring, and college-prep programs and assistance offered by staff meets educational needs. Teen Services staff creates a welcoming environment for teens through Teen Leadership Councils, teen volunteer opportunities, gaming, and other fun activities. STEM programs, makerspace activities, film and writing workshops, and contests connect teens to the possibilities of the world around them. Programs on the development of healthy relationships help teens build strong social and interpersonal skills. The After-Hours Teen Center at Cascades Library provides a safe, enjoyable place to gather for more than 75 teens each week.

Adult Services assists customers by providing readers' advisory, locating appropriate materials to meet their information needs, demonstrating new technologies, and training on library resources. Adult Services in branches also provides programs for customers to develop workforce readiness, technology competencies, language skills, and English literacy. Lifelong learning and civic engagement are fostered through branch programs that address the cultural and educational interests of the community.

Circulation Services includes registering new patrons for library cards, checking out materials to patrons, checking in returned materials, assisting with renewals, placing and maintaining hold requests, processing the delivery of materials, maintaining patron records, addressing and resolving patron issues and concerns, and answering customer questions. In addition to library branch locations, library materials are also available through an automated book vending machine at the Douglas Community Center with more to be added at other locations in the future.

Additionally, Rust Library serves as a Passport Acceptance Facility, which allows customers to apply for first-time passports and get their passport photos taken at the library. This service is offered 40 hours per week and is available at convenient times, including nights and weekends. This service is not for passport renewals, which can be done online through the United States State Department's website.

This activity also offers free notary services to its customers by appointment at all locations.

This activity also includes the Law Library, which provides resources and reference services that address the legal information needs of the general public, Loudoun County Government, court personnel, attorneys, and the local prison population. The Law Library, which is currently located in the Loudoun County Courts Complex, provides a collection of legal materials and electronic resources that are not generally available elsewhere in the County. Attorneys and court personnel can also access the collection outside of operating hours if needed.

Mandate Information: This activity is not mandated by federal or state law.

Who Does It: County staff delivers these services at library locations, at remote locations, and virtually online. The Branch Services activity is primarily supported by local tax and is supplemented by fees for passport services.



Library Services: Public Services

Why We Do It: Through the wide range of library resources made available to residents, this activity enhances residents' quality of life by meeting the informational, educational, and cultural needs of the entire community. County residents depend on the library to provide quick and easy access to books, magazines, music, and movies in all formats. The availability of these resources is vital to developing a love of reading and cultivating lifelong learning within the community. This activity plays a significant role in building children's early literacy skills and love of reading. Library Services is also able to positively affect the quality of life for youth and adults in the areas of civic and community engagement, education and lifelong learning, and job skills and digital inclusion through partnerships with other County departments and local institutions. These and other public-private partnerships provide expertise in the areas of technology, college readiness, and program development.

How We Do It Now – Current Service Level: In FY 2020, Library Services provided approximately 7,500 children, teen, and adult programs, with an average of 35 attendees per program offered. In FY 2020, library staff processed more than 2,900 passport applications and developed 1,650 passport photos; and there were more than 3,900 items notarized by staff at library locations. Notary services are provided at all ten branches.

Since that time, these numbers saw significant decline during the COVID-19 pandemic. They have gradually started to increase and return to pre-pandemic levels, as the impact of the pandemic wanes and customers return to libraries. Passport services were either not offered or had limited availability during the pandemic. Once these services were fully resumed, the demand for this service was extremely high and continues to grow.

In this fiscal year, Library Services anticipates providing 7,500 programs for children, teens, and adults, with an average of 45 attendees per program. The Passport Acceptance Facility at Rust Library will process more than 3,000 passport applications and develop more than 2,500 passport photos, which reflects a significant increase in passport photos due to the closure of other area outlets offering this service. Library Services expects to notarize approximately 6,987 items in FY 2024.

How We Plan to Do It in the Future – Recommended Service Level: In the future, demand and service levels in this program area are anticipated to continue to grow slightly despite stabilization in population growth. This is largely due to planned efforts by staff to reach out and promote resources to Loudoun communities who are underserved by Library Services, and who will take advantage of services, programs, and resources in the future. As noted, demand for passport service is high and is anticipated to remain high. In the future, Library Services will be considering expanding passport services to other locations to meet the needs of the community.



Library Services: Public Services

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Increase the number of programs for all ages and average at least 30 attendees per program.¹					
Number of programs offered for children, teens, and adults	2,720	6,863	9,648	9,697	9,744
Number of children, teen, and adult program attendees	126,835	330,803	452,990	455,255	457,531
Number of students reached through public and private school visits	2,100	24,275	20,349	20,756	21,171
Average number of attendees per program	47	48	47	47	47
Provide passport and notary services.					
Number of passport applications processed	718	2,604	4,779	4,825	4,875
Number of passport photos developed	523	2,147	4,000	4,020	4,040
Passport revenue collected	\$33,425	\$124,160	\$225,000	\$229,175	\$231,225
Number of items notarized	6,824	6,849	6,437	6,501	6,566

¹ The objective and performance measures for programs are presented in both the Branch Services activity here and in the Programming and Community Engagement activity below because both activities contribute to the development and administration of programs.



Library Services: Public Services

Programming and Community Engagement

What We Do: The Programming and Community Engagement activity monitors community needs and develops systemwide and signature programming. This activity provides signature programs with expert and professional presenters. Staff in this area works with guest authors and experts in the arts and humanities, business, technology, and health industries to engage customers and increase community awareness of library resources and services. Programs for audiences of all ages are scheduled at multiple branches and partner locations to reach as many community members as possible. Programs are often delivered in partnership with other government agencies, social service providers, local businesses, and educational institutions.

This activity also coordinates participation in community events, such as farmers markets, festivals, school meetings, children's summer camps, and other local events. Community engagement increases reach to targeted audiences, including those who do not currently use the library. In addition, this activity provides the Books-By-Mail service and serves those who cannot easily access branch locations through outreach services. This activity involves visiting nursing homes, adult day centers, and the County's juvenile and adult detention facilities to deliver preselected and requested library materials. Dedicated library vans, known as Reading Machines, are used to bring library services to community events and audiences outside the walls of physical library locations.

Mandate Information: This activity is not mandated by federal or state law.

Who Does It: County staff primarily provides this service, with support from engaged community partners and outside presenters.

Why We Do It: The Programming and Community Engagement activity delivers value with the following four targeted focus areas: technology and digital inclusion, people who are underserved by library services, community partnerships, and increased library awareness and reach. As Loudoun County becomes increasingly diverse, as community infrastructure matures, and as the population continues to grow, reaching the broadest possible audience for library programs and services is essential and increasingly complex. The Programming and Community Engagement activity is committed to reaching all County residents, including underrepresented residents for whom visiting a library branch is difficult or impossible. Were the County to no longer provide these services, this segment of the population would no longer have access to materials to meet their informational, educational, and recreational needs. Without this activity, County residents may not be aware of or able to take advantage of library programs and services. They would not have the opportunity to improve their quality of life, prepare for new jobs and career opportunities, increase their civic engagement, or develop early literacy skills.

How We Do It Now – Current Service Level: In FY 2020, Library Services provided more than 7,500 children, teen, and adult programs, with an average of approximately 35 attendees per program. Over 12,000 residents were reached through outreach services.

Since that time, these numbers saw significant decline during the pandemic. They have gradually started to increase and return to pre-pandemic levels as the impact of the pandemic wanes. In addition, during the pandemic, Library Services began offering online (live and on-demand) programs. These have continued; and the service level in this activity area now includes a large portion of online programs.

In FY 2024, Library Services anticipates providing 7,500 programs for children, teens, and adults, with an average of 45 attendees per program; and just over 15,000 residents will be assisted through outreach services.

How We Plan to Do It in the Future – Recommended Service Level: Although population growth will be stabilizing in the future, continued—if gradual—growth is expected in both demand and statistics related to Programming and Community Engagement. Library Services staff will focus on reaching out to people who are underserved by libraries and their resources. This will result in increased awareness and utilization of current library programs. In addition, staff will continue to develop new programs to meet the needs of these communities who are underserved by library services.



Library Services: Public Services

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Increase the number of programs for all ages and average at least 30 attendees per program.¹					
Number of programs offered for children, teens, and adults	2,720	6,863	9,648	9,697	9,744
Number of children, teen, and adult program attendees	126,835	330,803	452,990	455,255	457,531
Average number of attendees per program	47	48	47	47	47
Promote the use of library materials through outreach services.					
Number of residents reached through outreach services	11,636	14,792	16,731	17,066	17,236
Number of students reached through public and private school visits	2,100	24,275	20,349	20,756	21,171

¹ The objective and performance measures for programs are presented in both the Branch Services activity above and in the Programming and Community Engagement activity here because both activities contribute to the development and administration of programs.



Library Services: Public Services

Communications

What We Do: The Communications activity notifies and informs community members about how to use library services and programs and their potential positive impact on their lives. To ensure that residents are fully aware of and effectively use library services and programs, a strategic Communications program reaches the community through publications, social media, the Loudoun County Public Library's websites, and local media. This develops effective communications tools that educate County residents on how to use library resources, with the objective to increase circulation of library materials, attendance at library programs, and use of library internet resources.

Mandate Information: This activity is not mandated by federal or state law.

Who Does It: County staff provides this service.

Why We Do It: As Loudoun County becomes increasingly diverse, as community infrastructure matures, and as the population continues to grow, reaching the broadest possible audience for library programs and services is essential and increasingly complex. The Communications activity is committed to reaching all County residents and providing them with easy access to library resources. Without this activity, County residents may not be aware of or able to take advantage of library programs and services and would not have the opportunity to improve their quality of life, prepare for new job and career opportunities, increase their civic engagement, or develop early literacy skills.

How We Do It Now – Current Service Level: In FY 2020, there were nearly 1.5 million visits to library facilities. At that time, 265,000 people were registered cardholders, which represented 63 percent of the population.

Visits to physical libraries declined significantly during the pandemic due to closures, health concerns, and other service limitations. Although still short of visits seen in the years pre-pandemic, customer visits to library branches are gradually returning to previous levels. A further explanation for a slight decrease in visits is the increasing number of programs, materials, and resources that are now available virtually.

For the current fiscal year, Library Services anticipates just over 1.48 million visits to library facilities and just over 15,000 new registered cardholders.

How We Plan to Do It in the Future – Recommended Service Level: Library Services will continue to promote programs, services, and resources through e-newsletters, flyers, bookmarks, and posters; utilization of social media accounts; drafting press releases; working with media outlets on library-specific stories; and distributing additional promotional content through other channels. Library Services will also be working with other County departments and Loudoun County Public Schools to increase awareness and availability of library cards, resources, and services. These efforts should result in the growth of both library visits and library cardholders, as more members of the community become aware of the free services available to them from Library Services.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Increase the number of library facilities visits by 2 percent each year.					
Number of visits to library facilities	935,200	1,215,138	1,540,211	1,617,222	1,698,083
Maintain the percentage of the population who are registered cardholders at or above 55 percent.					
Number of registered cardholders	269,302	280,284	308,464	314,633	320,926
Number of registered cardholders as a percentage of the population	63%	65%	70%	70%	70%



Library Services: Support Services

Collection Management

What We Do: The Collection Management activity provides residents with a range of materials in a variety of print and non-print formats to meet their informational, cultural, educational, and recreational needs and interests. The Loudoun County Public Library has developed procedures for selecting, evaluating, reevaluating, and withdrawing materials. Procedures are intended to assure that the collection reflects contemporary ideas as well as traditional points of view, and materials are available in diverse media. Suggestions from the public regarding selection, retention, or reconsideration of materials are encouraged and are reviewed promptly.

Electronic resources are a vital part of services offered to library patrons. These include e-books, audiobooks, e-magazines, movies, and e-music in downloadable and streaming versions. Patrons can access millions of articles, resources, and learning modules in areas such as health, consumer information, software, foreign languages, business, investment, science, law, and many others. Use of these resources continues to increase as patrons look for information with their mobile devices outside of the library buildings.

In addition to the materials mentioned above, there are also non-traditional materials available for community members to check out. These include sewing machines, musical instruments, Mi-Fis, programmable robots, thermal cameras, and Virginia State Park passes.

Mandate Information: This activity is not mandated by federal or state law.

Who Does It: County staff provides this service. While the majority of funding for library materials comes from the County, some library materials (both physical and electronic) are purchased with funds received through state aid. This aid represents 12 percent of Library Services' overall materials collection budget.

Why We Do It: This activity facilitates providing free and equal access to a full variety of library resources and innovative technologies to enhance the quality of life and meet the informational, educational, and cultural interests of the community. The impact of not providing this service would be failure to meet Library Services' mission of providing access to library resources.

How We Do It Now – Current Service Level: In FY 2020, more than 5.2 million books, audiobooks, and video recordings were checked out from the library, which represents approximately 12.5 items per Loudoun resident. Additionally, there were more than 1.35 million electronic titles downloaded or streamed.

Although circulation was impacted and saw downturns during the height of the pandemic, overall circulation levels have returned to a volume similar to what was seen in FY 2020.

In the current year, more than 5.6 million items are anticipated to be checked out from the library, which reflects 12.5 items per Loudoun resident; and almost 1.4 million electronic titles will be downloaded or streamed.

How We Plan to Do It in the Future – Recommended Service Level: As the County's population growth stabilizes, the demand for library materials is expected to continue to grow slightly. Library Services continually develops collections to meet the needs of customers. As staff continues to focus on collaboration, outreach, and engagement with the community, collections of materials will evolve to match the interests of all members of the community. Library Services anticipates that these efforts should result in a slight increase of overall circulation in the future. While staff anticipates steady growth of circulation of library materials, shifts are expected in the popularity of various formats of materials such that utilization of streaming or downloaded titles will increase while physical check out of items may decrease. In their outreach and promotional efforts, staff will continue highlighting newly available formats and methods for accessing content and materials.

In addition, staff plans to expand the offerings of non-traditional items available for community members to check out and use at home, an initiative that should result in increased usage of library resources.

**Library Services: Support Services**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide a broad and relevant collection of library materials in various formats.					
Library materials expenditures per capita	\$4.96	\$5.51	\$6.01	\$5.47	\$5.42
Number of new items added to the collection	59,423	58,923	60,577	82,722	85,203
Total circulation of all materials	5,544,8750	5,305,008	5,402,722	5,607,936	5,776,174
Increase the availability of electronic titles to meet patron demands.					
Number of electronic titles downloaded/streamed	1,512,209	1,298,157	1,426,418	1,497,739	1,557,648



Library Services: Support Services

Technology Services

What We Do: The Technology Services activity manages the Loudoun County Public Library's computer systems, guides systemwide technology initiatives, oversees the makerspace program, and facilitates public access to library computers and other technology. Library technology systems provide access to e-books and online research resources, allow library materials to be checked out and processed, and enable library fees to be paid in the library branches and online. This activity works with the County's Department of Information Technology to ensure that all essential information technology services are provided and properly maintained and updated.

Mandate Information: This activity is not mandated by federal or state law.

Who Does It: County staff provides this service.

Why We Do It: With the advent of online resources and library automation, the Technology Services activity plays an essential role in delivering library services and information to customers. The Technology Services activity is important because delivering library resources to the public depends on computer systems. The impact of not providing this service would be an inability to provide customers with the books, equipment, and other resources they need. Rapidly changing technology requires libraries to provide access to a wide range of equipment, tools, technology, and digital resources. This activity adds value by providing essential internet access, particularly in areas of the County where access is difficult, through library branch computers and Wi-Fi sessions.

How We Do It Now – Current Service Level: In FY 2020, there were almost 1.5 million visits to the Loudoun County Public Library webpage and 1.7 million sessions in the online library catalog.

In addition, staff in this program area responded to almost 1,500 technology support tickets in FY 2020.

As more people began accessing library information, materials, and resources from a remote and virtual environment during the pandemic, these numbers have escalated over the past four years. There has also been an increase in the need for technological support as Library Services adopts more advanced technology.

In FY 2024, Library Services anticipates there will be 1.75 million visits to the library webpage and almost 3.2 million sessions in the online catalog. It is anticipated that staff will respond to almost 2,000 support tickets in the current year.

How We Plan to Do It in the Future – Recommended Service Level: As technology continues to advance, the number of residents accessing information from the library webpage and the online library catalog is anticipated to increase. Library Services staff will continue to explore new technological advances for delivering services and information to customers. In addition, staffing in this program area will likely need to increase as more technological expertise will be required to deliver services in an increasingly technologically-advanced society.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Increase Loudoun County Public Library online catalog searches by 2 percent each year.					
Number of online catalog searches	2,090,303	3,808,474	4,090,647	4,172,460	4,255,909
Number of Loudoun County Public Library homepage visits	1,250,458	1,294,699	2,162,551	2,205,802	2,249,918
Number of internet sessions provided at Loudoun County Public Libraries	90,659	114,998	101,128	104,162	107,287
Number of Wi-Fi sessions provided at Loudoun County Public Libraries	128,865	221,732	280,388	288,800	297,464



Library Services: General Library Administration

General Library Administration

What We Do: The General Library Administration activity enacts the policies of the Library Board of Trustees and County initiatives and develops procedures for implementing these policies. This activity manages the Library Services budget, accounting, and human resources and oversees all activities and operations of Library Services. This activity includes the management of Library Services' capital projects, including CIP coordination with the Office of Management and Budget and the Department of Transportation and Capital Infrastructure (DTCI). It also serves as the interface between the Library Board of Trustees and County Administration.

Mandate Information: This activity is not mandated by federal or state law.

Who Does It: County staff provides this service.

Why We Do It: This activity provides support that enables all the essential services provided by the Loudoun County Public Library. In addition, it helps manage resources efficiently and effectively, and plans for the future.

How We Do It Now – Current Service Level: In FY 2020, 91 percent of County residents participating in a customer service survey indicated overall satisfaction with the Loudoun County Public Library.

In the recent Loudoun County 2022 Community Survey, 92 percent of residents indicated overall satisfaction with the library.

How We Plan to Do It in the Future – Recommended Service Level: Library Services anticipates that overall satisfaction with the Loudoun County Public Library will continue to exceed 90 percent in all future surveys of Loudoun County residents.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimate	FY 2025 Projected
Maintain an overall customer satisfaction rate of 90 percent or higher.					
Overall customer satisfaction survey result percentage ¹	n/a	92%	n/a	90%	n/a

¹ The customer satisfaction survey is conducted every other fiscal year.



Parks, Recreation, and Community Services (PRCS)

To connect all communities in Loudoun County through the provision of recreational, educational, wellness, culture, and supportive programming opportunities to County residents.

Department Programs

Outdoor Maintenance, Sports, Events, and Parks

Provides high-quality outdoor park facilities; open space; nature, outdoor, and cultural programs and services; and management of park facilities. Maintains and repairs PRCS property, facilities, vehicles, and equipment; and provides services in emergency response situations. Provides youth and adults with opportunities to participate in athletics, in both a competitive and recreational environment, to learn and develop lifelong skills. Provides quality, large-scale special events that allow residents and visitors to socialize and create community.

Activities

- Park Programs
- Park Maintenance
- Horticulture
- Field Maintenance
- Snow Removal and Emergency Response
- Outdoor Maintenance
- Recreational Sports
- Tournaments and Events

Centers

Provides direct programs, services, and facility management. Manages regional facilities – recreation and community centers (RCC). Also manages the following seven neighborhood facilities: seven community centers, two outdoor pools, and one stand-alone aquatic center. Delivers programs and services to include, but not limited to, preschool, childcare, camps, trips, fitness, aquatic, enrichment, specialty programs, special events, rentals, and volunteer opportunities.

- Community Center Services
- Preschool Services
- Childcare Services
- Recreation Center Services
- Aquatic Services

Community Services

Provides middle school and high school aged youth with opportunities in recreational, educational, and cultural events that promote leadership development and positive choices. Provides after school programs, adaptive recreation, and summer and specialty camps that build leisure, social, and physical skills through diverse and developmentally appropriate recreational and educational programs. Aging Services plans, implements, and promotes services and programs including home-delivered meals; recreational, educational, and physical fitness classes; and social activities to enhance wellbeing, independence, and quality of life for older adults and their caregivers. Provides

- Youth Services, Development, and Outreach
- School Age Programs
- Adaptive Recreation Activities
- Inclusion Support
- Summer Programs
- Administration – Aging Services and Grant Management
- Adult Day Care Centers (ADCs)
- Central Kitchen



accessible leisure and recreational opportunities for County residents with cognitive and physical disabilities.

- Senior Centers
- Elder Resources
- Volunteer Services

Departmental Support and Operations

Provides human resources management, facility management, planning and development, training, public relations, communications, marketing, programming and customer service quality assurance, procurement, emergency management, financial services, and overall internal customer service and support for PRCS.

- Internal Operations Management
- Human Resources and Performance Management
- Department Management
- Marketing
- Communications
- Program and Customer Experience
- Facilities Planning and Development and Internal Project Management

Financial Information

FY 2024 Adopted Information¹

	Expenditures	Revenue	LTF	FTE
Outdoor Maintenance, Sports, Events, and Parks	\$22,097,085	\$2,714,500	\$19,382,585	182.52
Centers	21,406,168	12,075,159	9,331,009	229.22
Community Services	23,488,902	12,999,062	10,489,840	237.83
Departmental Support and Operations	23,488,902	10,092	6,524,535	43.00
Total	\$73,526,782	\$27,798,813	\$45,727,969	692.57

¹ Sums may not equal due to rounding.



PRCS: Outdoor Maintenance, Sports, Events, and Parks

Park Programs

What We Do: The Park Programs activity includes nature, cultural, and historical programs; fitness, sports, and skill development programs; and large-scale special events, art shows, and theatre performances. All members of the Loudoun County community have access to these programs.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: County full-time and part-time staff (including instructors) delivers this service. Contracted vendors are used on a limited basis for specific programs.

Why We Do It: The diverse programming, classes, and events offer unique leisure and educational opportunities at various sites throughout the County. In many cases, the County is the sole provider of these types of programming and events. Without these services, there would be fewer community programs including, but not limited to, opportunities related to arts and culture, environmental education, and youth and adult fitness.

How We Do It Now – Current Service Level: In FY 2020, the service level provided was 543 programs. In subsequent years, this service level was reduced due to COVID-19 pandemic-related closures. In this fiscal year with current resources, this activity is projected to provide 300 programs, as service levels are restored to pre-pandemic levels.

How We Plan to Do It in the Future – Recommended Service Level: Over time, as the community demand for this activity continues to meet and exceed pre-pandemic levels, it is anticipated that the service level will grow. With the refocus of the Parks Division on special events, as well as the expansion of programs beyond the boundaries of regional parks and nature preserves to more mobile events, program participation and daily visit counts will increase. Between now and then, PRCS expects that the metrics with asterisks (*) below will indicate that the program may need to adjust its services or service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Increase regional parks and all Parks Division facilities park visits by 1 percent annually, by properly maintaining facilities and providing diverse recreational opportunities while developing innovative methods to maintain service levels.					
Number of performances at Franklin Park Art Center	134	155	92	250	250
Number of patron visits annually ¹	n/a	n/a	2,156,262	2,300,000	2,500,000
Number of special events annually	70	86	143	150	160
Number of programs held*	130	228	241	300	350
Value of Parks Division volunteer hours	\$48,338	\$100,824	\$148,702	\$185,000	\$215,000

¹ Data shown as n/a indicates a measure that does not have historical data.



PRCS: Outdoor Maintenance, Sports, Events, and Parks

Park Maintenance

What We Do: The Park Maintenance activity includes maintenance of buildings and facilities structures, mechanical equipment, pond management, mowing, and field preparation. This activity also ensures that all associated equipment is safe and maintained. The Parks Division performs maintenance activities in the staffed PRCS parks, which currently include Claude Moore Park, Phillip A. Bolen Park, Franklin Park, Hal and Bernie Hanson Park, and Banshee Reeks Nature Preserve. All members of the Loudoun County community are served by the maintenance performed through this activity.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: County staff delivers this service, supported by contract vendors for some mowing.

Why We Do It: This service supports safe, clean, and maintained facilities including sports fields and special events for the residents. This allows the County to attract premium sports tournaments that generate tourism revenue for the County, enhancing the economic impact to Loudoun County. Without this program, the quality of facilities would diminish, resulting in fewer events, less tourism, and unsafe conditions.

How We Do It Now – Current Service Level: In FY 2020, prior to pandemic closures in the spring, PRCS had projected a service level of preparing athletic fields for approximately 4,100 games and tournaments, with 100 percent of all athletic fields meeting PRCS standards. In subsequent years, the quality standard held steady while the number of fields prepared dipped due to social distancing requirements and then recovered to meet enhanced demand. In this fiscal year with current resources, Park Maintenance will prepare athletic fields for approximately 6,000 practices and games, with 100 percent meeting PRCS quality standards to encourage sports tourism.

How We Plan to Do It in the Future – Recommended Service Level: Over time, it is anticipated that demand will increase for tournaments and high-quality facilities to support sports tourism in the County, as well as competitive play experiences for residents. These services will shift to ensure consistent maintenance standards. Between now and then, Park Maintenance expects that the metrics marked with asterisks (*) below will indicate that the program may need to adjust its services or service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Meet PRCS standards for 100 percent of all ballfields.					
Percentage of athletic fields meeting PRCS standards*	100%	100%	100%	100%	100%
Number of ballfields prepared for games/tournaments*	1,954	4,788	5,000	6,000	6,500



PRCS: Outdoor Maintenance, Sports, Events, and Parks

Horticulture

What We Do: The Horticulture activity provides management and care of the landscapes at County facilities. These facilities include administrative buildings, libraries, fire stations, Sheriff's stations, parking and commuter lots, and residential group homes. Proper management of landscapes at County facilities serves facility users as well as owners of adjacent residences and businesses, and indirectly serves all taxpayers through efficient and effective stewardship. In addition, this activity reviews all requested Department of Transportation and Capital Infrastructure (DTCI) capital construction site plans.

Mandate Information: This activity is required to remain in compliance with local Zoning Ordinance mandates to maintain required buffer yards, parking lot landscaping, and other plantings per approved site plans. Landscape services such as mowing, clearance pruning, and debris cleanup are also mandated under the building and nuisance ordinances of the County and towns. Applicable codes are as follows: Loudoun County Codified Ordinances – Chapter 692; Loudoun County Zoning Ordinance 5-1410; Town of Leesburg Code 8-3 and 22-1; Town of Leesburg Zoning Ordinance 12.9.7 and 12.9.8; Town of Lovettsville Code – Sections 10-26 and 42-362; Town of Purcellville Code 14-77, 86-1, and 86-36; and Town of Purcellville Zoning Ordinance – Article 7 sections 6.8 and 6.9. Compliance with homeowners' association covenants is also required at many group home residences.

Who Does It: Full-time County staff performs a large percentage of landscaping tasks at high-priority sites including the government center and other municipal buildings; and is responsible for planning, contract management, and specialized horticultural tasks. Contractors perform some landscaping tasks, including mowing, weed control, and tree care (including aerial tree work) at all sites. Horticulture also manages the contract and strategy for the Spotted Lantern Fly response on County properties.

Why We Do It: This activity is preserving physical assets, favorably influencing the property values of neighboring residences and businesses, creating safe and usable sites, and providing environmental enhancements (such as improved air quality, temperature mitigation, and reduced stormwater runoff). Long-term costs are reduced by managing landscape designs and components. The County is the ideal provider of these services as it is able to strategically allocate limited resources to keep County-owned property safe, usable, and maintained to the standard of the surrounding neighborhood or locality. As this activity is required to meet Zoning Ordinance mandates, these services must be provided by the County.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was 75 sites maintained, totaling approximately 286 acres. Since then, the County has acquired additional facilities that required enhancing the service level to serve 80 non-PRCS sites totaling approximately 368 acres. In this fiscal year with current resources, the Horticulture activity will manage 100 percent of the grounds and landscaping needs for all non-PRCS sites controlled by the County to ensure safety, usability, and adherence to maintenance mandates.

How We Plan to Do It in the Future – Recommended Service Level: In the future, as the County acquires additional facilities and grounds, the demand for horticulture activities is expected to responsively increase alongside population growth. It is recommended that the current service level is maintained to ensure that 100 percent of all non-PRCS sites controlled by the County are safe and usable, as well as meet community mandates.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Effectively manage grounds and landscapes at non-PRCS municipal facilities.					
Number of sites maintained	76	78	76	81	83
Number of acres maintained	343	357	350	385	403



PRCS: Outdoor Maintenance, Sports, Events, and Parks

Field Maintenance

What We Do: The Field Maintenance activity provides maintenance for County-owned and Loudoun County Public Schools (LCPS) athletic fields, tournament support, and field preparation for athletic league and tournament games. Maintenance activities include mowing, turf care, infield dragging, field lining, athletic field renovation, and maintenance of the irrigation systems. Staff is grouped in crews based on geographic location for field maintenance or specific skill sets such as irrigation, turf care, or field renovation, to allow for maximum efficiency and service delivery.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: County staff delivers this service, with occasional contractor service.

Why We Do It: This activity ensures that all athletic fields are safe for play throughout the County. Extremely heavy demand and use requires intensive maintenance and renovation practices. The use of staff rather than contractors has proven to be the most cost-efficient method to ensure quality control. Failure to provide this service would negatively affect the condition and safety of the fields, leaving many unsuitable and unsafe for use.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources reflected the maintenance of more than 300 athletic fields to safety standards for community accessibility, with approximately 16 fields maintained per maintenance staff member. In subsequent years, the service was enhanced with the opening of new parks, with staff to support maintenance needs. In this fiscal year with current resources, this activity will maintain 320 athletic fields to safety standards for community accessibility, with approximately 16 fields maintained per maintenance staff member.

How We Plan to Do It in the Future – Recommended Service Level: Over time, as the County's athletic fields continue increasing to meet the demands of previous population growth, it is anticipated that the need for these services will continue increasing as well to maintain safety standards for community accessibility. Between now and then, the metrics with asterisks (*) below will indicate that the program may need to adjust its services or service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain 100 percent of athletic fields PRCS safety standards.					
Number of athletic fields maintained*	313	318	318	320	320
Number of ballfields renovated	5	2	5	6	10
Percentage of athletic fields meeting safety standards*	100%	100%	100%	100%	100%
Average number of ballfields maintained per staff member annually*	16	16	17	16	16
Total active acres maintained	1,700	1,880	1,880	2,300	2,300



PRCS: Outdoor Maintenance, Sports, Events, and Parks

Snow Removal and Emergency Response

What We Do: The Snow Removal and Emergency Response activity manages road and walkway clearing during inclement weather events for all PRCS facilities, and collaborates with the Department of General Services (DGS) to serve all other County properties. Efforts include snow plowing, shoveling, salting, and sanding. This service ensures that all County properties can open safely at their scheduled time. This activity also assists DGS in emergency response events as directed by the Emergency Operations Center and/or Office of Emergency Management. This includes debris removal, equipment allocation, labor, logistic support, emergency center setup, and more.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: County staff delivers this service.

Why We Do It: Maintaining safe access to essential County facilities is necessary to ensure public safety. Additionally, this service ensures that staff has safe access to their worksite, providing for little to no decrease in service to the public due to the inclement weather. The public expects to have safe access to County facilities regardless of the weather. The County currently uses staff to the greatest degree possible when addressing inclement weather situations, as the fiscal impact of using staff is significantly less than using contractual services. Failure to provide this service would directly affect the safety of the staff and the public.

How We Do It Now – Current Service Level: Current service level reflects providing efficient and timely response for 100 percent of winter weather and emergency response events so that all assigned County facilities are open on schedule. There is an average of approximately 40 snow- and ice-removal events each year, each requiring approximately 100 hours of staff time.

How We Plan to Do It in the Future – Recommended Service Level: The current service level of providing an efficient and timely response for 100 percent of winter weather and emergency response events will remain the recommended service level, as this is the minimum standard to ensure safety for staff and the general public. In the future, as additional County-owned sites are acquired, maintaining this service level is anticipated to require additional work hours and/or supplies.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide efficient and timely support for 100 percent of all winter weather and emergency response events.					
Number of winter weather response events	93	14	2	40	40
Percentage of assigned County facilities open on schedule	100	100	100	100	100
Number of maintenance service program hours required for emergency response ¹	n/a	540	0	100	100

¹ Data shown as n/a indicates a measure that does not have historical data.



PRCS: Outdoor Maintenance, Sports, Events, and Parks

Outdoor Maintenance

What We Do: The Outdoor Maintenance activity performs cleaning, trash removal, daily safety checks, repairs, and maintenance to all park amenities; and landscaping to all park, recreation center, and community center surrounds. This includes daily checks, repairs, replacement, and National Playground Safety Institute certified inspection twice per year for every PRCS playground. Additionally, this activity maintains and repairs all PRCS maintenance equipment and coordinates vehicle needs with fleet services. This activity responds to requests for adding, repairing, or replacing items in all PRCS facilities. This activity also oversees and administers PRCS's Capital Asset Preservation Projects (CAPP) and Park Renovation Fund that provide enhancements to PRCS facilities.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: County staff provides this service, supplemented by contracts. Contractors provide supplemental mowing in non-athletic field areas of parks and PRCS facilities and are permitted to perform plumbing and electrical work.

Why We Do It: There is a high demand for public recreation facilities, with expectations of appearance, accessibility, and diversity of opportunities. The Outdoor Maintenance activity keeps these properties safe, clean, and accessible for the public. Failure to provide this service could affect the safety of visitors.

How We Do It Now – Current Service Level: Current service level meets demand for care at 27 playgrounds, which includes 4,000 inspections each year. At the current service level, staff responds to all public complaints regarding safety hazards and maintenance needs within two business days. Current funding of contractual mowing needs in non-athletic areas of non-staffed parks and facilities meets all mowing needs.

How We Plan to Do It in the Future – Recommended Service Level: In the future, more PRCS facilities are anticipated, requiring additional staff and contractual funding to maintain the current service level. More focus is on preventative maintenance and landscape care of common areas. In addition, as part of the Linear Parks and Trails program, future increase of trail mileage and use will require new focus area to ensure safe and accessible trails.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure clean and safe playground facilities by maintaining National Playground Safety Institute Standards and by inspecting the playgrounds a minimum of 16 times per month.					
Number of playground inspections completed	7,121	2,000	3,000	4,000	4,000
Number of playgrounds	25	25	27	27	27



PRCS: Outdoor Maintenance, Sports, Events, and Parks

Recreational Sports

What We Do: The Recreational Sports activity is comprised of youth and adult sports camps and leagues. The Sports Division supports volunteer youth sports leagues that include soccer, basketball, track and field, wrestling, in-line hockey, field hockey, football, baseball, softball, volleyball, lacrosse, and rugby. Sports that are available within the adult leagues include baseball, softball, flag football, basketball, soccer, whiffle ball, volleyball, and cricket. Staff coordinates and manages the allocation of school and park facilities for youth and adult leagues, including reservations for youth sports leagues, private users, and community groups at County indoor and outdoor facilities. Along with scheduling, this activity provides facility supervision at school sites and non-staffed park sites throughout the year during league and independent team use for games and practices. Staff is responsible for approving all community use of LCPS athletic facilities to ensure that PRCS's status as a secondary user is maintained and to avoid potential conflicts in use. Staff also coordinates field set up, preparation, and maintenance at outdoor sites via scheduled inputs. The youth sports camp program consists of vendor-run camps as well as camps run in partnership with LCPS high school athletic programs. For the adult leagues, staff serves as league coordinators for each league, which includes managing; marketing; programing; scheduling; securing facilities; creating, updating, and enforcing league rules; customer service; and contract administration for league officials.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: Full-time and part-time County staff manages, oversees, and coordinates scheduled facility use. Once schools have permitted the use of their facilities, staff allocates athletic facilities to eligible groups for use. Sports camps are delivered by LCPS sports team coaches in partnership with PRCS as well as contracted vendor sports and adventure groups. Part-time seasonal staff is facilitated and coordinated by full-time County youth sports specialists. Contractual services are used for adult sports officials and referees.

Why We Do It: The advantages to providing youth and adults with the opportunity to participate in sports are teamwork, learning how to play by the rules, mentorship with coaches, and overall health and fitness. Participation in sports leagues and camps is beneficial to parents interested in finding ways to keep their children active. The County has prioritized providing children the opportunity to participate in youth sports leagues and camps for the health, physical, and mental wellbeing of its residents. Not providing these athletic opportunities could have long-lasting impacts on children that lead to unhealthy choices and lifestyles. Adult sports provide valuable social interaction opportunities not offered elsewhere in the community, in addition to physical and psychological benefits including wellbeing, personal growth, and reductions in stress.

How We Do It Now – Current Service Level: In FY 2020, sports team participation totaled 36,039 youth and adults, which required staff to coordinate a total of 73,069 schedule inputs. In subsequent years, this service level has grown due to increased community demand and newly-opened parks, facilities, and school sites. Projected participation now also exceeds pre-pandemic numbers of youth and adult sports participants prior to FY 2020, which had been linearly increasing prior to the onset of COVID-19. Staff has been able to sustain this service level with the addition of a sports specialist in FY 2023, which reduced workload to a sustainable level. The Sports Division received an additional sports coordinator in the FY 2024 budget to assist in managing the increased workload. In this fiscal year with current resources, this activity is projected to increase by 53 percent to 55,000 annual participants.

How We Plan to Do It in the Future – Recommended Service Level: In the future, it is anticipated that community demand will continue to grow. To accommodate this increasing demand, PRCS staff recommends having no more than 20,000 schedule inputs per staff member, with a consistent and accurate customer service level provided to maintenance PRCS staff, school staff, and the sports participants.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide youth in Loudoun County with the opportunity to participate in sports.					
Number of youth participating on youth sports teams	31,956	45,301	52,294	55,000	57,000



PRCS: Outdoor Maintenance, Sports, Events, and Parks

Tournaments and Events

What We Do: The Sports Division is responsible for hosting, managing, and supporting a variety of different youth and adult sports tournaments. PRCS works with Visit Loudoun to secure several tournaments each year. This activity also coordinates and provides logistical support for weekend tournaments from the last weekend in March until the second weekend in November. For example, the coordination of the County's fast-pitch softball tournaments consists of marketing, participant registration, securing tournament sites, scheduling, booking officials, coordinating with maintenance for field preparations, and all other tournament operations and oversight. In collaborating with other tournament hosts, staff manages site supervision of tournament facilities and coordinates with maintenance for field preparation. The Events Division is also responsible for hosting three to four large-scale countywide special events each year such as the LoCo Food Truck Fest and LoCo Kids Fest each year. The Events Division also coordinates logistics, contracts, and permits for events hosted by other divisions within PRCS such as the annual fireworks shows in Sterling, Lovettsville, and Purcellville. This Division is the point of contact for outside groups wanting to host events at park sites. This program area is also responsible for managing the parking at Segra Field and is the liaison between the County and Loudoun United and Old Glory. Staff is responsible for the marketing, sales, management, and oversight of the new Lodge at Hanson Park, a 300-seat events center that hosts social and corporate events including weddings and internal County meetings and retreats.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: Sports tournaments and events are hosted and coordinated by full-time and part-time County staff and through partnerships with tournament administrators.

Why We Do It: In addition to the overall health benefits of adults and youth participating in sports and fitness activities, the value added of tournaments is competition, learning to work within a team for one common goal, and learning sportsmanship. Competing in sports can give adults and youth a sense of purpose and fulfillment. Additional value can be found in the economic impact generated by tournaments, which is valued at more than \$11 million per year. If Loudoun did not host these tournaments, they would move to other localities, leading to a significant loss of revenue and the loss of opportunities for residents that would travel to other localities to participate in these types of events. Special events hosted by this Division enhance the sense of community by providing the opportunity for large numbers of people to gather in a safe, fun, and enriching environment. Core memories are made annually at the events hosted by PRCS.

How We Do It Now – Current Service Level: Current service level represents hosting approximately 50 tournaments at PRCS sites with at least two state- or national-level events. The Events Division will also host three firework shows and three large countywide special events annually. Segra Field hosts 35 events requiring parking services and The Lodge will host more than 85 events each year as well.

How We Plan to Do It in the Future – Recommended Service Level: This is a new Division only in place since 2020 that was significantly impacted by the pandemic until 2022. Events were restarted in 2022; and The Lodge opened for event bookings in January 2023. Future projections of service levels are based on estimates only as there is no historical data to rely upon. Other than tournaments, many of these services are new to PRCS as centralized versus site-based services as they had been in previous years. The response in the community to the first year of events and reservations at The Lodge have exceeded expectations. Tournament business remains robust, but it is a challenge to continue to provide athletic field space for tournaments as recreational leagues continue to grow.



PRCS: Outdoor Maintenance, Sports, Events, and Parks

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Host sports tournaments to provide Loudoun County athletes with a local venue while generating economic impact.					
Number of tournaments hosted at PRCS sites	42	50	50	51	51
Build community by providing high-quality, inclusive special, corporate, and social events for all citizens.¹					
Number of external requests for event support	15	19	152	160	160
Number of events held at Segra Field requiring parking services	13	38	32	35	35
Number of corporate/internal event days hosted at The Lodge at Hanson Park	n/a	n/a	38	50	50
Number of social events held at The Lodge at Hanson Park	n/a	n/a	13	35	50

¹ Data shown as n/a indicates a measure that does not have historical data.

**PRCS: Centers****Community Center Services**

What We Do: The Community Center Services activity provides central, safe locations for individuals, youth, families, seniors, and organizations in the community to encourage healthy outlets for creativity and to promote a commitment for lifelong recreation and community involvement. Centers have amenities that meet the needs of a diverse community to engage residents of all ages and extend their learning and wellness through typical activities that include classes, workshops, drop-in programs, supervised play, open gym, fitness, crafts, rentals, and special events. Collaborations with community and nonprofit organizations such as the Boy Scouts, mentoring programs, and clubs help to achieve the PRCS vision and mission to connect available supports and services within the community and promote outstanding experiences for Loudoun residents.

Facility management of a community center includes providing supervision during operating hours, inspection of indoor and outdoor play and sports equipment, facility and grounds maintenance, janitorial support, and emergency first response as necessary. Community Center Services also oversees an in-line hockey rink at Douglass Community Center, and several outdoor pavilions and playgrounds. The revenue-neutral programs supported by this activity include recreation classes, clinics, and camps, as well as after school care for elementary children.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: County staff delivers this service, supplemented by contracted janitorial services.

Why We Do It: This activity accomplishes a number of objectives related to the mission of PRCS by offering a wide variety of activities close to residents' homes that connect them to affordable, high-quality programs of great value. Offering full registration services at community centers provides one-stop shopping opportunities for various programs for PRCS customers. If the Community Center Services activity were not provided, the level of community involvement would be greatly reduced because this activity brings residents in the community together. If this activity was no longer provided, the community might not have the opportunity for the wide range of long-term wellness and life-enhancing programming that is affordable and open to all Loudoun residents.

How We Do It Now – Current Service Level: Current service level involves approximately 392,000 visits per year and approximately 3,200 programs annually. Current service level aims to maintain a steady 2 percent growth in the number of participants in programs offered at community centers. As evidenced by the increase in contacts, 2023 saw the construction of new buildings for community centers in Sterling and Lovettsville as well as a renovation of Douglass Community Center on the LCPS Historic Douglass High School Education and Development Campus.

How We Plan to Do It in the Future – Recommended Service Level: In the future, the current service level will remain the recommended service level, as Community Center Services continues to provide exceptional programming for Loudoun residents of all ages, with intent to expand outdoor exploration and experiences.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Demonstrate efficient operations and cost effectiveness of services offered at seven community centers by increasing program participants, rentals, and space utilization by a minimum of 2 percent annually.					
Number of programs held in community centers (includes licensed and unlicensed sections)	2,095	2,350	2,856	3,200	3,500
Number of participants enrolled in community center programs (total enrollments in licensed and unlicensed sections)	8,215	15,554	20,841	23,000	23,000
Number of program/facility rentals	3,532	2,566	13,491	14,000	14,000
Total number of contacts (patrons coming into the center)	135,857	170,678	390,571	392,000	394,000



PRCS: Centers

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Increase engagement and satisfaction with stakeholders.					
Estimated number of Advisory Board hours served	77	208	575	630	630
Number of volunteer hours served at Community Center Services	4,350	3,285	3,714	4,000	4,000
Total value of volunteer hours for Community Center Services	\$116,362	\$87,874	\$114,376	\$130,360	\$130,360

**PRCS: Centers****Preschool Services**

What We Do: The state-licensed Preschool Services activity offered at the community centers includes preschool classes and County After School Activities (CASA) Academies after school programs. The state-licensed Preschool Program for children between the ages of 2.5 and 5 operates on a nine-month schedule. This activity offers classes throughout the County at six community center locations, and at the Claude Moore and Dulles South Recreation and Community Centers, for a total of eight sites. Parents pay a monthly fee to recover 115 percent of budgeted direct operating costs. As a part of the Virginia Department of Education's quality measurement and improvement initiatives, PRCS early childhood programs will participate in Virginia Quality Birth to Five System (VQB5) observations to ensure quality teaching and learning experiences for children in PRCS early childhood programs. In addition, preschool and childhood programs will implement the research-based "STREAMin³" curriculum model.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: County staff provides this service.

Why We Do It: This activity accomplishes a number of objectives related to the mission of PRCS by offering a wide variety of activities close to residents' homes that are affordable and high-quality, and therefore a great value. Preschool helps to fulfill the County's need for early childhood education. Preschool Services provide the child development foundation for learning, behaviors, and health supports, and establishes readiness to children for kindergarten and lifelong learning. Assessments are conducted for all participants to help teachers communicate important milestones in student development and allow for families and centers to work together to support children as they grow. If the Preschool Services activity were not provided, the level of community involvement would be greatly reduced because this activity brings residents together. In addition, this activity provides affordable education for children between the ages of 2.5 and 5. If the programs were no longer provided, residents in need of stable, engaging education services would have less options and access for their families.

How We Do It Now – Current Service Level: Current service level maintains 77 percent capacity. Approximately 450 children are served at eight sites (six community center locations, the Claude Moore Recreation Center, and the Dulles South Recreation Center). Sterling Community Center offers some early childcare and toddler programs to support the unique needs in its community.

How We Plan to Do It in the Future – Recommended Service Level: Over time, as Preschool Services shift to implement research-based curriculum for kindergarten readiness, it is anticipated that enrollment capacity for these services will increase as the demand for high-quality, affordable early education options will grow. Between now and then, PRCS staff expects that the metrics with asterisks (*) below will indicate that the County may need to adjust its services or service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain 95 percent capacity at all preschool program locations.					
Percentage rate of capacity*	34%	82%	75%	77%	77%
Number of children served*	432	400	343	450	450



PRCS: Centers

Childcare Services

What We Do: The Childcare Services activity is a state-licensed option for the community and provides full-day, year-round childcare at community centers with available space. The maximum capacity for the program totals 100 children across all locations. The hours of operation are 7:00 a.m. to 6:00 p.m., Monday through Friday. Childcare Services follows all state licensing rules and regulations for the operation of a day care site to provide a safe, educational environment for youth between the ages of 3 and 6. Children have an opportunity to socialize and learn and to develop physically, mentally, and emotionally. Parents pay a weekly fee which recovers 115 percent of budgeted operating costs.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: County staff delivers this service.

Why We Do It: This activity accomplishes a number of objectives related to the mission of PRCS by offering a wide variety of activities close to residents' homes that are affordable and high-quality, and therefore a great value. Children benefit from the additional educational, physical, and social interaction that they receive while participating. Childcare Services supports and establishes readiness for children going into kindergarten and elementary schools. If the Childcare Services activity was not provided, the level of community involvement would be greatly reduced because this activity brings residents together. The Childcare Services activity provides affordable education and childcare that uplifts and benefits the community, allows for increased access options, and drives better health and academic options for children.

How We Do It Now – Current Service Level: Current service level maintains 75 percent capacity and serves approximately 70 children annually.

How We Plan to Do It in the Future – Recommended Service Level: Over time, as staff shifts to fully participate in VQB5 initiatives and implement the new "STREAMin3" curriculum starting in August 2023, it is anticipated that enrollment capacity for these services will increase the demand for high-quality, affordable early education options. Between now and then, PRCS staff expects that the metrics with asterisks (*) below will indicate that the County may need to adjust its services or service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain 90 percent capacity at all childcare program locations.					
Percentage rate of capacity	57%	77%	70%	75%	75%
Number of children served	57	78	65	70	70

**PRCS: Centers****Recreation Center Services**

What We Do: Claude Moore Recreation and Community Center (CMRCC) and Dulles South Recreation and Community Center (DSRCC) provide land-based and aquatics-based recreational programming. Both have two indoor pools (one competition-sized pool and one leisure pool), a fitness area, a climbing wall, an indoor track, a full gymnasium, locker rooms, and shower facilities. The Recreation and Community Center (RCC) Services activities provide space to the public for meetings, parties and events, and commercial pursuits on a fee-rental basis. RCCs also host drop-in programs, organized classes, special events, and various activities that engage the community. RCCs are home to one or more community-based churches or religious organizations through a rental agreement. For example, select nonprofit organizations, such as the Boy Scouts, can use the building without charge for their weekly meetings.

Facility management of RCCs includes providing supervision during operating hours, inspection of indoor and outdoor play and sports equipment, facility and grounds maintenance, janitorial support, and emergency first response, as necessary. CMRCC manages a preschool inclusion program in collaboration with LCPS. DSRCC manages the Skate Park at Dulles South. The revenue-neutral programs supported by this activity include recreation classes, clinics, and camps as well as after school care for elementary children.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: County staff delivers this service. Contracted services are used for limited maintenance, janitorial services, equipment repair and replacement, and recreational programming.

Why We Do It: These facilities provide the public with exceptional recreational experiences at an efficient cost. They also help to improve the quality of life for residents in Loudoun County. If these recreational facilities were not provided by the County, some services may be provided by the private sector, but many programs and services would cease to exist or be accessible to all residents.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was 7,800 total programs held in recreation centers. In subsequent years, this service level briefly dipped due to pandemic restrictions, but is now on track to recover and resume growing as PRCS focuses on providing meaningful spaces and places for residents. In this fiscal year with current resources, recreation centers will hold 3,700 programs to provide exceptional recreation experiences.

How We Plan to Do It in the Future – Recommended Service Level: As the County's demographics change over time, it is anticipated that the need for these services will shift from a focus on cost recovery to connecting all communities through a diversity of programming, as well as the opening of the Ashburn Recreation and Community Center, and planning for the Western Loudoun Recreation Center and other future facilities. Between now and then, PRCS expects that the metrics with asterisks (*) below will indicate that the program may need to adjust its services or service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Demonstrate efficient operations and cost effectiveness of services offered at all RCC Division sites by increasing program participants, rentals, and space utilization.					
Number of programs held in recreation centers (includes licensed and unlicensed sections)*	2,854	4,171	3,478	3,700	4,000
Number of participants enrolled in recreation center programs	13,640	27,031	24,899	26,000	30,000
Number of volunteer hours and/or community service hours served	4,350	3,285	605	1,000	1,500
Total value of recreation center volunteer and/or community service hours	\$116,362	\$87,874	\$18,634	\$32,590	\$48,885



PRCS: Centers

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide a wide variety of safe and healthy recreational opportunities at the recreational centers to achieve a 100 percent revenue-neutral operation.¹					
Number of hours for facility rental reservations	92,148	80,758	31,983	40,000	45,000
Number of annual memberships purchased	1,143	2,419	2,868	3,000	3,200
Renewal rate of annual memberships	11%	36%	45%	45%	45%
Number of daily visits to the recreation centers	n/a	n/a	1,453,625	1,500,000	1,700,000
Meet the demand for programs and services by providing programs for all age groups at a 90 percent or above utilization rate.					
Number of programs held	2,854	4,171	3,478	3,700	4,000

¹ Data shown as n/a indicates a measure that does not have historical data.

**PRCS: Centers****Aquatic Services**

What We Do: Aquatic Services facilitates the management and the continuity of service delivery for all PRCS aquatic facilities, including directly managing the Franklin Park Pool and the Lovettsville Community Center Pool; offering operational support for CMRCC, DSRCC, Round Hill Indoor Aquatics Center, and the Hal and Berni Hansen Splash Pad; and creating and maintaining standards and procedures to help provide services to the community and guidance to staff with an emphasis on collaboration and consistency.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: County staff delivers this service. Contracted services are used for limited maintenance, janitorial services, equipment repair and replacement, and recreational programming.

Why We Do It: These Aquatic Services facilities and programs provide the public with exceptional experiences and connect families and communities. Many of these facilities also support County schools and Fire and Rescue programs as well as community-based organizations by providing places to train and compete. If these facilities were not provided by the County, some services may be provided by the private sector, but many programs and services would cease to exist or would not be accessible to all residents.

How We Do It Now – Current Service Level: Aquatics Services is a new program area created to improve consistency and build collaboration among the five County aquatics sites, which were previously in three different divisions. This new model will improve the customer experience and aid in staff development through unified standards, procedures, expectations, and leadership.

How We Plan to Do It in the Future – Recommended Service Level: Staff will build this service area with a focus on exceptional experiences for all, by creating safe and welcoming sites, programs, and services. These sites will serve to connect families and communities. Between now and then, PRCS expects that the metrics with asterisks (*) below will indicate that the program may need to adjust its services or service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Family impact in outdoor pools¹:					
Number of splash visits at leisure and outdoor pools*	n/a	n/a	280,222	282,000	285,000
Number of family-focused visits at outdoor pools	n/a	n/a	63,266	65,000	65,000

¹ Data shown as n/a indicates a measure that does not have historical data.



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Youth Services, Development, and Outreach

What We Do: The Youth Services, Development, and Outreach activity includes after school programs, community service projects, youth initiatives (including leadership, volunteerism, and recreational programming), and prevention and awareness programs through workshops, camps, field trips, and special events for teens in middle school and high school. Youth Development focuses on crime prevention and leadership development activities. Special interest clubs are designed to increase teen participation in physical, recreational, and community-focused programs that strengthen and increase their resilience, community awareness, and development of positive values, interests, and skills. Youth Outreach consists of the following four main program areas: the Work Order Repayment for Kids Program (WORK Program), Youth Advisory Council (YAC), the Youth Outreach Program, and the Loudoun County Teen Volunteer Program.

The WORK Program is a community service program that was created to provide additional sentencing options for youth between the ages of 12 and 18. Youth typically participate before the court for mid-range violations including traffic violations, alcohol violations, shoplifting, fighting, and vandalism. All court-ordered referrals come from the Loudoun County Juvenile Court Services Unit. The WORK Program also partners with the Loudoun County Juvenile Detention Center's (JDC's) post-dispositional program by taking their participants out into the community to complete assigned court-ordered community service requirements. Among other community service projects, the WORK Program maintains a community garden at Bolen Park, with the harvest going to Central Kitchen, providing those in the WORK Program with a connection to the community.

YAC is a leadership development program for teens. The program consists of youth who work to actively identify the needs and wants of Loudoun County youth, communicate those needs to the community and its leaders, and help put them in effect. In partnership with Loudoun Youth Inc., YAC coordinates the Battle of the Bands competition and the Step Up Program. YAC is responsible for maintaining its Loudounteens.org website and participates as Board of Supervisors (Board) appointed, youth representative members of the Advisory Commission on Youth (ACOEY), attending meetings and providing teen perspectives.

The Loudoun County Teen Volunteer Program gives youth the opportunity to serve their community at several PRCS locations and other venues located throughout Loudoun County. Volunteer hours completed with the Loudoun County Teen Volunteer Program can be used toward high school graduation requirements and college applications. The program can help participants build skills that will be vital in gaining future employment.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: Full-time and part-time County staff and volunteers deliver this activity.

Why We Do It: This activity provides a reliable, safe, structured, and supervised environment for teens in their nearby community, promoting positive youth development as a support to academic achievement, as well as adding value to enriching social skills. The programs offered through this activity are mostly of an outreach nature, reaching hundreds of teens and potentially keeping many out of trouble. If the County did not offer these services, it is uncertain the extent to which other community organizations would offer them. The various programs offered provide youth with the opportunity to build and strengthen their confidence and gain experience through service, learning, and prevention projects that benefit their community through strong and valued partnerships with many different agencies that are vested in helping build future leaders. Not offering a diversity of programs to the community increases the risk that young teens may engage in challenging behaviors, which may lead to a difficult outcome for their future, their families, and their community.

How We Do It Now – Current Service Level: The County's Teen Volunteer Program will provide approximately 500 hours of community service in FY 2024.

How We Plan to Do It in the Future – Recommended Service Level: This activity will look to reach more teens through youth-led programming to best reflect the interests and needs of youth in the community. While offering community service for teens that face minor charges, the focus must also be on providing activities for teens on a regular basis, as a preventive

**PRCS: Community Services**

measure. By engaging members of YAC and assessing student input, the program will offer recreational activities as well as leadership development, preparing students for graduation and beyond.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide coordination and logistical support to allow court-involved youth to perform community service work.					
Number of hours of community service completed	3,745	4,719	4,413	5,000	5,200
Number of youth in the WORK Program	111	142	238	155	160
Value of community service work performed	\$106,582	\$139,485	\$135,919	\$140,000	\$145,000
Provide teens with the opportunity to volunteer in the community by maintaining a catalogue of at least ten opportunities per month.¹					
Number of youth in the Loudoun County Teen Volunteer Program	n/a	55	97	110	120
Number of teen volunteer hours completed	n/a	389	463	500	600
Value of teen volunteer work performed	n/a	\$11,445	\$14,261	\$16,296	\$19,554

¹ Data shown as n/a indicates a measure that does not have historical data.



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School Age Programs

What We Do: The School Age Programs activity is designed to provide after school supervision for children in kindergarten through the fifth grade during the school year through the CASA program. CASA focuses on the following three basic goals for children: increase a child's respect for self and others, support self-expression, and promote a sense of community. The Board requires the after school program to recover 118.4 percent of its expenses. The program has consistently covered direct operating costs as mandated by the Board. Additionally, this activity manages the Youth After School (YAS) program, which provides a safe, positive, and supervised after school environment for middle school students. Students have opportunities to participate in intramural sports, STEM/STEAM activities, homework time, fine arts, multicultural clubs, foreign language clubs, drama clubs, computer time, supervised socialization, local field trips, community service, special events, guest speakers, and life skills activities such as cooking, dance, and computer skills. Enrolled students also participate in many prevention and awareness programs specifically designed for middle school aged children. The YAS program provides after school supervision for youth in an environment that is inviting, motivational, and recreational in nature. Staff provides guidance to students as they develop their interests, talents, and self-confidence through leisure and recreational pursuits. Loudoun County's after school programs have become the model for the Washington, D.C., metropolitan area as they foster healthy youth, family involvement, and a strong sense of community.

Mandate Information: While this activity is not mandated by state or federal law, CASA is licensed by the Commonwealth of Virginia and follows all state guidelines for the supervision of children.

Who Does It: County staff delivers this service, which is supplemented by contracts. This activity is required to meet minimum staffing standards for licensed programs set by the state, which are one staff member per 18 participants. Contracted services include snack provision to CASA locations using LCPS kitchen food items. For the YAS program, part-time County staff provides program operations, and full-time County staff provides administration.

Why We Do It: CASA and YAS provide safe and convenient after school care and add value through the provision of supervised play time, snacks, educational and recreational activities, and scheduled homework time. Parents value this program due to its high-quality supervision as well as the educational and recreational activities provided to children over the course of the school year. The impact of not providing this service is that parents would be without convenient after school care for their children. LCPS and PRCS have developed a mutually-beneficial relationship over the years where PRCS is able to provide a continuum of service for families through the use of shared space.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with existing resources was 48 sites and 98 percent capacity for CASA, and 11 sites and 71 percent capacity for YAS, before the schools closed due to the pandemic. This service level was enhanced in subsequent years as new school sites were added; and CASA capacity held steady and recovered post-pandemic. At current service levels, CASA is located in 49 elementary schools and provides supervision of approximately 2,500 children from after school until 6:00 p.m. during the school year. YAS continues to adapt its program to remain relevant to approximately 250 participants at the 11 sites and recover capacity decreases post-pandemic.

How We Plan to Do It in the Future – Recommended Service Level: In the future, as new school sites are opened across the County, PRCS recommends providing high-quality school age programs at 95 percent capacity for CASA and 75 percent capacity for YAS, in order to provide safe and convenient after school care. It is anticipated that demand for YAS will shift following a program refresh to meet the changing needs of middle schoolers.

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	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide County after school activities by maintaining countywide 95 percent program enrollment through exceptional planning, coordination, and implementation of holistic and engaging curriculum consistent with LCPS's standards of learning.¹					
Average monthly enrollment	n/a	2,258	2,446	2,500	2,500
Number of CASA sites ²	25	48	49	49	50
Number of children on the waitlist for CASA	n/a	181	302	350	350
Provide YAS activities by maintaining YAS sites at 12 middle schools (serving 17 middle schools) through exceptional community-based curriculum with community service, wellness, STEM, and humanities.					
Number of YAS sites	7	12	11	11	11
Number of middle schools served	17	17	17	17	17
Percentage rate of capacity	10%	39%	44%	60%	70%
Average monthly enrollment	34	192	206	250	300

¹ Data shown as n/a indicates a measure that does not have historical data.

² Due to the pandemic, fewer sites were operational.



PRCS: Community Services

Adaptive Recreation Activities

What We Do: Adaptive Recreation Activities are delivered through the following five main program areas: summer camp, adult programs, Special Olympics, Arts for All, and children's school year programs.

The summer camp program provides a seven-week (Monday through Friday) summer camp experience for individuals between the ages of 2 and 21 with disabilities. Summer camp currently provides children with a specialized "typical" camp experience with modifications and adaptations. Activities include, but are not limited to, arts and crafts, field trips, weekly swim trips, music therapy, pet therapy, art therapy, indoor and outdoor play, and special events. The annual Family Day performance has become a summer camp tradition for participants and families alike.

Adult programs provide leisure, recreation, and community programs and experiences for adult participants, as well as teaching participants life skills such as cooking and health and wellness. This program offers the least restrictive environment to provide typical activity opportunities. This includes movie madness, outdoor adventures, camping, beach trip, rafting, and bowling.

Special Olympics Area 14, Loudoun, provides a variety of sports programming for individuals with intellectual and physical disabilities, to include sports-specific training, practice, and competitions. Administrative duties and program oversight and supervision are managed by Adaptive Recreation staff, with coaching and implementation of sports programs by staff, volunteers, and parents.

Arts for All is a nonprofit organization that provides support, experience, and knowledge through an inclusive arts program to individuals with and without disabilities. Loudoun County and Arts for All cooperatively offer musical productions, visual art programs, workshops, and hands-on art classes.

Children's school year programs are leisure and recreation activities for school aged children with disabilities. These programs are implemented during the school year such as teen lock in, teen nights, roller skating, creative arts workshops, and recreational field trips such as camping, beach trips, and live performances.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: Full-time County staff, temporary employees, and pooled positions provide these services. This activity relies heavily on volunteers, including volunteers from Arts for All, Special Olympics, and other programs.

Why We Do It: Adaptive recreation activities are important for the County to provide because serving County residents with disabilities is an important part of ensuring that all residents' recreational needs are met, in alignment with the County's Equity Strategy goals. Not providing this service would impact participants who would otherwise not have access to an educational and recreational experience.

How We Do It Now – Current Service Level: Current service level reflects providing between 275 and 315 programs with approximately 900 participants annually, with a 99 percent satisfaction rate among participants. The program stresses innovation, receiving a NACPRO award for its COVID programming. Recent initiatives include adult overnight trips; most recently, a group of adults with disabilities were able to travel to Walt Disney World Resort in Florida as part of an Adaptive Recreation program. A pickleball league was launched in partnership with a community organization. Mini festivals and holiday events are offered for all ages. Participants are provided with opportunities that are not available elsewhere, enriching their lives and the lives of those around them.

How We Plan to Do It in the Future – Recommended Service Level: Adaptive Recreation Activities will continue to build a strong network with community stakeholders, growing programs such as the recently-introduced parent support group for families of those with disabilities. The camp program, which is facing staffing challenges post-pandemic, hopes to continually increase capacity through coordinated hiring efforts to meet the needs of campers with disabilities, providing needed support and respite for caregivers.

**PRCS: Community Services**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maximize Adaptive Recreation programming, including Special Olympics and Arts for All, by maintaining an active volunteer base.¹					
Total number of volunteer hours for Adaptive Recreation	1,450	1,500	4,010	42,000	45,000
Number of volunteers	108	369	406	450	475
Value of volunteer hours for Adaptive Recreation	\$41,267	\$122,420	\$123,507	\$129,360	\$146,655

¹ Programs not offered during the pandemic.



PRCS: Community Services

Inclusion Support

What We Do: Inclusion Support is delivered throughout PRCS programs. Staff provides assistance when other program areas request that an individual be assessed to identify which, if any, accommodations need to be made for a person to participate in programming. This activity completes proper assessments, trains staff, follows up with participants and staff on progress, evaluates the service level, and keeps up with current trends and best practices under the Americans with Disabilities Act (ADA). This service is offered at no additional fee to participants in Aging Services programs, as well as to other adults and youth.

Mandate Information: This activity is not mandated by state or federal law. However, services help meet ADA guidelines and best practices.

Who Does It: A County inclusion specialist primarily delivers these services, with additional assistance provided by Adaptive Recreation specialists and a coordinator position on an as-needed basis.

Why We Do It: Formal assessments provide recommendations when a need is identified for accommodations for program participation and any follow-up with staff and participants. Services enable greater participation in PRCS programs by youth and adults with disabilities, creating a more inclusive environment, which is beneficial to all participants and a valuable community resource overall.

How We Do It Now – Current Service Level: An inclusion specialist was added in FY 2020 to provide support across PRCS to meet the needs of participants with disabilities, including offering inclusion training. The demands on this position continually increase in large part due to demands of the CASA program. Staff spends the equivalent of approximately 2,500 hours providing support, which includes reviewing participant files, conducting onsite observations, developing plans, and tracking participants. Without this position, many programs would be ill prepared to provide services to participants with disabilities, potentially leaving the County non-compliant with ADA requirements.

How We Plan to Do It in the Future – Recommended Service Level: The demand for inclusion support is expected to continue across all programs, especially the CASA program and summer camps. More staff support in this area is likely to be needed in the coming years.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Support patrons with special needs by responding to inclusion support requests 100 percent of the time.					
Number of inclusion support requests	66	72	62	70	80
Number of times that staff goes out for inclusion support across PRCS (includes follow-up visits)	76	61	146	200	300
Number of inclusion trainings	44	75	34	50	50
Number of hours spent on inclusion process	785	1,103	1,805	2,500	3,000



PRCS: Community Services

Summer Programs

What We Do: The Summer Programs activity provides a camp experience for elementary and middle school children during the summer. Summer Programs include Daze (for children in kindergarten through the fifth grade) and Fest (for children in the sixth grade through the eighth grade). These camps provide recreational and educational experiences for children during the summer months. Activities include field trips and daily recreational activities. Camp sites are located at LCPS sites, which vary depending on annual approval from LCPS.

Mandate Information: While this activity is not mandated by state or federal law, CASA is licensed by the Commonwealth of Virginia and follows all state guidelines for the supervision of children.

Who Does It: County staff delivers this service, which is supplemented by a contract. The Daze and Fest programs are required to meet minimum staffing standards for licensed programs set by the Commonwealth of Virginia. Contracted services include transportation provided by LCPS for scheduled field trips.

Why We Do It: Parents value this program due to the quality educational and recreational experiences provided to their children during the summer months. Summer camps provide a place for children to build friendships, develop skills, and explore new and different recreational interests. The Summer Programs activity is valued by residents with school aged children, who need full-day activities for their children during the summer months. The activity is supported by LCPS through the use of schools. The impact of not providing this service is that thousands of children in Loudoun County would not have a summer camp experience with the County, which could result in a disruption to working families.

How We Do It Now – Current Service Level: Current service level maintains required revenue recovery through 95 percent program capacity in Summer Programs. At current service level, there are approximately 4,000 unique summer camp participants.

How We Plan to Do It in the Future – Recommended Service Level: Summer Programs plans to keep pace with participant demand, opening as many summer sites as staffing and space permit. Post-pandemic, the camp programs have faced staffing challenges. Emphasis will be placed on hiring, ensuring there is enough staff to meet licensing ratio requirements and serve the community. The program will address the evolving needs of participants by providing enriching field trips and activities and reviewing participant/family feedback.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide Daze and Fest camps that maintain countywide 90 percent program enrollment through interactive curriculum, field/pool trips, and engaging visitors.					
Number of summer camp enrollments	2,699	3,918	2,343	4,000	4,500
Percentage rate of capacity	91%	81%	93%	95%	95%
Number of sites	17	17	13	18	18
Maximum capacity available in summer camp	2,895	4,884	2,523	3,800	4,275



PRCS: Community Services

Administration – Aging Services and Grant Management

What We Do: The Administration – Aging Services and Grants Management activity provides leadership, planning, management, and administrative support to approximately 80 staff within numerous specialized older adult service programs. Administrative staff serves as liaisons to the Board-appointed Commission on Aging and manages grant audits and reporting, in relation to units of service, which includes Medicare contacts as well as contacts for congregate meals and home-delivered meals. Additionally, under contractual agreement between Loudoun County and the Virginia Department of Aging and Rehabilitative Services, Aging Services/Area Agency on Aging (AAA) administration is required to prepare and administer the annual Area Plan for Aging Services to receive Older Americans Act federal and state grants.

Mandate Information: Although AAA is not mandated as a county government service, as per the Federal Older Americans Act of 1965 (Public Law 109-365), every county in the United States must be served by an AAA. AAA is mandated to act as the lead agency for administering the No Wrong Door (NWD) concept in Loudoun County (the Code of Virginia § 51.5-135(6)). NWD offers a virtual single point of entry for accessing public and private health and human services for adults in Virginia and facilitates information sharing between service providers. AAA is also mandated by the Virginia Department of Medical Assistance Services in conjunction with the Federal Center for Medicare and Medicaid. AAA also serves as the local contact agency for individuals who have been identified by a nursing facility as expressing interest in exploring options for transition from the facility back into the community.

Who Does It: County staff delivers this service. The division manager oversees the Aging Services Division, which includes the Loudoun County AAA services. The grants specialist manages the Division's federal and state grants in addition to grant-related donation accounts. The administrative assistant provides support to the other two positions and to the Commission on Aging.

Why We Do It: AAA programs and facilities increase and maintain independence and quality of life for older adults and caregivers in Loudoun County. AAA administration represents the interests of Loudoun County seniors at national, state, regional, and local levels. In the Northern Virginia region, five AAAs are part of their respective county governments. This structure provides fiscal accountability and oversight, which is critical to maintain and sustain services. If AAA did not exist, there would be no central organization to provide comprehensive services to older adults in Loudoun County. This activity enables AAA to maintain annual contact with seniors and disabled adults, as well as their family and caregivers.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was approximately 950,000 annual contacts with seniors and disabled adults, their families, and caregivers; along with the maintenance of 28 federal and state grants and five grant-related donation accounts. Current service level provides 2,000,000 annual contacts to seniors and caregivers.

How We Plan to Do It in the Future – Recommended Service Level: As the older population grows in the County, it is vital that resources keep pace to enable continued service delivery through Adult Day Care Centers, Senior Centers, Volunteer Services, Elder Resources, and the Central Kitchen. In the future, PRCS will adapt to the changing community needs for more diverse programs and services. Additional attention will be given to attracting and retaining talented staff to serve the older adult population in the Loudoun community.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Meet the needs of the growing senior population by sustaining contact and providing programs to seniors, caregivers, and disabled adults at an 85 percent satisfaction rate or above.					
Number of annual contacts with seniors and disabled adults, and their families and caregivers	1,028,543	1,467,180	1,752,505	2,000,000	2,100,000
Number of grants awarded to AAA	26	27	24	26	26
Total value of grants to AAA	\$1,094,045	\$1,017,687	\$975,231	\$1,031,875	\$1,031,875



PRCS: Community Services

Adult Day Care Centers (ADCs)

What We Do: Adult Day Care Centers (ADCs) are licensed by the Virginia Department of Social Services. This activity provides a supportive social environment and therapeutic services to elderly clients who have been medically diagnosed with memory loss and/or physical limitations and are therefore unable to stay home alone safely during the day. ADCs provide a safe haven for caregivers to leave a family member during the workday to remain employed and/or to receive respite from caregiving during the day.

There are three centers: Leesburg ADC in Leesburg, Mac Brownell/Carver ADC in Purcellville, and Eastern Loudoun ADC in Ashburn/Sterling. Programs provide therapeutic activities including music, art and pet therapy, daily cognitive and physical activity programs, medication management and administration, nutritious hot lunch and snacks, personal care needs, health monitoring, and recreation activities. Limited transportation is provided to and from client homes. ADCs also host Alzheimer support groups in collaboration with the Alzheimer's Association.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: County staff delivers this service. Licensing standards require a minimum ratio of one direct care staff member to six clients, not including management staff; two staff members are "on floor" with clients at all times.

Personnel expenses in this activity are partially offset by two state grants, the Special Transportation Grant and a Community Based Services Grant. Program charges are based on a sliding-fee scale.

Why We Do It: This is a valuable community-based service that promotes and enhances life skills to assist clients to remain in their homes and the community for as long as possible, as opposed to institutionalization. Clients' families and/or caregivers receive respite from ongoing caregiver responsibilities, often allowing the caregiver to remain in the workforce. This service increases and/or maintains quality of life for clients and caregivers in addition to long-term cost savings due to avoidance or delay of institutionalization.

There are few other adult day programs in Loudoun County and none at comparable rates to the Loudoun County ADCs. Without these centers, many elderly Loudoun residents with dementia would either be unsafely home alone, or they would need to be placed in a long-term care institution, which is often cost prohibitive.

How We Do It Now – Current Service Level: In FY 2019, the most recent year with pre-pandemic data, service levels were approximately 80,000 adult day care hours spent assisting clients and caregivers. In this fiscal year with current resources, the service level represents approximately 70,000 adult day care hours spent assisting clients and caregivers, with 95 percent of caregivers indicating satisfaction with ADC activities.

How We Plan to Do It in the Future – Recommended Service Level: In the future, as the Virginia Department of Health and the Virginia Department of Social Services guidelines and pandemic-related restrictions are scheduled to end, the needs of ADCs are expected to exceed pre-pandemic levels. The population growth of older people in the County will create a parallel need from families for this service in existing ADCs.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Meet the needs of the growing senior population by sustaining contact and providing programs to seniors, caregivers, and disabled adults, at an 85 percent satisfaction rate or above.					
Number of adult day care hours assisting clients and caregivers	13,373	50,143	67,660	70,000	70,000
Percentage of caregivers satisfied with ADC activity	100%	100%	100%	95%	95%



PRCS: Community Services

Central Kitchen

What We Do: The Central Kitchen prepares meals for AAA, caters special events for countywide government functions, and provides meals to the Loudoun County Emergency Operations Center on an as-needed basis. The Central Kitchen is a certified commercial kitchen, which is inspected annually by Virginia Department of Juvenile Justice's Food Operations, inspected intermittently on a tri-annual basis by the United States Department of Agriculture (USDA), and inspected quarterly by the Loudoun County Health Department.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: County staff delivers this service.

Why We Do It: The activity offers a vitally needed service to seniors, and maintains a very reasonable cost per meal. Under a memorandum of understanding with the Department of Family Services, the Central Kitchen provides three meals per day and snacks to JDC residents. The JDC meal program provides reliable, consistent food to detained youth of Loudoun County seven days per week. The colocation of the Central Kitchen and the JDC reduces capital costs. The Home Delivered Meals (HDM) Program provides home-bound seniors with one hot nutritious meal five days per week, and is often the only daily human contact, which provides an opportunity for someone to check on them. Seniors in the Congregate Meal Program are provided with a nutritious meal and valuable socialization opportunities.

How We Do It Now – Current Service Level: The Central Kitchen provides approximately 148,500 hot meals for the HDM Program and the Congregate Meal Program as well as almost 3,000 special function meals. In FY 2023, the JDC moved into another building, so the Central Kitchen is no longer responsible for their meals.

How We Plan to Do It in the Future – Recommended Service Level: As senior nutrition programs continue to expand with more requests for HDMs, frozen meals, and Congregate Meals, AAA needs to ensure that adequate resources remain in place to support the increased service demands. With the phasing out of food service to the JDC, staff and resources can focus on senior nutrition services. Management should monitor the budget as inflation impacts food supply costs.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Improve health outcomes of the County's growing senior population by providing USDA-approved nutritious meals to older adults requesting meals.					
Number of unduplicated persons served – HDM	453	516	448	460	460
Number of meals served – Congregate	48,413	62,575	75,789	78,000	78,500
Number of meals served – HDM	66,759	70,709	69,206	70,500	70,500
Number of senior meals	114,902	163,105	162,845	170,000	170,000
Total number of Central Kitchen meals (special event, senior meals, and ineligible)	144,564	170,384	169,265	180,000	180,000



PRCS: Community Services

Senior Centers

What We Do: This activity includes five full-service, state-of-the-art Senior Centers: the Senior Center at Cascades in Sterling, the Carver Center in Purcellville, the Senior Center of Leesburg, the Ashburn Senior Center, and the Dulles South Senior Center. These Centers, designed specifically for the senior population, serve independent older adults aged 55 years and over with a wide variety of recreational, educational, and socialization opportunities. Centers offer activities including wellness and educational programs, computer classes, exercise and fitness classes, arts and crafts, drop-in activities, holiday and special events, and opportunities for volunteering. In addition, this activity conducts long-distance overnight trips and day trips. Upon advanced request, seniors are provided with transportation to and from the Centers for a fee. The Centers offer rented space in evenings and on weekends.

Each Senior Center serves as a Congregate Meal Program site. Meals prepared and delivered by the Central Kitchen are served at each Center five days per week. There is no meal fee for those aged 60 years and over, but donations are accepted. Those under the age of 60 are charged \$4.00 per meal. Three additional Congregate Meal Program sites are housed in subsidized senior housing communities in Ashburn, Leesburg, and Sterling.

Senior Centers serve as distribution sites for the HDM Program. Meals prepared and delivered by the Central Kitchen are picked up by volunteers at each Center and then driven to the homes of home-bound elderly five days per week, following driving routes strategically located throughout the County. There is no charge for meals, but donations are accepted.

Mandate Information: The Congregate Meal Program is required as a part of the Older Americans Act. Other aspects of this activity are not mandated by state or federal law.

Who Does It: County staff and volunteers deliver this service.

Why We Do It: Senior Centers, meal programs, and the Senior Trips Program provide critical socialization, educational, wellness, and volunteer opportunities for older adults in Loudoun County. Many seniors have noted an increase in their quality of life upon joining a Senior Center. Social engagement opportunities are critical factors in the longevity and quality of life for older adults. There are no comparable services in the County; hence, without these Senior Centers, older adults would have fewer locations to congregate, socialize, receive a nutritious meal, or receive educational and wellness services. Buses provide vital transportation to Senior Centers. Transportation service enhances the Congregate Meals Program for seniors, who choose not to or are unable to drive themselves to and from the Centers. Those who attend Centers primarily for lunch may not be able to attend without this transportation service nor receive other social, wellness, fitness, and educational services.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was approximately 19,500 activities with 220,000 participants, while maintaining a 95 percent or above customer satisfaction for Senior Centers and Senior Trips. In subsequent years, this service level was held steady through the pandemic years and the opening of the Ashburn Senior Center, as 95 percent of customers reported satisfaction with Senior Center services. In this fiscal year with current resources, Senior Centers will continue to maintain a 95 percent satisfaction rating each year as participant numbers continue to grow.

How We Plan to Do It in the Future – Recommended Service Level: Over time, as the County's older adult population continues to grow in both size and demographic proportion, it is anticipated that the demand for Senior Center activities will grow even as the service level is maintained. PRCS staff recommends that Senior Centers continue to maintain a 95 percent annual customer satisfaction rating, while adding an additional Senior Center in alignment with the capital facilities standard.



PRCS: Community Services

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain 95 percent or above customer satisfaction by providing high-quality programs and services through the Senior Centers and the Senior Trips Program.					
Number of Senior Center activities	13,363	17,748	21,207	21,700	22,000
Number of Senior Center activity participants	154,728	147,114	217,589	250,000	270,000
Number of Senior Center memberships	3,811	3,699	4,959	5,100	5,300
Number of Senior Trips	128	151	176	180	185
Number of Senior Trip participants	2,434	3,148	5,225	6,000	6,200
Percentage of participants satisfied with trips	95%	96%	95%	95%	95%
Percentage of seniors satisfied with Senior Centers	93%	95%	94%	95%	95%



PRCS: Community Services

Elder Resources

What We Do: Elder Resources provides the primary point of contact for older adults and caregivers to receive specialized aging-related information. Programs and services include, but are not limited to, information, referral and assistance, case management, care coordination, caregiver support, elder abuse prevention, disease prevention/health promotion, Medicare/Rx drug and long-term care insurance counseling, assistive technologies, transportation, legal services, and support groups.

Mandate Information: Elder Resources programs are mandated by the Older Americans Act of 1965 and receive grant funding.

Who Does It: County full-time staff delivers this activity, with limited assistance from volunteers.

Why We Do It: Specialized aging-related information, programs, and services allow older adults and their caregivers to efficiently obtain assistance in a timely manner. Seniors with multiple needs and who are at the greatest risk of institutionalization receive individualized care services that allow them to remain in their homes and community. No comparable services exist. Without Elder Resources, County residents would not have a central point of contact as specified in the Older Americans Act.

How We Do It Now – Current Service Level: Current service level involves contact with more than 30,000 seniors and their caregivers annually. At the current service level, up to 600 caregiver participants are supported with an overall satisfaction rate of 95 percent. Current service level involves approximately 2,300 case management contacts with a continued waitlist.

How We Plan to Do It in the Future – Recommended Service Level: Elder Resources continues to see an increase in need as the older adult population in Loudoun County increases. As more older adults wish to age in place, care becomes more complex, requiring additional support and services in the home, thus increasing the number of calls for assistance.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Support aging in place in Loudoun County by providing resources and case management support to 100 percent of older residents who seek assistance from PRCS.					
Number of information and assistance contacts	14,746	30,371	40,249	43,000	45,000
Percentage of caregivers satisfied with the caregiver support group program	95%	96%	93%	95%	95%
Number of caregiver support group participants	600	420	565	600	600
Overall number of case management contacts	1,803	1,548	1,978	2,300	2,500



PRCS: Community Services

Volunteer Services

What We Do: The Volunteer Services activity offers a variety of meaningful volunteer opportunities for adults aged 18 years and over. Volunteer opportunities primarily support numerous AAA programs; but volunteers also support PRCS program areas and services throughout the community by serving in local hospitals, libraries, parks, facilities, museums, and food pantries.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: County staff coordinates this activity, supported by approximately 800 volunteers annually.

Why We Do It: Through Volunteer Services, AAA's HDM Program, Congregate Meals Program, and the Virginia Insurance Counseling and Assistance Program (VICAP) are able to operate at an enhanced level. Without the volunteers, AAA would not be able to provide the same level of service, and many services would not be feasible. Volunteering provides a critical avenue for contributing to society post-retirement, and is therefore a significant factor in positive aging.

How We Do It Now – Current Service Level: In FY 2020, the current service level involved managing, recruiting, and training nearly 900 volunteers annually. Due to the pandemic, recruitment and retention of volunteers experienced a decline. In this fiscal year, the current service level involves managing, recruiting, and training nearly 800 volunteers who support AAA programs and services. At the current service level, 95 percent of volunteers report overall satisfaction with the volunteer program.

How We Plan to Do It in the Future – Recommended Service Level: As the County's population growth stabilizes over time, this activity anticipates that the need for volunteers will stay the same. Additional technological innovations will provide opportunities including the integration and expansion of a cloud-based community event registration and volunteer information system database, CERVIS, that supports Volunteer Services in managing the ongoing growth of AAA programs and services. As the nationwide trend of volunteers requesting more short-term projects and flexibility evolves, the user-friendly database will support this volunteer need and offer staff resources to efficiently manage volunteer schedules and hours. Between now and then, the metrics with asterisks (*) below will indicate that the program may need to adjust its services or service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Manage, recruit, and train volunteers to support AAA programs and services with an overall satisfaction rate of 95 percent or higher.					
Number of annual community outreach contacts*	842,230	992,776	1,266,469	1,300,000	1,400,000
Number of volunteers in Aging Services	869	691	697	800	900
Number of hours donated by volunteers	31,770	58,765	57,693	60,000	62,000
Percentage of volunteers satisfied with the volunteer program*	96%	97%	97%	95%	95%
Total value of service provided by volunteers	\$904,177	\$1,712,407	\$1,776,944	\$1,600,000	\$1,800,000



PRCS: Departmental Support and Operations

Internal Operations Management

What We Do: Activities for Internal Operations Management include the coordination and management of PRCS's operational budgets and grants (other than Aging Services). In addition, this activity procures goods and services up to \$100,000 and supports Purchasing Card (PCard) holders, working with the County's Procurement Division in the Department of Finance and Procurement. The financial management team also provides support to PRCS's financial needs by processing invoices, and has taken over the reconciliation of PRCS credit card transactions from the Treasurer's Office. This activity maintains compliance with all County policies and procedures pertaining to budget, procurement, and financial management. Systems administration is included in this activity; and a large portion consists of the management, administration, and maintenance of the PRCS RecTrac software system for program registrations, facility reservations, and pass management. In addition, Internal Operations Management provides support in development and maintains the PRCS Laserfiche forms and other IT projects. The Customer Services team at the administrative office receives calls regarding PRCS programs, such as the after school program, sports, and Aging Services.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: County staff provides this service.

Why We Do It: Staff works with liaisons from the Department of Finance and Procurement, the Office of Management and Budget, the Treasurer's Office, and the Department of Information Technology to comply with the County's budget, accounting services, purchasing, and IT policies and procedures. Staff works with their respective liaisons to assure accuracy and accountability to achieve good stewardship of County resources. This also includes ensuring that the County's financial data and network data are secure.

How We Do It Now – Current Service Level: In FY 2020, current service level reflected processing nearly 433 purchase orders totaling \$2.8 million, within an average turnaround time of 1.3 business days. As the County continues to add new facilities, these numbers have increased. At the current service level, approximately 1,500 purchase orders are processed, totaling \$15 million, with an average turnaround time of 1.3 days. Additionally, 95 percent of all incoming calls into the service line are answered.

How We Plan to Do It in the Future – Recommended Service Level: As PRCS continues to grow with new facilities, Internal Operations Management's resources will need to be requested to keep up with the service level demands. Between now and then, the metrics with asterisks (*) below will indicate that the program may need to adjust its services or service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Contracts/Procurement – Ensure operational excellence to internal and external customers in the procurement of goods and services by completing purchase order approvals within three business days.					
Number of purchase orders completed*	551	657	1,113	1,500	2,000
Average turnaround for purchase orders (in days)*	1.27	1.30	1.38	1.30	1.30
Total value of purchase orders	\$3,599,629	\$7,563,986	\$11,839,435	\$15,000,000	\$20,000,000
Accounting and Finance – Provides internal and external customers with accounting and finance services by ensuring that tasks are completed within established deadlines.					
Number of invoices processed	3,009	3,624	3,895	4,500	4,500
Number of PRCS PCard transactions	7,338	10,744	13,493	14,500	16,000
Ensure excellent customer satisfaction by answering 90 percent of calls coming into the Customer Services line.					
Percentage of abandoned calls	4%	8%	7%	5%	5%
Number of calls answered	14,179	14,237	15,016	15,500	16,000



PRCS: Departmental Support and Operations

Human Resources and Performance Management

What We Do: The Human Resources and Performance Management activity is responsible for advising and assisting with the hiring process and performance management, to include all formal employee actions related to hiring, status changes, and resignations, as well as planning and assessments. This activity also handles advertising, prescreening, and interview coordination, as well as reference checking for all PRCS positions. Human Resources and Performance Management is also responsible for resolving employee relations issues, offering counseling, taking disciplinary action, and researching discrimination complaints and grievances. Human resources staff provides technical assistance to employees and other department payroll liaisons. Staff maintains payroll records and ensures compliance with document storage and County human resources policies and procedures and laws. Human resources staff assists other County staff with FMLA, ADA, and extended leave requests.

Mandate Information: This activity is not mandated by state or federal law. However, this activity ensures payroll records compliance with document retention and County policies and procedures.

Who Does It: PRCS County staff provides these services. Some functions are managed by the Department of Human Resources, including contracts for background checks and short-term temporary staff requests.

Why We Do It: This activity supports operations of direct service programs. Staff supports supervisors in searching for the best-qualified candidates for vacant positions and provides consistent adherence to County policies and federal and state laws. The payroll process ensures consistent and accurate adherence to policies, serves as centralized processing for assigned programs, and provides expertise and coordinated contact with County payroll for department-wide issues. Staff is paid timely and accurately. Cost savings to the County are achieved by reducing manual checks. Managing human resources functions within PRCS provides efficiency in the hiring process, timesheet approval and processing, and employee relations issues.

How We Do It Now – Current Service Level: In FY 2020, the service level provided was 650.00 full-time equivalent (FTE) positions comprised of a larger number of employees with 14.3 percent turnover for full-time, regular employees. In subsequent years, this service held steady, reflecting strong organizational knowledge and efficiency. The current service level in this fiscal year reflects a turnover rate of approximately 7 percent for full-time, regular employees, with approximately 742.00 FTE.

How We Plan to Do It in the Future – Recommended Service Level: In the future, PRCS recommends that the service level ensures that 100 percent of employees complete compliance training programs on time, in order to ensure that the required knowledge is transmitted. As the number of positions requiring non-program-specific training increases, the demand for these services is expected to increase as well, requiring a stronger focus on staff training programs.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide excellence in executing the hiring process to support uninterrupted program and facility operations.					
Number of Board-authorized FTE ¹	677.13	721.28	742.20	692.57	765.57
Number of background checks	916	1,020	981	1,500	2,000

¹ Previously, FTE were calculated to include “pooled positions,” which are positions with a varied headcount of employees working a variety of number of hours. To make the budget clearer, beginning in FY 2024, the FTE number no longer includes the FTE associated with these hours, resulting in a decrease in FTE between FY 2023 and FY 2024. While no longer included in the FTE count, these positions will remain funded in the department personnel budget.



PRCS: Departmental Support and Operations

Department Management

What We Do: The Department Management activity includes PRCS leadership, administration, support, and strategic planning. The leadership team provides oversight and accountability, short-term and long-range planning, and coordination with other departments to ensure that staff has the tools necessary to do their jobs. The director, deputy director, and assistant directors coordinate with the Office of the County Administrator to advise the Board regarding PRCS and prepare committee and Board items to advise and/or seek Board direction. Staff also coordinates development, review, and revision of PRCS policies and procedures, ensuring that input from key stakeholders is incorporated and that no conflicts exist with County or other department policies, ordinances, or laws. Administration helps support the following three Board-appointed Advisory Boards: Parks, Recreation, and Open Space Board (PROS); Commission On Aging (COA); and Advisory Commission On Youth (ACOE). As a nationally-accredited agency through the National Recreation and Park Association's Commission for Accreditation, this activity maintains implementation and facilitation of the PRCS Master Plan and ensures that department-wide programs align with the strategic direction and accreditation standards.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: County staff provides this activity.

Why We Do It: This activity enables PRCS to meet the expectations of the Board and County Administration while interacting with communities and various resident groups, advisory boards, and other nonprofit organizations. The leadership team benchmarks with other jurisdictions to conduct comparisons of services provided and to keep abreast of national and regional recreation trends. This activity results in operational efficiency, safety, and consistency, and implements best practices throughout PRCS. Staff continuously seeks, analyzes, and reacts to input from constituents, employees, Board members, and volunteers for the purpose of ongoing strategic planning, which leads to valuable facility and program planning efforts. Well-managed facilities and programs lead to good stewardship of tax dollars.

Department Management ensures compliance with County policies and procedures as they relate to the wide-ranging operations, which offer various recreational and leisure programs and activities, community services, and recreational facilities to the public. The impact of not providing this activity is that the County would have to review other methods for the management and oversight of recreational, educational, wellness, cultural, and supportive service opportunities to County residents. Without the Department Management activity, which includes a highly trained and skilled leadership team, programs and facilities would be negatively affected and the mission of PRCS would be compromised.

Department Management ensures that PRCS program objectives and performance measures are developed and maintained to tell the PRCS story through effective data collection, reporting, and budget management, delivering on the goals and objectives, mission, and vision statements of both the Board and PRCS.

How We Do It Now – Current Service Level: Currently, PRCS provides this service through the executive team made up of the director, deputy director, and assistant directors, as well as the leadership team which also includes the division managers and certain program managers. These teams ensure the overall safe operation of PRCS programs, facilities, and services, with a primary focus on strategic planning and implementation of the Strategic Plan and Master Plan. These teams evaluate policies and procedures and ensure that services being provided are in alignment with the vision, mission, and values of both the County and of PRCS.

How We Plan to Do It in the Future – Recommended Service Level: The establishment of an executive team and the enlargement of the leadership team has just recently occurred, as recommended from an evaluation of the organizational structure several years ago. With these recent changes, PRCS anticipates continuing to provide these services at the levels currently provided.



PRCS: Departmental Support and Operations

Marketing

What We Do: The Marketing activity includes the publication of the quarterly Activity Guide and Summer Camp Guide; paid advertisements for print, radio, and social media; and outreach events. Marketing staff is responsible for the execution and update of the PRCS Marketing Plan, brand recognition, and driving participation numbers through paid marketing campaigns. Logos, marketing collateral, and photography are produced through external vendor contracts, with thorough review from stakeholder groups. Marketing is also overseeing the indoor digital signage across multiple recreational facilities to ensure consistent messaging. Marketing supports recruitment efforts from the internal human resources team by producing collateral specific for recruitment. Marketing is responsible for conducting periodic market research comparisons on program and rental pricing, policies, and cost recovery.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: County staff creates marketing campaigns and works with contracted vendors to create and deliver marketing collateral across the community.

Why We Do It: This activity allows PRCS to target specific markets to drive and increase participation and program registration across the County. The 2020 PRCS Needs Assessment data shows that a significant percentage of the County's residents are unaware of PRCS programs and facilities. The Marketing activity was created to increase awareness of PRCS programs, services, and facilities across all communities. Staff reviews registration and outreach data to identify areas of focus for marketing efforts. Creation of marketing templates for PRCS staff provides consistent messaging and PRCS brand identity to customers and visitors. The Marketing activity is also working to reduce the reliance on paper-based collateral items and move PRCS to more digital and mobile-friendly advertising for programs and services, such as the digital online magazine version of the Activity Guide. Marketing plans are being created to support specific program areas to increase participation and enrollment.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was approximately 29,000 printed Activity Guide copies. Event advertisements were not part of the event marketing strategy during that time. In subsequent years, this activity has been enhanced, as event advertisements are now purchased for large-scale events totaling more than 5,000 attendants per year. The Activity Guide has also shifted to a primarily digital distribution, so that in FY 2024, it is projected that there will be 6,000 printed copies per season, with 10,000 online views per season.

How We Plan to Do It in the Future – Recommended Service Level: As changes in technology continue to evolve, alongside the changing customer preferences and differences across demographic groups, PRCS Marketing staff anticipates that the need for these services will shift to requiring more coordinated campaigns to targeted demographics, ranging from community education, recreation center pass sales, and adult sports leagues offerings to increasing awareness of programs for Aging Services among older adults in Western Loudoun. Staff will need to expand digital marketing tools to meet the changing demographics of PRCS customers. The metrics with asterisks (*) below will indicate that the program may need to shift its services or service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Department-wide collaboration to create an Activity Guide that is an accurate and dynamic publication which the public can reference to access the best programs, events, facilities, and parks.					
Number of Activity Guides distributed to the public*	9,750	15,750	22,750	6,000	6,000



PRCS: Departmental Support and Operations

Communications

What We Do: The Communications activity is committed to engaging the community through all outreach channels including media releases, social media, external email, and various printed materials, to effectively and efficiently connect residents to PRCS events, programming, and facilities. Communications activities promote health and wellness benefits to the community through PRCS programs and services. Communications staff also oversees groundbreaking, ribbon-cutting, and other ceremonies and information involving the Board opening new PRCS parks and facilities. The Communications activity is also responsible for ensuring that internal communication occurs between all levels of PRCS staff, including temporary staff who do not have access to the County email system to receive information.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: PRCS staff works in conjunction with County Public Information staff to disseminate information to improve the public's knowledge of PRCS services.

Why We Do It: The goals of the Communications activity are to increase PRCS brand recognition; promote health and wellness in Loudoun County through PRCS programs and services; and connect residents to PRCS events, programming, and facilities through effective outreach and social media engagement. If the Communications activity did not occur, the residents of – and visitors to – Loudoun County would not be aware of all the services, amenities, and events available to them through PRCS, and would not receive the full benefit of the services, facilities, and programs authorized for them through the Board. Basic information regarding PRCS operations and future planning of PRCS projects would not be available, as well as vital emergency or weather-related closure information regarding program or facility closures.

How We Do It Now – Current Service Level: In FY 2020, social media platforms and the main PRCS website played a specific role in communications and public outreach. The main PRCS Facebook page had 8,339 followers. The current total number of Facebook followers at 11,725 during the third quarter of FY 2023. The total number of followers to all the main PRCS social media pages – i.e., Facebook, Twitter, and Instagram – is 13,914 in the third quarter of FY 2023. Information such as press releases and signature events were available online at www.loudoun.gov/prcs and released to the media. In FY 2020, the news announcement section of the website totaled 1,649 subscribers. To further community outreach, PRCS expanded outreach utilizing email communication methods and expanded promotion of events and programs on the PRCS website and department-wide social media pages. A department newsletter highlighting events and programs is distributed monthly, along with other communications to what is now more than 70,000 households (accounts). In FY 2022, the webpage saw 10,575 new users.

How We Plan to Do It in the Future – Recommended Service Level: PRCS is engaging in the further development of direct public outreach methods to match a growing marketplace of active and leisure programs. A key communication is the expansion of tools utilizing email communication methods with current PRCS patrons to promote events, programs, and other PRCS activities. Communications staff will evaluate targeting specific PRCS user groups by creating email groups to include Loudoun's youth, adult, and senior populations. A review of outreach-based technologies and evolving social media trends will remain ongoing to continue expanding PRCS's connection with the County's growing and diverse population. Social media will remain focused on engagement with the community. Previous performance measures did not reflect all 35 social media accounts overseen by Communications and which represent all PRCS facilities, parks, and programs. The social media pages cumulatively have more than 57,000 followers and will continue to further connect residents to PRCS events and programs.



PRCS: Departmental Support and Operations

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure the delivery of exceptional programs and services through dynamic social media content and engagement.					
Number of new users to www.loudoun.gov/PRCS	13,282	10,575	13,253	10,700	11,000
Number of main PRCS social media account followers ¹	n/a	13,426	14,837	15,300	15,600
Total quarterly reach of main Facebook page	3,309	11,334	62,605	12,000	12,500

¹ Data shown as n/a indicates a measure that does not have historical data.



PRCS: Departmental Support and Operations

Program and Customer Experience

What We Do: The Program and Customer Experience activity was created to oversee and improve the overall customer and program experience across all PRCS sites. Program and Customer Experience projects include creating more easily accessed platforms for customer feedback, including customer satisfaction surveys and program evaluations, and creating departmental customer service standards and training programs for all staff who provide service to the public. Programs are reviewed periodically to ensure that objectives are met while ensuring pricing and policy consistency, as well as consistency in cost recovery in like program areas, and while reducing duplication of programs. Customer feedback is compared across sites to ensure that departmental customer feedback data can be produced and compared across divisional and functional areas. Review of policies and information platforms provides and informs on the overall customer experience, which assists in improving messaging and policies to become customer focused. Programming and Customer Experience staff assists teams across PRCS with programming plans, marketing plans, and program reviews to execute the overall PRCS Program Plan.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: County staff provides this service. The customer service coordinator, marketing specialist, and division manager of marketing and programs work with PRCS staff to implement these services.

Why We Do It: Programming is an essential service of PRCS across all sites. The Program and Customer Experience activity provides a departmental review of programs and service areas to ensure quality assurance and consistency across core program areas, resulting in better program data collection and customer satisfaction. Customers who experience PRCS programs and services should receive the same high-level services in all interactions. Without this activity, these vital guidelines and training would not be available to enhance the customer experience.

How We Do It Now – Current Service Level: This is a new program area created to improve customer service delivery and increase recreational program consistency and quality. The PRCS customer service coordinator will provide staff customer service training specific to staff roles. Staff will also review and streamline evaluation tools and the frequency of surveys being administered to customers. Staff will develop customer service standards for customer service outlets. Programmers are engaged in monthly and quarterly meetings to increase communications and collaboration to evaluate and grow programs.

How We Plan to Do It in the Future – Recommended Service Level: Program and Customer Experience will continue to be one of the top priorities of PRCS. Staff will work to connect with customers to get their feedback through surveys and other digital tools. Staff will continue to implement new technology to make it easier for customers to participate in PRCS programs and services. Programming lifecycle evaluations will be conducted to ensure program viability. Additional programming areas will be added to address the changing trends in parks and recreation.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Engage in department-wide collaboration to evaluate programming to ensure accurate and engaging offerings.					
Unique number of participants in activities (sections)	24,996	18,454	44,879	45,000	47,000
Total number of participants in activities (sections)	167,559	87,297	130,092	150,000	160,000



PRCS: Departmental Support and Operations

Facilities Planning and Development and Internal Project Management

What We Do: The Parks and Recreation Facilities Planning and Development activity is responsible for long-term planning, creating facility concept plans and designs and serving as technical advisor regarding feasibility. Additionally, staff provides technical assistance regarding zoning and obtaining SPAMS, grading permits, occupancy permits, special exceptions, and easements. This activity assists with short-term and long-range facilities planning for PRCS. Activities include the review and update of PRCS's design and construction standards, creation of the PRCS Signage Plan, and assistance with the Capital Improvement Program and the Capital Needs Assessment. The Facilities Planning and Development activity also oversees the Linear Parks and Trails (LPAT), a large-scale system of linear parks and trails that serve a variety of functions, including recreation, active transportation, wildlife habitat, water quality, property value enhancement, economic development, scenic beauty, and regional connectivity. This activity plays an important role in ensuring that County parks and trails are well planned, designed, constructed, and preserved.

The Facilities Planning and Development activity also manages the Community Donated Facilities and Improvement Program. Volunteers and nonprofit organizations contribute donated amenities to PRCS to further enhance facilities. Through the program, PRCS receives donated parkland and easements, which further reduce the local tax funding to support PRCS facilities. Staff identifies opportunities to partner with other stakeholders (e.g., schools, libraries, park facilities, or other leisure service providers) when appropriate.

The Internal Project Management activity oversees administrative operations to ensure that staff follows parks and recreation industry best practices in the delivery of programs and services, as well as in the maintenance of PRCS-managed amenities, sites, and facilities. Activities include assistance with the oversight of all projects identified in the PRCS Strategic Plan, the systematic review and development of PRCS policies and procedures, the operationalization of industry best practices that ensure continued national accreditation through the Commission for Accreditation of Park and Recreation Agencies (CAPRA), and advising other project leads and senior-level management within PRCS.

The Internal Project Management activity includes research; awareness of federal, state, and local legislation; cooperation with other departments; facilitation of workgroups; regular reporting; engaging stakeholders and residents as needed; and the development of major planning documents, policies, procedures, and accountability measures to ensure that projects are completed on time and within budget.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: County staff provides this service.

Why We Do It: The knowledge base found within the Facilities Planning and Development activity fulfills the specialized needs for the development of recreational facilities and amenities. Site-specific facility planning and design technical assistance is critical for analyzing properties or facilities to determine if an intended or possible use is feasible. Creating facility concept design plans is especially helpful to determine and plan how many and what type of amenities – for example, ball fields – might fit on a particular parcel. In addition, having in-house technical knowledge allows PRCS to expedite projects and save contract funds. Maintaining consistent design standards in all facilities countywide benefits the community by ensuring cost efficiency and a consistent experience for visitors to all PRCS facilities and amenities. Short- and long-term facilities planning expertise and understanding of PRCS facility uses and needs ensures that safety, program needs, and industry best practices are considered. Plans are intended to provide unified and aesthetically-pleasing facilities for the public, and ensure greater consistency in design and construction of PRCS facilities.

The Internal Project Management activity improves productivity and overall quality of work while monitoring project costs and timelines. It enhances collaboration throughout PRCS, minimizes the duplication of efforts, and increases efficiency and effectiveness within the workplace. PRCS's commitment to CAPRA accreditation, which is the only national accreditation of parks and recreation organizations, provides a measurement of PRCS operations, management, and service to the community. As a result, PRCS programs, services, and management of facilities are built upon industry best practices.



PRCS: Departmental Support and Operations

Overall, this function strengthens teamwork within PRCS, establishes a culture of continuous improvement, and creates a more agile department capable of connecting all communities through exceptional people, parks, and programs.

How We Do It Now – Current Service Level: In FY 2022, the Facilities Planning and Development service level provided with current resources was 37 administrative referrals and 391 legislative referrals, with 100 percent of referrals completed on time and approximately 490 hours spent reviewing applications. At the inception of LPAT in FY 2022, the service level provided was 6 miles of trails with no customer requests for trail maintenance. PRCS also began tracking the number of Capital Improvement Program projects in conjunction with DTCI in FY 2022, which was 22 projects requiring a total of 250 hours for PRCS staff coordination.

Current service level for Internal Project Management involves the operationalization of 154 standards of best practices for maintaining national accreditation; managing of the systematic review of more than 160 internal policies and procedures; and the planning, development, and implementation of various projects, including 43 initiatives identified in the PRCS 2023-2027 Strategic Plan.

How We Plan to Do It in the Future – Recommended Service Level: As the County's population growth stabilizes over time, Facilities Planning and Development staff anticipates that the demand for legislative and administrative referrals will decrease, as there will be fewer donations of land. However, Internal Project Management needs will increase as the community need grows for access to passive and facilitated recreational, fitness, wellness, and nature programs. Between now and then, the expectation is that the metrics with asterisks (*) below will indicate that the program may need to readjust its services or service levels to LPAT customers.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Respond to 100 percent of internal and external requests for assistance in strategic planning, project development, management, and planning processes within three business days.					
Number of internal (PRCS) requests for assistance*	106	111	105	125	125
Percentage of internal (PRCS) requests responded to within three business days*	100%	100%	100%	100%	100%



Community Development FY 2024 Program Review

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Building and Development

To enhance the quality of life for all citizens by developing, administering, and enforcing the County's Land Subdivision and Development Ordinance (LSDO), Facilities Standards Manual (FSM), and construction-related codified ordinances; and to provide for the public's safety and welfare in relationship to public-private structures and facilities constructed in Loudoun County for the public's use through enforcement of engineering best practices and statewide building codes under Virginia's Uniform Statewide Building Code (USBC).

Department Programs

Land Development Planning

Provides technical review, processing, approval, and management of land development applications related to the subdivision of property; maintains County records on all land development applications; manages performance and erosion and sediment control bonds; provides excellent customer service as the Department of Building and Development's first point of contact for the public.

Activities

- Land Development Plans Review
- Bonds Management
- Customer Ombudsman Services

Land Development Engineering

Provides detailed technical review, approval, and management of land development applications related to subdivision and road construction, as well as site plans, to ensure conformance with all applicable ordinances, standards, and regulations; inspects ongoing and completed construction for compliance with standards; manages reduction and release of performance bonds and acceptance of streets into the state system for maintenance.

- Plans Review and Engineering
- Infrastructure Compliance

Natural Resources

Ensures compliance with applicable federal, state, and local regulations related to natural resources; administers the County's Virginia Stormwater Management Program (VSMP) and Erosion and Sediment Control (ESC) Program, including enforcement regulations; administers the Floodplain Management Program based on the current federal guidelines and Loudoun County Zoning Ordinance; provides technical assistance and ensures that FSM requirements are met in soils, geotechnical, geophysical, urban forestry, and wetland disciplines, as well as provides subject matter expertise regarding zoned sensitive areas, such as the Mountain Development Overlay District (MDOD), the Limestone Overlay District (LOD), and Steep Slopes; and gathers groundwater data and monitors surface

- Erosion and Sediment Control (ESC) Program
- Virginia Stormwater Management Program (VSMP)
- Natural Resources and Floodplain Management



Building and Development

water data from other sources to assist with water resources-related questions and studies.

Building Code Enforcement

Protects the public's health, safety, and welfare through enforcement of the structural, electrical, mechanical, plumbing, gas, and fire protection standards of Virginia's USBC; conducts building code inspections and building plans code compliance reviews.

- Building Code Inspections
- Building Plans Review

Permit Issuance

Coordinates and schedules inspections; issues building and trade permits for the entire County; issues zoning permits for property located outside the incorporated towns; manages proffer collection; and provides leadership for the Business Assistance Team (BAT).

- Building Permit Issuance

Administration

Manages budget, technology, human resources, procurement, and payroll functions for the Department of Building and Development; coordinates response to Freedom of Information Act (FOIA) requests; ensures that the Department complies with regulations including the Fair Labor Standards Act (FLSA), the Family and Medical Leave Act (FMLA), and the Equal Employment Opportunity Commission (EEOC).

- Technology Team
- Human Resources/Payroll/FOIA Administration/General Department Administration
- Budget/Finance

Financial Information

FY 2024 Adopted Information¹

	Expenditures	Revenue	LTF	FTE
Land Development Planning	\$2,488,621	\$1,020,491	\$1,468,130	17.00
Land Development Engineering	4,117,867	1,181,340	2,936,527	22.00
Natural Resources	5,379,409	2,249,321	3,130,088	41.80
Building Code Enforcement	11,461,920	12,809,661	(1,347,741)	85.00
Permit Issuance	3,177,740	4,658,812	(1,481,072)	26.00
Administration	2,753,638	8,500	2,745,138	16.00
Total	\$29,379,195	\$21,928,195	\$7,451,070	207.80

¹ Sums may not equal due to rounding.



Building and Development: Land Development Planning

Land Development Plans Review

What We Do: The Land Development Plans Review activity provides technical review and oversight of land development applications related to the subdivision of property. Staff receives applications through the Department of Building and Development's front counter. Staff enters the application into the County's land management information system, LMIS. Setting up this information takes staff three to five days. If the application information is insufficient, staff rejects the application. If the application is accepted, staff sends it out to referral to other staff within the Department of Building and Development as well as other County departments. Referrals have a 30-day review time, during which staff coordinates the various reviews, receives all comments, and then submits the comment letters to applicants within 45 days of the application submittal.

These land development application reviews ensure conformance with adopted County, state, and federal regulations. This activity also manages major development projects to ensure compliance with policies, regulations, and proffers adopted by the Board of Supervisors (Board), as well as any proposed road abandonments. Additionally, this activity responds to resident concerns related to specific applications and projects; maintains all County records associated with land development applications (e.g., subdivisions, site plans, rezoning, and special exceptions); and administers the LSDO and makes determinations, amendments, and interpretations.

Mandate Information: This activity is mandated by the Code of Virginia § 15.2-2240, which requires every locality to adopt an ordinance to ensure the orderly subdivision of land and its development. The Code of Virginia § 15.2-2241 identifies the mandatory provisions that must be contained within a subdivision ordinance.

Who Does It: County staff provides this service.

Why We Do It: Reviewing land development plans ensures the orderly subdivision of land and its development, as required by the Code of Virginia. The Land Development Plans Review activity also ensures that ordinances adopted by the Board, proffers accepted by the Board, and other regulations are implemented as part of the development process. This activity conducts continuous coordination with a multitude of County agencies and provides specialized knowledge of all County ordinances related to land development. The County collects fees to offset costs for this activity's work.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was approximately 660 land development application reviews. Approximately 82 percent of these reviews were conducted within the 45-day timeline established by the Department of Building and Development. In subsequent years, this service held steady because the Department was able to keep pace with the number of new land development applications and their associated reviews. In the current fiscal year, this activity will produce approximately 600 land development application reviews while maintaining a 75 percent rate of applications being reviewed within 45 business days.

How We Plan to Do It in the Future – Recommended Service Level: In the future, the Department recommends that this activity maintains the current service level by conducting approximately 600 reviews of land development applications within the 45-day timeline established by the Department 80 percent of the time.

**Building and Development: Land Development Planning**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Complete initial setup of 99 percent of land development applications within five business days.					
Number of new land development applications (commercial and residential) set up per staff member	154	277	269	242	242
Percentage of new land development applications set up within five business days	100%	100%	100%	100%	100%
Respond to at least 90 percent of land development applications with initial plan review comments within 45 days.					
Number of comment letters sent per staff member, not to exceed 120 annually	84	83	73	99	99
Percentage of comment letters provided within 45 days	87%	77%	70%	94%	94%



Building and Development: Land Development Planning

Bonds Management

What We Do: The Bonds Management activity administers the County's Performance and Erosion and Sediment Control Bonds programs. Prior to approval of a record plat or site plan, the developer or property owner must complete a bond agreement with the County. The bond agreement provides a guarantee in the form of a corporate surety bond, a letter of credit from a bank, or cash to assure the timely construction and completion of improvements in accordance with the approved plans. This often includes guaranteeing certain improvements are going to occur such as roads, sidewalks, trails, and ponds. This activity processes bond agreements, as well as extensions, substitutions, releases, and reductions, to these agreements. The activity also staffs the County's telephone and email hotlines for bonds, responding to questions from the public regarding bonding policies and procedures.

Mandate Information: This activity is mandated by the Code of Virginia § 15.2-2241, which requires that a subdivision ordinance provide reasonable provisions for bonding of development projects. Additionally, the Code of Virginia § 15.2-2245 requires that a subdivision ordinance provide for periodic partial and final release of performance guarantees within 30 days of notice of completion.

Who Does It: County staff provides this activity.

Why We Do It: Bond agreements involve hundreds of millions of dollars' worth of guarantees to the County and are legal contracts. This activity ensures that property owners complete projects as agreed as well as ensures that, should they fail to meet their obligations, local tax dollars are then not necessary to complete improvements on their behalf. Projects often develop over several years, and it is important that these legal documents be maintained such that they do not expire and are enforced or released.

How We Do It Now – Current Service Level: In FY 2020, the Bonds Management Team managed 902 performance bonds, for an average of approximately 300 per team member. As projects become more complex, they included additional phases, proffered items, and other items that precipitated additional performance bonds. This is evident in the increase in the number of bond cases in FY 2023 to a current level of 930. As the number of bond cases grows, so will the number of typical actions taken on a bond case such as extension agreements.

How We Plan to Do It in the Future – Recommended Service Level: As the County's development begins to stabilize, the number of bonds actions may decrease over time. The bonds actions that are currently being performed are based upon high growth and development. As those projects come to their conclusions, the number of bonds should begin to decrease. The bonds that will be managed in the future will increase in value due to inflation, project complexity, and other economic factors. In the future, the Department recommends that this activity continues to manage approximately 500 performance bonds per staff member annually and continues to review approximately 300 extension agreements annually.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide administrative oversight of the bonding process by ensuring that the legal documents are current and accurate, not to exceed 600 performance bonds per staff member.					
Number of performance bonds managed per staff member, not to exceed 600 annually	409	449	358	448	448
Number of extension agreements reviewed	696	763	609	830	830



Building and Development: Land Development Planning

Customer Ombudsman Services

What We Do: The Customer Ombudsman Services activity is provided by professional land development planning staff and acts as the Department of Building and Development's first point of contact for the public. This activity provides front counter staffing and public assistance related to land use documents and the land development review process; and responds to questions received on the Zoning Hotline and through the LEx (Loudoun Express Request) system. This includes handling large volumes of calls from residents with questions about how they can use their property or questions regarding activities occurring on properties near them. The Customer Ombudsman Services activity also routes applications and materials to planners and engineers conducting plan reviews and maintains the file room, which contains all public records associated with land development.

Mandate Information: This activity is not mandated.

Who Does It: County staff provides this service.

Why We Do It: The Customer Ombudsman Services activity adds value by enhancing efficiency and improving customer service. Guidance is provided by knowledgeable staff, improving the completeness and quality of applications; and quickly and accurately answering questions from the public. Offering a centralized location and point of contact makes public access to land development information and services easy and convenient. Failure to provide this service would result in delays in application reviews, delays in responding to resident questions, and inefficiency within the organization; in addition to increasing the likelihood of incorrect or inconsistent information being disseminated to customers. It is important that County staff provides this activity because it requires maintaining a knowledge level that can only be acquired through experience in managing land development projects, the ability to understand and apply regulations from three different zoning ordinances, and the ability to coordinate seamlessly with other programs in the Department.

How We Do It Now – Current Service Level: In FY 2020, the number of customer contacts was lower than in previous years, with a monthly average of 583 contacts, due to limited access to front counters because of restrictions related to the COVID-19 pandemic. Contacts shifted from in-person visits at counters to electronic channels of communication, such as email or LEx. Since then, there has been a steady rise in customer contacts to just under 1,000 per month in FY 2023 via various channels to include email, LEx, telephone calls, and in-person visits.

How We Plan to Do It in the Future – Recommended Service Level: Given the changing demographics of the County and the introduction of all digital services, staff foresees that the number of walk-in customers will continue to decrease. The work of Customer Ombudsmen Services will continue to be primarily virtual work. The growth in virtual customer services may require the Department to reevaluate how these services will be performed. This could include the hours that services are provided, enhanced technical support availability, and new technology to deliver the required services. In the future, the Department recommends that this activity continues to conduct approximately 5,000 service requests per staff member annually and continues to respond to 95 percent of those requests within 24 hours.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Respond to 95 percent of customer service requests within 24 hours.					
Number of service requests per staff member, not to exceed 7,500 annually	4,523	5,480	4,672	6,200	5,000
Percentage of service requests responded to within 24 hours	95%	93%	97%	97%	97%



Building and Development: Land Development Engineering

Plans Review and Engineering

What We Do: The Plans Review and Engineering activity provides detailed technical review, approval, and management of land development applications related to construction plans and profiles as well as site plans in conformance with Loudoun County Codified Ordinances, the FSM, other applicable state and federal regulations, and proffers or conditions of approval negotiated as part of rezoning or special exception application processes. This activity also provides support to the Public Review Committee, the Engineers and Surveyors Institute (ESI) Loudoun Committee, and other groups as required.

Mandate Information: The Code of Virginia §§ 15.2-2246 and 15.2-2241 mandates provisions for the review of construction plans and site plans. The Code of Virginia § 15.2-2259.A requires action on plats and plans within 60 days, requires action on resubmitted plats and plans within 45 days, and stipulates timeline requirements for submitting plats and plans to state agencies if needed. The Code of Virginia § 15.2-2263 mandates program standards for expedited land development procedures such as reviewer qualifications, professional training, and the necessity of an advising plans examiner board. The Code of Virginia §§ 54.1-406 and 54.1-107 specifies the requirements among professional engineers and surveyors at the local government level, regulating the required credentials for individuals performing this activity.

Who Does It: County staff provides this service, supplemented by contracted services to review application checklists and provide training.

Why We Do It: This activity promotes safe, orderly, and consistent land development in Loudoun County by verifying that applications conform to a complex system of regulations, agreements, and processes designed to safeguard the public's interests. This activity is also able to provide expedited plan reviews by meeting additional state standards. Expediting projects for industries targeted by the Board can be a useful tool for economic development and allows for the prioritizing of County facilities for quick execution. The County collects fees to offset costs for this activity's work.

How We Do It Now – Current Service Level: To meet the demanding pace of development in Loudoun County, current service level is designed to exceed the state-mandated timelines mentioned above. Engineered plans are processed for review with a maximum response time of 30 business days; and even shorter timelines are used when the project qualifies for expedited processing. To meet these standards, an average of 25 new applications are assigned to each engineer per year, while facilitating a similar number of project completions allows for a reasonable caseload for each full-time employee.

How We Plan to Do It in the Future – Recommended Service Level: The Department recommends that current service levels be maintained in the future. As the County's population growth stabilizes over time, the Department expects to see the following trends which would directly affect the number of engineering applications that are able to be processed:

- Much of the remaining undeveloped land and projects proposing redevelopment will pose greater engineering constraints; and as such, plans will be submitted with a greater degree of complexity than current projects.
- The pace of new Loudoun County Public Schools (LCPS) projects is slowing, in favor of expansion at existing sites and support facilities.

Increased complexity of engineered plans will effectively reduce the number of active applications that each engineer can process while maintaining an appropriate level of attention to the technical aspects of each application. To maintain current service levels in the future and counteract the anticipated challenges of added complexity, the Department recommends a combination of targeting employees with more specialized experience and credentials, providing specialized training, and employing relevant new technologies. Staff is also currently working through a revitalization effort to increase efficiency of operations and transparency to the public, which will be partially accomplished through upgrading land management software that was implemented in the summer of FY 2023. The shift in workflows associated with these enhancements will redefine execution standards, thus requiring reevaluation of performance standards and metrics in upcoming years. Performance metrics are also likely to change with the new reporting capabilities available through the upgraded software system.



Building and Development: Land Development Engineering

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain an average of 21 site plan reviews (first submission only) or less per engineer per year to ensure quality reviews.					
Average number of site plans reviewed per engineer per year	32	28	22	25	25
Maintain an average of 11 construction plan and profile reviews (first submission only) or less per engineer per year to ensure quality reviews.					
Average number of construction plans and profiles reviewed per engineer per year	21	18	13	15	15



Building and Development: Land Development Engineering

Infrastructure Compliance

What We Do: The Infrastructure Compliance activity provides professional services to verify that bonded land development activities are built in accordance with applicable laws, regulations, and procedures; and that improvements to Loudoun County's road infrastructure are completed as depicted by approved construction plans and specifications. This activity coordinates with applicants, developers, contractors, and local and state government agencies, including the Virginia Department of Transportation. Most of this activity's work pertains to roads, though any work completed as part of a bond is inspected through this activity, which can include parking lots, landscaping, and stormwater management. Staff reviews plans and external elements of buildings, landscaping, and stormwater management practices to confirm that they have been constructed according to approved plans as well as associated as-built plans and lot-grading plans. Staff inspects sites prior to the bond release. An applicant can request a bond release if the work is completed, or request a bond reduction if a portion of the work is completed. If a release is requested, staff receives a package of as-built plans from the developer. Staff then conducts inspections based upon those plans. For bond reductions, staff inspects to ensure compliance and estimates the cost of the work left to complete to reduce the amount of the bond.

Mandate Information: The Code of Virginia §§ 15.2-2241 and 15.2-2245 mandates provisions for the establishment, reduction, and release of performance bonds and the inspection of public improvements.

Who Does It: County staff provides this service.

Why We Do It: This activity helps to facilitate project completion and acceptance of new roadways into the public maintenance system. Performance of this function has a direct and timely impact on the ability of the County to respond to its growing transportation challenges. By confirming that site features have been built according to approved engineering plans, the integrity of the land use regulations adopted by the Board is preserved. Additionally, the timely release of bond monies on privately-owned properties allows high-quality developers to continue to do productive business in the County.

How We Do It Now – Current Service Level: Current service level provides the mandated performance bond reductions and releases upon request by the applicant. Currently, a target maximum average is maintained of approximately 150 site visits, 150 as-built plan reviews, and 150 individual lot-grading plan reviews for infrastructure compliance per engineer annually, all of which promotes thoroughness and allows for an appropriate degree of responsiveness to customers. Additionally, this activity facilitated the acceptance of 29 lane miles of road into the public road maintenance system, each year on average in FY 2020 and FY 2021. This activity averages 300 lot-grading plans per reviewer annually.

How We Plan to Do It in the Future – Recommended Service Level: The Department recommends that current service levels be maintained in the future. As the County's population growth stabilizes over time, the Department expects to see an increase in redevelopment, which will directly affect the number, amount, and complexity of performance bond cases.

As redevelopment of existing sites is expected to rise to meet the increased residential densities that are likely to occur near the Metro stations and public transit systems, new performance bonds associated with plan revisions are expected to increase in both number and complexity. By extension, processing and inspection work associated with bond releases and reductions is expected to increase. As such, this activity may need to evolve to maintain recommended service level through a combination of adding staff, securing contracted support, and employing new relevant technologies. The Department may develop new performance measures as future trends unfold.

**Building and Development: Land Development Engineering**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain an average of 190 site visits or less per infrastructure compliance engineer per year to ensure quality control.					
Average number of infrastructure compliance site visits conducted per engineer per year	166	163	145	150	155
Maintain a maximum average of 350 as-built plans reviews per reviewer per year to ensure quality control.					
Average number of as-built reviews performed per reviewer per year	215	193	140	150	150
Maintain a maximum average of 330 individual lot-grading plans per reviewer per year.					
Average number of individual lot-grading plans reviewed per reviewer per year	205	209	140	150	150



Building and Development: Natural Resources

Erosion and Sediment Control (ESC) Program

What We Do: The ESC Program enforces established requirements for the control of soil erosion, sediment deposits, and stormwater runoff, particularly during construction activity. This enforcement is accomplished through the review of ESC plans, bonding of ESC permits, and inspections. ESC permits are required whenever plans submitted to the Department of Building and Development require land disturbance (e.g., clearing land and building new homes). During construction, erosion and sediment control inspections ensure that ESC controls are installed and maintained throughout the construction process, and ensure that the construction activity is not disturbing areas outside of the approved ESC plan. ESC inspections ensure that erosion and sediment controls are correctly used on the building site to reduce and retain sediment and prevent sediment from being deposited on adjacent properties. The ESC Program performs inspections of all sites under a special “risk-based inspection protocol” approved by Virginia’s Department of Environmental Quality (DEQ). Staff also provides inspections for Stormwater Pollution Prevention Plans (SWPPPs) which “detail the design, installation, implementation, and maintenance of effective pollution prevention measures as specified in 40 CFR 450.12(d) to minimize the discharge of pollutants” (9VAC25-870-56). Additionally, the ESC Program sets measures and consequences for non-compliance and responds to complaints received by the public.

Mandate Information: The Code of Virginia § 62.1-44.15:52 and 9VAC25-840 of the Virginia Administrative Code mandate specifics regarding erosion and sediment control, such as provisions for the submission, review, issuance, and periodic inspections of grading permits for construction sites. The *Virginia Erosion and Sediment Control Handbook, Third Edition* serves as the technical guide to meet the ESC regulations. These mandates are included by reference in Chapter 1220 of Loudoun County Codified Ordinances (the Loudoun County Erosion and Sediment Control Ordinance).

Who Does It: County staff provides this service.

Why We Do It: The ESC Program minimizes the degradation of land, stream channels, water quality, and other natural resources. This program must be administered by local government staff. Because of staff’s diligence in conducting this program, the County was able to negotiate with the Commonwealth of Virginia to allow for less frequent site inspections for lower-risk construction sites through an alternative inspection program, saving staff time while still protecting the environment. The County collects fees to offset the costs of this program’s work.

How We Do It Now – Current Service Level: ESC engineering technicians, consisting of 17.00 FTE positions, review erosion and sediment control plans submitted through land development applications or by property owners, ensuring that those plans meet state and local regulations. Once the plans are approved and the permit is issued, ESC engineering technicians conduct inspections of the active construction sites through an alternative inspection program approved by DEQ. ESC Program staff also investigates land disturbance complaints received by the public and processes violations that may occur. In FY 2020, this program reviewed approximately 359 new erosion and sediment control plans and investigated approximately 232 complaints. In addition, this program conducted a total of 690 SWPPP inspections and 845 ESC inspections per FTE per year. In this fiscal year with current resources, this program is anticipated to process an estimated 550 new erosion and sediment control plans and spend approximately 440 hours to process an estimated 220 complaints; as well as complete more than 750 ESC inspections per FTE on average and approximately 810 SWPPP inspections.

How We Plan to Do It in the Future – Recommended Service Level: As the County’s growth stabilizes over time, staff expects that the demand for these services will shift in response to redevelopment and more complex applications as greenfield development abates and more challenging sites become economically attractive. Staff will continue to monitor the number of new erosion and sediment control plans processed each year, assessing the complexity of the applications and time spent on review. To assess the impacts of more challenging sites, staff will also continue monitoring the number of inspections per FTE per year and will assess the types of construction sites being inspected; i.e., low-, medium-, or high-risk. Staff will also monitor resource needs associated with addressing customer complaints to include the number of complaints and average time spent on complaints.

**Building and Development: Natural Resources**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Meet the state's guidelines for Erosion and Sediment Control Permit inspection frequency (alternative inspection schedule) and maintain a maximum average of 750 inspections per inspector per year.					
Number of new active grading permits received per year	348	342	297	310	310
Average number of erosion and sediment control inspections conducted per inspector per year	727	828	789	819	819
Average number of SWPPP inspections conducted per inspector per year	52	56	54	19	19
Maintain a maximum of 30 grading plan reviews per inspector per year to ensure quality reviews.					
Average number of grading plan reviews conducted per inspector per year	37	34	40	19	19



Building and Development: Natural Resources

Virginia Stormwater Management Program (VSMP)

What We Do: The VSMP ensures that regulated land-disturbing activities comply with state and County standards for stormwater quality and quantity, which includes ensuring that stormwater facilities are properly constructed for acceptance into the County stormwater management (SWM) system. This is accomplished through the review and approval of detailed stormwater management plans, periodic inspections during construction of stormwater facilities, and Best Management Practices (BMPs) such as wet ponds, dry ponds, bio retention facilities, and manufactured treatment devices. The VSMP is conducted in coordination and compliance with Virginia DEQ for the administration of the VSMP Construction General Permit for Discharges of Stormwater from Construction Activities. The County is also the VSMP authority for all the incorporated towns within it, except for the Town of Leesburg.

Mandate Information: The Stormwater Management Act (Article 2.3, Chapter 3.1 of Title 62.1 of the Code of Virginia), the VSMP Regulations (9VAC25-870), and Loudoun County's Stormwater Ordinance (Chapter 1096 of Loudoun County Codified Ordinances) establish Loudoun County as a VSMP authority, which requires the County to administer VSMP Construction General Permits on behalf of DEQ for certain land-disturbing activities. As noted above, mandated operations also include review of the related development plans to ensure compliance with adopted water quality and quantity criteria. Periodic inspections of stormwater management BMPs are also mandated.

Who Does It: County staff provides this service.

Why We Do It: The VSMP minimizes the degradation of land, stream channels, water quality, and other natural resources by enforcing established requirements for the control of the quality and quantity of stormwater runoff. The County collects fees to offset the costs of this program's work.

How We Do It Now – Current Service Level: Four VSMP engineers review stormwater management plans, usually associated with land development applications, to ensure that they are compliant with state and local regulations. VSMP engineers are also responsible for processing and administering the VSMP General Permit issued by DEQ. VSMP engineering technicians, consisting of two FTE positions, conduct inspections of BMPs on active construction sites, and process termination of the General Permit at the end of construction. Current service level meets the state's guidelines for stormwater management plan reviews for the VSMP within assigned timelines 100 percent of the time; and maintains an average of 166 plan reviews per reviewer per year. Since FY 2020, the number of completed VSMP plan reviews averages 630 annually. The VSMP also processes 100 VSMP permits on average each year. Current service level also meets state requirements for periodic construction inspections of BMPs 100 percent of the time; and maintains an average of approximately 530 inspections per BMP inspector per year.

How We Plan to Do It in the Future – Recommended Service Level: Plans and permit applications submitted by the development community will likely get more complex as greenfield¹ development abates, and as more challenging sites become economically attractive. This, combined with an anticipated increase in redevelopment, will necessitate that staff continues to monitor the number of VSMP plan reviews and permits completed each year per FTE to ensure that regulatory timelines continue to be met. Staff will also monitor the average number of BMP inspections per inspector per year, the number of BMPs per project, and the types of BMPs to assess if project complexities require more resources.

¹ According to Plantezin Planopedia, "Greenfield Development is any kind of real estate development in previously undeveloped areas. The new development can be of any variety of land use – residential, commercial, industrial, or infrastructural." This is no longer the dominant development focus in Loudoun County.

**Building and Development: Natural Resources**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Meet the state's assigned timelines for stormwater management plan reviews for the VSMP 95 percent of the time and maintain a maximum average of 150 plans per reviewer per year.					
Number of VSMP plan reviews completed per year	618	617	654	596	596
Average number of VSMP plan reviews completed per year per reviewer	155	154	213	149	149
Percentage of VSMP plan reviews completed within assigned timelines	100%	100%	100%	100%	100%
Meet the state's requirements for periodic inspections of stormwater management BMPs 100 percent of the time for projects under construction; and maintain a maximum average of 555 inspections per BMP inspector per year.					
Average number of BMP inspections per inspector per year	493	483	486	555	555
Percentage of BMP inspections completed within assigned timelines	100%	100%	100%	100%	100%



Building and Development: Natural Resources

Natural Resources and Floodplain Management

What We Do: The Natural Resources and Floodplain Management activity provides review, correction, and approval of floodplain management (such as studies, alterations, and boundary changes), natural resources review of land development applications, and countywide management of water resources. These reviews require desktop plan and permit reviews, site visits, coordination with applicants, and interdepartmental coordination with various staff. Natural resources staff reviews legislative applications and land development and permit applications for wetland disturbance and permitting, tree conservation and landscaping, habitat reviews for areas with endangered species, stormwater proffer reviews, reviews in areas of sensitive soils and areas with limestone, and development in the mountainside overlay district and areas of steep slopes. This activity also conducts countywide soils review and locational clearances within sensitive environmental overlay districts. This activity assists the Land Development Plans Review and Engineering activities in completing reviews, including providing floodplain reviews and natural resource reviews for site plans and construction plans consistent with County ordinances and the FSM. Staff also assists the County's Department of Planning and Zoning in legislative reviews as a referral agent. Additionally, this team interacts with the Federal Emergency Management Agency (FEMA) regarding floodplain management and DEQ for wetlands and stream impacts. Staff also researches and responds to complaints through direct contact from residents and potential applicants, researches and responds to questions about property development from residents and potential applicants, and conducts site visits to verify site-specific information. Staff often receives general questions and education inquiries related to trees and water resources. In addition to supporting efforts in the County's Environment and Energy Work Plan, staff also coordinates interdepartmentally to achieve the goal of the County's 2019 Comprehensive Plan to protect and enhance the County's natural, environmental resources.

Mandate Information: This activity is mandated by the Clean Water Act (United States Code § 33.1251) and the Code of Virginia § 10.1-659, which require implementation of a local floodplain program to ensure compliance with FEMA regulations. Chapter 5 of the County's FSM requires floodplain reviews for site plans and construction plans. Natural resources staff also reviews applications consistent with the 2019 General Plan, the Revised 1993 Zoning Ordinance (Zoning Ordinance), and the FSM.

Who Does It: County staff provides this service.

Why We Do It: The Natural Resources and Floodplain Management activity reduces the risk of current and future flooding, as well as helps reduce the severity of property damage and risk of loss of life in flood events. As a result, Loudoun County has a comparably stable drainage pattern during significant storms, and County residents qualify for floodplain insurance and federal disaster relief funds. This activity also supports protection of natural resources in conjunction with federal, state, and local laws; and prioritizes customer service inquiries that vary in nature.

How We Do It Now – Current Service Level: Floodplain management and water resources staff, consisting of four FTE positions, ensures compliance with federal, state, and local regulations through the review of land development applications, permits, and data models. At current service level, floodplain staff averages approximately 1,000 zoning permit floodplain clearance reviews annually, 99 percent of which are acted upon within assigned timelines. In addition, floodplain staff reviews and approves floodplain studies and alterations submitted in association with land development applications and permits. Water resources staff reviews hydrologic studies, monitors groundwater wells, tracks water resources data, and processes watershed management plans.

Natural resources staff, consisting of six FTE positions, reviews legislative applications, land development applications, and permit applications to ensure that the applications address natural resources that are protected through federal, state, and local laws. At current service level, natural resources staff reviews approximately 437 zoning permits for locational clearance annually. Natural resources staff is also responsible for approximately 1,292 administrative plan reviews and 290 legislative plan reviews per year related to the Zoning Ordinance, the 2019 General Plan, and the FSM.

The number of reviews by urban forestry has increased dramatically from 480 in FY 2020. At current service level, urban forestry staff, consisting of one FTE position, is responsible for 784 environmental reviews per year related to the Zoning



Building and Development: Natural Resources

Ordinance, the 2019 General Plan, and the FSM. This equates to a 63 percent increase in reviews over three years. This increase is in part due to an increase in the types of reviews conducted by the urban forester. Additionally, there is a renewed focus on outreach and collaboration to work on tree- and forest-related issues. The intent in this shift is to allow the urban forester position to evolve into an Urban Forestry Program that can fully address the needs of the large, diverse area of Loudoun County. The number of plans reviewed limits the ability of staff to verify information received and promote tree conservation practices through education efforts. Staff is also challenged to respond quickly to citizen concerns, requests for tree plantings or speakers, and other outreach requests. In addition, the Environment and Energy Work Plan places significant emphasis on tree conservation, studies, and other tree-related issues.

How We Plan to Do It in the Future – Recommended Service Level: As greenfield development abates and more challenging sites become economically attractive, plans and permit applications submitted by the development community will likely become more complex. This, combined with an anticipated increase in redevelopment, will require more staff time to review and approve applications to ensure that construction activity adheres to federal, state, and local regulations. An increasingly complex development landscape and growing population will necessitate additional staff time to answer questions from the public. In addition, as developments age and infrastructure begins to degrade, staff will need to allocate additional time to review and resolve issues and complaints related to older developments.

Staff will continue to monitor trends related to natural resources and floodplains. It is likely that additional FTE will be needed in the future if reviews increase in complexity, citizen inquiries and complaints increase, and additional interdepartmental coordination is needed on work plans.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Meet the County's standards of locational clearance review and action within 48 hours of the submitted request 70 percent of the time.					
Number of zoning permits reviewed and acted upon for locational clearance	718	617	473	1,042	1,042
Percentage of locational clearances reviewed and acted upon within 48 hours	62%	89%	75%	100%	100%
Meet the FEMA obligations for floodplain management by taking action on floodplain clearance review requests within three business days 95 percent of the time.					
Average number zoning permits reviewed and acted upon for floodplain clearances	759	768	668	1,110	1,110
Percentage of floodplain clearances reviewed and acted upon within three business days	99%	98%	99%	99%	99%



Building and Development: Building Code Enforcement

Building Code Inspections

What We Do: The Building Code Inspections activity protects the public's health, safety, and welfare through performing critical building and trade construction inspections and ensuring building code compliance, as outlined in Virginia's USBC. Inspections include building, plumbing, gas, electrical, mechanical, and fire. Staff responds directly to questions and complaints from residents, the construction industry, and the Board. This activity also frequently coordinates with other County departments on projects, such as the Fire Marshal's Office (Loudoun County Fire and Rescue), the Department of Economic Development, the Health Department, the Planning and Zoning Department, the Commissioner of the Revenue, the Treasurer, and the County Attorney.

Mandate Information: The Code of Virginia §§ 36-97 through 36-119 requires that every jurisdiction adopt and enforce the Virginia's USBC; and mandates that inspections be conducted within 48 hours after a submitted request.

Who Does It: County staff provides this service, supplemented by contracted services for all elevator inspections. Some code compliance is confirmed through third-party certifications.

Why We Do It: Building inspections help ensure that Loudoun County residents can safely live in their homes, secure in the fact that the homes are safe. Community members can work, shop, go to restaurants or movies, or enter any commercial or public structure knowing that the buildings are safe.

How We Do It Now – Current Service Level: To provide exceptional customer service, Building Code Inspections staff strives to exceed state requirements regarding promptness and effectiveness of inspections, including a commitment to next-day inspections. In FY 2020, staff performed approximately 161,000 building and trade inspections, for an average of 3,900 building and trade inspections assigned per inspector. An additional 25,500 inspections were performed by third-party inspectors, including elevator inspections. In subsequent years, the total number of inspections moderately declined, and staffing remained constant; service level also remained constant due to an increase in complexity and duration necessary to effectively ensure safety and code compliance. It is anticipated that in FY 2024 with current resources, this activity will:

- Conduct approximately 160,000 building and trade code inspections.
- Oversee an additional 16,000 third-party inspections.
- Assign approximately 4,000 building and trade inspections per inspector per year.
- Continue to perform next-day inspections.

How We Plan to Do It in the Future – Recommended Service Level: In the future, staff recommends that current service levels be maintained regarding next-day inspections at the current staffing level. The Department will improve efficiencies through reorganizations to maintain service levels as the types and complexities of inspections continue to require more time to complete. In the future, it is anticipated that staff will be assigned approximately 3,300 inspections per inspector per year. The increased complexity will require inspections staff to have more extensive code knowledge and spend more time with each inspection. Population growth stabilization is expected to change the nature of construction type in Loudoun County, and result in more renovations and aging infrastructure repair.

**Building and Development: Building Code Enforcement**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain a maximum average of 4,400 building and trade code inspections per inspector per year.					
Number of building and trade code inspections performed	170,094	157,089	159,781	160,000	160,000
Average number of building and trade inspections assigned per inspector	3,692	3,415	3,468	4,042	4,042
Ensure that 100 percent of building and trade code inspections are conducted within the state-mandated timeline of 48 hours after a submitted request.					
Percentage of building and trade code inspections performed within 48 hours	100%	100%	100%	100%	100%
Maintain a maximum average of 3,300 fire code inspections per inspector per year.					
Average number of fire code inspections assigned per inspector	3,560	2,271	3,250	2,271	2,271
Ensure that 100 percent of fire code inspections are conducted within the state-mandated timeline of 48 hours after a submitted request.					
Percentage of fire code inspections performed within 48 hours	100%	100%	100%	100%	100%



Building and Development: Building Code Enforcement

Building Plans Review

What We Do: The Building Plans Review activity protects the public's health, safety, and welfare through the enforcement of the structural, electrical, mechanical, plumbing, gas, and fire protection standards for building plans and commercial trades, as outlined in Virginia's USBC. This activity reviews every application, associated plan, and supporting document for compliance with Virginia's USBC. This activity also reviews required licenses and compliance with all state and other local agencies involved in the project, which ensures contractors' licenses are up-to-date to meet all state licensing requirements.

Mandate Information: This activity is mandated by the Code of Virginia §§ 36-97 through 36-119.1, which requires that every jurisdiction adopt and enforce the USBC.

Who Does It: County staff provides this service.

Why We Do It: This activity ensures that Loudoun County residents can purchase and live in homes that are designed to be safe. Community members can work, shop, go to restaurants and movies, or enter any commercial structure knowing that the buildings are designed in accordance with the USBC to be safe.

How We Do It Now – Current Service Level: Building Code Enforcement Building Plans Review staff strives to exceed state mandates regarding plan review times. In FY 2020, approximately 17,000 plans were reviewed, for an average of approximately 765 plans assigned per reviewer. The number of plans submitted has been declining in recent years. In FY 2024, staff anticipates approximately 13,000 building plans to be reviewed. The average number of plans per reviewer is anticipated to slightly decrease, allowing them to spend more time on the more complex plans. Current service level also reflects approximately 91 percent of submitted plans being reviewed within ten business days; and it is anticipated that this service level will not change with the increased complexity of plans.

How We Plan to Do It in the Future – Recommended Service Level: As Loudoun County's infrastructure ages, construction will likely shift to more redevelopment, repair, and renovations of existing facilities. This change in construction type will also include a different type of applicant, potentially requiring additional assistance during construction and inspection of improvements. It could also lead to changes to areas of knowledge related to reconstruction of buildings, including compliance with the Americans with Disabilities Act (ADA) for retrofitted buildings.

Metrorail services will lead to denser (and more vertical) construction. The necessary skill set of staff may change due to different construction methods.

The increased complexity of the plans and the type of work will require fewer plans per reviewer per year; however, it is anticipated that population growth stabilization will reduce the number of plan reviews, therefore allowing staff to maintain current service levels with current staffing levels and resources.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain a maximum average of 850 plans per reviewer per year to ensure quality reviews.					
Number of plans reviewed	15,879	13,758	14,282	13,039	13,039
Average number of plans reviewed per reviewer	907	764	792	767	767
Ensure that 98 percent of plans are reviewed within ten business days.					
Percentage of plans reviewed within ten business days	91%	91%	91%	91%	91%



Building and Development: Permit Issuance

Building Permit Issuance

What We Do: The Building Permit Issuance activity accepts, processes, and issues building and trade permits. In addition, staff issues zoning permits for all applications not located within an incorporated town and grading permits for applications not in the Town of Leesburg. Staff receives permit applications in-person, through an e-permit system, online through Laserfiche Forms, and by drop off or mail in. All payments for permits and cash proffers are collected by the Building Permits Issuance activity. The Building Permit Issuance activity also provides information to the public on permits, inspections, and other land development activities.

This activity also provides leadership to the Business Assistance Team (BAT) and support to the Department of Economic Development, acting as records manager, while supporting the FOIA administrator for all permit-related documents.

Mandate Information: This activity is mandated by the Code of Virginia §§ 36-97 through 36-119.1, which requires that every jurisdiction adopt and enforce Virginia's USBC.

Who Does It: County staff provides this service.

Why We Do It: The Building and Zoning Permit Issuance activity helps the Department implement its land development process efficiently and effectively by ensuring orderly and prompt processing of permits. The County receives revenue for this activity.

How We Do It Now – Current Service Level: Staff sets up the application in the LMIS. For commercial trades permits (e.g., plumbing and electrical), applications are submitted with a set of plans that are referred to Building Code Enforcement for review. Permit staff then approves and issues permits. For building and zoning permits, staff does not issue a permit until the building has undergone a zoning review. Zoning review considers proffers, set-back of buildings, building height, and other aspects to ensure that the building adheres to zoning requirements. Plans for these permits are also referred to Building Code Enforcement for review and approval. In FY 2020, Building Permits Issuance staff set up approximately 9,000 building permits, 42,500 trade permits, and 7,800 zoning permits, 93 percent of which were reviewed and set up within established timeframes. In subsequent years, the total number of plans has remained relatively consistent. The addition of online submittals, credit card payments, and digital plan reviews has allowed staff to maintain levels of service. Also, this activity added three permitting information services technicians. In this fiscal year, it is anticipated that staff will review and set up approximately 6,900 residential permits, approximately 8,300 zoning permits, and 41,000 trade permits. The value of cash proffers and conditions collected with zoning and occupancy permits in FY 2022 totaled approximately \$33 million.

How We Plan to Do It in the Future – Recommended Service Level: Staff recommends that current service level be maintained in future years; however, several factors will significantly influence the staffing resources needed to accomplish that goal:

- The implementation of new land management software (LandMARC) will impact the workload of all information service assistants, due to their role change with applicants inputting information on the customer portal, but staff “managing” the application.
- As greenfield development abates and high-density development increases (specifically surrounding Metro stations and in other Urban Policy areas), and with increases in infill and redevelopment, the nature of development will change. This shift will require a higher skill level and code knowledge by staff.
- The availability of applications services 24 hours per day, seven days per week through the digital online submittals may impact scheduling of workload.
- A shift in customer base from less contractors and developers to more homeowners will further impact the necessary time spent providing customer assistance. Revenue may also be impacted.



Building and Development: Permit Issuance

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Review and set up residential building permits for new construction within ten business days of receipt at least 90 percent of the time.					
Number of residential building permits (new construction) reviewed and set up	1,680	1,614	1,199	1,800	1,800
Percentage of residential building permits (new construction) reviewed and set up within ten business days	91%	97%	99%	97%	97%
Review and set up residential building permits for additions, alterations, and miscellaneous development within five business days of receipt at least 90 percent of the time.					
Number of residential building permits (additions, alterations, misc.) reviewed and set up	7,072	5,100	5,577	5,100	5,100
Percentage of residential building permits (additions, alterations, misc.) reviewed and set up within five business days	92%	94%	95%	94%	94%
Review and set up commercial building permits within 15 days of receipt at least 90 percent of the time.					
Number of commercial building permits set up	1,966	3,117	2,376	2,700	2,700
Percentage of commercial building permits reviewed and set up within 15 days	91%	81%	97%	89%	89%
Number of expedited projects reviewed and set up	74	16	47	80	80
Percentage of expedited projects reviewed and set up within five business days	95%	100%	100%	100%	100%
Review and process new zoning permits within ten business days of receipt at least 90 percent of the time.					
Number of zoning permits reviewed	8,410	8,383	6,338	8,300	8,300
Percentage of zoning permits reviewed within ten business days	83%	82%	84%	90%	90%
Respond to customer inquiries within 24 hours at least 95 percent of the time (Beeper and LEx calls).					
Number of customer inquiries ¹	2,864	2,175	1,500	2,700	2,700
Percentage of responses within 24 hours	97%	98%	100%	100%	100%
Review and respond to proffer fund submissions, requests, payments, and determinations within five business days of request at least 95 percent of the time.					
Percentage of proffer requests responded to within five business days	100%	100%	100%	98%	98%
Total value of cash proffers and conditions money collected with zoning and occupancy permits per year	\$26,522,582	\$33,203,362	\$12,966,074	\$25,000,000	\$25,000,000

¹ FY 2017 and FY 2018 actuals for this measure only capture LEx calls (not Beeper calls).



Building and Development: Administration

Technology Team

What We Do: The Technology Team works closely with Department staff on training, data management, workflow maintenance, mobile device management, and technology planning. The Technology Team also ensures that Department leadership receives up-to-date data for effective decision-making and helps staff refine workflows within tracking systems to make sure that operations are efficient. The Technology Team is also responsible for provisioning and deployment of all mobile devices. The Technology Team ensures that Department staff has the training, tools, and equipment necessary to serve the public in the most efficient manner possible. Because they are embedded within the Department, staff can respond quickly to technology issues and ensure smooth business operations, avoiding transaction delays and timeline slippage.

Mandate Information: This activity is not mandated by federal, state, or local law.

Who Does It: County staff provides this service, supplemented by occasional contracted services for special projects.

Why We Do It: Department of Building and Development staff conducts thousands of transactions per day that range from recording the outcome of a plumbing inspection to paying permit fees of over \$100,000. The Technology Team exists to make sure that Department staff has what they need to make those transactions efficiently, accurately, and successfully. Whether it is a customer sitting with a permit technician, an inspector in the field, or a project manager reviewing plans, the Technology Team supports all Department activities, and is a key factor in the Department's commitment to premier customer service.

How We Do It Now – Current Service Level: Under the current land management system, LMIS, this activity is required to maintain numerous external databases that integrate with LMIS. The use of these integrated, external databases was necessitated by limitations with the legacy land management system. The new land management system, LandMARC, is scheduled to be implemented in late Summer 2023. This activity has been working for several years on the developing, testing, modifying, and training necessary for implementation of this system. At the same time, this activity is maintaining the legacy land management system in addition to all external, integrated databases. This activity has implemented temporary solutions to overcome some of the processes that were not possible via the legacy system, such as online submission of applications. In FY 2020, this activity provided 10,239 hours of service in support of these needs. In FY 2021, this service level rose to 10,615 hours. In FY 2022, it was 10,501 hours.

How We Plan to Do It in the Future – Recommended Service Level: It is anticipated that this activity may require more hours of service in the future. With greater ability to do business with Loudoun County remotely via the online capabilities of the new land management system, it is anticipated that customers will require more technical support overall and assistance during non-traditional working hours. With customers having access to the system to submit applications around-the-clock, issues and system downtime experienced during non-traditional working hours will need to be addressed as they occur. Staff will continue to require this focused, immediate support to keep operations flowing during traditional business hours as well. As the nature of processing land development and permit applications changes from in-person, back-office processing to online submission and distribution, it is anticipated that the level of technical support to staff will remain approximately consistent with current levels, but the assistance to customers will increase. The recommended service level in the future is anticipated to be approximately 11,500 hours per year.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Act as the technology subject matter experts for the Department and as the liaison between the Department and the County's Department of Information Technology in the pursuit of Building and Development's technology goals and functional areas.					
Total number of hours spent by Technology Team FTE on overall support tasks for the Department per year	10,615	10,501	10,026	10,700	10,900
Total number of hours spent on requests management and oversight for the Department	89	93	193	195	200



Building and Development: Administration

Human Resources/Payroll/FOIA Administration/General Department Administration

What We Do: This activity ensures that the Department of Building and Development can recruit, hire, train, and appropriately compensate the staff required to serve its customers. Staff ensures that the Department remains in compliance with multiple provisions of the Code of Virginia as well as federal labor laws and regulations, guaranteeing appropriate treatment for persons with disabilities and/or special needs. This activity provides direct customer service to residents and businesses requesting documents via FOIA, in addition to providing administrative support for all Department staff through management of internal functions such as performance management appraisals, workplace safety training, discrimination and other compliance training, developing and updating policies and procedures, leading special projects involving staff such as succession and professional development planning, office relocation, equipment troubleshooting, and work order requests.

Mandate Information: This activity supports County adherence to Virginia Code §§ 15.2-1242, 2.2-3700 through 2.2-3715, and 42.1-76 (FOIA). It also supports County adherence to FLSA, FMLA, and ADA, as well as other federal, state, and local regulations regarding hiring, employment, and compensation.

Who Does It: County staff provides this service, supplemented by occasional contracted services for special projects.

Why We Do It: This activity ensures that the Department is properly staffed to provide premier customer service to Loudoun County residents and businesses. It ensures that the Department is staffed to remain in compliance with many laws and regulations including, but not limited to, FOIA, FLSA, FMLA, and ADA. Managing the general administration of the Department allows for other activities, such as permit issuance, inspections, community planning, and engineering review, by developing policies and procedures that ensure a safe and secure workplace, free of discrimination and harassment; by providing opportunities for staff to develop new skills and improve current skills; and by managing behind-the-scenes tasks such as office facility planning, equipment monitoring and repair, and any ad hoc issues that arise that would preclude or inhibit frontline staff from providing premier customer service.

How We Do It Now – Current Service Level: In FY 2020, this activity required approximately 4,808 hours of staff service to support these needs. In FY 2021, this requirement rose to 5,245 hours of staff service. In FY 2022, the requirement rose again to 6,081 hours of staff service required. Some of this increase is attributable to challenges in recruitment activities and an increase in retirements. In FY 2023, a full-time temporary employee was approved to help successfully accomplish this activity despite the increasing staff service requirement. In the FY 2024 budget, a new full-time employee was approved to replace this temporary position. Some examples of how these hours were used over these three fiscal years include processing an annual average of approximately 500 FOIA requests; spending over 100 hours per year to develop, review, and update policies and procedures; and managing requirements and modifications related to the pandemic. In addition, this activity responded to requests for information and assistance from the Board, County Administration, and other County departments. This activity also had a role in special projects related to Silver Line, collective bargaining, and the Department's physical relocation outside of the Government Center.

How We Plan to Do It in the Future – Recommended Service Level: In the near future, it is anticipated that this activity will continue to see a requirement for increased staff service, caused largely by challenges in the human resources function. The Department's workforce currently includes many staff within five years of eligibility for full retirement. As these staff retire, this activity will be required to process many more recruitments. In addition, nationwide trends show that younger workers have shown a greater likelihood to change jobs more frequently than in previous generations. This will also increase the staff service required of this activity. As the pool of future workers – i.e., Millennials and Gen-Z – is smaller than the pool of workers that they are replacing – i.e., Baby Boomers – it is anticipated that recruitment will be more difficult. It is anticipated that these retirements, trends towards frequently changing jobs, and more difficulty with recruiting will require this activity to devote additional time to recruitment activities including finding new ways to identify and attract future staff. Every time a position becomes vacant, the time required for this activity increases. The struggles with recruiting will mean that more time will need to be spent in new and more extensive recruitment activities and devising new recruitment techniques.



Building and Development: Administration

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Oversee and coordinate FOIA requests for the Department and provide responses within five business days 100 percent of the time.					
Percentage of FOIA requests processed within five business days	100%	100%	100%	100%	100%



Building and Development: Administration

Budget/Finance

What We Do: The Budget/Finance activity ensures that budget, procurement, accounts receivable, and accounts payable functions of the Department are managed appropriately. This activity manages Departmental coordination with the third-party credit card vendor. Staff provides support for other Department activities, such as permit issuance and processing land development applications, by managing the financial transactions associated with these activities. Staff supports other County departments in addition to Building and Development staff by developing, troubleshooting, training, and managing the financial workflow of the new land management system. Staff provides reports from the land management system and the Oracle Enterprise system for use by senior management.

Mandate Information: This activity supports County adherence to the Virginia Public Procurement Act found in §§ 2.2-4300 through 2.2-4377 of the Code of Virginia.

Who Does It: County staff provides this service.

Why We Do It: This activity manages approximately \$22.5 million in revenue and \$28 million in expenditures. This activity ensures that the Department follows best practices for budgeting, accounting, stewardship of tax money, and public procurement. This activity ensures that the Department is able to procure the goods and services needed to serve customers, protect staff, fulfill financial obligations, procure consultants, and provide training for staff.

How We Do It Now – Current Service Level: In FY 2020, this activity required approximately 2,477 hours of staff service to support these needs. In FY 2021, this requirement rose to 2,958 hours of staff service. In FY 2022, the requirement returned closer to FY 2020 levels, with 2,404 hours of staff service required. Much of the increase in the service required in FY 2021 can be attributed to complications with procurement and other financial activities brought on by the pandemic.

How We Plan to Do It in The Future – Recommended Service Level: Additional contracted services may be required in the future as development/redevelopment patterns change. Contracted services may also be required if difficulties with recruitment (described above) become more severe. The nature of this activity is likely to change with the processing of fewer check and cash transactions and significantly more online credit card transactions. This will require increased coordination with the credit card vendor and monitoring to ensure that credit card transactions and financial workflow are operating correctly in the land management system. Despite these changes, it is anticipated that FY 2021 will be an outlier. Although the nature of the work (e.g., check/in-person transactions versus credit card/online transactions) is likely to change significantly, it is anticipated that this activity will require approximately 2,400 to 2,500 hours of staff support in the future, in line with FY 2020 and FY 2022 service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Act as administrative support in the areas of finance, budget, payroll, human resources, FOIA, procurement, and special assignments for the Department of Building and Development.					
Number of hours spent on budget management support and oversight for the Department	562	371	546	575	600
Number of hours spent on financial management support and oversight for the Department	1,594	1,275	1,200	1,300	1,350
Number of hours spent on procurement activities (purchasing and buying) and oversight for the Department	796	759	700	750	790





Economic Development

To strengthen and diversify Loudoun's economy by providing world-class and innovative customer-focused services to attract, grow, and retain targeted businesses of all sizes. This focus helps the Department of Economic Development (DED) achieve the County's vision for a diverse and globally competitive Loudoun economy, contributing to the growth of Loudoun's commercial tax base in support of the stated strategic initiatives of the Board of Supervisors (Board).

Department Program

Economic Development

Recruits new companies in targeted clusters; retains and expands existing Loudoun businesses; strengthens the ecosystem to support entrepreneurial growth and small business creation; and provides research and industry expertise to inform data-driven input on economic development policies, market conditions, and outreach strategy.

Activities

- Industry Cluster Development
- Retention and Expansion
- Entrepreneurial Growth
- Enhance and Promote Loudoun's Business Advantages

Financial Information

FY 2024 Adopted Information

	Expenditures	Revenue	LTF	FTE
Economic Development	\$5,519,358	\$247,893	\$5,271,465	28.00
Total	\$5,519,358	\$247,893	\$5,271,465	28.00



Economic Development

Industry Cluster Development

What We Do: DED's data-driven and customer-service-oriented business development strategy is focused on key industry clusters that are best positioned for future growth based on the County's assets and projected future market trends. To strategically grow existing industry clusters, DED devotes resources to anticipating the needs of businesses in a targeted cluster and meets them proactively through knowledge, relationships, and earned reputation. Cluster experts communicate the County's competitive advantages for a targeted industry, connect prospective businesses to other businesses or resources in their cluster, seek solutions to any barriers to entry, and strategically cultivate relationships with site selectors. Site selectors serve as advisors to executives of large corporations, exploring the relocation of their headquarters and/or expansion of their operations into a new region. The underlying objective of industry cluster development is to diversify and grow Loudoun's economy by attracting new businesses from industries that leverage the competitive advantages of the County.

Mandate Information: This activity is not mandated.

Who Does it: Nine County business development managers are assigned to specific industry clusters and overlays, including:

Clusters:

1. Information and Communications Technology (including Health Tech, Cybersecurity, Cleantech, and Data Centers)
2. Highly Specialized Manufacturing
3. Rural/Agricultural Businesses

Overlays:

1. Major Projects, Headquarters, and Associations
2. Small Business and Entrepreneurship
3. International Business Attraction
4. Existing Businesses (retention and expansion)

Why We Do It: DED's targeted cluster approach is part of a broader industry attraction and retention campaign to grow and diversify the County's economy in terms of the tax base and generation of job opportunities. The County is realizing significant benefits with the Board's investment in the cluster strategy, including growth of the commercial tax base and a lower proportion of property taxes coming from homeowners, while funding the services that provide a high quality of life. Additionally, it helps position the County for economic opportunities related to new technologies and infrastructure.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources included working with 442 active prospects, capturing \$6.78 billion of new capital investment and 3,516 new and retained jobs in the County. In subsequent years, this service was enhanced in an effort to increase the project pipeline in support of the Board's strategy to diversify the economy through growing target industry clusters. DED worked with 2,096 total companies in FY 2020, reflecting an intense but temporary shift of resources to outreach efforts directed towards business retention and support following the onset of the COVID-19 pandemic. Current service level for this activity includes working with approximately 700 companies per year, resulting in at least \$800 million of new capital investment and 3,500 new and retained jobs in the County.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level, which continues to support economic diversification, is to build on current opportunities to grow the pipeline to more than 450 active prospects, and to continue to grow the percentage of new prospects that are in targeted clusters and those companies based internationally. As new commercial space becomes available, especially in developments in the urban policy area, the number of resulting jobs per year is expected to increase. Additional resources are anticipated to coordinate DED operations and to respond to these opportunities, including to expand the robust pipeline, and to provide lead generation and capture support for the business development team.



Economic Development

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Work with a diverse group of companies to grow and maintain Loudoun's commercial tax base to enhance the County's sound fiscal health.					
Number of companies worked with	1,570	974	1,055	700	700
Total new capital investment announced (in billions)	\$6.55	\$5.74	\$10.12	\$0.8	\$0.8
Number of new and retained jobs by projects	4,239	6,584	5,703	3,500	4,000
Cultivate a progressive pipeline of active prospects to position the County for ongoing economic growth.					
Number of current active prospects in pipeline	556	588	657	400	450
Diversify Loudoun's economy by developing multiple industry clusters.					
Number of businesses in the pipeline in targeted clusters	365	369	429	300	320
Number of international companies in the pipeline	70	80	81	75	85
Strengthen existing clusters through networking and educational events.					
Number of cluster-specific events organized and promoted featuring DED content	152	129	119	100	100
Number of forums and events attended to develop businesses in targeted clusters	102	115	145	120	120
International network growth (number of meaningful new relationships with international prospects)	170	165	220	170	180



Economic Development

Retention and Expansion

What We Do: In addition to attracting new business, DED works to retain successful businesses that are part of the existing tax base. Expanding businesses typically evaluate all alternatives, including growth in their existing location, expansion at another local site, or relocation out of the County. DED monitors tenant activity, maintains inventory intelligence, fosters workforce development, and cultivates relationships to help ensure that an existing or expanding business will continue to choose Loudoun. Knowledge of inventory, vacancy, and capacity for development takes on added importance during periods of low commercial space availability. DED's development process assistance and Fast-Track Commercial Incentive (Fast-Track) programs support business retention and expansion. The development process support role (Ombudsman) facilitates information sharing between departments and provides input during updates to key governing documents, including the Comprehensive Plan and the Zoning Ordinance. The Fast-Track Program is designed to streamline the development process, provide process certainty, reduce approval times, and provide a central point of contact for businesses.

Who Does It: Two County business development managers are assigned to the Retention and Expansion activity. Additionally, one County development process manager is assigned to the Ombudsman and Fast-Track programs. All DED staff play a role in supporting business retention.

Mandate Information: This activity is not mandated.

Why We Do It: DED places great value on existing businesses in the County, as each enterprise is an economic asset that contributes to the economic health of the community. Through direct interactions, events, and market research, DED seeks to gain insight into business practices and planned future actions as well as barriers to business success. DED uses this information to create value-added services and programming that benefit both individual companies and the business environment as a whole. This activity builds trust, which ensures that DED is the first call for businesses that are considering the next phase of growth.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources included supporting 26 Fast-Track cases, providing Ombudsman assistance 188 times, and providing five targeted educational and business development events for rural businesses. In subsequent years, these measures of development process assistance fluctuated as the average time to complete Fast-Track projects increased and as a portion of these resources was directed to support the Zoning Ordinance rewrite. At current service level, this activity includes conducting approximately 850 retention visits per year to establish and solidify relationships with the existing business base. Current service level also supports approximately 15 Fast-Track cases and provides Ombudsman assistance 125 times per year, as well as provides seven targeted educational and business development events for rural businesses.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level is to continue to maintain current service level for Fast-Track and Ombudsman assistance; although the numbers of Fast-Track cases and Ombudsman assistance provided are impacted by market conditions and the regulatory environment, including changes that may occur related to the Zoning Ordinance rewrite. DED anticipates increasing the number of business retention visits above pre-pandemic service levels in support of creating a dynamic business ecosystem and growing target industry clusters that promote economic diversification.



Economic Development

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain and support a prosperous business environment by executing a robust business assistance, retention, and expansion program.					
Number of visits to existing businesses ¹	2,073	1,359	1,168	850	900
Support retention and expansion by providing development process assistance.					
Number of Fast-Track cases	28	18	27	15	15
Number of Ombudsman assistance services provided	254	160	161	125	125

¹ Due to the COVID-19 pandemic, visits to existing businesses increased significantly as DED responded to the needs of the business community.



Economic Development

Entrepreneurial Growth

What We Do: Small businesses and entrepreneurs are a significant part of the Loudoun economy. According to the United States Small Business Administration, small businesses account for two-thirds of new jobs. Data from the Virginia Employment Commission shows that over 85 percent of Loudoun's businesses have fewer than 20 employees. In general, there are two types of small businesses: lifestyle businesses that provide a service or product but are not positioned to scale exponentially, and startups that are positioned for fast growth such as through the success of an innovative product or service. While the County endeavors to help all entrepreneurs, DED's focus is placed on startups that demonstrate the ability to scale, since they will make a larger impact on the local economy over time. DED's Small Business and Entrepreneurship Program provides a wide range of services that support access to space, capital, and networks. Staff provides content for education and support of entrepreneurs and small business owners, and monitors and helps address unique challenges faced by small and minority-owned businesses.

Mandate Information: This activity is not mandated.

Who Does It: One County business development officer and two business development managers are assigned to manage and implement the Small Business and Entrepreneurship Program, leveraging other contributing assets throughout the community. One of the business development managers focuses on the unique needs and challenges facing minority-owned businesses.

Why We Do It: Because small businesses are a powerful generator of new jobs and economic diversification, DED places a high value on supporting small businesses (especially high-growth firms) and encouraging entrepreneurship. By fostering an ecosystem designed to support entrepreneurship and by focusing on broad strategies to support local companies, Loudoun benefits from the innovation and job creation that comes with the formation and growth of new businesses.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources included hosting 2,100 attendees at small business or entrepreneurship events. In subsequent years, this service has fluctuated as most of these events had been conducted in-person, and both the number of events that could be held and the number of people attending were impacted by the pandemic. At current service level, this activity includes hosting approximately 1,500 attendees at small business or entrepreneurship events and working with 100 minority-owned businesses.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level is expected to increase the number of attendees at DED small business or entrepreneurship events and the number of minority-owned businesses worked with, as both the demand and programming supporting this service are built out. The addition of a retail storefront dedicated to supporting entrepreneurial growth would further support this service.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Create a small business ecosystem that supports entrepreneurial growth.¹					
Number of attendees at DED small business or entrepreneurship events	1,788	1,280	1,740	1,500	2,000
Number of minority-owned businesses supported	n/a	n/a	144	100	150
Provide programming to support rural entrepreneurs and small business owners.					
Number of attendees at rural business development educational programs	397	1,026	1,323	875	875

¹ Data shown as n/a indicates a new measure that does not have historical data.



Economic Development

Enhance and Promote Loudoun's Business Advantages

What We Do: A supportive and predictable business environment is a critical factor in the attraction, retention, and creation of businesses. DED staff acts as a business's advocate on the inside, with the goal of getting clients to market quicker in addition to satisfying all public safety, health, and welfare requirements. DED also guides policy, program, and code revisions that promote economic growth and/or streamline the regulatory process.

Economic development focuses on developing and attracting people as well as businesses. Workforce development in Loudoun involves sector-based strategies that focus on building and matching workers' skills to needs in targeted industry clusters and connecting employers with workforce resource partners.

Loudoun County is recognized as a leader in many areas, including digital infrastructure, technology, and several rural sub-clusters. DED continues to build on existing momentum to increase global visibility for the "Loudoun" name so that it becomes associated with business success in additional economic sectors. This includes marketing competitive advantages such as the County's full-service economic development organization, educated workforce, triple-AAA bond rating, quality infrastructure with a thriving international airport connected to the Metrorail system, location in the Washington, D.C., metropolitan region, access to scenic rural communities, and high median income.

An important aspect of ensuring a quality business environment is the proactive engagement of the business community. DED provides staff and executive support to the Economic Development Authority (EDA), the Economic Development Advisory Commission (EDAC), and the Rural Economic Development Council (REDC). The EDA issues tax-exempt revenue bonds that result in below-market-rate financing of capital projects for those applicants who qualify, in addition to acting as the conduit for any business incentives granted by the County to attract businesses to relocate in Loudoun. Over time, the EDA has taken a more proactive approach to support DED programs and the County's economic development priorities. The EDAC provides valuable business intelligence to the Board and DED on Loudoun's business environment. Membership encompasses a broad range of industries, including aerospace, agribusiness, banking and finance, higher education, technology, real estate development, small business, and telecommunications. The REDC provides insight to the Board on programs and policies affecting businesses in rural Loudoun, as well as provides support and advice to DED on rural business development, marketing, and promotion to support the sustainable vitality of agricultural, horticultural, equine, and other rural industries. Members of all three organizations are appointed by the Board.

Mandate Information: This activity is not mandated.

Who Does It: Multiple County staff contribute to this activity, including a workforce development manager.

Why We Do It: A supportive and predictable business environment is critical for businesses to invest and create jobs in the community. Staff works across several areas to enhance the business environment, including process assistance, workforce development, attraction, retention, and support for small businesses. By including business considerations in policy review and promoting Loudoun's many business advantages, this programming creates an environment that promotes economic growth and resilience.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources included providing approximately 100 speaking events and supporting more than 53,000 subscribers across all social media channels. The current service level includes providing approximately 80 speaking events promoting economic development and reaching more than 62,500 subscribers across all social media channels. Staff also conducts approximately 200 meetings with Loudoun businesses to assess and address workforce needs and connect employers with workforce partners.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level is to continue to maintain current service level for speaking engagements while gradually increasing the number of website user sessions and subscribers across all social media channels by utilizing an automation service to increase marketing outreach. Both the number of company meetings with a focus on workforce development and the number of qualified referrals to partners are expected to increase as business and workforce requests for this service continue to increase.

**Economic Development**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Promote Loudoun's supportive business climate.					
Number of speaking engagements	145	125	131	80	80
Promote Loudoun as a globally competitive location for business.¹					
Number of unique website user sessions	142,132	138,123	130,894	130,000	135,000
Total number of subscribers across all social media channels	56,700	59,993	61,264	62,500	65,000
Number of rural unique website user sessions (loudounfarms.org)	n/a	n/a	86,590	90,000	95,000
Help meet workforce needs of existing businesses and prospects.¹					
Number of company meetings with a focus on workforce development	n/a	n/a	n/a	200	220
Number of qualified referrals to partners	n/a	n/a	n/a	40	50

¹ Data shown as n/a indicates a new measure that does not have historical data.



Mapping and Geographic Information

The Office of Mapping and Geographic Information (MAGI or OMAGI) provides centralized Geographic Information System (GIS) services to County departments, the public, and the private sector. A significant portion of the work performed by MAGI staff involves creating, maintaining, managing, analyzing, and distributing spatial data. MAGI staff also creates and maintains maps as well as develops web applications for use by the Board of Supervisors (Board), County staff, the public, and the private sector. MAGI staff also manages the GIS software and infrastructure in collaboration with the Department of Information Technology (DIT) that supports the GIS. The land records data created and maintained by the Land Records Program serves as the underpinning of many other County programs. MAGI staff also collaborates with GIS staff in other departments. GIS's qualitative benefits include improved collaboration, better decision-making, and more efficient business processes. Through the use of GIS, County staff maps land development activity; assists with planning studies; maps and maintains conservation easements data; maintains street centerline data; maps and provides analytical support for County initiatives; assigns addresses, street names, and parcel identification numbers (PINs); and performs many other services. GIS data feeds a number of County systems or processes, such as the Computer-Aided Dispatch (CAD), and permits. GIS data is also a significant component of LandMARC, the County's online land management system. County staff has access to the Office's web-mapping system, including intranet-mapping tools for the County's building inspectors, assessors, and public safety agencies. MAGI also serves as the point of contact for the Conservation Easement Stewardship Program.

Department Activities

Public Information

Provides assistance and GIS information to the public, the private sector, and other County agencies.

System Development and Support Services (DSS)

Provides the critical administration, services, and application development that support the functions of the GIS as well as GIS integration with County systems.

Development and Analysis

Maps, analyzes, maintains, and distributes geospatial data; i.e., mappable data layers maintained and uploaded into the GIS or the GeoHub, which is a central website featuring project-specific interactive map applications, informative dashboards, and topical story maps.

Land Records Maintenance

Maintains parcels, addresses, and street information, per Loudoun County Codified Ordinances, and then transfers these and other data to various data systems.



Mapping and Geographic Information (MAGI)

Financial Information

FY 2024 Adopted Information¹

	Expenditures	Revenue	LTF	FTE
Public Information	\$251,504	\$9,400	\$242,104	2.00
System Development and Support Services (DSS)	1,583,414	0	1,583,414	10.00
Development and Analysis	1,045,611	0	1,045,611	7.00
Land Records Maintenance	1,069,984	49,682	1,020,302	7.00
Total	\$3,950,513	\$59,082	\$3,891,431	26.00

¹ Sums may not equal due to rounding.



MAGI: Public Information

Public Information

What We Do: The Public Information activity provides information on a broad spectrum of land information to the public, the private sector, and County agencies. This activity maintains a help desk where it provides the public with copies of maps, preliminary subdivision plats, digital data, and the copying and scanning of site plans. Staff responds to inquiries on properties and their characteristics (e.g., parcel boundaries, soils, floodplains, etc.) and helps the public understand land records-based data. Staff routinely assists the public in researching and understanding the characteristics of land using the GIS and LandMARC. This activity also provides one-on-one training in how to use the Office's online mapping tool, WebLogis, as well as how to access and download data via the County's public-facing GIS web environment, the GeoHub, which includes an open data platform. Staff services the printers and plotters of the Office and provides administrative support, including purchasing, human resources, and payroll for MAGI. This activity also includes staffing the County Store, which sells items such as Loudoun County apparel, glassware, and other corporate items.

In 2020, staff streamlined common requests for information so that the public could continue to access services by email, telephone, or online. As a result, MAGI now receives fewer onsite visitors than prior to the COVID-19 pandemic.

Mandate Information: This activity is not mandated; however, staff fulfills obligations for Freedom of Information Act (FOIA) requests.

Who Does It: This activity is performed by County staff.

Why We Do It: The open distribution of County maps and GIS data helps internal County customers, County residents, and businesses more easily find the land information they need. Data and maps are used extensively by other County departments, prospective businesses looking to locate in Loudoun County, and surveying and engineering firms.

How We Do It Now – Current Service Level: In FY 2020, the service level provided was distributing 2,700 maps and preliminary subdivision plats within 48 hours of the request. In this fiscal year with current resources, this activity will distribute approximately 3,000 maps or preliminary subdivision plats within 48 hours. Current service level includes approximately 125 help desk encounters each year. The number of help desk encounters has increased steadily each year as the use of the GIS by the public has increased and the types of inquiries have become more complex. Spatial data requests are decreasing as more GIS data is available online and in open data on the GeoHub. While this activity may no longer directly provide as many custom data sets, it supports users in answering questions about data and provides training in open data and GIS use. Preliminary subdivision plats, which are used for building and development permits or homeowners' associations requests, were moved to an online Laserfiche tool in 2020 to streamline the request-distribution process.

How We Plan to Do It in the Future – Recommended Service Level: In the future, staff recommends that the Public Information activity continues distributing GIS information to support the needs of staff, residents, and businesses. Additionally, staff plans to utilize a self-service online map tool, which will be developed in collaboration with the Clerk of the Circuit Court, to distribute subdivision plats. While this will not eliminate the need for support from this activity, it should reduce it. It is also anticipated that in-person customers (the number of which dropped significantly during the pandemic as customer service shifted to email, telephone, and the online environment) will be further reduced as Building and Development staff are relocated from the Government Center to another building. This activity will offer customer services via email, chat, telephone, or online meetings to assist remotely with customer questions.

While the above changes may result in a decrease in the individual number of maps, subdivision plats, or digital data sets that the activity distributes, it is anticipated that as the GIS is used in greater numbers by the public, the complexity of requests will increase, resulting in longer amounts of time spent per individual customer. This activity will continue to monitor performance measures to track trends in map and data distribution as well as help desk assistance provided to customers in the event that service levels must be modified in the future.

**MAGI: Public Information**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Educate customers and County staff on access, use, and understanding of spatial data, interactive map tools, and maps.¹					
Number of help desk encounters ²	150	158	51	125	125
Fulfill 90 percent of requests within 48 hours. Respond to 100 percent of requests within five days.					
Number of digital data orders	172	157	67	100	100
Number of maps or preliminary subdivision plats distributed within 48 hours	2,532	4,071	3,395	3,000	3,000
Number of emails sent	6,235	5,605	3,830	9,750	5,000
Number of telephone calls received from the public	1,926	1,388	1,564	2,000	1,500
Number of public customers served	8,203	6,211	6,700	7,000	7,000

¹ These encounters include helping a customer use an online mapping resource, including WebLogis, GeoHub, and using open data in ArcGIS online.

² The number of help desk encounters was likely undercounted in FY 2023 due to staff turnover



MAGI: System Development and Support Services (DSS)

System Development and Support Services (DSS)

What We Do: The System Development and Support Services (DSS) activity provides critical services and products that support the functions of the GIS. DSS provides GIS systems administration for the GIS database, desktop, and GIS web environments; programs complex integrations that allow GIS data or services to support other County systems; and develops and maintains GIS applications or solutions. This activity also includes user support, troubleshooting, and management of all software and system upgrades. DSS also monitors and manages security on the GIS platform.

Application development provided in this activity automates operations in other departments as well as integrations with County systems; provides interactive mapping applications; and supports data maintenance, distribution, analysis, and management. This includes analysis of existing business practices, programming, testing, training of staff, and the documentation of programs and processes. This activity administers GIS web tools and online environments. Examples include the redistricting platform (which allows residents to develop and submit proposed redistricting plans); the COVID-19 hub (where staff collaborated with the staff in other departments to share Loudoun-specific COVID-19 metrics); and maps and a tree management solution that allows staff to map, track, and assign inspections and maintenance. Staff develops and maintains applications and open data loaded to – and distributed from – the GeoHub (the County’s public-facing web environment). DSS also supports the GeoPortal, which is the County’s internal GIS platform that allows staff to develop, share, or analyze GIS data or tools in a collaborative environment.

Mandate Information: This activity is not mandated.

Who Does It: County staff performs this activity.

Why We Do It: The services provided by this activity are required to support GIS functions countywide, many of which are mandated or provide critical government services. For example, the CAD system, which is used when citizens call 911, requires GIS data and a well-maintained database to minimize response time. Examples of County functions or programs that rely on GIS services include community planning and zoning, economic development mapping, real estate assessment, land records mapping and administration, emergency response, and building permits and inspections. GIS data and solutions integrate with and complement other County systems to facilitate efficient, timely decision-making. Web-based mapping solutions are often easier to build and maintain than desktop applications. They can reach a wider audience because they are accessible online, they are less costly to maintain, and they are more flexible in what they can present. Interactive web-mapping tools bridge the gap between static maps and the GIS. Existing web-mapping sites also provide internal services countywide. This activity also facilitates access to aerial photography, which is collected annually, and LiDAR, a type of imagery that shows detailed surface elevation, which is shared through the GIS.

How We Do It Now – Current Service Level: In FY 2020, the service provided was approximately 540 unique GIS data sets (including feature classes, tables, or views) managed in the spatial database engine (SDE), with 38,000 data engagements¹ from open data completed each year. In subsequent years, this service steadily increased, due to the use of GIS countywide. Staff was able to keep pace with the number of data sets that needed to be managed and data engagements completed through open data. In this fiscal year with current resources, this activity will manage approximately 2,750 data sets (675 unique data sets) and 55,000 data engagements, while facilitating access to the GIS by assigning and supporting approximately 1,150 user accounts (with 725 unique named users). The activity currently supports about 150 internally-shared or publicly-shared GIS applications. Additional workload resulted from the 2018 implementation of a GeoPortal (the County’s secure, internal GIS website), as more staff is able to access and view maps and create content.

How We Plan to Do It in the Future – Recommended Service Level: In the future, staff expects that this activity will continue to see modest growth in the number of unique GIS data sets and GIS applications managed, as the population and number of businesses grow, and as reliance on data analytics increases. DSS will leverage GIS technology to facilitate this growth. Even as the County’s population growth stabilizes, it is anticipated that the demand for these services will continue as

¹ A data engagement is when the GeoHub is used to search for and view an interactive map or dashboard.



MAGI: System Development and Support Services (DSS)

Board initiatives continue to make use of the GIS. DSS will continue supporting more than 100 map applications and developing complex interactive map applications, such as dashboards, in support of County initiatives.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure that GIS data is current and available for public and staff use 99 percent of the time.					
Average number of internet visitors per month (Loudoun servers/hosted data)	1,071	2,493	2,732	2,500	2,750
Average number of intranet visitors per day	253	275	282	300	300
Number of data sets managed in the SDE	2,605	2,655	2,657	2,750	2,750
Number of unique data sets (feature classes, tables, or views)	542	663	669	675	675
Number of data engagements from open data completed (searches, views, and downloads)	42,568	37,030	64,093	55,000	60,000
Maintain GIS functionality to a level that supports all users of the Loudoun County GIS by ensuring that the system is current and available 99 percent of the time.					
Number of applications supported	125	137	110	125	125
Number of internal user accounts supported	845	1,144	1,477	1,250	1,250
Number of unique users supported	662	750	1,052	1,000	1,000



MAGI: Development and Analysis

Development and Analysis

What We Do: The Development and Analysis activity develops data or geographic information for other departments (such as conservation easements for the County Attorney); often maintains those data sets; and produces maps, models, queries, and analyses that help other departments maintain or improve their services and respond to direction from the Board. These data, maps, and models are used extensively throughout the County by government agencies, businesses, and residents. This activity develops interactive map applications, dashboards, and open data loaded to the GeoHub. This activity also collaborates with staff in other divisions and departments to find GIS solutions in support of County projects. This activity serves as the point of contact for the Conservation Easement Stewardship Program, including answering questions and conducting stewardship via site visits. This activity requires that staff understands functional aspects of supported County programs, such as floodplain management, and the data being used or created to support it.

Furthermore, this activity manages the contracts for annual base map maintenance and aerial photography. The base map is the foundation for all other mapping on the GIS. The base map is developed through contractual services. First, a flyover captures aerial imagery of the County. Then, features that can be identified from photography (such as roads, driveways, and buildings) are captured as GIS data. Topographic contour lines are also captured. This data is then used in a variety of systems and tools, such as CAD, the assessor's system, and web-mapping tools. This activity also facilitates access to LiDAR data, which is used for environmental or historic research, through interactive mapping and analysis.

The Development and Analysis activity, in collaboration with other MAGI divisions, offers learning opportunities to County staff interested in using the GIS, including one-on-one training, knowledge share sessions, and access to Esri (software vendor) classes. Maps and interactive applications developed by this activity are also increasingly used in support of Board-initiated projects (e.g., the FY 2022 redistricting project and the Zoning Ordinance Rewrite) or in communications with Board-directed committees.

Mandate Information: This activity is not mandated.

Who Does It: County staff provides this activity, utilizing contract services for the base map.

Why We Do It: Aerial photography and a current base map are necessary to support all other programs and processes on the GIS. Geographic analysis and mapping (both static and interactive) supports County projects or Board initiatives. These programs and processes assist other departments in providing a service, improving a service delivery program, or providing information to assist the Board in policy decisions.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was to review and update approximately 170 square miles of base map (33 percent of the County). In subsequent years, this service has held steady, resulting in the entire County now being remapped every three years. In this fiscal year with current resources, this activity will again review and update approximately 170 square miles of base map data while updating 33 percent of the County base map. Additionally, the activity develops approximately 35 map applications and 250 maps each year. Current service level indicates facilitating approximately 80 conservation easement inquiries each year to assist permitting staff in determining if a requested activity is allowed on a property that is encumbered by a permanent conservation easement.

How We Plan to Do It in the Future – Recommended Service Level: In the future, staff recommends that this activity continues to review and update approximately one-third of the County base map each year. This activity will continue to see demand for map requests, although that number is anticipated to decrease as users turn to self-service downloadable GIS data from the GeoHub, or as an increased number of interactive map applications are developed in support of County- and Board-initiated projects. This activity will continue to see an increase in inquiries to assist with Board-held conservation easements. Some of these requests may migrate to other departments so that this activity may focus on easement data stewardship and the mapping and analysis for GIS data in support of the Board-initiated Purchase of Development Rights (PDR) Program, which was under development at the time of this Program Review. It is recommended that this activity continues to facilitate staff training on the County's GIS and GIS software for at least 100 staff per fiscal year.

**MAGI: Development and Analysis**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Train County staff on the County's GIS and GIS software.					
Number of County staff trained to use or access the GIS	6	115	64	125	125
Update 174 square miles (approximately 33 percent) of geographic area in the County (or greater) each fiscal year.					
Number of square miles of base map data updated and reviewed	204	174	174	174	174
Percentage of County base map updated	33%	33%	33%	33%	33%
Develop new data sets as needed and develop new maintenance processes that support County business practices.					
Number of data sets developed	37	53	18	25	25
Number of data sets edited	43	48	43	60	60
Develop maps, spatial models, and software tools that facilitate service delivery and policy decisions.					
Number of applications developed	49	72	36	50	50
Number of maps developed	304	224	245	225	225
Provide 90 percent of Conservation Easement Stewardship Program assistance to County staff in verifying allowed land use on properties with Board-held easements within 48 hours.					
Number of Board-held conservation easement inquiries facilitated	76	79	79	80	85



MAGI: Land Records Maintenance

Land Records Maintenance

What We Do: The Land Records Maintenance activity assigns, creates, and maintains parcels, addresses, street names, street centerline information, and vehicle routing networks; and then compiles and transfers these and other data to the CAD system, the Computer-Assisted Mass Appraisal (CAMA) system, the LMIS, the County's web-mapping services, the United States Postal Service (USPS), and other County systems. Maintenance of the data occurs in near-real time during the work week to ensure that there are no delays in the issuance of permits and other County services. The workflow requires close coordination with the Department of Building and Development, the Office of the Clerk of the Circuit Court, the Office of the Commissioner of the Revenue, Fire and Rescue, and the private sector. Staff uses digital plats provided voluntarily by private-sector surveying and engineering firms to update the County's data as plats are recorded. Data developed and maintained by staff in this activity is distributed via the GeoHub. This activity is an internal services referral agency for addresses and street names for land development. This activity also provides street name and address updates to external mapping companies such as Google Maps and TomTom.

Mandate Information: Chapter 1020 of Loudoun County Codified Ordinances (Naming of Streets) and Chapter 1026 (Addressing of Premises) pertain to the orderly naming of streets and assignment of addresses within the County. Both ordinances are administered by OMAGI and require accurate land records data.

Who Does It: County staff provides this activity.

Why We Do It: Almost every service provided by County Government is spatial and is tied to a parcel or an address. PINs and complete addresses are both unique identifiers and the means by which property is identified in the County. Premise addresses, street centerline data, and street routing networks are critical to the provision of emergency services. If the County did not provide these services, numerous other County services (including assessments, public safety dispatching (CAD), and building permits and inspections) would have to significantly alter their business practices.

How We Do It Now – Current Service Level: In FY 2020, this activity assigned and transferred 2,499 addresses. Current service level for this program reflects assigning and transferring more than 3,000 addresses to the LMIS, responding to approximately 3,000 requests for address assistance from members of the public or the engineering community, and adding 40 miles of new road centerline to the GIS database. Current service level includes transferring approximately 40 miles of street centerline to Virginia's centerline database annually. This activity also provides updated address and street information to outside mapping companies or organizations such as Google Maps, TomTom GPS, Waze, and USPS. Street name referral activity (the review of land development project plans to ensure that streets and addresses are named and addressed as per Loudoun County Codified Ordinances) has continued to grow in recent years, with 794 plans reviewed in FY 2020 and approximately 950 expected for FY 2024. To help meet increased demand within this activity, a GIS specialist was transferred into Land Records Maintenance from Development and Analysis.

How We Plan to Do It in the Future – Recommended Service Level: In the future, staff recommends that this activity continue to review and assign addresses, maintain parcels, and update and maintain street information. It is anticipated that there will be continued demand for the Land Records Maintenance activity even as development slows, as approved land development projects are completed, existing developments are redeveloped, and there is a need for County systems to continue to require integrations with GIS land records data. The GIS will be enhanced in the coming years to facilitate delivery of emergency services, for example with enhanced street routing networks and 3D structure modeling for addressing. This activity will continue tracking addresses assigned and transferred, the number of new miles of public roads added to the GIS, the number of record plats mapped, and the number of street name referral reviews to determine if the County needs to adjust its service levels.

**MAGI: Land Records Maintenance**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain parcel, address, and street data on an hourly basis to a level that supports E911, LMIS, CAMA system, and the Automatic Vehicle Location (AVL) system 99 percent of the time during County working hours.					
Number of addresses assigned and transferred to the LMIS	2,979	3,440	2,893	3,000	3,000
Number of addressing customer calls	3,389	3,557	2,768	2,750	2,750
Number of plats mapped, scanned, and transferred to the LMIS	253	265	243	250	250
Number of record plat and site plans addressed	45	82	39	40	40
Number of street name referrals	797	901	1,087	950	800
Adopt the Virginia data model for street centerline and maintain Loudoun's portion of the state's centerline to improve data accessibility and functionality.					
Number of miles of street centerline transferred	37	29	17	40	30



Planning and Zoning

To assist decision-makers in shaping and managing the County's land use goals through ongoing community outreach, comprehensive policy and regulatory recommendations, and timely development review.

Department Programs

Land Use Review

Leads the evaluation and processing of legislative land development applications through project management, technical recommendations, and public presentations.

Activities

- Legislative Application Review and Management
- Support to Planning Commission
- Agricultural and Forestal District (AFD) Program

Community Planning

Oversees the policy development process, including community outreach; and administers and interprets the Comprehensive Plan, including growth management and historic preservation.

- Land Use and Growth Management
- Historic Preservation
- Support to Committees

Planning and Zoning Customer Service Center

Delivers "first-tier" internal and external customer service for staff, residents, elected officials, and applicants navigating the development process.

- Customer Service Center

Zoning Administration

Administers and interprets zoning ordinances, proffers, and special exception conditions.

- Zoning Administration
- Proffer Management
- Support to the Board of Zoning Appeals (BZA)

Zoning Enforcement

Ensures that the local zoning ordinances, the Virginia Maintenance Code, and designated sections of Loudoun County Codified Ordinances are effectively, consistently, and fairly enforced.

- Zoning Enforcement

Administration

Provides leadership and overall direction; implements County policies and procedures.

- Administration

**Planning and Zoning****Financial Information****FY 2024 Adopted Information¹**

	Expenditures	Revenue	LTF	FTE
Land Use Review	\$2,310,198	\$428,926	\$1,881,272	12.00
Community Planning	1,907,723	0	1,907,723	11.00
Planning and Zoning Customer Service Center	1,108,968	0	1,108,968	9.00
Zoning Administration	3,902,547	397,158	3,505,389	26.00
Zoning Enforcement	1,550,236	307,000	1,243,236	13.00
Administration	1,764,026	3,794	1,760,232	9.00
Total	\$12,690,978	\$1,136,878	\$11,554,100	80.00

¹ Sums may not equal due to rounding.



Planning and Zoning: Land Use Review

Legislative Application Review and Management

What We Do: The Legislative Application Review and Management activity manages numerous legislative land development applications in accordance with the Code of Virginia and the Loudoun County Zoning Ordinance. Land development applications include requests to change a zoning district (i.e., rezoning), or to change the terms of a previous rezoning. Land development applications may also propose a land use or development requiring discretionary review due to potential impacts on the neighborhood or community. Property owners must go through a public process and official action by the Board of Supervisors (Board) for legislative applications for certain uses of land to occur. To support the required process and the Board, staff coordinates a comprehensive review of the application, coordinates agency reviews, prepares the necessary documents, and presents findings and recommendations to the Planning Commission and the Board.

Mandate Information: This activity is mandated by the Code of Virginia § 15.2-2280, which describes the ability of localities to regulate, restrict, permit, prohibit, and determine the use of land, buildings, and structures, and other characteristics such as height, area, bulk, location, and alteration.

Who Does It: County staff provides this service. Staff from the Department of Transportation and Capital Infrastructure (DTCI), the Department of Building and Development, and the County Attorney's Office also support this service. Virginia Department of Transportation (VDOT) staff also reviews applications impacting the transportation system.

Why We Do It: Appropriate land use decisions are critical to Loudoun's success. A well-coordinated and comprehensive legislative review process yields appropriate conditions and proffers that result in offsetting the physical and financial impact that new development has on schools, roads, utilities, and other government services. This process allows the Board the opportunity to balance the need to appropriately accommodate new growth and development with the need to sustain a high quality of life for residents.

How We Do It Now – Current Service Level: In FY 2020, the service level was managing approximately 150 legislative development applications each year, for an average of approximately 50 active legislative cases per project planner. In subsequent years, this service held steady because of stable market conditions, new development options subsequent to the adoption of the 2019 Loudoun County General Plan, and rotation of staff supporting the Legislative Application Review and Management activity. In this fiscal year with current resources, this activity will manage approximately 193 legislative cases, with each project planner managing approximately 34 active legislative cases.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level is not clear now, but the Department of Planning and Zoning is monitoring development trends and projections. Over time, as the Zoning Ordinance Rewrite is adopted and implemented, as population growth stabilizes, and as planning areas reach buildout, staff anticipates that the demand for this service may change. Additionally, implementation of the new LandMARC land management system may necessitate changes to the current metrics used and/or allow for new metrics to be used to monitor the Legislative Application Review and Management activity.



Planning and Zoning: Land Use Review

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure that 80 percent of legislative development applications, such as rezoning and special exceptions, are processed according to the Department schedule.¹					
Number of legislative cases received	151	213	183	193	197
Average number of legislative cases managed	221	256	319	302	319
Average number of active legislative cases managed per project planner	40	36	45	34	35

¹ Each legislative land development application type is processed on a unique timeline based on the complexity of the application and required public hearing procedures. This applies to the remainder of the Department of Planning and Zoning section of this FY 2024 Program Review document where timelines are not explicitly noted.



Planning and Zoning: Land Use Review

Support to Planning Commission

What We Do: This activity supports the Planning Commission by monitoring correspondence, providing equipment, and coordinating and supporting its meetings. This includes scheduling meetings, providing agenda materials and action summaries, conveying staff's analysis of proposals, and providing clerical support. The Planning Commission is appointed by the Board to provide its recommendation on legislative applications for land development, amendments to the 2019 Comprehensive Plan that sets forth the County's land use policies, and the Zoning Ordinance that regulates how land is developed and used.

Mandate Information: The Code of Virginia § 15.2-2210 requires a locality to create a Planning Commission. Additionally, Virginia Code § 15.2-2221 establishes duties of the commission to include creating and maintaining a public record of commission actions.

Who Does It: County staff provides this service.

Why We Do It: This activity enables the Planning Commission to fulfil its purpose of working with staff and applicants to develop conditions and proffers designed to mitigate the financial and physical impacts of proposed developments and generally representing the perspective of citizens and the community. Additionally, this activity makes it possible for the Planning Commission to develop and support the County's Comprehensive Plan.

How We Do It Now – Current Service Level: In FY 2020, staff prepared 95 staff reports, managed and monitored 218 emails, and coordinated ten public hearings and 14 packets. The data then declined from the previous fiscal year due to the COVID-19 pandemic. The current service level involves preparing approximately 120 staff reports, managing and monitoring 200 emails, and coordinating 12 public hearings and 30 packets.

How We Plan to Do It in the Future – Recommended Service Level: Staff anticipates that the Planning Commission will continue to hold two meetings per month, with the exception of the break in August. However, staff cannot anticipate whether service level will increase or decrease because of the County adopting the new Zoning Ordinance. Some application procedures will change because of the new Zoning Ordinance; and at this time, staff cannot assess what direct impact this would have on Planning Commission activity.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Support the Planning Commission's review of matters coming before it by providing comprehensive evaluations and recommendations, being responsive to Planning Commission inquiries, complying with records and notice requirements, and providing other administrative and subject matter support.					
Number of staff reports prepared	81	243	167	120	120
Number of packets (including supplemental) prepared	22	60	56	30	30
Number of Planning Commission emails	145	191	382	200	200
Number of public hearings	11	10	12	12	12
Number of Planning Commission work sessions	11	12	29	12	12



Planning and Zoning: Land Use Review

Agricultural and Forestal District (AFD) Program

What We Do: This activity manages the implementation of Agricultural and Forestal Districts (AFDs, or Districts) in the County, including reviewing proposals, supporting the Agricultural District Advisory Committee (ADAC), and managing AFD records and requirements. The Code of Virginia §§ 15.2-4300 through 15.2-4314 characterizes the purpose of an AFD program as to “conserve, protect, and encourage the development and improvement of agricultural and forestal lands for the production of food and other agricultural and forestal products, and conserve and protect agricultural and forestal lands as valued natural and ecological resources which provide essential open spaces for clean airsheds, as well as for aesthetic purposes.” AFDs are rural conservation areas reserved to produce agricultural products, timber, and the maintenance of open space land as an important economic and environmental resource. The Districts are each approved for a limited duration and must be reviewed every four to ten years depending on the previously approved term. The AFD Program provides for the assessment of qualifying land based on its agricultural, horticultural, forestry, or open space uses rather than residential development market value. There are over 20 AFDs in Loudoun County that collectively exceed 40,000 acres in total.

The ADAC advises the Planning Commission and the Board and assists in creating, reviewing, modifying, continuing, or terminating Districts within the locality. The ADAC provides expert advice as to the nature of farming, forestry, agricultural, and forestal resources and the relation to the entire County. The ADAC reviews requests for interim additions to AFDs annually; and, on an “as requested” basis, evaluates discretionary requests to withdraw from Districts. This activity supports the ADAC by ensuring compliance with notification and Freedom of Information Act (FOIA) requirements, providing agenda materials, staff reports, and action summaries, as well as presenting staff analysis of proposals.

This activity also evaluates land use applications pertaining to land adjacent to an AFD, as required by the Code of Virginia.

Mandate Information: This activity is mandated through Loudoun County Codified Ordinances Chapter 1226 (Agricultural and Forestal Districts), which “...declares Loudoun’s policy is to conserve, protect and encourage the development and improvement of its agricultural and forestal lands for the production of food and other agricultural and forestal products.” Additionally, the Code of Virginia § 15.2-4304 requires the establishment of an advisory committee upon receipt of the first Agricultural and Forestal District application.

Who Does It: County staff provides this activity; some of the countywide items involve staff from various other departments depending upon the topic. For example, there is regular coordination with the County Attorney’s Office and the Commissioner of the Revenue. The ADAC is supported by County staff.

Why We Do It: AFDs help protect productive farm, forest, and other open space lands that contribute significantly to the community’s rural appeal and character. AFDs also help protect surface and ground water supplies, as well as other natural resources, such as wildlife and forests. AFDs also help promote efficient community development patterns by limiting development in rural areas, which can help reduce Loudoun’s costs supporting new development by concentrating new development in and around areas with existing development, where many public services can be provided in a more cost-effective manner.

How We Do It Now – Current Service Level: In FY 2020, five AFD’s were renewed/created/terminated, which represented 370 total parcels of land reviewed annually. Current service level includes approximately six AFDs that are renewed/terminated/created each year, representing approximately 300 total parcels of land reviewed each year. Since 2012, the Board has been renewing the 21 Districts that contain approximately 1,100 parcels for four-year periods. All AFD applications are processed according to timeliness standards identified in the Code of Virginia. To support the ADAC, staff produces approximately five staff reports and attends approximately five meetings each year. The number of staff reports and packets are variable dependent upon the number of Districts undergoing review/renewal and the number of early withdrawal requests received.

How We Plan to Do It in the Future – Recommended Service Level: In the future, this activity will maintain its current service level. The Department further recommends that the provision of support to the ADAC will produce approximately



Planning and Zoning: Land Use Review

four packets annually; and staff will attend those four meetings. However, the number of Board meetings/packets will decline in the future. From 2012 to 2022, all Districts were modified to four-year periods from longer periods; and each modification required forwarding renewal from a public hearing to a business meeting for final action. Now that all Districts have four-year periods, staff anticipates that the Board will act to renew Districts at the public hearings.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure that 100 percent of AFD applications are processed according to timeliness standards identified in the Code of Virginia.					
Number of AFDs renewed/terminated/created	8	5	4	6	6
Number of parcels reviewed during renewals	314	301	220	463	168
Number of parcels requesting early withdrawal	1	1	4	2	2
Number of parcels added to existing AFDs (i.e., interim additions)	29	11	3	5	5
Percentage of AFD applications processed according to state code	100%	100%	100%	100%	100%
Support the ADAC by preparing staff reports, coordinating meetings, and distributing meeting materials.					
Number of staff reports prepared	11	13	10	16	16
Number of packets (including supplemental) prepared	6	7	6	5	5
Number of ADAC meetings	5	4	4	4	4
Number of Planning Commission and Board meetings/packets produced	6	8	14	5	6



Planning and Zoning: Community Planning

Land Use and Growth Management

What We Do: The County adopted the Loudoun County 2019 General Plan (2019 GP) in June of 2019, which establishes policies on future growth and development. The 2019 GP is used by staff, the Planning Commission, and the Board to review and evaluate development applications, to plan for infrastructure (e.g., roads, schools, and parks, etc.) and government services, and to develop and implement new ordinances. Planning and Zoning staff are responsible for working with the Planning Commission and the Board to maintain and implement the 2019 GP, as well as other related small-area and strategic plans. Staff members are responsible for drafting policy, conducting public meetings and community outreach, and presenting recommendations to the Planning Commission and the Board. Projects commonly involve a team of staff from different agencies, internal and external, contributing to an existing conditions report (also called referrals), conducting community meetings, supporting stakeholders and technical committees, drafting the recommended policy documents, and processing the documents through the public hearing process.

This activity responds to Board assignments related to development, growth management, and strategic planning, while coordinating with other County departments to ensure consistency with the adopted 2019 GP. This activity receives referral requests from other divisions, departments, or outside agencies that have legislative land use applications requiring review. Staff reviews legislative land use application referrals to assess compliance with the 2019 GP policies. Staff also reviews administrative applications, which are applications that typically do not require Board action. Staff provides guidance to the Planning Commission in its review of the Capital Needs Assessment (CNA) and the Capital Improvement Program (CIP). Staff also provides compliance reviews for federal, state, and local agencies. Additionally, a staff member is a voting member of the Affordable Dwelling Unit Advisory Board (ADUAB), which is charged with review and administration of Affordable Dwelling Unit (ADU) housing applications, programs, and policies.

Mandate Information: The Code of Virginia §§ 15.2-2223, 15.2-2230, and 15.2-2232 requires local jurisdictions to adopt and maintain a comprehensive plan. The Code of Virginia also requires the Planning Commission to review the comprehensive plan at least every five years. Any comprehensive plan amendments must adhere to public process requirements (e.g., public notice, public hearings, etc.) set forth in the Code of Virginia §§ 15.2-2223 through 2232 and Article 6 of the Loudoun County Zoning Ordinance.

Who Does It: County staff provides this activity; depending on the topic, some efforts involve staff from various departments.

Why We Do It: This activity supports the County's General Plan, in both developing and ensuring adherence to its guidelines and recommendations. The 2019 GP has significantly contributed to Loudoun's diversity and high quality of life for its residents. The 2019 GP guides growth to where adequate infrastructure currently exists along with services to support such growth. The 2019 GP and its implementation focus on a fiscally sound approach to provide for future growth and development through projecting future infrastructure and service needs and use of cash proffers based upon figures generated from the County's CNA.

How We Do It Now – Current Service Level: In FY 2020, the service level was approximately 130 referrals completed, with approximately 90 percent of referrals completed within the established schedule. In subsequent years, the service level held steady except for an increase in FY 2022. The steady service level is due to the activity being able to keep pace with the number of legislative referrals. In this fiscal year (FY 2024) with current resources, this activity will complete approximately 140 referrals, 80 percent of which will be completed within the established timeline. Staff also anticipates completing two Comprehensive Plan amendments. Current service level for this activity includes attending between one and five community meetings and events each year, and completing between one and three plans or amendments each year.

How We Plan to Do It in the Future – Recommended Service Level: In the future, the Department recommends that this activity completes at least 80 percent of referrals within the established timeline. The number of applications is not generated by staff but rather is in response to the market conditions.



Planning and Zoning: Community Planning

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Respond to 80 percent of Board Strategic Work Program, Board member initiatives, and Administration initiatives within the established schedule and scope directives.					
Number of plans/amendments active	3	4	29	3	3
Number of plans/amendments completed or action taken	1	0	4	2	2
Percentage of plans/amendments completed within established schedule and scope directives	100%	100%	100%	100%	100%
Number of public meetings and events	1	2	23	2	2
Attendance at public meeting and events	0	50	509	50	50
Number of ADUAB, etc. meetings attended	9	15	63	12	12
Number of informational briefings, work sessions, and stakeholder meetings	3	42	49	12	12
Ensure that 80 percent of legislative referrals and reviews are processed by staff according to Department schedules.					
Number of legislative referrals completed	131	167	189	140	221
Percentage of legislative referrals completed within the established schedule	89%	85%	66%	80%	100%
Ensure that 95 percent of administrative reviews (e.g., easements, air permits, environmental reviews, etc.) are completed within the established schedule.					
Number of open space and conservation easement reviews	81	60	17	81	81
Percentage of open space and conservation easement reviews completed within the established schedule	100%	100%	100%	100%	100%
Number of other referrals and reviews (e.g., easements, air permits, environmental reviews, etc.) completed	62	68	137	62	62
Percentage of other referrals and reviews completed within the established schedule	100%	100%	100%	100%	100%
Average number of legislative cases per referral planner	69	36	178	43	43



Planning and Zoning: Community Planning

Historic Preservation

What We Do: Many individual historic structures and archaeological sites have been identified in Loudoun County, including approximately 104 historic resources listed on the National Register of Historic Places (NRHP), which include individual properties, historic districts, roads, and battlefields. These structures and sites are considered to be heritage resources and are treated in the same manner as natural resources in the development review process—as existing conditions that must be identified, evaluated, and, if necessary, preserved or mitigated in an acceptable manner.

Staff implements the historic preservation goals and policies established by the 2019 GP, the Heritage Preservation Plan, and Board initiatives. To assess compliance with policies, this activity reviews legislative land use applications, as well as land development applications, which include the County's capital projects. Staff conducts referral reviews when another division, department, or outside agency has received a legislative land development application and requires this activity to review in order to assess compliance with County policies. Staff also reviews administrative applications, which are applications that typically do not require Board action. This activity conducts site visits to determine the presence of historic and heritage resources, and provides archeological expertise for the purpose of documenting and preserving these resources prior to and during land development activities. Staff coordinates with other departments and outside agencies and organizations to ensure the protection, rehabilitation, and preservation of historic and heritage resources. Any Section 106 work completed in the County is reviewed by staff in this activity—Section 106 is part of the National Historic Preservation Act, which requires any federal project or program funded by a federal agency to consider potential effects on historic properties (e.g., historic districts, sites, objects, structures, etc.). Finally, staff develops stewardship plans for County-owned properties of historic importance.

Mandate Information: The Code of Virginia § 15.2-2223 requires local jurisdictions to adopt and maintain a comprehensive plan, which may include the designation of historical areas and policies for their treatment. The Code of Virginia § 15.2-2283 provides that a Zoning Ordinance shall protect against destruction of – or encroachment upon – historic areas; and § 15.2-2306 details the way in which historic resources may be protected. Pursuant to these state code sections, the County has adopted the 2019 GP and Heritage Preservation Plan, created various historic districts administered by the Historic District Review Committee (HDRC), adopted regulations requiring the survey of historic and archaeological features during the land development process, and created the Heritage Commission (HC).

Who Does It: County staff provides this activity, although some functions involve HDRC and HC input and direction.

Why We Do It: The protection and preservation of the County's historic and heritage resources provides a record of the significant role that Loudoun County has played in the history of the region and the nation. These resources contribute to the County's tourism attractions and the rural economy in addition to providing educational enrichment to residents and visitors.

How We Do It Now – Current Service Level: In FY 2020, this activity processed 20 certificates of appropriateness, with more than 99 percent of the certificates processed within the established timeline. In subsequent years, this activity remained steady because staff was able to keep pace with applications. In FY 2023, the number of applications decreased, likely due to cost of materials, supply chain issues, and economic uncertainty. In this current fiscal year, staff:

- Processes approximately 10 certificates of appropriateness.
- Processes 100 percent of certificates of appropriateness in the established timeline.
- Processes approximately 300 referrals and five Section 106 reviews.
- Supports between one and three major Board initiative projects.

How We Plan to Do It in the Future – Recommended Service Level: In the future, this activity will maintain the current service level. However, as more historic resources are identified, it is likely that additional resources will be needed.



Planning and Zoning: Community Planning

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure that 80 percent of legislative applications are processed by staff according to established Department schedules.					
Number of certificates of appropriateness processed	30	28	21	10	10
Percentage of certificates processed within the established schedule	100%	100%	100%	100%	100%
Ensure that 80 percent of referrals and reviews are processed by staff according to established Department schedules.					
Number of referrals completed	481	539	709	300	300
Number of Section 106 reviews completed	0	5	12	5	5
Average number of referrals and Section 106 reviews per staff member	241	539	720	300	300
Percentage of referrals and Section 106 reviews processed within established schedules	99%	99%	97%	100%	100%
Ensure that 80 percent of non-referral and special activities are completed by staff according to established Department schedules.					
Number of active Board-initiated and County Administration-initiated historic preservation special projects	9	6	37	5	5
Number of completed Board-initiated and County Administration-initiated historic preservation special projects	1	3	2	3	3
Percentage of Board-initiated and County Administration-initiated historic preservation special projects completed within the established schedule ¹	n/a	100%	100%	100%	100%
Number of public outreach events and educational trainings provided (includes consultations and realtor trainings)	0	1	11	1	1
Number of stewardship conservation plans completed	0	1	0	1	1

¹ Data shown as n/a indicates a measure that does not have historical data.



Planning and Zoning: Community Planning

Support to Committees

What We Do: This activity provides administrative and professional support to the HDRC and the HC. Tasks include preparing packets, managing meeting agendas and logistics, and maintaining records. Both bodies meet on a monthly basis. Staff supports the HDRC and the HC by providing application review and agenda materials, attending all meetings to convey staff's analysis of proposals, and providing clerical and administrative support.

The HDRC is appointed by the Board to provide its recommendations for maintaining the architectural and historic integrity of Loudoun County's Historic Districts. The HDRC uses the County's Historic District Guidelines as the basis for review of proposed projects to determine whether these changes meet the criteria for issuing Certificates of Appropriateness (CAPPs). The Historic District Guidelines are an adopted part of the County's Zoning Ordinance and relate only to the exterior appearance and the siting of structures on a property.

The HC is appointed by the Board to provide its expertise and range of public- and private-sector experience related to historic preservation, archaeology, conservation, heritage tourism, and other areas of knowledge. The HC is tasked to act as an advisory body to make recommendations related to implementing the County's Heritage Preservation Plan, to develop management plans for County-owned resources, and to expand community awareness of historic resources.

Mandate Information: The Code of Virginia § 15.2-2306 (and as prescribed in Section 6-300 et seq., Section 6-1800 et seq., and Section 6-1900 et seq. of the Revised 1993 Loudoun County Zoning Ordinance) allows for the establishment of the HDRC. The HC is established pursuant to §§ 15.2-1411 and 15.2-2306 of the Code of Virginia. The HC is not mandated but was appointed by the Board to administer the Board-adopted Heritage Preservation Plan.

Who Does It: County staff provides this service.

Why We Do It: Staff support to the HDRC and the HC allows both bodies to ensure preservation of the unique historic character of the County and that historic and environmental resources will remain for the enrichment of the public. The HDRC ensures that new construction, renovations, and restorations comply with the County's Historic District Guidelines, thus preserving the unique historic character of Loudoun County. The HC supports and encourages the identification, documentation, preservation, and celebration of the heritage resources of Loudoun County. The HC provides advice to the Board, the Planning Commission, the County Administrator, and other County organizations regarding the preservation of heritage and environmental resources, thus ensuring that these resources will remain for the enrichment of the public.

How We Do It Now – Current Service Level: In FY 2020, service level included provision of approximately four staff reports to the HDRC, which increased in subsequent years to approximately 15 due to an increased attention to home projects during the pandemic. In addition, the HC activity level increased in FY 2022 from approximately 15 meeting packets for the HC annually due to an increase in staff. Current service level also includes providing staff support at ten HDRC meetings and 25 HC meetings each year.

How We Plan to Do It in the Future – Recommended Service Level: In the future, this activity will:

- Produce approximately 15 packets annually for the HDRC.
- Attend approximately ten HDRC meetings.
- Produce approximately 20 packets annually for the HC.
- Attend approximately 20 HC meetings.



Planning and Zoning: Community Planning

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Support the HDRC review by providing comprehensive evaluations and recommendations, responding to HDRC inquiries, complying with records and notice requirements, and providing administrative and subject matter support.					
Number of staff/CAPP reports prepared	23	19	14	20	20
Number of packets (including supplemental) prepared	14	16	30	15	15
Number of meetings	6	10	7	10	10
Ensure that the HC has the appropriate administrative and subject matter support to implement the Heritage Preservation Plan and complete other mandates and Board initiatives.					
Number of packets (including supplemental) prepared (agenda only)	2	32	65	25	25
Number of meetings	2	32	22	25	25



Planning and Zoning: Planning and Zoning Customer Service Center

Customer Service Center

What We Do: The Customer Service Center activity provides customer service to both external and internal customers and serves as the customer's initial point of contact, responding to Planning and Zoning inquiries received by telephone, in-person, email, and Loudoun Express Request (LEx); or through the Economic Development Department (EDD) and the cross-departmental Business Assistance Team. This activity's focus is to assist customers before a project manager or planner has been assigned to process an application or request and to assist customers in navigating County land use and zoning processes. Staff responds to customers who have questions about land use, zoning, legislative applications, department processes, or application fees. For legislative applications, staff reviews submittals to ensure that the applicant has provided the necessary application components. Staff schedules and facilitates pre-application conferences and helps customers with submitting applications that meet all submission requirements. Requests for expedited services from the County Administrator's Office and the EDD are overseen in this activity. Staff provides the public with educational information regarding department activities and programs (e.g., how to engage in the legislative process). Staff also provides land use and pipeline data and forecasting services, Geographic Information System (GIS) services including developing and maintaining data layers, and graphic/mapping needs as requested from the public, Planning and Zoning staff, and multiple County departments. This activity processes requests for special exception period of validity extensions, legislative application checklist waivers, and public hearing waivers. Finally, staff maintains the Department's webpage content and online application submission portal.

Mandate Information: This activity is not mandated.

Who Does It: County staff provides this service.

Why We Do it: This activity supports and coordinates with all the other sections within the Department of Planning and Zoning. Staff serves as ombudsmen and walks customers through various planning and zoning processes. This activity eliminates the need for a "planner on-call" and frees up planners and project managers to more effectively complete appropriate work. All Customer Service Center staff members are cross-trained to ensure that there are no delays in response time or service. Staff also produces a variety of growth-related statistics, maps, and analyses that assist the Board and the Planning Commission in evaluating Zoning Ordinance amendments, the 2019 GP and small-area plan updates, and legislative applications.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was responding to approximately 13,000 Planning and Zoning inquiries, with approximately 95 percent of those inquiries responded to within 24 hours. In subsequent years, this service was degraded because of changes in the number and method of inquiries during the pandemic. In this fiscal year with current resources, this activity will respond to approximately 8,000 inquiries, with approximately 90 percent of those inquiries responded to within 24 hours. Due to the pandemic, staff assisted approximately 16 customers at the front desk in FY 2021 and 369 in FY 2022, and completed more than 240 inquiries received through LEx. In total, 8,715 inquiries were responded to in 2022. Staff continued to serve walk-in customers on the second floor, establishing a community development one-stop-shop. For the first quarter of 2023, staff assisted 113 walk-ins, more than any quarter in 2022. Walk-in traffic is increasing as staff maintains service levels. Staff responded to 229 map and data requests in the first quarter of 2023 (which was more than any quarter in 2022), 95 percent of which were completed within the target of 15 days. Staff responds to 100 percent of legislative applications that are submitted for completeness review within 15 days, receiving approximately 250 submittals annually. Staff processes 100 percent of pre-application conference requests within the targeted timeframe. There was an above-average number of application submittals in FY 2022. Current service level includes responding to 100 percent of various waiver requests within 90 business days, with staff receiving approximately 45 waiver requests annually.

How We Plan to Do It in the Future – Recommended Service Level: In the future, this activity will assist 400 customers at the front desk and 400 through LEx to respond to 90 percent of inquiries within 24 hours. As the County's population growth



Planning and Zoning: Planning and Zoning Customer Service Center

stabilizes, this activity will remain stable as will demand for services because the Department will keep pace with customer inquiries. Staff will continue to track the amount of customer inquiries at the front desk and through LEx.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Respond to 90 percent of customer inquiries within 24 hours (business days only).					
Number of front counter customer assistance requests (walk-ins)	16	369	494	400	500
Combined number of telephone, email, and other department inquiries	9,450	8,715	7,633	8,000	8,000
Number of LEx customer inquiries completed	353	241	217	400	400
Percentage of customer inquiries responded to within 24 hours (total of the above, including counter, phone, email, and LEx)	95%	95%	71%	95%	95%
Complete 95 percent of map and data requests within 15 business days.					
Number of map and data requests fulfilled	536	247	542	500	500
Percentage of map and data requests fulfilled within 15 business days	98%	79%	90%	85%	85%
Schedule 90 percent of pre-application conferences within ten days of receiving the schedule request.					
Number of pre-application conferences processed	101	98	99	110	110
Percentage of pre-application conferences processed within ten days	100%	100%	100%	100%	100%
Receive legislative applications and review for completeness, responding with official acceptance or rejection within 15 days at least 90 percent of the time.					
Number of legislative applications received and reviewed for completeness	143	252	99	180	180
Percentage of legislative applications responded to with acceptance or rejection within 15 days	100%	100%	100%	100%	100%
Process requests for fee waivers, checklist waivers, public hearing waivers, and period of validity extensions within 90 days of receipt at least 85 percent of the time.					
Number of fee waivers, checklist waivers, public hearing waivers, and period of validity extension requests processed	25	60	54	45	45
Percentage of requests processed within 90 days of receipt	100%	100%	100%	100%	100%
Distribute 90 percent of referral requests within three days of official acceptance.					
Number of referrals sent at acceptance (number of individual referral agents on each first referral cover sheet)	792	1,015	1,073	900	900
Percentage of referrals distributed within three days of application acceptance	100%	100%	100%	100%	100%



Planning and Zoning: Zoning Administration

Zoning Administration

What We Do: Zoning Administration activities ensure that County zoning regulations are maintained and updated to effectively implement land development policies and address community concerns and objectives. These activities involve administering and interpreting the County's multiple zoning ordinances; managing Zoning Ordinance Amendments (ZOAMs) to include preparing and presenting draft language through the public processes of the Planning Commission and the Board; serving as a referral agent on legislative and administrative land development applications to ensure conformance with Zoning Ordinance regulations, proffers, and conditions; reviewing draft proffers and conditions to ensure that they are relevant, enforceable, and effective; updating and maintaining the zoning map; researching and preparing zoning verifications, interpretations, and determinations; responding to requests for administrative waivers and modifications; and responding to inquiries from other County agencies and the public. In addition, the Zoning Administration activities include providing staff support to the Board-appointed Zoning Ordinance Committee (ZOC) by acting as staff liaison, presenting draft ZOAMs, and participating in the development of the Zoning Ordinance Work Plan and the Court-appointed quasi-judicial Board of Zoning Appeals (BZA) by processing and presenting applications for variances, appeals, and errors in building location, as mandated by the Code of Virginia. Furthermore, Zoning Administration activities support the County Attorney's Office with litigation involving orders, determinations, and decisions of the zoning administrator.

Mandate Information: Per the Code of Virginia §§ 15.2-2250 through 2316, any jurisdiction that adopts a zoning ordinance must have a zoning administrator. Loudoun County has adopted a Zoning Ordinance to implement the policies of the 2019 GP, to protect the health, safety, and welfare of the public, and for the other purposes of zoning as set forth in the Code of Virginia.

Who Does It: County staff provides these activities, while staff from various departments sometimes must assist with the implementation of proffers and the Zoning Ordinance.

Why We Do It: Administering and implementing the County's Zoning Ordinance significantly contributes to the protection of property values and to a high quality of life for those that live, work, and play in Loudoun County. The Zoning Ordinance is intended to ensure that land development is accomplished in a manner that protects environmentally-sensitive land; provides adequate infrastructure; produces high-quality and long-lasting buildings and sites; and protects the health, safety, and welfare of the public. The implementation of proffers significantly addresses the impacts of new growth on existing residents. The time and resources invested in this activity create significant value for the community by ensuring that the Zoning Ordinance and proffers are properly implemented.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was responding to approximately 200 requests for correspondence concerning the administration of the Zoning Ordinance, while responding to approximately 60 percent of those requests within 30 days. In this fiscal year with current resources, this activity will respond to 200 requests for Zoning Ordinance correspondence, with approximately 70 percent of those requests responded to within 30 days. Current service level is 69 percent of such requests responded to within 30 days of receipt, with 99 percent of requests completed within 90 days of receipt. Staff completes approximately 30 zoning determinations and 140 zoning verifications annually. Current service level includes completing approximately 120 legislative case referrals, with 70 percent completed on time. Current service level includes completing approximately 420 administrative referrals, with 60 percent completed on time.

How We Plan to Do It in the Future – Recommended Service Level: Zoning Administration activities are anticipated to remain consistent, and likely will increase in some areas and decrease in others. As land becomes built out and less land is available for large rezoning applications, there will likely be a decrease in the number of legislative rezoning applications coupled with an increase in the number of redevelopment applications as well as requests for advisory opinions, zoning determinations, and administrative waivers. The increase in administrative waivers is anticipated due to the proposed changes to the Zoning Ordinance to allow for more requirements that can be administratively waived.



Planning and Zoning: Zoning Administration

Moving forward, the anticipated annual Zoning Administration service level is to:

- Respond to 80 percent of approximately 220 zoning correspondence requests within 90 days.
- Respond to 95 percent of approximately 120 zoning verification requests within 90 days.
- Respond to 80 percent of approximately 30 administrative waiver requests within 90 days.
- Respond to 70 percent of approximately 120 legislative applications within 30 days.
- Respond to 70 percent of approximately 400 administrative applications within timelines.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Respond to requests for correspondence concerning administration of the Zoning Ordinance (including determinations, verifications, and administrative waivers and modifications) within 30 days at least 80 percent of the time.					
Number of zoning correspondence and administrative waiver requests completed (excluding proffer determinations)	163	186	181	200	200
Number of zoning determinations completed	28	35	29	100	100
Number of zoning verifications completed	128	145	141	100	100
Number of waiver requests completed	7	6	11	10	10
Percentage responded to within 30 days	30%	27%	17%	69%	69%
Percentage responded to within 90 days	96%	91%	85%	99%	99%
Number of FastTrack meetings with EDD	11	20	31	20	20
Number of pre-submission meetings (site planning meetings)	48	69	56	40	40
Number of external informal information requests (meetings and emails)	194	170	264	200	200
Number of informational briefings (Board)	17	16	34	20	20
Total number of legislative referrals received (bundled cases)	149	189	182	175	175
Number of legislative referrals completed (bundled cases)	132	102	135	120	120
Percentage of legislative referrals completed on time	71%	54%	45%	72%	72%
Total number of administrative referrals received	485	433	498	375	375
Number of administrative referrals completed	410	249	373	420	420
Percentage of administrative referrals completed on time	66%	58%	50%	67%	67%
Manage the formulation of ZOAMs in accordance with the Board's priorities.					
Number of ZOC and subcommittee meetings attended	14	24	10	12	12
Number of Rural Economic Development Council meetings	0	1	0	1	1
Number of active ZOAMs	12	6	5	6	6



Planning and Zoning: Zoning Administration

Proffer Management

What We Do: The Proffer Management activity ensures that the proffers approved by the County as part of legislative rezonings and concept plan amendments are implemented on time and accurately. Proffers are intended to implement land development policies and address community concerns and objectives. This activity involves legal interpretations of proffers for the development community, the public, and County staff. Additionally, this activity issues determinations of proffers that serve as legal findings that affect land development activities, and processes as well as manages appeals of such determinations to the Board.

Staff serves as a referral agent on administrative and legislative land development applications to ensure that proffers are being met and to review proposed draft proffers and special exception conditions to ensure that they are effective and enforceable. Proffer Management staff also manages certain processes to ensure fulfillment of proffers, including sending applications on referral to other County agencies and coordinating bond release requests and final occupancy inspections. Additional core responsibilities of the Proffer Management team include tracking and verifying timely payment of proffered cash contributions, verifying proper dedication of land and/or construction of improvements for capital facilities, entering information into County database systems for tracking, and coordinating proffer fulfillment with various County agencies (such as permitting, transportation and capital infrastructure construction, and budget preparation). All activities must conform to the Code of Virginia requirements.

Mandate Information: Rezoning land where the governing body accepts proffers by the owner is referred to in the Code of Virginia § 15.2-2296 as “conditional zoning.” Conditional zoning means the allowing of reasonable conditions (proffers) governing the use of property, where the conditions are in addition to, or the modification of, the regulations provided for a particular zoning district (Virginia Code § 15.2-2201). Conditional zoning was enabled to address the inadequacy of traditional zoning methods and procedures when competing and incompatible land uses conflict (Virginia Code § 15.2-2296).

Who Does It: County staff in the Proffer Management activity provides this service. Staff from various County departments assists with the implementation of proffers and coordinates the activity with Proffer Management staff.

Why We Do It: Administering and implementing the County’s proffers significantly contributes to protecting property values and ensuring that development protects environmentally-sensitive land; provides adequate infrastructure; produces high-quality and long-lasting buildings and sites; and protects the health, safety, and welfare of residents. For the FY 2019-FY 2024 Amended Capital Improvement Program, cash proffers were valued at \$54 million for the six-year period. The implementation of proffers significantly addresses the impact of new growth on existing residents. The time and resources invested in this activity create significant value for the community by allowing the development industry to offset the impacts generated from development activities.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was responding to 70 percent of proffer determinations within 60 days and 86 percent within 90 days. Current service level includes responding to nearly 70 percent of requests for proffer determinations within 60 days, which is consistent with the 80 percent completion goal; and just over 90 percent within 90 days, which is slightly shy of the 100 percent completion goal. In addition, staff completed 107 determinations in 2022, up from 50 the previous year and at an average of 79 per year. Current service level includes review of approximately 135 draft proffer/condition reviews, with nearly 60 percent completed within the specified review time; 125 administrative application reviews, with nearly 40 percent completed within the specified review time; 25 performance agreement reviews, with more than 80 percent completed within 14 days; and approximately 130 bond release reviews, with 60 percent completed within 90 days. Staff entered proffers/conditions into the land management information system, LMIS, for 90 percent of the 100 legislative cases received for entry, including 959 individual proffers and development conditions. In FY 2022, 231 proffer fulfillment cases were managed, a significant increase from 28 cases in FY 2021. Current service level also includes responding to just over 200 informal information requests annually.



Planning and Zoning: Zoning Administration

How We Plan to Do It in the Future – Recommended Service Level: In the future, Proffer Administration anticipates that the demand for proffer determinations will remain the same, considering the timeframe it takes for large developments to subject to rezoning and proffers to build out. Response rates will continue to remain steady, with 70 percent responded to within 60 days and 80 percent responded to within 90 days.

Staff anticipates service demand to be steady since the Proffer Administration activity is keeping pace with the number of completed legislative referrals. Moving forward, the anticipated annual service level is to:

- Complete 135 draft proffer and/or condition reviews, with 60 percent completed within the established timeline.
- Complete 125 administrative application reviews, with 40 percent completed within the established timeline.
- Review 25 Proffer Performance Agreements, with 80 percent completed within the established timeline.
- Complete 128 bond release reviews, with 60 percent completed within the established timeline.

The number of applications is not generated by staff but rather is in response to the market. As the County's population growth stabilizes over time, the Proffer Management activity anticipates the number of administrative application reviews to decrease slightly.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Respond to 80 percent of requests for proffer determinations within 60 days, and 100 percent within 90 days.¹					
Number of proffer determinations completed	50	107	112	120	120
Percentage responded to within 60 days	66%	77%	21%	70%	70%
Percentage responded to within 90 days	79%	92%	25%	80%	80%
Support proffer administration activities, including completing 80 percent of reviews of draft proffers and administrative applications within specified timeframes (within 30 days or 45 days, respectively), completing compliance review of performance bonds prior to establishment within 14 days and bond release within 90 days, and entering proffer and special exception conditions into the land management information system within 60 days.					
Number of draft proffer/condition reviews	135	99	142	135	135
Percentage completed within 30 days	63%	77%	55%	60%	60%
Number of administrative application reviews	39	47	121	125	125
Percentage completed within 45 days	39%	68%	65%	40%	40%
Number of Proffer Performance Agreements reviewed	29	27	30	25	25
Percentage completed within 14 days	86%	81%	90%	80%	80%
Number of bond release reviews	95	101	115	128	128
Percentage completed within 90 days	68%	25%	53%	60%	60%
Number of legislative cases received for LMIS/LandMARC entry	42	100	84	120	120
Percentage input into LMIS/LandMARC within 60 days	100%	90%	79%	50%	50%
Number of proffer and special exception conditions input into LMIS	647	959	1,179	1,600	1,600

¹ The drop off in timely responses to request for proffer determinations was primarily due to insufficient staffing during most of FY 2023. The activity did not have a full-time Program Manager, which resulted in some proffer determinations being deferred.

**Planning and Zoning: Zoning Administration**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Number of responses to informal information requests ¹	329	206	445	300	300
Number of proffer fulfillment review cases managed (referrals)	28	231	109	200	200

¹ The Department anticipates a decrease in informal information requests with implementation of a new land management information system that will provide more information to the public.



Planning and Zoning: Zoning Administration

Support to the Board of Zoning Appeals (BZA)

What We Do: The Board of Zoning Appeals (BZA) is a quasi-judicial body appointed by the Court and is necessary to ensure the appropriate and legal administration of the County's zoning regulations. The BZA reviews, evaluates, and makes decisions on requests for variances of certain zoning requirements and on special exceptions applications. In addition, the BZA hears appeal applications regarding determinations and decisions of the zoning administrator and Notices of Violations issued for non-compliance with applicable zoning requirements. In deciding appeal applications, the BZA can support fully or in-part, or can reverse the decisions of the zoning administrator. This activity is supported by staff in Zoning Administration and Zoning Enforcement who prepare staff reports, coordinate with other appropriate staff and applicants, schedule meetings, provide agendas, and attend the BZA public meetings to present applications and answer questions.

Mandate Information: Because the County has a Zoning Ordinance, it is required to have a body to ensure the appropriate and legal administration of these regulations. The Code of Virginia § 15.2-2221 establishes the duties of the BZA, including maintaining a public record of BZA actions.

Who Does It: County staff provides this service.

Why We Do It: Staff in this activity provides support so that the BZA may provide an opportunity for property owners and the development community to appeal zoning decisions made by the County's zoning administrator. This staff support allows the BZA to provide for accountability of staff so that ordinances are legally and fairly administered. In addition, staff supports the BZA with property owner requests for variances of certain zoning requirements to address undue hardships caused by Zoning Ordinance requirements.

How We Do It Now – Current Service Level: Current service level includes meeting 95 percent of state and County code timeline requirements for BZA action. Staff completes approximately 12 appeals and five variances, and attends between four and eight BZA meetings annually.

How We Plan to Do It in the Future – Recommended Service Level: It is anticipated that future service levels could possibly be reduced slightly for variance applications and increase slightly for appeal applications. A reduction in variance applications may result from a proposed change in the Zoning Ordinance that would allow the zoning administrator to grant administrative reductions for up to 20 percent of the required yard/setback, which is an increase above the current 10 percent limit. An increase in appeals may result from the adoption of the new Zoning Ordinance creating challenges regarding interpretation of the new regulations and vesting determinations. It is anticipated that staff will process approximately 12 appeals and four variances annually, with 95 percent completed on time; and staff will attend approximately eight BZA meetings annually.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure that 90 percent of applications for quasi-judicial actions, such as variances and appeals, are reviewed by staff and processed through the BZA in compliance with County and state code timeline requirements.					
Number of pre-variance applications meetings	9	3	6	5	5
Number of variance applications completed	3	7	2	5	5
Number of appeals completed (including proffer appeals)	2	1	12	12	12
Number of special exceptions for error in building location completed	1	0	6	2	2
Number of BZA meetings/public hearings	4	6	6	8	8
Percentage completed within the established timeline	95%	100%	89%	95%	95%



Planning and Zoning: Zoning Enforcement

Zoning Enforcement

What We Do: The Zoning Enforcement activity ensures that the Zoning Ordinance is effectively, consistently, and fairly enforced. Staff enforces the standards of the Loudoun County Zoning Ordinance and Chapter 3 (Exterior) and Chapter 4 (Residential occupancy requirements) of the Virginia Maintenance Code. This activity responds to and investigates zoning and maintenance code complaints from property owners, including abandoned/deteriorating homes (blight) and nuisance vehicles. Staff also conducts residential and commercial occupancy inspections prior to the issuance of occupancy permits, reviews of special exception and proffered conditions for compliance, assists VDOT with removal of illegal signs in the right-of-way, and conducts proactive enforcement efforts as directed by the Board. Enforcement inspectors work with residents to encourage voluntary compliance with the Zoning Ordinance and to prevent violations and fines through education and proactive enforcement. Staff also enforces Chapters 3 and 4 of the Virginia Maintenance Code within the Town of Leesburg through a memorandum of understanding. The administration and enforcement of the County's Solid Waste Ordinances have also been designated to this activity. The services provided by this activity are core responsibilities as they pertain to regulatory activities and public safety. Staff serves as agents of the zoning administrator and makes determinations in the performance of their duties.

Mandate Information: The 1972, 1993, and Revised 1993 Loudoun County Zoning Ordinances provide for the Zoning Enforcement activity to take place and guide enforcement activity. In addition to enforcing provisions of the Zoning Ordinance, the Zoning Enforcement activity administers and enforces Loudoun County Codified Ordinances regarding blight, solid waste, tall grass, and snow removal, as well as portions of the Virginia Maintenance Code (Part III of Virginia's Uniform Statewide Building Code, USBC).

Who Does It: County staff provides this service.

Why We Do It: This activity has a direct, positive impact on health, safety, and quality-of-life issues as well as an overall impact on blight conditions, which could devalue property values in existing neighborhoods. Staff meets state- and County-imposed timelines in response to zoning and property maintenance complaints and delivers proactive enforcement initiatives enacted by the Board. This activity implements County objectives of being responsive to citizens and addressing quality-of-life issues for the community. Without the effective enforcement of land development regulations, the County would not be able to effectively protect property values and implement community land use objectives. The enforcement of the Zoning Ordinance helps maintain a high quality of life for residents.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was responding to approximately 750 complaints, with approximately 98 percent of initial inspections completed within 48 business hours of receipt. In subsequent years, this service held steady because Zoning Enforcement was able to keep pace with the number of complaints. In this fiscal year with current resources, this activity will inspect approximately 800 complaints, with 95 percent inspected within 48 business hours of receipt. At the current service level, inspectors respond to 775 complaints, find 700 violations, and cite 450 zoning violations annually. In FY 2021 and FY 2022, there were approximately 85 cases of voluntary compliance annually and no public outreach sessions. In FY 2022, there was an above-average number of VDOT right-of-way signs removed; and staff completed nearly 450 solid waste hauler permit renewals. Based on Board direction, staff currently conducts sign pick-ups once each week in areas where complaints have been received or in areas known for heavy saturation.

How We Plan to Do It in the Future – Recommended Service Level: As the population growth stabilizes, Zoning Enforcement anticipates that the demand for services will remain consistent or exceed current service level. As established communities continue to age, staff anticipates that there will be an increase in complaints related to the exterior maintenance of existing properties. Staff will continue to monitor and track the number of complaints received, will be better prepared, and will continue to respond to complaints within the established timeframe of 48 hours. Additionally, the number of complaints may be directly tied to any future Board initiatives assigned to Zoning Enforcement that are related to keeping Loudoun County communities safe and in the best interest of public health, safety, and welfare.



Planning and Zoning: Zoning Enforcement

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Facilitate community involvement in understanding and resolving issues that may impact quality of life and overall appearance of neighborhoods.					
Number of public outreach/education sessions conducted (e.g., civic associations, professional organizations, town hall meetings, etc.)	0	0	3	4	4
Number of voluntary compliance cases	73	118	191	120	120
Respond to and resolve complaints received for issues related to alleged violations of the Zoning Ordinance, Property Maintenance Code, and Loudoun County Codified Ordinances filed by members of the public, Board members, and internal and external partner agencies within 48 hours of receipt of the complaint.					
Number of complaints received (includes LEx and internal and external agency referrals)	799	772	783	800	800
Number of initial inspections conducted within 48 business hours of receipt	791	764	775	760	760
Number of violations found	723	690	664	700	720
Number of Zoning Ordinance/Property Maintenance violations cited	468	447	362	450	475
Percentage of initial inspections conducted within 48 business hours of receipt	99%	98%	99%	95%	95%
Ensure that new residential and commercial projects are developed in accordance with approved legislative applications and plans, and that requests for occupancy inspections are conducted and processed within 48 business hours of receipt.					
Percentage of requests for occupancy inspections conducted within 48 business hours of receipt	100%	100%	100%	100%	100%
Percentage of requests for occupancy inspections failed on initial inspection	37%	20%	16%	20%	20%
Assist VDOT in keeping right-of-way free from illegal signs.					
Number of signs removed from VDOT right-of-way	273	1,520	1,384	700	700
Administer and manage solid waste facilities and haulers in accordance with provisions of Loudoun County Codified Ordinances.					
Number of permit renewals – haulers	468	629	422	600	600
Number of permit renewals – facilities	2	4	1	4	4



Planning and Zoning: Administration

Administration

What We Do: This activity supports the efforts of all other Planning and Zoning programs and activities by providing leadership and overall direction to the Department, implementing County policies and procedures, developing and implementing the Department's budget, conducting recruitment efforts, and handling other important department-wide matters. This activity works directly with the County Administrator and Board members to carry out their objectives. This activity coordinates responses to FOIA requests related to development applications and Planning Commission activities. Additionally, it supports the County Attorney with litigation related to development applications.

Mandate Information: This activity supports County adherence to Virginia Code §§ 15.2-1242, 2.2-3700, and 42.1-76 (FOIA).

Who Does It: County staff provides this service.

Why We Do It: This activity is critical to the success of the Department by implementing policies, procedures, and direction provided by the County Administrator and the Board. This activity sets forth the expectations for staff and how the Department can meet those expectations in the most efficient and effective ways.

How We Do It Now – Current Service Level: In 2020 with current resources, the Administration activity responded to approximately 260 FOIA requests and processed 21 authorizations to recruit (ATRs) and 50 employee actions (EAs). In subsequent years, this service held steady because staff was able to keep pace with the number of FOIA requests and the amount of ATRs and EAs that needed to be processed. In this fiscal year with current resources, this activity will respond to approximately 225 FOIA requests and process approximately 25 ATRs and 50 EAs.

How We Plan to Do It in the Future – Recommended Service Level: For this activity, the recommended service level is the same as current service level.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Manage budget, human resources, procurement, and payroll functions for the Department. Coordinate responses to FOIA requests within the established timeframe. Ensure that the Department is in compliance with several regulations including the Fair Labor Standards Act, the Family and Medical Leave Act, the Equal Employment Opportunity Commission, and FOIA.					
Number of FOIA requests	225	240	409	225	225
Number of ATRs processed	29	19	49	25	25
Number of EAs processed	78	30	79	50	50
Number of night meetings	2	9	6	6	6
Number of staff reports compiled and prepared for meetings	88	178	195	125	125
Number of transactions on Purchasing Cards	296	443	553	350	350



Transportation and Capital Infrastructure

The Department of Transportation and Capital Infrastructure (DTCI) manages facility planning; assists with the preparation of the capital budget; and completes the planning, design, and construction of capital projects for the County through the Capital Improvement Program (CIP). DTCI is also responsible for long-range transportation planning, traffic engineering, real estate planning and acquisition, and utility relocation. Staff in DTCI serves as technical advisors to the Board of Supervisors (Board) on matters relating to transportation, facility development, regional funding, land acquisition, project scheduling, and cost estimating.

Department Programs

Design and Construction

Collaborates with the Office of Management and Budget (OMB) to develop the CIP budget, schedules, and scope. Oversees the financial management of capital project accounts with multiple funding sources, and prepares and monitors DTCI's operating budget. Manages the planning, design, utility relocation, and construction of capital transportation and facilities projects while ensuring compliance with applicable federal, state, and local laws, standards, and specifications. Administers land acquisition for public infrastructure projects and provides quality control and delivery of projects on schedule and within budget.

Activities

- Transportation Design
- Transportation Construction
- Facilities Design
- Facilities Construction
- Project Utility Relocation
- Capital Project Coordination, Funding, and Policy

Real Estate Planning and Acquisition

Responsible for the land acquisition associated with capital projects as well as the management of existing real estate assets. Identifies a long-range plan for land acquisition and disposal. Plans for land needs associated with future CIP facilities projects. Coordinates with other DTCI program staff to identify opportunities associated with land development applications.

- Real Estate Planning and Acquisition

Space Planning, Policy, Design, and Renovation

The Space Planning, Policy, Design, and Renovation (SPDR) Division takes a comprehensive and systematic approach to the space planning, policy, design, and renovation of County-owned and leased facilities. SPDR focuses on using space efficiently to meet the functional customer service and equity standards, including ensuring that older facilities are updated to the newest standards. SPDR manages and executes the County's space-planning

- Space Planning, Policy, Design, and Renovation (SPDR)



Transportation and Capital Infrastructure (DTCI)

strategy including incorporating countywide enhancements. Project-specific responsibilities on renovation projects include programming, planning, architecture, interior design, construction management, project scheduling, and estimating.

Transportation Planning and Traffic Engineering

Develops, manages revisions to, and ensures compliance with the Countywide Transportation Plan, acting as a referral agency in the community development process. Performs traffic and transportation modeling, safety and operational studies, and special transportation-related studies and evaluations. Performs traffic and highway engineering services to address community traffic and parking complaints. Manages the Residential Permit Parking Program. Coordinates transportation planning and funding with regional partners and funding organizations. Monitors and develops grant funding applications for transportation projects and programs. Supports OMB on matters related to capital facility standards and capital intensity factors.

- Transportation Program Management
- Transportation Planning
- Traffic Engineering
- Regional Coordination

Financial Information

FY 2024 Adopted Information¹

	Expenditures	Revenue	LTF	FTE
Design and Construction ²	\$629,610	\$0	\$629,610	0.00
Space Planning, Policy, Design, and Renovation	2,741,924	0	2,741,924	10.00
Transportation Planning and Traffic Engineering	7,503,151	2,660,865	4,842,286	26.00
Total	\$10,874,685	\$2,660,865	\$8,213,820	36.00

FY 2024 Adopted Information – Capital Projects Fund^{3,4}

	Expenditures	Revenue	LTF	FTE
Capital Design and Construction	\$8,584,133	\$8,584,133	\$0	55.00
Space Planning, Policy, Design, and Renovation	418,419	418,419	0	4.00
Total	\$9,002,552	\$9,002,552	\$0	59.00

¹ Sums may not equal due to rounding.

² Real Estate Planning and Acquisition is currently budgeted within this department program.

³ Sums may not equal due to rounding.

⁴ Financing procedures and sources for the Capital Projects Fund can be referenced in the County's CIP.



DTCI: Design and Construction

Transportation Design

What We Do: The Transportation Design activity provides project design and contract administration for transportation projects in the County's CIP as well as other County-related transportation projects. This activity includes procurement of consulting services; quality assurance throughout the project development process; contract management and compliance; coordination of utility service and relocation; coordination with County departments and state and federal agencies; and compliance with County, state, and federal codes, laws, and regulations.

Transportation Design staff ensures that projects are designed in a safe, functional, cost-effective, context-sensitive, and environmentally-sustainable manner. Staff also coordinates with the Department of Building and Development, the Department of Planning and Zoning, the Virginia Department of Transportation (VDOT), and other agencies to obtain plan approvals and permitting to expedite projects. Staff composes Requests for Proposals (RFPs) to obtain consulting services and material for facilities in coordination with the Department of Finance and Procurement. This activity also ensures that projects are completed within budget and on schedule.

Mandate Information: This activity is not mandated, but it is provided to support and implement the Board's Adopted CIP.

Who Does It: County staff provides this service, supplemented by VDOT and project management consultants as needed.

Why We Do It: Transportation Design staff provides a very important service to the County and community, ensuring that County funds are properly implemented during the design process. Staff ensures that the County is in compliance with County, state, and federal standards and regulations; that projects are adequately documented; that the CIP is implemented; that the County is represented by staff at public meetings; and that the County has a direct link to address community concerns.

How We Do It Now – Current Service Level: At the inception of this activity's implementation of evolved performance measures, Transportation Design maintains a service level of 80 percent of capital design projects on schedule, requiring an average of nine projects per design manager.

How We Plan to Do It in the Future – Recommended Service Level: In the future, it is recommended to maintain a service level of at least 80 percent of capital design projects on schedule, with no more than seven projects per design manager, in order to ensure compliance with all standards and regulations. Based on the FY 2023 – FY 2028 Capital Improvement Program, the number of active transportation design projects will decrease after FY 2025, allowing the number of projects per design manager to approach seven.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Deliver approved capital projects in accordance with established CIP schedules.¹					
Number of active transportation projects under design	n/a	n/a	92	102	86
Percentage of active Transportation Design projects on schedule	n/a	n/a	75%	80%	80%
Average number of projects per design manager	n/a	n/a	7.8	9.0	8.7
Number of completed Transportation Design projects	n/a	n/a	12	34	23

¹ Data shown as n/a indicates a measure that does not have historical data.



DTCI: Design and Construction

Transportation Construction

What We Do: The Transportation Construction activity provides construction management and contract administration for transportation projects. Staff ensures that projects are built in a safe, functional, cost-effective, and environmentally-sustainable manner, focusing on budget, schedule, and quality management. This activity provides quality assurance throughout the project, as well as contract management and compliance, and monitoring of construction schedules and budget. Staff coordinates utility service and relocation, field inspection and documentation of construction activities, and third-party inspections and testing. This activity ensures compliance with County, state, and federal codes, laws, and regulations. Staff also performs project close out including street acceptance by VDOT. Staff composes Invitations for Bid (IFBs) to obtain construction services in coordination with the Department of Finance and Procurement. Staff also coordinates with the Department of Building and Development, the Department of Planning and Zoning, VDOT, and other agencies to obtain permits, manage financial and project documentation requirements, and close out projects after delivery.

Mandate Information: This activity is not mandated, but it is provided to support and implement the Board's Adopted CIP.

Who Does It: County staff provides this service, supplemented by consultants on an as-needed basis to provide construction engineering and inspection services (such as third-party inspection services, geotechnical analysis and materials testing, and construction administration services). These supplemental services amount to approximately 15 to 20 percent of the CIP projects' needs.

Why We Do It: Transportation Construction staff provides a very important service to the County and community, ensuring that County funds are properly managed during the construction process, and assuring quality in the delivery of projects. Transportation Construction staff ensures that the County is in compliance with County, state, and federal standards and regulations; that construction projects are adequately documented on construction sites daily; and that the CIP is implemented.

How We Do It Now – Current Service Level: At the inception of this activity's implementation of evolved performance measures, Transportation Construction maintains a service level of approximately 100 percent of capital construction projects on schedule, requiring an average of three projects per construction manager.

How We Plan to Do It in the Future – Recommended Service Level: In the future, it is recommended to maintain at least 85 percent of capital construction projects on schedule, with no more than three projects per construction manager, in order to ensure compliance with all standards and regulations.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain 85 percent of construction projects on schedule.¹					
Number of active transportation projects under construction	n/a	n/a	14	17	18
Percentage of active Transportation Construction projects on schedule	n/a	n/a	96%	100%	90%
Average number of projects per construction manager	n/a	n/a	2.8	3.0	3.0
Number of completed capital Transportation Construction projects	n/a	n/a	14	5	5

¹ Data shown as n/a indicates a measure that does not have historical data.



DTCI: Design and Construction

Facilities Design

What We Do: The Facilities Design activity provides project design and contract administration for General Government; Health and Welfare; Parks, Recreation, and Culture; and Public Safety projects in the CIP as well as other County-related projects. This activity includes procurement of consulting services; quality assurance throughout the project development process; contract management and compliance; coordination of utility service and relocation; coordination with County departments and state and federal agencies; and compliance with County, state, and federal codes, laws, and regulations.

Facilities Design staff ensures that facilities are designed in a safe, functional, cost-effective, and environmentally-sustainable manner. Staff works with County departments and end users to ensure that the design of County facilities provides for the needs of stakeholders that will be using or operating the facility. Staff also coordinates with the Department of Building and Development, the Department of Planning and Zoning, VDOT, and other agencies to obtain plan approvals and permitting to expedite projects. Staff composes RFPs to obtain consulting services and materials for facilities in coordination with procurement staff. Staff also ensures that projects are completed within budget and on schedule.

Mandate Information: This activity is not mandated, but it is provided to support and implement the Board's Adopted CIP.

Who Does It: County staff provides this service, using project management consultants as needed.

Why We Do It: Facilities Design staff provides a very important service to the County and community, ensuring that County funds are properly implemented during the design process. Staff works with consultants to ensure that the County is in compliance with County, state, and federal standards and regulations; that projects are adequately documented; that the CIP is implemented; that the County is represented by staff at public meetings; and that the County has a direct link to address community concerns.

How We Do It Now – Current Service Level: At the inception of this activity's implementation of evolved performance measures in FY 2024, Facilities Design maintains 80 percent of capital design projects on schedule, requiring an average of four projects per design manager to meet stakeholder needs within scope, schedule, and budget.

How We Plan to Do It in the Future – Recommended Service Level: In the future, it is recommended to maintain 70 percent of capital design projects on schedule and within scope and budget, requiring an average of four projects per design manager. Over time, as DTIC's workload fluctuates, the Facilities Design team may include more consultant support to optimize flexibility and specialization for Facilities Design projects. DTIC staff expects that the metrics with asterisks below (*) will indicate that the program may need to adjust its services or service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Deliver approved facility capital projects in accordance with established CIP schedules.¹					
Number of active facilities projects under design*	n/a	n/a	n/a	24	25
Percentage of active Facilities Design projects on schedule*	n/a	n/a	n/a	80%	80%
Number of completed Facilities Design projects*	n/a	n/a	n/a	12	13
Average number of projects per design manager	n/a	n/a	n/a	4	4

¹ Data shown as n/a indicates a measure that does not have historical data.



DTCI: Design and Construction

Facilities Construction

What We Do: The Facilities Construction activity provides construction management and contract administration for capital infrastructure and facility projects. Staff ensures that facilities are built in a safe, functional, cost-effective, and environmentally-sustainable manner, focusing on budget, schedule, and quality management. Staff provides quality assurance throughout the project, contract management and compliance, and monitoring of construction schedules and budget. The Facilities Construction activity coordinates utility service and relocation, field inspection and documentation of construction activities, and third-party inspections and testing. Staff ensures compliance with County, state, and federal codes, laws, and regulations. Staff also performs project close out, including building commissioning and project turnover. Staff composes IFBs to obtain construction services in coordination with the Department of Finance and Procurement. Staff also coordinates with the Department of Building and Development, the Department of Planning and Zoning, VDOT, and other agencies to obtain permits, manage financial and project documentation requirements, and close out projects after delivery.

Mandate Information: This activity is not mandated, but it is provided to support and implement the Board's Adopted CIP.

Who Does It: County staff provides this service, supplemented by consultants on an as-needed basis to provide construction engineering and inspection services (such as third-party inspection services, geotechnical analysis and materials testing, and construction administration services). These supplemental services amount to approximately 15 to 20 percent of the CIP projects' needs.

Why We Do It: Facilities Construction staff provides a very important service to the County and community, ensuring that County funds are properly managed during the construction process, and assuring quality in the delivery of projects. Staff ensures that the County is in compliance with County, state, and federal standards and regulations; that construction projects are adequately documented on construction sites daily; and that the CIP is implemented.

How We Do It Now – Current Service Level: At the inception of this activity's implementation of evolved performance measures in FY 2024, Facilities Construction maintains 90 percent of capital construction projects on schedule, requiring an average of three projects per construction manager.

How We Plan to Do It in the Future – Recommended Service Level: In the future, it is recommended to maintain 85 percent of capital construction projects on schedule, requiring an average of three projects per construction manager, in order to meet the needs of the stakeholders and keep the projects on schedule and budget.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain 85 percent of construction projects on schedule.¹					
Number of active facilities projects under construction	n/a	n/a	16	16	17
Percentage of active Facilities Construction projects on schedule	n/a	n/a	87%	90%	90%
Number of completed Capital Facilities Construction projects	n/a	n/a	7	10	10
Average number of projects per construction manager	n/a	n/a	3	3	3

¹ Data shown as n/a indicates a measure that does not have historical data.



DTCI: Design and Construction

Project Utility Relocation

What We Do: The use of VDOT's rights-of-way by public utilities is a privilege extended to the utility owners by VDOT in an attempt to best serve public interest. VDOT has established policies and procedures governing the locations where utilities may be placed within VDOT right-of-way. As a result of more and more utilities being installed and relocated into the highway right-of-way, a strong emphasis is being placed on eliminating potential conflicts between highway and utility facilities and on minimizing conflicts between the various utilities. Often, utilities must be relocated to accommodate roadway improvements. DTCI's utility managers coordinate the relocation of utilities to accommodate highway improvements. Often, relocation of utilities includes the acquisition of easements for the relocated facilities.

Mandate Information: This activity is not mandated, but it is provided to support and implement the Board's Adopted CIP.

Who Does It: County staff provides this service, supplemented by consultants on an as-needed basis to provide utility relocation services. These supplemental services amount to approximately 5 to 10 percent of the CIP projects' needs.

Why We Do It: The Project Utility Relocation activity provides a very important service to the County and community, ensuring that County funds are properly managed during the utility relocation phase prior to the construction process, and assuring quality in the delivery of projects. Staff ensures that the County is in compliance with County, state, and federal standards and regulations; that construction projects are adequately documented on construction sites daily; and that the CIP is implemented.

How We Do It Now – Current Service Level: At the inception of this activity's implementation of evolved performance measures in FY 2024, DTCI will provide a service level of approximately 280 utility relocations, requiring an average of more than 140 relocations per utility manager.

How We Plan to Do It in the Future – Recommended Service Level: The high proliferation of telecom utilities, particularly in the eastern portion of the County, is expected to continue to require elevated levels of utility relocations to accommodate roadway improvements. It is recommended to maintain an average of no greater than 150 relocations per utility manager, in order to meet the needs of the stakeholders and keep the projects on schedule and budget.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Eliminate conflict between existing utilities located in the right-of-way via relocation.¹					
Number of utilities relocated	n/a	n/a	281	300	300
Average number of relocations per utility manager	n/a	n/a	281	150	150

¹ Data shown as n/a indicates a measure that does not have historical data.



DTCI: Design and Construction

Capital Project Coordination, Funding, and Policy

What We Do: The Capital Project Coordination, Funding, and Policy activity partners with OMB in the development of the County's six-year CIP. Staff manages, monitors, and analyzes DTCI's capital project budgets; participates in the strategic development of the annual budget, including the analysis, research, and development of recommendations for additional resources; initiates budget adjustments for approval; and supports the DTCI leadership team in the annual budget process in accordance with the County's fiscal policies. This activity applies for state and federal road grants, reducing the reliance on local tax funding. This activity also represents and advocates for County interests related to transportation at numerous regional and state organizations.

Mandate Information: This activity is not mandated by state or federal law.

Who Does It: County staff provides this service.

Why We Do It: This activity integrates the Board's fiscal guidance, capital facility standards, long-range capital planning, and capital budgeting into a seamless process to achieve the Board's vision for public facility and infrastructure development.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources supported approximately 315 capital projects annually, with approximately 350 budget adjustments processed annually. In subsequent years, the service level was enhanced as improved reporting mechanisms were implemented and additional staff was recruited successfully. In this fiscal year with current resources, DTCI will support more than 760 capital projects and process approximately 520 budget adjustments.

How We Plan to Do It in the Future – Recommended Service Level: As the number of capital projects continues to increase over time, resources and process efficiencies are anticipated to stabilize this service level.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide account management, strategic monitoring, and analysis in support of capital project budgets.					
Number of accounting and budget processes completed in support of capital projects (excludes budget adjustments)	646	557	744	766	789
Number of budget adjustments processed to support capital projects	401	554	505	520	536



DTCI: Real Estate Planning and Acquisition

Real Estate Planning and Acquisition

What We Do: The Real Estate Planning and Acquisition activity provides strategic management of the County's increasing capital real estate asset portfolio. Staff performs land acquisition functions for the Board's Adopted CIP, conducts due diligence processes associated with potential real estate transactions, and coordinates with the County's Space Planning Committee and the Loudoun County Public Schools (LCPS) Land Matrix Committee on long-range acquisition planning.

Land acquisition is the process by which land or property rights are acquired to build County capital facilities (such as fire stations, libraries, and parks) and multi-modal transportation projects (such as roadways, interchanges, intersection improvements, sidewalks and trails, and bus stops). The land acquisition process involves identifying properties to be acquired and negotiating with property owners to obtain the required land rights. The County is required to offer just compensation and negotiate with property owners until an acceptable agreement is reached. To avoid project delays and increased construction costs, the County may exercise the right of Eminent Domain, upon Board direction, if a property owner is unresponsive. Coordination with the County Attorney's Office is required on all Eminent Domain activities.

Real estate asset management is the process of managing the County's real estate portfolio. This includes advising the Board on unsolicited offers to purchase, sell, or lease County real property assets to determine if the transaction provides long-term value to the County's real estate portfolio. Staff pursues opportunities to expand County-owned land in accordance with the Board's objectives, which includes development of policies and procedures to maximize the value of the County's real property assets.

Mandate Information: This service is not mandated. It is provided to support and implement the Board's Adopted CIP. When projects are funded in part or in total by federal or state funds, the policies and requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act (Uniform Act) apply. The Uniform Act requires property owners to be provided notice and just compensation for property acquisitions for a program or project. Strict compliance with the Uniform Act is monitored by VDOT personnel, and any deviation from the requirements can jeopardize the County's federal or state project funding.

Who Does It: County staff provides this service, supplemented by contracted services as necessary.

Why We Do It: Land acquisition must be completed before construction activities for CIP projects can begin. If these activities cannot be completed, County facilities and road projects cannot be constructed. This activity proactively pursues the best deal for the County taxpayer and presents potential deals to the Board, when applicable, for acceptance or approval.

How We Do It Now – Current Service Level: In FY 2021, this activity provided support for approximately 120 active land acquisitions, for an average of 30 acquisitions per land acquisition manager. In subsequent years, the number of projects has more than doubled due to the expansion of this activity to include intersection improvements, bus stops, and improvements to sidewalks and trails. In FY 2024, three additional positions were added to accommodate this increased workload. The Real Estate Planning and Acquisition activity will now support approximately 360 active land acquisitions annually, for an average of 60 acquisitions per land acquisition manager. The surge in workload from 30 to 60 acquisitions per manager will be accommodated with consultant support.

How We Plan to Do It in the Future – Recommended Service Level: Over time, as the demand for land acquisition and real estate management for County-owned property increases, DTIC staff anticipates that the need for these services will shift as standardized processes and policies are developed to ensure timely construction, and as staff pursues effective deals for County taxpayers. Between now and then, DTIC staff expects that the metrics with asterisks (*) below will indicate that the County may need to adjust its services or service levels.

**DTCI: Real Estate Planning and Acquisition**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Support the CIP by working on land acquisition processes.¹					
Number of Board Member Initiatives*	n/a	n/a	n/a	9	9
Number of unsolicited offers evaluated*	n/a	n/a	n/a	10	10
Number of easement requests on County-owned land*	n/a	n/a	n/a	30	30
Amount of legislative application support (number of appraisal reviews)	n/a	n/a	n/a	3	3
Amount of support provided to the Space Planning Committee and the County/LCPS Land Matrix Committee	n/a	n/a	n/a	6	6
Number of active land acquisition projects	118	80	80	360	390
Average number of active projects per staff member	30	20	23	60	65
Number of acquisitions completed	34	80	43	100	200
Number of condemnations	0	6	0	20	40
Percentage of condemnations	0%	7%	0%	20%	20%

¹ Data shown as n/a indicates a measure that does not have historical data.



DTCI: Space Planning, Policy, Design, and Renovation

Space Planning, Policy, Design, and Renovation (SPDR)

What We Do: The SPDR team oversees renovation projects from conception to occupancy and manages the space strategy of County-owned and leased buildings. The SPDR team is directly responsible for developing, maintaining, and implementing the County's Space Strategy and associated countywide policies. The SPDR team is responsible for the relocation, colocation, programming, planning, design, and renovation of all departments in Loudoun County. Additionally, the SPDR team implements necessary renovations for Board-approved department enhancements, including, but not limited to, providing new furniture, reconfiguration of existing conditions, relocation of departments, and move coordination.

The SPDR team keeps a record of all departmental moves across County-owned and leased facilities, square footage tabulation of department footprint, and location within the buildings. Additionally, the SPDR team is responsible for programming and tracking departmental growth to understand growth needs and space availability.

Mandate Information: While most of SPDR's projects are not mandated, some projects can be mandated as directed by local ordinances.

Who Does It: The SPDR team is made up of space planners, interior designers, and construction project managers. The team produces in-house space planning scenarios with both financial and operational impacts, and utilizes other contract services to accommodate the load and complexity of the work.

Why We Do It: The SPDR team provides a very important service to the County and community, ensuring that County funds are properly implemented during the design and construction process. The SPDR team ensures that the County is in compliance with County, state, and federal standards and regulations; that projects are adequately documented; that the CIP is implemented; that the County is represented by staff at public meetings; and that the County has a direct link to address community concerns.

Furthermore, the SPDR team provides a vital service which impacts how personnel conduct business with fellow employees and county residents. The team facilitates department growth and operations by renovating the workspace to conform to ever-changing needs and requirements. The SPDR team is committed to developing interior spaces that comply with the Americans with Disabilities Act (ADA) and building and safety codes to produce workspaces that inspire productivity and employee retention.

How We Do It Now – Current Service Level: Prior to FY 2024, the SPDR activity included maintenance projects; but following the reorganization and effective restructure into DTCI during FY 2023, the focus and metrics tracked have been updated. In this fiscal year with current resources, the SPDR team maintains a total of 32 projects related to capital improvement and standalone renovation, with 70 percent of projects being on schedule to facilitate growth and efficient conduct of County operations.

How We Plan to Do It in the Future – Recommended Service Level: Over time, as the number of CIP projects and renovation projects continues to increase in response to previous population growth, it is anticipated that the need for planning and programming (as well as design and construction for SPDR activities) will shift, due to the implementation of new procedures, efficiencies, and quality control. It is recommended that the SPDR team maintains an average of no greater than six projects per design manager in order to meet the needs of the stakeholders and keep the projects on schedule and budget.

**DTCI: Space Planning, Policy, Design, and Renovation**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Develop, maintain, and implement the County's Space Strategy and oversee necessary renovations for Board-approved department enhancements.¹					
Number of CIP renovation program projects	n/a	49	24	24	21
Number of standalone CIP renovation projects	n/a	n/a	7	8	8
Number of Board-approved FTE enhancement projects	1	1	1	1	3
Total value of capital project expenditures	n/a	n/a	\$23,368,200	\$27,855,274	\$30,719,685

¹ Data shown as n/a indicates a measure that does not have historical data.



DTCI: Transportation Planning and Traffic Engineering

Transportation Program Management

What We Do: The Transportation Program Management activity oversees transportation projects within Loudoun County that are administered by VDOT, towns, and developers. Additionally, this activity manages the VDOT Secondary Road Six-Year Plan for Loudoun County and related activities for Unpaved Roads and Rural Rustic Road applications. Staff also manages assigned corridor studies, safety and operations studies, road safety audits, and conceptual designs for assigned projects, all of which require extensive public involvement. This activity coordinates with VDOT, other localities, Metropolitan Washington Airports Authority (MWAA), Toll Road Investors Partnership II (TRIP II), utility companies, and the development community on transportation projects in the design and/or construction phases. Staff also pursues the use of transportation cash proffers and seeks opportunities for further proffered transportation improvements.

Additionally, this activity provides support for the Route 28 Highway Transportation Improvement District (Route 28 Tax District) Commission and Landowners Advisory Board, and additionally assists with groundbreaking and ribbon cutting ceremonies. Staff also serves as “troubleshooters” to resolve complex issues related to transportation projects, provides guidance and direction on transportation issues and projects, and provides Geographic Information System (GIS) support to DTCI staff. In FY 2023, Transportation Program Management staff provided support to the Department of Planning and Zoning as part of the County’s Zoning Ordinance Rewrite process. Further, in FY 2023, the County received grant funding to prepare a local road safety plan, which will provide the framework for future project selection criteria to enhance transparency in the decision-making process. Transportation Program Management staff will administer this grant and the implementation of the local road safety plan.

Mandate Information: Other than required activities to support the Route 28 Tax District, this service is not mandated by federal or state law. It is performed to ensure the Board’s strategic priority of delivering transportation projects is achieved.

Who Does It: County staff provides this service, with consultant assistance for various technical studies and other tasks.

Why We Do It: The Transportation Program Management activity monitors and ensures VDOT-, town-, and developer-administered projects are moving forward. Staff offers recommendations and direction to resolve complex issues involving transportation projects, which enables projects to proceed to completion. These issues are often highly variable and may involve design, environmental, utility relocation, and/or right-of-way acquisition processes. Staff provides information to the public about proposed projects and engages the public in an effort to gain increased support for projects. The work products prepared by Transportation Program Management staff are used in the initiation of new transportation projects.

How We Do It Now – Current Service Level: In FY 2020, the level of service provided included five VDOT-administered projects and 17 studies, requiring more than 3,800 hours of effort annually. Since then, the volume of VDOT-administered projects, the number of studies, and the number of special projects has significantly increased, which has required the addition of staff and other resources. It is also noted that in FY 2022, a GIS analyst position was added to this program for department-wide mapping support. In this fiscal year with current resources, the Transportation Program Management activity will continue to provide broad-based and timely delivery of work products, information, and analysis to various internal and external stakeholders at a service level of 30 VDOT-administered projects, ten active studies, 70 map/GIS data requests, and 20 other special projects, collectively requiring approximately 5,700 hours of effort annually.

How We Plan to Do It in the Future – Recommended Service Level: Over time, as change occurs in transportation trends, Board priorities, DTCI/County needs, and funding availability, workload for this program will likely increase. Between now and then, DTCI staff expects that the metrics with asterisks (*) below will indicate that the County may need to adjust its services or service levels.

**DTCI: Transportation Planning and Traffic Engineering**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide recommendations and direction to resolve complex issues, enabling projects to proceed to completion.¹					
Total number of active studies	n/a	8	7	10	12
Number of safety and operational studies*	n/a	3	3	3	2
Number of hours spent on safety and operational studies	n/a	3,000	600	2,500	1,800
Number of capacity/corridor studies*	3	4	5	5	5
Number of hours spent on capacity/corridor studies	395	1,000	1,386	1,700	1,450
Number of road safety audits*	4	4	3	1	1
Number of hours spent on road safety audits	440	130	33	12	12
Number of VDOT projects supported*	29	22	27	30	25
Number of map/GIS data requests	n/a	n/a	85	70	70
Number of hours spent on map/GIS data requests	n/a	n/a	1,197	920	920
Number of other/miscellaneous special projects*	n/a	n/a	19	20	20
Developer infrastructure coordination efforts (number of post-development approvals)*	n/a	n/a	24	20	20
Number of hours spent on DTCl project support tasks	n/a	n/a	632	575	575

¹ Data shown as n/a indicates a measure that does not have historical data.



DTCI: Transportation Planning and Traffic Engineering

Transportation Planning

What We Do: The Transportation Planning activity supports the development and implementation of the Countywide Transportation Plan (CTP). This activity serves as a referral agency for the Department of Planning and Zoning and the Department of Building and Development through the land development application review process. Team members also provide County representation on regional technical committees. Tasks include land development application review, transportation data management, traffic study scoping for land development applications, updates to the CTP, Comprehensive Plan Amendments (CPAMs), and maintaining and updating the County's Travel Demand Model.

It is important to note that while the Department of Planning and Zoning is the official keeper of the Loudoun County Comprehensive Plan, the DTCI Transportation Planning staff members are the subject matter experts on traffic- and transportation-related matters associated with the Comprehensive Plan. In addition to the Code of Virginia, the work performed by the Transportation Planning staff members is regulated by applicable provisions of the Loudoun County Zoning Ordinance.

Additionally, the Transportation Planning team is responsible for the County's recently implemented data collection and warrants program. This program carries out Board direction for DTCI staff to collect traffic data for traffic studies associated with land development application review, and to manage the various warrant analyses required by approved land development applications. Data collection and warrant analyses work commenced at the start of FY 2023, though significant efforts to procure consultant assistance and update regulatory documents were completed in FY 2021 and FY 2022.

An emerging need that has become apparent with the onset of the data collection and warrants program is an expanded focus on larger safety- and capacity-data-related needs for the Transportation Planning and Traffic Engineering Division. Such an enhanced focus would help coordinate the overall collection, management, and dissemination of traffic safety and capacity data to better support decision-making, resource allocation, and transportation infrastructure asset management. This need is also apparent as the County received grant funding in FY 2023 to prepare a local road safety plan, which upon completion, enables the County to be able to apply for grant funding for construction of eligible safety improvements.

Mandate Information: Title 15.2-2200 of the Code of Virginia mandates that all land development applications be reviewed for transportation impacts, and sets forth regulations pertaining to that review.

Who Does It: County staff provides this service, augmented by consultant services for studies and special projects as well as data collection and warrant analyses.

Why We Do It: The robust growth the County has experienced over the last several decades has resulted in continued strain on its transportation network. Transportation continues to be one of the most important services provided by government, fulfilling the crucial role of linking people to their jobs, schools, recreation, and shopping. Careful transportation planning must be undertaken in order to ensure that the mobility needs of the County's residents continue to be met over the long-term. The Transportation Planning team's work directly supports this goal through the implementation of transportation strategies within the CTP – to "Complete the build out of the major road network while ensuring integration with the local road network, and encouraging connectivity between developments..." The policies and strategies provided in the CTP guide the Transportation Planning team's review of land use development applications.

How We Do It Now – Current Service Level: In FY 2020, the level of service provided was processing approximately 79 percent of land development referrals (LDRs) on time. Since then, the volume of LDRs has increased; and with additional staff and other allocated resources, the service level increased to 84 to 85 percent during FY 2021 and FY 2022. In FY 2023, the service level decreased to approximately 70 percent, due to staff vacancies and the implementation of a new referral software program.

In this fiscal year with current resources, Transportation Planning staff will process approximately 90 percent of LDRs on time, in an effort to deliver a customer-focused process and work product to the development community and other customers. It is noted that the software program referenced above is expected to increase efficiencies in LDR review and production going forward.



DTCI: Transportation Planning and Traffic Engineering

How We Plan to Do It in the Future – Recommended Service Level: As the interest in development within Loudoun County continues to intensify over time, it is anticipated that the number of LDRs received annually will increase. DTCI staff recommends that the Transportation Planning activity maintains a service level of processing 90 percent of LDRs on time.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure 90 percent of all LDRs are processed on time, as set forth by the Code of Virginia and County policies.					
Total number of LDRs received	696	770	771	800	850
Percentage of LDRs processed on time	85%	84%	69%	90%	90%
Average number of LDRs per staff member	174	128	154	133	142
Number of highly-complex LDRs received	2	8	13	15	15
Percentage of highly-complex LDRs processed on time	100%	50%	54%	90%	90%
Number of complex LDRs received	100	110	119	130	145
Percentage of complex LDRs processed on time	75%	70%	64%	90%	90%
Number of basic and standard LDRs received	594	652	639	655	690
Percentage of basic and standard LDRs processed on time	86%	88%	70%	90%	90%



DTCI: Transportation Planning and Traffic Engineering

Traffic Engineering

What We Do: The Traffic Engineering activity is responsible for County programs and services related to vehicular and pedestrian safety concerns, ultimately improving Loudoun residents' quality of life. These programs and services include the Residential Traffic Management Program, the Residential Permit Parking Districts Program (RPPD), the Sidewalk and Trails Program (STP), and the Roadway Intersection Improvement Program (IIP).

Some of these projects are initiated via resident requests to District Supervisor Offices, while others are initiated via formal Board Member Initiatives. With these requests, traffic engineering studies are completed in which viable solutions are recommended; and then they undergo detailed review by stakeholders through various meetings. In order for these recommendations to be implemented, formal endorsement and authorization to use County funds is required by the Board. The duration for each project varies, depending on its complexity and unique circumstances.

The Traffic Engineering team is responsible for the preparation and administration of a variety of traffic- and parking-related sections of Loudoun County Codified Ordinances. In FY 2023, the Traffic Engineering team completed a prioritization analysis of the County's planned bicycle and pedestrian trail network as well as an equity analysis to help guide implementation of missing bicycle and pedestrian facilities through the County's STP. The Traffic Engineering team also manages the concept development and traffic operation and safety analysis components of the County's IIP.

An emerging need that has become apparent as the STP and IIP have progressed over the past few years is an expanded focus on these initiatives with a dedicated program management team to streamline the overall program transparency, including planning, design, and construction of the improvements as well as periodic updates of the priority list of projects, as approved by the Board.

Mandate Information: This activity is not directly mandated by state or federal law. However, federal, state, and local ordinances, standards, guidelines, and policies are applied to projects and services.

Who Does It: County staff provides this service, augmented by consultant services.

Why We Do It: As the County continues to develop, challenges to vehicular and pedestrian safety are expected to increase. Federal, state, and local guidelines, standards, and policies are applied to projects; and engineering techniques are used to develop and implement safe, efficient vehicular and pedestrian traffic flow.

How We Do It Now – Current Service Level: In FY 2020, the level of service provided resulted in an average of 14 active studies and/or projects per staff member annually. Since then, the volume of projects has increased, as have additional staff and other resources to help mitigate the increased workload. In this fiscal year with current resources, the Traffic Engineering team will continue to provide the programs and services within its assigned areas of responsibility, with an average of approximately 27 active studies and/or projects per staff member annually.

How We Plan to Do It in the Future – Recommended Service Level: Over time, as change occurs in transportation trends, Board priorities, County needs, and funding availability, workload for this program will likely increase. Additional resources are anticipated to be needed in order to respond to emerging needs for dedicated management of the STP and IIP that will streamline the overall program transparency, as well as ensure sustainable levels of support to the Board's priority list of projects. Between now and then, DTCI staff expects that the metrics with asterisks (*) below will indicate that the County may need to adjust its services or service levels.

**DTCI: Transportation Planning and Traffic Engineering**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide traffic engineering solutions that provide pedestrian safety, traffic calming, and traffic operations improvements to benefit Loudoun's residents.¹					
Total number of active studies or projects*	99	149	193	190	200
Number of traffic calming studies initiated	4	5	10	10	10
Number of traffic calming studies completed*	10	7	8	8	8
Number of RPPD initiatives requested	1	2	2	2	2
Number of RPPD initiatives completed*	1	0	0	1	1
Number of speed studies requested	15	13	7	12	11
Number of speed studies completed*	17	16	5	13	12
Number of commercial/general parking restriction initiatives completed*	n/a	n/a	n/a	5	7
Number of IIP concepts under study/development*	n/a	n/a	n/a	15	25
Number of STP concepts under study/development*	n/a	n/a	n/a	10	20
Number of special projects/studies completed*	n/a	n/a	n/a	3	3
Average number of active studies per staff member	19.8	24.8	32.1	27.1	28.5

¹ Data shown as n/a indicates a measure that does not have historical data.



DTCI: Transportation Planning and Traffic Engineering

Regional Coordination

What We Do: The Regional Coordination activity is responsible for proactively representing, advocating for, and ensuring a consistent response related to Loudoun County's priorities and positions with federal, state, regional, and local transportation entities, by providing input, advice, opinions, and follow-up to legislative processes. This activity works closely with DTCI leadership and County Administration to prepare and respond to legislative processes to reflect the position of the Board. Staff participates on technical committees for state and regional transportation programs and organizations, and provides input on the planning documents for these organizations. Regional Coordination staff analyzes transportation issues, including project selection criteria, to determine the most appropriate projects to submit for funding consideration, in addition to coordinating all aspects of seeking and preparing grant funding applications relative to the needs of the program.

Grant funding applications are typically submitted on a recurring basis to VDOT for the SMART SCALE, Revenue Sharing, Transportation Alternatives (TAP), Congestion Mitigation and Air Quality (CMAQ), and Regional Surface Transportation (RSTP) Programs, to regional agencies including the Northern Virginia Transportation Authority (NVTa) for competitive regional funding opportunities, as well as for other state and federal discretionary grant programs as opportunities arise.

The Regional Coordination activity also conducts research, develops position papers, and briefs the Board on matters pertaining to regional transportation programs.

An emerging need that has become apparent as the County increases its use of federal funding is the need for grant management support. Such additional support, primarily after a discretionary grant is received, will aid in the County's overall grants management efforts, allowing current staff in this activity to devote more time towards the regional planning and coordination tasks related to recurring state and regional funding application processes.

Mandate Information: Participation in regional plan preparation and updates is mandated by various federal and state regulations, as are reporting requirements related to these planning programs.

Who Does It: County staff provides this service, augmented by limited consultant support services.

Why We Do It: This service is performed to support the Board's priorities and advocate its policy positions, in addition to placing the County in a better position to obtain federal, state, and regional funds for transportation projects and initiatives. Additionally, staff ensures that the County participates in the planning for the region and the state; and advocates for the County's interests and needs through review and comment on regional and state funding program regulations. Staff also provides input on the planning documents for various state and regional transportation programs and organizations. Without this input to ensure that the County's projects are included in these planning documents, the County would not be able to qualify for certain funding opportunities.

How We Do It Now – Current Service Level: DTCI defined this as a separate activity in FY 2024 and implemented new performance measures. In this fiscal year, the service level provided with current resources is expected to be approximately 110 state and regional meetings attended per year; and 12 state and regional recurring grant funding applications submitted, requiring approximately 500 hours of annual staff effort. It is noted that the number of state and regional recurring grant funding applications is forecasted to increase in FY 2025 due to even-/odd-year submission cycles for certain funding applications, which will require a commensurate increase in the numbers of hours of effort required.

How We Plan to Do It in the Future – Recommended Service Level: In recognition of increased opportunities at the federal and state level for emerging discretionary grant opportunities, DTCI staff anticipates the need for grant management will increase, in order to better support effective grant administration and regional coordination efforts. Between now and then, DTCI staff expects that the metrics with asterisks (*) below will indicate that the County may need to adjust its services or service levels.

**DTCI: Transportation Planning and Traffic Engineering**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Represent the County at state/regional transportation meetings and submit recurring and discretionary grant funding applications for transportation projects and initiatives.¹					
Number of state/regional meetings attended	n/a	n/a	n/a	110	110
Number of state/regional grant funding applications submitted*	n/a	n/a	n/a	12	16
Number of state/regional grant funding applications submitted*	n/a	n/a	n/a	500	600

¹ Data shown as n/a indicates a measure that does not have historical data.



Housing and Community Development

Provides services that support the Loudoun community in obtaining safe and affordable housing. The Department of Housing and Community Development (DHCD) offers a wide array of housing options based on whether a household is looking to rent a unit or purchase a first home, requires assistance with a down payment or closing costs, or wants to rehabilitate an existing home or obtain gap financing to build or renovate affordable housing in the County.

Department Programs

Rental and Homeownership

Executes the County's affordable homeownership and rental programs including the purchase and rental Affordable Dwelling Unit (ADU) Programs, the purchase and rental Unmet Housing Needs Unit (UHNU) Programs, the Down Payment/Closing Cost Assistance (DPCC) Program, the Public Employee Homeownership Grant (PEG) Program, the Sponsoring Partnerships and Revitalizing Communities (SPARC) Program, and the State Rental Assistance Program (SRAP).

Activities

- Homeownership Programs
- Rental Programs

Housing Choice Voucher

Administers the Housing Choice Voucher (HCV) Program, which assists very low- and extremely low-income households in acquiring safe, decent, and affordable housing, by providing federal rent payment subsidies to private sector landlords to make up the difference between what the voucher holder can pay (30 percent of monthly income) and the charged rent (limited to the federally-established fair market rent standard). The program fosters self-sufficiency and ensures that properties meet Federal Housing Quality Standards.

- Housing Choice Voucher (HCV) Program

Entitlement Grants

Administers federally-funded grants including the Community Development Block Grant (CDBG) Program and the HOME Investment Partnerships Program (HOME) to address community and economic development needs and services for low- to moderate-income residents. The County must provide the Federal Government a five-year Consolidated Plan on its high-priority activities for expending these entitlement grants.

- Community Development Block Grant (CDBG) Program
- HOME Investment Partnerships Program (HOME)



Department of Housing and Community Development (DHCD)

Policy and Internal Operations

Facilitates policy development and identifies potential programmatic approaches to address unmet housing needs, initiates new housing programs, and coordinates legislative review and action; supports several advisor committees appointed by the Board of Supervisors (Board); manages housing finance and production initiatives; oversees the Housing Fund; ensures efficient and effective operations by providing DHCD programs with resources, materials, and data; and provides timely and informational customer service to the public.

- Housing Policy
- Internal Operations

Financial Information

FY 2024 Adopted Information¹

	Expenditures	Revenue	LTF	FTE
Rental and Homeownership	\$1,747,047	\$903,204	\$843,843	7.00
Housing Choice Vendor	12,454,449	12,055,628	398,821	9.00
Entitlement Grants	1,531,549	1,379,452	152,097	3.00
Policy and Internal Operations	2,411,138	0	2,411,138	16.00
Total	\$18,144,183	\$14,338,284	\$3,805,899	35.00

¹ Sums may not equal due to rounding.



DHCD: Rental and Homeownership

Homeownership Programs

What We Do: This activity provides the Affordable Dwelling Unit (ADU) Program and the Unmet Housing Needs Unit (UHNU) Program to support attainable housing homeownership in Loudoun County. It also oversees the administration of three homeownership loan programs, to include the Down Payment/Closing Cost Assistance (DPCC) Program, the Public Employee Homeownership Grant (PEG) Program, and the Sponsoring Partnerships and Revitalizing Communities (SPARC) Program.

The ADU Program was initiated by the Board in 1993 to ensure the provision of moderate-priced housing in new residential developments, having identified that the market was not providing affordable housing for the workforce. Article 7 of the Zoning Ordinance requires that every development of 24 units or more at a density greater than one dwelling unit per 40,000 square feet in an area served by public water and sewer must provide ADUs. Units are provided such that 12.5 percent of the single-family attached and detached units and 6.25 percent of the multi-family units of a development must be ADUs and affordable to households with incomes between 30 percent and 70 percent of area median income (AMI), as adjusted for family size. ADUs include units for purchase with affordable prices being set by the ADU Advisory Board. This activity facilitates the sale of new ADUs to income-eligible, first-time homebuyers; the purchase and re-sale of ADUs that the builder/owner does not sell in the 90-/45-day Ordinance-prescribed timeframe to certificate holders; and coordination with Board-designated nonprofits.

The UHNU Program was approved by the Board on October 7, 2015, to implement approved UHNU proffers. Various UHNU proffers have been adopted by the Board to address the unmet housing needs of households that earn outside the requirements of Article 7. UHNUs (Units) are provided for the purchase program to serve households with incomes between 70 percent and 100 percent of AMI. Proffered funding adds to the local resources available to finance housing initiatives.

The DPCC Program provides a 30-year, second trust loan to moderate-income, first-time homebuyers, with loan payments revolving back into the program to support future loans.

The PEG Program provides forgivable loans up to \$10,000 (20 percent forgiven each year for five years) to moderate-income, public-sector employees so they can live where they work.

The SPARC Program, which is in the County's third year partnering with Virginia Housing, provides lower interest rates on homeownership loans in Loudoun County.

Mandate Information: The Board mandated the ADU Program by local ordinance Article 7 (Administration and Regulation of Affordable Dwelling Unit Developments) of the Loudoun County Zoning Ordinance; and Chapter 1450 of Loudoun County Codified Ordinances governs ADU Program administration. Chapter 256 of Loudoun County Codified Ordinances (Public Employee Grants for Homeownership) governs the PEG Program. The DPCC Program is not mandated.

Who Does It: County staff determines participant income eligibility, provides program education, distributes the waitlist of certified applicants to the builder, and distributes marketing materials about ADUs and UHNUs available for sale to the waitlisted participants. DHCD relies on public-private partnership with the ADU/UHNU builders and landlords as well as Board-designated nonprofits to facilitate the sale and purchase of ADUs and UHNUs. County staff similarly administers all three homeownership loan programs.

Why We Do It: Housing costs are unaffordable in Loudoun County for first-time homebuyers with incomes up to 100 percent of AMI; only 23 percent of homeownership housing is affordable to households earning up to 100 percent of AMI.

The ADU Program provides moderate-priced housing through facilitating the sale of ADUs. Since the program facilitates the sale of ADUs from builder to homebuyer, its success fluctuates with the market, depending on unit production and the availability of favorable financing to support new homebuyers. As fewer large developments greater than 24 units are zoned, the number of required ADUs is gradually decreasing. The ADU purchase waitlist, however, continues to increase to a sustained level of approximately 485 households.

**DHCD: Rental and Homeownership**

How We Do It Now – Current Service Level: Current service level reflects an ability to provide housing opportunities to approximately 65 families/households seeking homeownership annually, and maintaining a waitlist of approximately 500 families/households. Current service level is limited each year to the number of ADUs that are available for purchase or rental. As ADU covenants expire, the waitlist for the program will increase. With little inventory, this leads to more households on the waitlist and much longer waits to be served.

How We Plan to Do It in the Future – Recommended Service Level: As the County’s affordable housing inventory slows over time, the amount of available land dwindles, and sale prices continue to increase, the demand for homeownership programs will continue to increase. The need for decent, safe, and sanitary housing will increase while the available amount of housing may taper off. Even though the number of units may remain constant or decrease, the number of households demanding such services will continue to increase, and these homeownership programs will need to adjust services and/or service levels. An example is expanding the County’s DPCC Program to reach households above the current requirement of 30 percent to 70 percent of AMI.

The County’s Unmet Housing Needs Strategic Plan (UHNSP) defines “attainable housing provided annually” as “any housing for sale or rent entering the marketplace each year affordable to families with incomes at or below 100 percent of AMI. Such housing can be directly provided through Affordable Dwelling Unit (ADU)/Affordable Market Purchase Program Unit (AMPPU)/Affordable Housing Unit (AHU) new development, or indirectly provided through policy changes enabling more accessory dwelling units, commercial innovation leading to market-rate units made affordable through innovative design, units made affordable through initiatives such as rental/down payment/monthly payment assistance programs, etc.; with the goal that 20 percent (8,190) of forecasted new homes (40,950) as projected through 2040 based on the land use policies included in the 2019 General Plan will be attainable housing.” The table below outlines the proposed annual attainable housing goals through 2040, as outlined in the UHNSP:

	Total Units	New Units	Access to Units
Fiscal Year	Goal	Goal	Goal
2021	250	200	50
2022	500	350	150
2023	500	350	150
2024	500	350	150
2025	500	350	150
2026-2030¹	750	500	250
2031-2034¹	1,000	500	500
2035-2040¹	1,000	350	650
Total	16,000	8,200	7,800

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Facilitate the purchase of affordable homes for moderate-income households.					
Number of families purchasing new ADUs	34	53	61	65	65
Average household income for purchasers	\$53,492	\$54,363	\$57,486	\$58,000	\$60,000
Number of families on the ADU purchase waitlist	520	583	457	500	550
Number of homeownership ADUs in the County	2,420	2,451	2,514	2,571	2,636

¹ Annual goals for these years are the same each year, so are shown only once for summary purposes.



DHCD: Rental and Homeownership

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide the general public as well as public employees with programs to assist in homeownership.					
Number of applicants for PEG / number approved	27 / 6	18 / 4	8 / 6	10 / 5	15 / 8
Number of applicants for DPCC / number approved	50 / 6	36 / 3	18 / 2	20 / 5	30 / 10
Average loan amount for DPCC	\$14,267	\$10,406	\$11,750	\$12,500	\$14,000
Average loan recipient household income (PEG / DPCC)	\$70,821.52 / \$42,269.77	\$74,426.68 / \$62,249.11	\$78,622.77 / \$67,734.45	\$77,500.00 / \$68,000.00	\$79,000.00 / \$70,000.00
Average loan recipient family size (PEG / DPCC)	1.6 / 2.4	1.2 / 2.5	1.7 / 3.0	1.5 / 3.0	1.5 / 3.0
Average number of days to review PEG applications	27	26	31	28	28



DHCD: Rental and Homeownership

Rental Programs

What We Do: This activity provides the ADU Program and the UHNU Program to support affordable rental housing in Loudoun County; as well as oversees the administration of the State Rental Assistance Program (SRAP) in partnership with the Virginia Department of Behavioral Health and Developmental Services (DBHDS).

The ADU Program was initiated by the Board in 1993 to ensure the provision of moderate-priced housing in new residential developments, having identified that the market was not providing affordable rental housing for the workforce. Article 7 of the Zoning Ordinance requires that every development of 24 units or more at a density greater than one dwelling unit per 40,000 square feet in an area served by public water and sewer must provide ADUs. Units are provided such that 12.5 percent of the single-family attached and detached units and 6.25 percent of the multi-family units of a development must be ADUs and affordable to households with incomes between 30 percent and 50 percent of AMI, as adjusted for family size. ADUs include units for rent with affordable prices being set by the ADU Advisory Board. This activity enables eligible non-homeowners the opportunity to rent an apartment from a participating apartment community, at a rent below that of similar units in the community.

The UHNU Program was approved by the Board on October 7, 2015, to implement approved UHNU proffers. Various UHNU proffers have been adopted by the Board to address the unmet housing needs of households that earn outside the requirements of Article 7. UHNUs (Units) are provided for the rental program to serve households with incomes between 0 percent and 30 percent of AMI.

The SRAP is a partnership with DBHDS to serve individuals with developmental disabilities who want to live independently in rental housing. The program is designed to provide rental assistance to single-person families who meet the program eligibility criteria, so they have the means to lease private-market rental housing that meets their needs. Individuals have the opportunity to choose where they live, with whom they live, and who supports them. Services and supports are provided through sources separate from their housing, including Medicaid Waiver-funded home and community-based services, natural supports, privately paid supports, and other community resources.

Mandate Information: The Board mandated the ADU Program by local ordinance Article 7 (Administration and Regulation of Affordable Dwelling Unit Developments) of the Loudoun County Zoning Ordinance; and Chapter 1450 of Loudoun County Codified Ordinances governs ADU Program administration.

Who Does It: County staff determines participant income eligibility, provides program education, distributes the waitlist of certified applicants to the builder, and distributes marketing materials about ADUs and UHNUs available for rent to the waitlisted participants. DHCD relies on public-private partnership with the ADU/UHNU builders and landlords as well as Board-designated nonprofits to facilitate the sale and purchase of ADUs and UHNUs. County staff provides the SRAP in partnership with DBHDS.

Why We Do It: Housing costs are unaffordable in Loudoun County for renters with incomes at or below 80 percent of AMI; only 47 percent (or approximately 12,800 units) of rental housing is affordable to households earning up to 80 percent of AMI, though only 6,150 units are actually available to low-income households. Since 2015, the median household income has risen steadily. Despite this positive trend for households, median gross rent has increased faster than median renter income; the insufficient supply of rental housing may be escalating rents and increasing the amount of income that a household must pay toward housing costs.

The ADU Program facilitates the rental of more than 2,000 ADUs to households representing a variety of employment sectors including retail, education, health care, and air transportation. Since the program facilitates the rental of ADUs from builder to renter, its success fluctuates with the market, depending on unit production. The program is experiencing a gradual reduction in the number of ADU rentals available due to the expiration of the 20-year covenant on rental properties and the lack of new rental ADUs coming online, although the waitlist has remained relatively stable at approximately 130 households. As fewer large developments greater than 24 units are zoned, the number of required ADUs is gradually decreasing. With the adoption of amendments to Article 7 providing developers with the ability to substitute Affordable Housing Units (AHUs)



DHCD: Rental and Homeownership

financed with the United States Department of Housing and Urban Development (HUD) 221 (d) (4) Affordable and/or Low-Income Housing Tax Credit programs for ADUs and the County's loan program to help finance AHUs, the County is seeing more affordable rental units produced as AHUs rather than ADUs.

How We Do It Now – Current Service Level: Current service level reflects an ability to provide housing opportunities to approximately 50 families/households seeking rental homes annually and maintaining a waitlist of approximately 150 families/households. Current service level is limited each year to the number of ADUs that are available for rental; and as ADU covenants expire, the waitlist for the program will increase. Current service level also reflects an ADU rental occupancy rate of at least 98 percent. In subsequent years, this service was reduced due to the number of households actually served. However, this correlated directly to the increased number of households on the waitlist. With little inventory, this leads to more households on the waitlist and much longer waits to be served.

How We Plan to Do It in the Future – Recommended Service Level: Over time, as the County's affordable housing inventory slows and the amount of available land dwindles, while at the same time, rental prices continue to soar, the demand for these critical rental programs will continue to increase. Between now and then, the need for decent, safe, and sanitary housing will increase while the available amount of housing may taper off. Even though the number of units may remain constant or decrease, the number of households demanding such services will continue to increase, and these rental programs may need to adjust services and/or service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Facilitate the rental of affordable homes for moderate-income households.					
Number of new ADU renter households	65	94	58	50	45
Average household income for ADU renters	\$38,568	\$39,608	\$44,097	\$45,000	\$47,000
Number of ADU rentals available	294	271	236	212	168
Number of households on the waitlist	153	147	134	150	175
Ensure that at least 90 percent of ADU rentals will be filled each month.					
Number of ADU rentals	294	271	236	212	168
Average percentage filled (not vacant)	91%	98%	98%	98%	98%
Administer the state-funded SRAP Program.					
Number of available slots to Loudoun County households	31	41	40	50	55



DHCD: Housing Choice Voucher

Housing Choice Voucher (HCV) Program

What We Do: The Housing Choice Voucher (HCV) Program provides federal rent subsidies to private-sector landlords to make up the difference between what the voucher holder can pay (30 to 40 percent of their monthly adjusted income) and the rent charged by the owner (limited to the payment standard based on federally-established, small-area, fair-market rent). Staff manages a waitlist, determines voucher holder eligibility, inspects rental units to ensure compliance with federal housing quality standards, contracts with private-sector landlords, and adjusts the rent subsidy payments when there are changes in voucher-holder status, such as gain or loss of employment or a new family member. The following four voucher types are provided within the HCV Program:

- Project-based vouchers (PBV), for units set aside for voucher holders that need accessible housing options.
- Mainstream vouchers, which assist non-elderly persons with disabilities.
- Family Unification Program (FUP) vouchers, which assist families involved with the child welfare system and youth between the ages of 18 and 24 who have aged out of foster care.
- Veteran Administration Supportive Housing (VASH) vouchers, which support veterans.

Additionally, the County may receive “Port-in vouchers,” which are vouchers from other jurisdictions that are transferred to Loudoun because the family chooses to relocate here. Loudoun is reimbursed by the issuing agency. Vouchers that are not PBVs can be used for rental options at any apartment that accepts the HCV Program.¹

The HCV Program also includes the Family Self-Sufficiency (FSS) Program, which provides financial counseling to participating families to help them increase their earned income and reduce their dependency on rental subsidies. The families have an opportunity to receive escrow funds that are set aside for them when they experience an increase in earned income during their time in the FSS Program. Each participating family has an FSS contract of participation, for a period of five years, not to exceed seven years including contract extensions. The contract outlines the rights and responsibilities of both parties and incorporates the family’s individual training and services plans (ITSP). The ITSP identifies intermediate and long-term goals and the steps that the family needs to take as well as the resources that they can access to achieve the identified goals. The FSS Program is voluntary for HCV voucher holders; but participants who choose to participate are required to have a goal to obtain/maintain employment and to be free of cash benefits by the end of their contract.

Mandate Information: While the HCV Program is not mandated, the Board has determined that Loudoun County will operate a program for housing choice vouchers. Federal Code CFR Title 24 Chapter 9 Part 982 (Section 8 Tenant-Based Assistance: Housing Choice Voucher Program) mandates how this activity will be administered. The Federal Code requires that the program operate under the rules prescribed for Public Housing Agencies (PHA). The Board acts as the PHA Board of Directors, holding an annual public hearing and adopting the PHA Annual Plan, the PHA Five-Year Plan, and PHA administrative policies. FSS regulations are found in Federal Code CFR Title 24 Chapter 9 Part 984.

Who Does It: County staff, primarily federally funded, supports HCV services. Rental subsidies are 100 percent funded by federal funds while administrative support is funded based on the number of vouchers administered. Any additional administrative costs are supported by local tax funding.

Why We Do It: The HCV Program assists extremely low-income families, older adults, and persons with disabilities to maintain affordable, safe, and sanitary housing in the private market. Without this program, the County’s lowest-income residents and those who are at a higher risk of being unhoused could not afford rental payments. Many of these families would be forced to live in overcrowded and/or substandard conditions.

How We Do It Now – Current Service Level: Average monthly expenses for the HCV Program are estimated at \$656,278, of which \$594,200 supports rental assistance payments to landlords while \$62,078 supports County program staff. At current

¹ There are 42 PBVs at Shreveport Ridge, Levis Hill House, Loudoun View, Ashburn Chase, and Birchwood apartments. The County has committed an additional 20 vouchers to Tuscarora Crossing apartments, currently under development.



DHCD: Housing Choice Voucher

service level, PBVs support 30 households, mainstream vouchers support up to 75 households, VASH vouchers support up to five households, and FUP vouchers support up to ten households. Approximately ten voucher holders participate in the County's FSS Program. The HCV Program fully utilizes voucher funding received from HUD. Current service level aids approximately 590 households monthly, including 500 households that include persons with disabilities and/or persons aged 62 years or older, and a waitlist of approximately 150 households. The average annual income of families receiving vouchers is approximately \$25,000; and the average amount of monthly rental assistance is approximately \$1,380. This service level is limited by the level of federal funding received annually, an amount which has remained relatively flat for several years. With increasing fair market rents, fewer vouchers are available each year. Current service level reflects annual inspections of 100 percent of rental units in the program, and completion of 100 percent of annual recertifications and interims within required timeframes.

How We Plan to Do It in the Future – Recommended Service Level: In the future, DHCD plans to maintain the current services that are offered, including up to 42 PBVs, 75 mainstream vouchers, five VASH vouchers, and ten FUP vouchers. In addition to the vouchers currently being administered by DHCD, staff plans to pursue at least 25 Foster Youth to Independence (FYI) vouchers, additional FUP vouchers, and other special-purpose vouchers that may become available through future HUD NOFAs (Notice of Funding Availability). The FSS Program can support up to 50 voucher participants; and staff plans to fully utilize these program slots. HCV Program funding will continue to be fully utilized.

Beyond the next few years, as rent costs in the County continue to increase, the number of families or households that this program can support will decrease, due to a greater amount of subsidy being required per unit, and thus the number of vouchers that can be supported with existing funds decreases. The number of vouchers issued determines the level of reimbursement for administrative costs, thereby increasing the local tax funding necessary to continue supporting administrative costs. Rising rental prices will be a challenge in the future.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Distribute 100 percent of federal funds received for the HCV Program to eligible households.					
Regular voucher funding utilization	101%	102%	100%	100%	100%
Mainstream voucher funding utilization	100%	94%	104%	100%	100%
Increase voucher utilization.					
Regular vouchers utilized	409	431	489	500	500
Mainstream vouchers utilized	72	69	71	75	75
FUP vouchers utilized	8	8	9	10	10
PBV units utilized	23	19	23	30	42
VASH vouchers utilized	1	1	3	5	5
Increase the number of households served.					
Number of households served	588	555	584	618	643
Enroll the maximum possible number of participants in the FSS Program (50).					
Number of FSS Program participants	19	13	7	25	50
At least one FSS participant will complete the program each year.¹					
Number of FSS graduates	n/a	n/a	3	1	1

¹ Data shown as n/a indicates a measure that does not have historical data.

**DHCD: Housing Choice Voucher**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Inspect 100 percent of HCV units in a timely manner (twice annually).					
Percentage of inspections completed within the established timeline	100%	100%	100%	100%	100%
Complete 100 percent of annual eligibility recertifications for HCV participants within 30 days of the due date.					
Percentage of recertifications completed within 30 days of the due date	100%	93%	98%	100%	100%



DHCD: Entitlement Grants

Community Development Block Grant (CDBG) Program

What We Do: DHCD administers the federally-funded Community Development Block Grant (CDBG) Program. CDBG funds address community and economic development needs and services for low- to moderate-income residents. Federal regulation requires the County to develop and submit a Five-Year Consolidated Plan identifying goals and objectives to meet affordable housing and community development needs. In addition, the Board must hold a public hearing and adopt the Annual Action Plan, which outlines spending for the new CDBG allocation each year. The grant covers administrative expenses and an annual competitive grant application process for nonprofit and public agencies seeking funding for projects and programs that meet federal objectives and those outlined in the CDBG Five-Year Consolidated Plan. All activities that are funded by CDBG must meet a national objective that falls under one of the following three categories: benefits low-/moderate-income persons, prevents or eliminates slums or blighted communities, or meets an urgent need.

Mandate Information: Loudoun County is identified as an entitlement community.¹ Federal Code CFR 24 Title 24 Part 570 (Community Development Block Grants) regulations govern the use and distribution of funds under the CDBG Program.

Who Does It: County staff administers these services. CDBG funds must be distributed in accordance with the Board's adopted Annual Action Plan. CDBG funds 1.75 positions in this team.

Why We Do It: This activity facilitates the County's long-range housing strategy to provide a continuum of housing opportunities to support economic health and quality of life. In Loudoun County, housing costs have risen considerably faster than incomes. Proposed projects address the goals of the County's CDBG Program, which include providing affordable housing opportunities, revitalizing neighborhoods, renovating substandard housing, providing public services, and expanding economic development opportunities, primarily for persons of low and moderate income.

How We Do It Now – Current Service Level: All CDBG applications are reviewed, and recommendations are presented to the Board for final approval subsequent to a public hearing.

How We Plan to Do It in the Future – Recommended Service Level: The County's entitlement CDBG funds are subject to annual congressional appropriations. As such, the recommended service levels for the future are not clear now, but DHCD monitors trends and projections to best plan for the future distribution of funds. Over 15 years, CDBG funds have been used to purchase land and help renovate and build affordable housing, in addition to helping build playgrounds, bus shelters, and sidewalks in low-income neighborhoods as well as many other community development projects. The County has funded nearly 231 projects and services through FY 2023; and, since FY 2022, more than 19,000 people have benefited from CDBG programs.

¹ Entitlement communities are designated by the Department of Housing and Urban Development to receive an amount of funds which the community is entitled to receive under the entitlement grant program.

**DHCD: Entitlement Grants**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Retain at least 20 percent of CDBG funding to initiate County housing projects;					
Annual CDBG allocation	\$1,413,992	\$1,4630,391	\$1,379,452	\$1,400,000	\$1,400,000
Percentage of allocation retained to County housing projects	20%	20%	20%	20%	20%
Distribute at least 85 percent of CDBG funding to capital projects; and distribute at most 15 percent of CDBG funds to community development/public service projects.¹					
Percentage of allocation awarded to capital projects	65%	85%	65%	85%	85%
Percentage of allocation awarded to community development/public service projects	15%	15%	15%	15%	15%

¹ As defined by HUD, capital projects are projects that fund housing rehabilitation, public facility improvements, and other housing and economic development activities and public service projects are projects that provide services to low- to moderate-income persons in the areas of employment, health, and youth services.



DHCD: Entitlement Grants

HOME Investment Partnerships Program (HOME)

What We Do: On March 21, 2023, the Board authorized Loudoun County to become a participating jurisdiction in the HOME Investment Partnerships Program (HOME). This is the first time that the County is eligible to receive this source of federal funding; HOME is the largest federal block grant to state and local governments designed exclusively to create affordable housing for low-income households. HOME funds may be used to provide incentives to develop and support affordable rental housing and homeownership affordability through acquisition (including assistance to homebuyers), new construction, reconstruction, or rehabilitation of non-luxury housing with suitable amenities. This includes real property acquisition (vacant land and manufactured housing included), site improvements, conversion, demolition, and other expenses including financing costs and relocation expenses of any displaced persons, families, businesses, or organizations. Additional activities include providing tenant-based rental assistance, payment of reasonable administrative and planning costs, and the payment of operating expenses of community housing development organizations.

Mandate Information: On February 3, 2023, DHCD was notified by HUD that Loudoun County met the congressional appropriations threshold to receive HOME funds in the amount of \$750,000 for FY 2024. HOME is regulated in Title 42 of the United States Code Section 12701 (42 U.S.C. § 12701), and Title 24 of the Code of Federal Regulations (24 CFR Part 92), as amended.

Who Does It: County staff administers these services. DHCD has three dedicated staff for HOME program administration.

Why We Do It: This activity facilitates the County's long-range housing strategy to provide a continuum of housing opportunities to support economic health and quality of life. In Loudoun County, housing costs have risen considerably faster than incomes.

How We Do It Now – Current Service Level: FY 2024 is the County's inaugural year administering the program. Staff has identified these high-priority activities: 1) tenant-based rental assistance to provide housing affordability for approximately 25 households; 2) community housing development organization operating assistance for nonprofit organizations to produce attainable housing units totaling 15 percent of grant award pursuant to regulatory requirements; 3) program administration costs representing a maximum of 10 percent of the grant's annual award allocation as allowed; and 4) downpayment and closing costs assistance.

How We Plan to Do It in the Future – Recommended Service Level: High-priority funding activities will be based on the County's Consolidated Plan, which include public engagement as well as results from the American Communities Survey. At this time, the County's Consolidated Plan in conjunction with the UHNSP indicates a shortage of attainable housing units. There is a need for at least 16,000 units to meet demand by the year 2040. Consequently, the service level will continue to increase as funding allows to add housing units throughout the County.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Obtain and implement HOME funding.¹					
Annual HOME allocation	n/a	n/a	n/a	\$750,000	\$750,000

¹ Data shown as n/a indicates a measure that does not have historical data.



DHCD: Policy and Internal Operations

Housing Policy

What We Do: The Housing Policy activity is responsible for implementation of the Board's approved UHNSP, including interdepartmental coordination efforts. This team is responsible for strategic use of the Housing Fund and the County's dedicated half-penny increment for affordable housing. This team facilitates the County's Affordable Multi-Family Housing Loan Program, established in 2018 for the purpose of providing competitive gap financing loans for the production of affordable housing. The program focuses on the provision of rental housing for households earning up to 60 percent of AMI. Among other eligibility criteria, loan applicants must use the proposed loan in conjunction with Low-Income Housing Tax Credits and/or HUD 221 (d) (4) affordable programs. Additionally, the Rental Housing Acquisition and Preservation (RHAP) Loan Program was established by the Board in 2022 for the purpose of supporting the preservation of subsidized and naturally occurring affordable housing.

Staff supports Board's appointed advisory committees including the ADU Advisory Board, the Housing Advisory Board, and the Housing Choice Voucher Resident Advisory Board. Staff supports the advisory boards by providing research and information, facilitating meetings, and providing proper public notice, as well as posting agendas and meeting summaries to ensure public access. Staff works cooperatively with other jurisdictions, including the Virginia Housing Northern Virginia Advisory Committee and the Metropolitan Washington Council of Governments Housing Directors Committee, to encourage regional affordable housing solutions. Housing Policy staff also coordinates responses to Freedom of Information Act (FOIA) requests as they relate to housing programs.

Mandate Information: The various Housing Policy activities are mandated by the Code of Virginia Title 2.2 Chapter 37 (FOIA); Article 7 of the Loudoun County Zoning Ordinance (ADU Program); and Loudoun County Codified Ordinances, including Chapter 1450 (ADU Program Administration) and Chapter 1460 (Grants or Loans for the Production and Repair of Rental Property). Loudoun County Codified Ordinances govern the various rehab programs, the Affordable Multi-Family Housing Loan Program, and the RHAP Loan Program.

Who Does It: County staff performs this activity. DHCD hired its first fair housing coordinator in March 2023. This position is responsible for providing education, training, and advice on fair housing to County staff; providing financial and housing counseling, universal design, accessibility, and Americans with Disabilities Act (ADA) compliance to County staff; informing current program rules and new program development to ensure fair housing compliance; reviewing fair housing complaints and potential program violations in County housing programs; and implementing key actions identified in the UHNSP.

Why We Do It: This activity is essential to providing the oversight and direction to implement the UHNSP and deliver affordable housing to Loudoun County residents. Housing costs have outpaced incomes in Loudoun County, and this trend is projected to continue. Housing Policy efforts are critical to provide the Board with wide-ranging perspectives and recommendations in addressing unmet housing needs through the work of its advisory boards; and ensure that advisory boards are fully FOIA compliant, have access to information, and provide proper public access.

How We Do It Now – Current Service Level: At current service level, this activity provides one to two Affordable Multi-Family Housing Loan awards annually ranging from \$2.5 million to \$7.8 million. One RHAP Loan was received but ultimately did not move forward. Regarding the UHNSP, staff provides quarterly updates to the Board's Transportation and Land Use Committee. Additionally, staff provides support to monthly Housing Advisory Board meetings, monthly ADU Advisory Board meetings, and to bi-annual Housing Choice Voucher Resident Advisory Board meetings.

How We Plan to Do It in the Future – Recommended Service Level: The service level demand runs parallel to the programmatic departmental services being provided. As more efforts to support meeting the goals of the UHNSP ramp up, additional support to staff and programs is required. For subsequent years, the recommended service level is to increase loan applications in both the Affordable Multi-Family Housing Loan Program and the RHAP Loan Program, to increase the



DHCD: Policy and Internal Operations

production and preservation of affordable housing and to drive deeper income targeting as outlined in the UHNSP. An increase in activity is necessary to meet UHNSP-attainable housing goals.¹

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Increase the production and preservation of affordable rental housing.²					
Number of Affordable Multi-Family Housing Loan applications approved	1	1	1	2	2
Number of RHAP Loan applications approved	n/a	n/a	0	1	1
Number of Affordable Multi-Family Housing Loan Program units approved	90	52	130	120	120
Number of RHAP Loan Program units approved	n/a	n/a	0	100	100
Total value of approved Affordable Multi-Family Housing Loans	\$4,500,000	\$2,535,000	\$6,012,311	\$9,000,000	\$9,000,000
Total value of approved RHAP Loans	n/a	n/a	0	\$5,000,000	\$5,000,000

¹ A listing of the goals can be found on the following website: [Unmet-Housing-Needs-Strategic-Plan-Approved-9821-with-Appendices \(loudoun.gov\)](#).

² Data shown as n/a indicates a measure that does not have historical data.



DHCD: Policy and Internal Operations

Internal Operations

What We Do: Internal Operations includes finance, accounting and budgeting, human resources management, customer service, record storage, and management information systems support and reporting for DHCD.

Staff responsibilities related to finance, accounting, and budgeting include the management of all funding received by DHCD from federal, state, and local government sources, grants, and other contributions; overseeing all DHCD operations and reconciling all housing loan payments; performing reviews of community organizations that are awarded CDBG program funds; providing support for the DHCD housing loan programs and monitoring and tracking HCV Program funding; providing procurement, accounts payable, Purchasing Card (PCard), and general ledger accounting support services for DHCD; providing County fiscal year-end close activities for revenue and expenses; completing required monthly HUD reporting and the federal submission of the Real Estate Assessment Center (REAC); reconciling and tracking Housing Fund activity which includes the County of Loudoun Housing Trust; and finally, ensuring compliance with County check-handling policies and procedures and timely payment of expenses. The team also oversees the use of the Loudoun County Affordable Housing Trust, which funds the Affordable Multi-Family Housing Loan Program. Additionally, Housing Trust funds have been used to support several County housing programs to include the DPCC Program, the PEG Program, and purchasing ADUs at danger of being sold at market and lost to the program.

This team is also responsible for record storage and management information systems support and reporting, including ensuring the accountability of desktops, laptops, and other equipment; providing support for all software programs and applications used by DHCD; supporting the housing management information system which is a comprehensive, department-wide information and financial system that supports HCV Program vouchers and related rent payments to landlords; collecting and providing data for managing the information system to streamline service delivery and increase efficiency; and finally, providing all reporting, training, and technical support for this system.

Customer service staff manages all incoming calls as well as the reception function for clients and residents with inquiries regarding any DHCD program.

The human resources liaison interfaces with the County's Department of Human Resources (DHR) and is the central point of contact for DHCD on all human resources activities to include employee relations, recruitment, payroll activities, and development of administration policies. Staff also coordinates DHCD training.

Mandate Information: This activity supports mandated functions of DHCD.

Who Does It: County staff performs this activity, and is primarily funded through local tax dollars. The HCV accountant position is funded by federal HCV funds.

Why We Do It: This activity supports DHCD's ability to connect individuals and families to housing programs, and ensures the effective functioning of DHCD through efficient and productive program operations. Staff provides various levels of support to the public; clients; DHCD staff; granting agencies at the federal, state, and local levels; and County Administration for both mandated and non-mandated programs. DHCD's budget exceeds \$18 million and is highly complex. Staff supports and maintains various federal, state, and local financial and budgeting systems. Processes and procedures are in place to ensure that dollars are spent appropriately and have varying levels of oversight. All personnel issues are managed through one central point, which establishes consistency, efficiency, accuracy, and compliance. DHCD ensures that all records support audit compliance.

How We Do It Now – Current Service Level: Current service level reflects support to an operating budget in excess of \$18 million. Additionally, staff supports the Housing Fund. Current service level supports 33.00 FTE.

How We Plan to Do It in the Future – Recommended Service Level: The service level demand runs parallel to the programmatic DHCD services being provided; as the County adds housing programs, the workload in Internal Operations increases.



DHCD: Policy and Internal Operations

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Support the budget, finance, and human resources needs of the Department.					
Adopted Expenditure Budget (General Fund)	\$2,154,195	\$2,387,906	\$3,224,335	\$4,709,103	\$4,980,983
Adopted Expenditure Budget (Other Funds)	\$10,991,487	\$11,102,253	\$11,132,253	\$13,435,080	\$13,435,080
Authorized Staffing	27.00	31.00	33.00	35.00	35.00
Turnover Rate ¹	n/a	5.0%	12.5%	8.6%	5.0%

¹ Data shown as n/a indicates a measure that does not have historical data.

