



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



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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.

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	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.



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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.



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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.



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	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.