



Office of the County Administrator

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

Department Programs

Administration

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

Activities

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

Office of Public Affairs and Communications (PAC)

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

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

Office of Emergency Management (OEM)

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

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



Office of the County Administrator

Office of Equity and Inclusion (OEI)

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

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

Office of Health Information Safeguards and Accountability

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

- Health Information Oversight

Office of Management and Budget (OMB)

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

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

Financial Information

FY 2024 Adopted Information¹

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

¹ Sums may not equal due to rounding.

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



Office of the County Administrator: Administration

Executive Management and Strategic Initiatives

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

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

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

Who Does It: County staff provides this service.

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

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

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

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

**Office of the County Administrator: Administration**

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

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

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



Office of the County Administrator: Administration

Support to the Board

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

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

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

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

Who Does It: County staff provides this service.

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

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



Office of the County Administrator: Administration

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

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

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

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

² The Board sets the number of business meetings.

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



Office of the County Administrator: Administration

Freedom of Information Act (FOIA) Management

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

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

Who Does It: County staff provides this service.

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

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

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

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

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

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



Office of the County Administrator: Administration

Legislative Program

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

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

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

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

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

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

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

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

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



Office of the County Administrator: Administration

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

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

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

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



Office of the County Administrator: Public Affairs and Communications

Constituent Services

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

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

Who Does It: Primarily County staff provides this service.

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

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

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



Office of the County Administrator: Public Affairs and Communications

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

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

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



Office of the County Administrator: Public Affairs and Communications

Internal and External Communications

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

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

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

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

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



Office of the County Administrator: Public Affairs and Communications

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

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

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

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

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

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

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



Office of the County Administrator: Public Affairs and Communications

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

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



Office of the County Administrator: Public Affairs and Communications

Accessibility Services

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

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

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

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

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

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

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

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



Office of the County Administrator: Public Affairs and Communications

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

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

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

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

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

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

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



Office of the County Administrator: Public Affairs and Communications

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



Office of the County Administrator: Public Affairs and Communications

Cable Channel and Webcast Operations

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

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

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

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

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

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

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

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



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

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



Office of the County Administrator: Public Affairs and Communications

Media Relations

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

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

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

How We Do It: County staff provides this service.

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

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

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



Office of the County Administrator: Public Affairs and Communications

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

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



Office of the County Administrator: Emergency Management

Countywide Threat, Hazard, and Resilience Planning

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

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

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

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

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

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



Office of the County Administrator: Emergency Management

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

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

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

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

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

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

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



Office of the County Administrator: Emergency Management

Operational Coordination

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

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

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

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

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



Office of the County Administrator: Emergency Management

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

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

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

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

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

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

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

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

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



Office of the County Administrator: Emergency Management

Community Outreach and Education

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

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

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

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

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

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

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

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



Office of the County Administrator: Emergency Management

Health, Safety, and Security

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

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

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

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

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

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

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

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



Office of the County Administrator: Emergency Management

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

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

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



Office of the County Administrator: Equity and Inclusion

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

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

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

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

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

Who Does It: County staff provides this service.

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

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

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



Office of the County Administrator: Equity and Inclusion

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

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



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%

