



Community Development FY 2024 Program Review

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Building and Development

To enhance the quality of life for all citizens by developing, administering, and enforcing the County's Land Subdivision and Development Ordinance (LSDO), Facilities Standards Manual (FSM), and construction-related codified ordinances; and to provide for the public's safety and welfare in relationship to public-private structures and facilities constructed in Loudoun County for the public's use through enforcement of engineering best practices and statewide building codes under Virginia's Uniform Statewide Building Code (USBC).

Department Programs

Land Development Planning

Provides technical review, processing, approval, and management of land development applications related to the subdivision of property; maintains County records on all land development applications; manages performance and erosion and sediment control bonds; provides excellent customer service as the Department of Building and Development's first point of contact for the public.

Activities

- Land Development Plans Review
- Bonds Management
- Customer Ombudsman Services

Land Development Engineering

Provides detailed technical review, approval, and management of land development applications related to subdivision and road construction, as well as site plans, to ensure conformance with all applicable ordinances, standards, and regulations; inspects ongoing and completed construction for compliance with standards; manages reduction and release of performance bonds and acceptance of streets into the state system for maintenance.

- Plans Review and Engineering
- Infrastructure Compliance

Natural Resources

Ensures compliance with applicable federal, state, and local regulations related to natural resources; administers the County's Virginia Stormwater Management Program (VSMP) and Erosion and Sediment Control (ESC) Program, including enforcement regulations; administers the Floodplain Management Program based on the current federal guidelines and Loudoun County Zoning Ordinance; provides technical assistance and ensures that FSM requirements are met in soils, geotechnical, geophysical, urban forestry, and wetland disciplines, as well as provides subject matter expertise regarding zoned sensitive areas, such as the Mountain Development Overlay District (MDOD), the Limestone Overlay District (LOD), and Steep Slopes; and gathers groundwater data and monitors surface

- Erosion and Sediment Control (ESC) Program
- Virginia Stormwater Management Program (VSMP)
- Natural Resources and Floodplain Management



Building and Development

water data from other sources to assist with water resources-related questions and studies.

Building Code Enforcement

Protects the public's health, safety, and welfare through enforcement of the structural, electrical, mechanical, plumbing, gas, and fire protection standards of Virginia's USBC; conducts building code inspections and building plans code compliance reviews.

- Building Code Inspections
- Building Plans Review

Permit Issuance

Coordinates and schedules inspections; issues building and trade permits for the entire County; issues zoning permits for property located outside the incorporated towns; manages proffer collection; and provides leadership for the Business Assistance Team (BAT).

- Building Permit Issuance

Administration

Manages budget, technology, human resources, procurement, and payroll functions for the Department of Building and Development; coordinates response to Freedom of Information Act (FOIA) requests; ensures that the Department complies with regulations including the Fair Labor Standards Act (FLSA), the Family and Medical Leave Act (FMLA), and the Equal Employment Opportunity Commission (EEOC).

- Technology Team
- Human Resources/Payroll/FOIA Administration/General Department Administration
- Budget/Finance

Financial Information

FY 2024 Adopted Information¹

	Expenditures	Revenue	LTF	FTE
Land Development Planning	\$2,488,621	\$1,020,491	\$1,468,130	17.00
Land Development Engineering	4,117,867	1,181,340	2,936,527	22.00
Natural Resources	5,379,409	2,249,321	3,130,088	41.80
Building Code Enforcement	11,461,920	12,809,661	(1,347,741)	85.00
Permit Issuance	3,177,740	4,658,812	(1,481,072)	26.00
Administration	2,753,638	8,500	2,745,138	16.00
Total	\$29,379,195	\$21,928,195	\$7,451,070	207.80

¹ Sums may not equal due to rounding.



Building and Development: Land Development Planning

Land Development Plans Review

What We Do: The Land Development Plans Review activity provides technical review and oversight of land development applications related to the subdivision of property. Staff receives applications through the Department of Building and Development's front counter. Staff enters the application into the County's land management information system, LMIS. Setting up this information takes staff three to five days. If the application information is insufficient, staff rejects the application. If the application is accepted, staff sends it out to referral to other staff within the Department of Building and Development as well as other County departments. Referrals have a 30-day review time, during which staff coordinates the various reviews, receives all comments, and then submits the comment letters to applicants within 45 days of the application submittal.

These land development application reviews ensure conformance with adopted County, state, and federal regulations. This activity also manages major development projects to ensure compliance with policies, regulations, and proffers adopted by the Board of Supervisors (Board), as well as any proposed road abandonments. Additionally, this activity responds to resident concerns related to specific applications and projects; maintains all County records associated with land development applications (e.g., subdivisions, site plans, rezoning, and special exceptions); and administers the LSDO and makes determinations, amendments, and interpretations.

Mandate Information: This activity is mandated by the Code of Virginia § 15.2-2240, which requires every locality to adopt an ordinance to ensure the orderly subdivision of land and its development. The Code of Virginia § 15.2-2241 identifies the mandatory provisions that must be contained within a subdivision ordinance.

Who Does It: County staff provides this service.

Why We Do It: Reviewing land development plans ensures the orderly subdivision of land and its development, as required by the Code of Virginia. The Land Development Plans Review activity also ensures that ordinances adopted by the Board, proffers accepted by the Board, and other regulations are implemented as part of the development process. This activity conducts continuous coordination with a multitude of County agencies and provides specialized knowledge of all County ordinances related to land development. The County collects fees to offset costs for this activity's work.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was approximately 660 land development application reviews. Approximately 82 percent of these reviews were conducted within the 45-day timeline established by the Department of Building and Development. In subsequent years, this service held steady because the Department was able to keep pace with the number of new land development applications and their associated reviews. In the current fiscal year, this activity will produce approximately 600 land development application reviews while maintaining a 75 percent rate of applications being reviewed within 45 business days.

How We Plan to Do It in the Future – Recommended Service Level: In the future, the Department recommends that this activity maintains the current service level by conducting approximately 600 reviews of land development applications within the 45-day timeline established by the Department 80 percent of the time.

**Building and Development: Land Development Planning**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Complete initial setup of 99 percent of land development applications within five business days.					
Number of new land development applications (commercial and residential) set up per staff member	154	277	269	242	242
Percentage of new land development applications set up within five business days	100%	100%	100%	100%	100%
Respond to at least 90 percent of land development applications with initial plan review comments within 45 days.					
Number of comment letters sent per staff member, not to exceed 120 annually	84	83	73	99	99
Percentage of comment letters provided within 45 days	87%	77%	70%	94%	94%



Building and Development: Land Development Planning

Bonds Management

What We Do: The Bonds Management activity administers the County's Performance and Erosion and Sediment Control Bonds programs. Prior to approval of a record plat or site plan, the developer or property owner must complete a bond agreement with the County. The bond agreement provides a guarantee in the form of a corporate surety bond, a letter of credit from a bank, or cash to assure the timely construction and completion of improvements in accordance with the approved plans. This often includes guaranteeing certain improvements are going to occur such as roads, sidewalks, trails, and ponds. This activity processes bond agreements, as well as extensions, substitutions, releases, and reductions, to these agreements. The activity also staffs the County's telephone and email hotlines for bonds, responding to questions from the public regarding bonding policies and procedures.

Mandate Information: This activity is mandated by the Code of Virginia § 15.2-2241, which requires that a subdivision ordinance provide reasonable provisions for bonding of development projects. Additionally, the Code of Virginia § 15.2-2245 requires that a subdivision ordinance provide for periodic partial and final release of performance guarantees within 30 days of notice of completion.

Who Does It: County staff provides this activity.

Why We Do It: Bond agreements involve hundreds of millions of dollars' worth of guarantees to the County and are legal contracts. This activity ensures that property owners complete projects as agreed as well as ensures that, should they fail to meet their obligations, local tax dollars are then not necessary to complete improvements on their behalf. Projects often develop over several years, and it is important that these legal documents be maintained such that they do not expire and are enforced or released.

How We Do It Now – Current Service Level: In FY 2020, the Bonds Management Team managed 902 performance bonds, for an average of approximately 300 per team member. As projects become more complex, they included additional phases, proffered items, and other items that precipitated additional performance bonds. This is evident in the increase in the number of bond cases in FY 2023 to a current level of 930. As the number of bond cases grows, so will the number of typical actions taken on a bond case such as extension agreements.

How We Plan to Do It in the Future – Recommended Service Level: As the County's development begins to stabilize, the number of bonds actions may decrease over time. The bonds actions that are currently being performed are based upon high growth and development. As those projects come to their conclusions, the number of bonds should begin to decrease. The bonds that will be managed in the future will increase in value due to inflation, project complexity, and other economic factors. In the future, the Department recommends that this activity continues to manage approximately 500 performance bonds per staff member annually and continues to review approximately 300 extension agreements annually.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide administrative oversight of the bonding process by ensuring that the legal documents are current and accurate, not to exceed 600 performance bonds per staff member.					
Number of performance bonds managed per staff member, not to exceed 600 annually	409	449	358	448	448
Number of extension agreements reviewed	696	763	609	830	830



Building and Development: Land Development Planning

Customer Ombudsman Services

What We Do: The Customer Ombudsman Services activity is provided by professional land development planning staff and acts as the Department of Building and Development's first point of contact for the public. This activity provides front counter staffing and public assistance related to land use documents and the land development review process; and responds to questions received on the Zoning Hotline and through the LEx (Loudoun Express Request) system. This includes handling large volumes of calls from residents with questions about how they can use their property or questions regarding activities occurring on properties near them. The Customer Ombudsman Services activity also routes applications and materials to planners and engineers conducting plan reviews and maintains the file room, which contains all public records associated with land development.

Mandate Information: This activity is not mandated.

Who Does It: County staff provides this service.

Why We Do It: The Customer Ombudsman Services activity adds value by enhancing efficiency and improving customer service. Guidance is provided by knowledgeable staff, improving the completeness and quality of applications; and quickly and accurately answering questions from the public. Offering a centralized location and point of contact makes public access to land development information and services easy and convenient. Failure to provide this service would result in delays in application reviews, delays in responding to resident questions, and inefficiency within the organization; in addition to increasing the likelihood of incorrect or inconsistent information being disseminated to customers. It is important that County staff provides this activity because it requires maintaining a knowledge level that can only be acquired through experience in managing land development projects, the ability to understand and apply regulations from three different zoning ordinances, and the ability to coordinate seamlessly with other programs in the Department.

How We Do It Now – Current Service Level: In FY 2020, the number of customer contacts was lower than in previous years, with a monthly average of 583 contacts, due to limited access to front counters because of restrictions related to the COVID-19 pandemic. Contacts shifted from in-person visits at counters to electronic channels of communication, such as email or LEx. Since then, there has been a steady rise in customer contacts to just under 1,000 per month in FY 2023 via various channels to include email, LEx, telephone calls, and in-person visits.

How We Plan to Do It in the Future – Recommended Service Level: Given the changing demographics of the County and the introduction of all digital services, staff foresees that the number of walk-in customers will continue to decrease. The work of Customer Ombudsmen Services will continue to be primarily virtual work. The growth in virtual customer services may require the Department to reevaluate how these services will be performed. This could include the hours that services are provided, enhanced technical support availability, and new technology to deliver the required services. In the future, the Department recommends that this activity continues to conduct approximately 5,000 service requests per staff member annually and continues to respond to 95 percent of those requests within 24 hours.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Respond to 95 percent of customer service requests within 24 hours.					
Number of service requests per staff member, not to exceed 7,500 annually	4,523	5,480	4,672	6,200	5,000
Percentage of service requests responded to within 24 hours	95%	93%	97%	97%	97%



Building and Development: Land Development Engineering

Plans Review and Engineering

What We Do: The Plans Review and Engineering activity provides detailed technical review, approval, and management of land development applications related to construction plans and profiles as well as site plans in conformance with Loudoun County Codified Ordinances, the FSM, other applicable state and federal regulations, and proffers or conditions of approval negotiated as part of rezoning or special exception application processes. This activity also provides support to the Public Review Committee, the Engineers and Surveyors Institute (ESI) Loudoun Committee, and other groups as required.

Mandate Information: The Code of Virginia §§ 15.2-2246 and 15.2-2241 mandates provisions for the review of construction plans and site plans. The Code of Virginia § 15.2-2259.A requires action on plats and plans within 60 days, requires action on resubmitted plats and plans within 45 days, and stipulates timeline requirements for submitting plats and plans to state agencies if needed. The Code of Virginia § 15.2-2263 mandates program standards for expedited land development procedures such as reviewer qualifications, professional training, and the necessity of an advising plans examiner board. The Code of Virginia §§ 54.1-406 and 54.1-107 specifies the requirements among professional engineers and surveyors at the local government level, regulating the required credentials for individuals performing this activity.

Who Does It: County staff provides this service, supplemented by contracted services to review application checklists and provide training.

Why We Do It: This activity promotes safe, orderly, and consistent land development in Loudoun County by verifying that applications conform to a complex system of regulations, agreements, and processes designed to safeguard the public's interests. This activity is also able to provide expedited plan reviews by meeting additional state standards. Expediting projects for industries targeted by the Board can be a useful tool for economic development and allows for the prioritizing of County facilities for quick execution. The County collects fees to offset costs for this activity's work.

How We Do It Now – Current Service Level: To meet the demanding pace of development in Loudoun County, current service level is designed to exceed the state-mandated timelines mentioned above. Engineered plans are processed for review with a maximum response time of 30 business days; and even shorter timelines are used when the project qualifies for expedited processing. To meet these standards, an average of 25 new applications are assigned to each engineer per year, while facilitating a similar number of project completions allows for a reasonable caseload for each full-time employee.

How We Plan to Do It in the Future – Recommended Service Level: The Department recommends that current service levels be maintained in the future. As the County's population growth stabilizes over time, the Department expects to see the following trends which would directly affect the number of engineering applications that are able to be processed:

- Much of the remaining undeveloped land and projects proposing redevelopment will pose greater engineering constraints; and as such, plans will be submitted with a greater degree of complexity than current projects.
- The pace of new Loudoun County Public Schools (LCPS) projects is slowing, in favor of expansion at existing sites and support facilities.

Increased complexity of engineered plans will effectively reduce the number of active applications that each engineer can process while maintaining an appropriate level of attention to the technical aspects of each application. To maintain current service levels in the future and counteract the anticipated challenges of added complexity, the Department recommends a combination of targeting employees with more specialized experience and credentials, providing specialized training, and employing relevant new technologies. Staff is also currently working through a revitalization effort to increase efficiency of operations and transparency to the public, which will be partially accomplished through upgrading land management software that was implemented in the summer of FY 2023. The shift in workflows associated with these enhancements will redefine execution standards, thus requiring reevaluation of performance standards and metrics in upcoming years. Performance metrics are also likely to change with the new reporting capabilities available through the upgraded software system.



Building and Development: Land Development Engineering

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain an average of 21 site plan reviews (first submission only) or less per engineer per year to ensure quality reviews.					
Average number of site plans reviewed per engineer per year	32	28	22	25	25
Maintain an average of 11 construction plan and profile reviews (first submission only) or less per engineer per year to ensure quality reviews.					
Average number of construction plans and profiles reviewed per engineer per year	21	18	13	15	15



Building and Development: Land Development Engineering

Infrastructure Compliance

What We Do: The Infrastructure Compliance activity provides professional services to verify that bonded land development activities are built in accordance with applicable laws, regulations, and procedures; and that improvements to Loudoun County's road infrastructure are completed as depicted by approved construction plans and specifications. This activity coordinates with applicants, developers, contractors, and local and state government agencies, including the Virginia Department of Transportation. Most of this activity's work pertains to roads, though any work completed as part of a bond is inspected through this activity, which can include parking lots, landscaping, and stormwater management. Staff reviews plans and external elements of buildings, landscaping, and stormwater management practices to confirm that they have been constructed according to approved plans as well as associated as-built plans and lot-grading plans. Staff inspects sites prior to the bond release. An applicant can request a bond release if the work is completed, or request a bond reduction if a portion of the work is completed. If a release is requested, staff receives a package of as-built plans from the developer. Staff then conducts inspections based upon those plans. For bond reductions, staff inspects to ensure compliance and estimates the cost of the work left to complete to reduce the amount of the bond.

Mandate Information: The Code of Virginia §§ 15.2-2241 and 15.2-2245 mandates provisions for the establishment, reduction, and release of performance bonds and the inspection of public improvements.

Who Does It: County staff provides this service.

Why We Do It: This activity helps to facilitate project completion and acceptance of new roadways into the public maintenance system. Performance of this function has a direct and timely impact on the ability of the County to respond to its growing transportation challenges. By confirming that site features have been built according to approved engineering plans, the integrity of the land use regulations adopted by the Board is preserved. Additionally, the timely release of bond monies on privately-owned properties allows high-quality developers to continue to do productive business in the County.

How We Do It Now – Current Service Level: Current service level provides the mandated performance bond reductions and releases upon request by the applicant. Currently, a target maximum average is maintained of approximately 150 site visits, 150 as-built plan reviews, and 150 individual lot-grading plan reviews for infrastructure compliance per engineer annually, all of which promotes thoroughness and allows for an appropriate degree of responsiveness to customers. Additionally, this activity facilitated the acceptance of 29 lane miles of road into the public road maintenance system, each year on average in FY 2020 and FY 2021. This activity averages 300 lot-grading plans per reviewer annually.

How We Plan to Do It in the Future – Recommended Service Level: The Department recommends that current service levels be maintained in the future. As the County's population growth stabilizes over time, the Department expects to see an increase in redevelopment, which will directly affect the number, amount, and complexity of performance bond cases.

As redevelopment of existing sites is expected to rise to meet the increased residential densities that are likely to occur near the Metro stations and public transit systems, new performance bonds associated with plan revisions are expected to increase in both number and complexity. By extension, processing and inspection work associated with bond releases and reductions is expected to increase. As such, this activity may need to evolve to maintain recommended service level through a combination of adding staff, securing contracted support, and employing new relevant technologies. The Department may develop new performance measures as future trends unfold.

**Building and Development: Land Development Engineering**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain an average of 190 site visits or less per infrastructure compliance engineer per year to ensure quality control.					
Average number of infrastructure compliance site visits conducted per engineer per year	166	163	145	150	155
Maintain a maximum average of 350 as-built plans reviews per reviewer per year to ensure quality control.					
Average number of as-built reviews performed per reviewer per year	215	193	140	150	150
Maintain a maximum average of 330 individual lot-grading plans per reviewer per year.					
Average number of individual lot-grading plans reviewed per reviewer per year	205	209	140	150	150



Building and Development: Natural Resources

Erosion and Sediment Control (ESC) Program

What We Do: The ESC Program enforces established requirements for the control of soil erosion, sediment deposits, and stormwater runoff, particularly during construction activity. This enforcement is accomplished through the review of ESC plans, bonding of ESC permits, and inspections. ESC permits are required whenever plans submitted to the Department of Building and Development require land disturbance (e.g., clearing land and building new homes). During construction, erosion and sediment control inspections ensure that ESC controls are installed and maintained throughout the construction process, and ensure that the construction activity is not disturbing areas outside of the approved ESC plan. ESC inspections ensure that erosion and sediment controls are correctly used on the building site to reduce and retain sediment and prevent sediment from being deposited on adjacent properties. The ESC Program performs inspections of all sites under a special “risk-based inspection protocol” approved by Virginia’s Department of Environmental Quality (DEQ). Staff also provides inspections for Stormwater Pollution Prevention Plans (SWPPPs) which “detail the design, installation, implementation, and maintenance of effective pollution prevention measures as specified in 40 CFR 450.12(d) to minimize the discharge of pollutants” (9VAC25-870-56). Additionally, the ESC Program sets measures and consequences for non-compliance and responds to complaints received by the public.

Mandate Information: The Code of Virginia § 62.1-44.15:52 and 9VAC25-840 of the Virginia Administrative Code mandate specifics regarding erosion and sediment control, such as provisions for the submission, review, issuance, and periodic inspections of grading permits for construction sites. The *Virginia Erosion and Sediment Control Handbook, Third Edition* serves as the technical guide to meet the ESC regulations. These mandates are included by reference in Chapter 1220 of Loudoun County Codified Ordinances (the Loudoun County Erosion and Sediment Control Ordinance).

Who Does It: County staff provides this service.

Why We Do It: The ESC Program minimizes the degradation of land, stream channels, water quality, and other natural resources. This program must be administered by local government staff. Because of staff’s diligence in conducting this program, the County was able to negotiate with the Commonwealth of Virginia to allow for less frequent site inspections for lower-risk construction sites through an alternative inspection program, saving staff time while still protecting the environment. The County collects fees to offset the costs of this program’s work.

How We Do It Now – Current Service Level: ESC engineering technicians, consisting of 17.00 FTE positions, review erosion and sediment control plans submitted through land development applications or by property owners, ensuring that those plans meet state and local regulations. Once the plans are approved and the permit is issued, ESC engineering technicians conduct inspections of the active construction sites through an alternative inspection program approved by DEQ. ESC Program staff also investigates land disturbance complaints received by the public and processes violations that may occur. In FY 2020, this program reviewed approximately 359 new erosion and sediment control plans and investigated approximately 232 complaints. In addition, this program conducted a total of 690 SWPPP inspections and 845 ESC inspections per FTE per year. In this fiscal year with current resources, this program is anticipated to process an estimated 550 new erosion and sediment control plans and spend approximately 440 hours to process an estimated 220 complaints; as well as complete more than 750 ESC inspections per FTE on average and approximately 810 SWPPP inspections.

How We Plan to Do It in the Future – Recommended Service Level: As the County’s growth stabilizes over time, staff expects that the demand for these services will shift in response to redevelopment and more complex applications as greenfield development abates and more challenging sites become economically attractive. Staff will continue to monitor the number of new erosion and sediment control plans processed each year, assessing the complexity of the applications and time spent on review. To assess the impacts of more challenging sites, staff will also continue monitoring the number of inspections per FTE per year and will assess the types of construction sites being inspected; i.e., low-, medium-, or high-risk. Staff will also monitor resource needs associated with addressing customer complaints to include the number of complaints and average time spent on complaints.

**Building and Development: Natural Resources**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Meet the state's guidelines for Erosion and Sediment Control Permit inspection frequency (alternative inspection schedule) and maintain a maximum average of 750 inspections per inspector per year.					
Number of new active grading permits received per year	348	342	297	310	310
Average number of erosion and sediment control inspections conducted per inspector per year	727	828	789	819	819
Average number of SWPPP inspections conducted per inspector per year	52	56	54	19	19
Maintain a maximum of 30 grading plan reviews per inspector per year to ensure quality reviews.					
Average number of grading plan reviews conducted per inspector per year	37	34	40	19	19



Building and Development: Natural Resources

Virginia Stormwater Management Program (VSMP)

What We Do: The VSMP ensures that regulated land-disturbing activities comply with state and County standards for stormwater quality and quantity, which includes ensuring that stormwater facilities are properly constructed for acceptance into the County stormwater management (SWM) system. This is accomplished through the review and approval of detailed stormwater management plans, periodic inspections during construction of stormwater facilities, and Best Management Practices (BMPs) such as wet ponds, dry ponds, bio retention facilities, and manufactured treatment devices. The VSMP is conducted in coordination and compliance with Virginia DEQ for the administration of the VSMP Construction General Permit for Discharges of Stormwater from Construction Activities. The County is also the VSMP authority for all the incorporated towns within it, except for the Town of Leesburg.

Mandate Information: The Stormwater Management Act (Article 2.3, Chapter 3.1 of Title 62.1 of the Code of Virginia), the VSMP Regulations (9VAC25-870), and Loudoun County's Stormwater Ordinance (Chapter 1096 of Loudoun County Codified Ordinances) establish Loudoun County as a VSMP authority, which requires the County to administer VSMP Construction General Permits on behalf of DEQ for certain land-disturbing activities. As noted above, mandated operations also include review of the related development plans to ensure compliance with adopted water quality and quantity criteria. Periodic inspections of stormwater management BMPs are also mandated.

Who Does It: County staff provides this service.

Why We Do It: The VSMP minimizes the degradation of land, stream channels, water quality, and other natural resources by enforcing established requirements for the control of the quality and quantity of stormwater runoff. The County collects fees to offset the costs of this program's work.

How We Do It Now – Current Service Level: Four VSMP engineers review stormwater management plans, usually associated with land development applications, to ensure that they are compliant with state and local regulations. VSMP engineers are also responsible for processing and administering the VSMP General Permit issued by DEQ. VSMP engineering technicians, consisting of two FTE positions, conduct inspections of BMPs on active construction sites, and process termination of the General Permit at the end of construction. Current service level meets the state's guidelines for stormwater management plan reviews for the VSMP within assigned timelines 100 percent of the time; and maintains an average of 166 plan reviews per reviewer per year. Since FY 2020, the number of completed VSMP plan reviews averages 630 annually. The VSMP also processes 100 VSMP permits on average each year. Current service level also meets state requirements for periodic construction inspections of BMPs 100 percent of the time; and maintains an average of approximately 530 inspections per BMP inspector per year.

How We Plan to Do It in the Future – Recommended Service Level: Plans and permit applications submitted by the development community will likely get more complex as greenfield¹ development abates, and as more challenging sites become economically attractive. This, combined with an anticipated increase in redevelopment, will necessitate that staff continues to monitor the number of VSMP plan reviews and permits completed each year per FTE to ensure that regulatory timelines continue to be met. Staff will also monitor the average number of BMP inspections per inspector per year, the number of BMPs per project, and the types of BMPs to assess if project complexities require more resources.

¹ According to Plantezin Planopedia, "Greenfield Development is any kind of real estate development in previously undeveloped areas. The new development can be of any variety of land use – residential, commercial, industrial, or infrastructural." This is no longer the dominant development focus in Loudoun County.

**Building and Development: Natural Resources**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Meet the state's assigned timelines for stormwater management plan reviews for the VSMP 95 percent of the time and maintain a maximum average of 150 plans per reviewer per year.					
Number of VSMP plan reviews completed per year	618	617	654	596	596
Average number of VSMP plan reviews completed per year per reviewer	155	154	213	149	149
Percentage of VSMP plan reviews completed within assigned timelines	100%	100%	100%	100%	100%
Meet the state's requirements for periodic inspections of stormwater management BMPs 100 percent of the time for projects under construction; and maintain a maximum average of 555 inspections per BMP inspector per year.					
Average number of BMP inspections per inspector per year	493	483	486	555	555
Percentage of BMP inspections completed within assigned timelines	100%	100%	100%	100%	100%



Building and Development: Natural Resources

Natural Resources and Floodplain Management

What We Do: The Natural Resources and Floodplain Management activity provides review, correction, and approval of floodplain management (such as studies, alterations, and boundary changes), natural resources review of land development applications, and countywide management of water resources. These reviews require desktop plan and permit reviews, site visits, coordination with applicants, and interdepartmental coordination with various staff. Natural resources staff reviews legislative applications and land development and permit applications for wetland disturbance and permitting, tree conservation and landscaping, habitat reviews for areas with endangered species, stormwater proffer reviews, reviews in areas of sensitive soils and areas with limestone, and development in the mountainside overlay district and areas of steep slopes. This activity also conducts countywide soils review and locational clearances within sensitive environmental overlay districts. This activity assists the Land Development Plans Review and Engineering activities in completing reviews, including providing floodplain reviews and natural resource reviews for site plans and construction plans consistent with County ordinances and the FSM. Staff also assists the County's Department of Planning and Zoning in legislative reviews as a referral agent. Additionally, this team interacts with the Federal Emergency Management Agency (FEMA) regarding floodplain management and DEQ for wetlands and stream impacts. Staff also researches and responds to complaints through direct contact from residents and potential applicants, researches and responds to questions about property development from residents and potential applicants, and conducts site visits to verify site-specific information. Staff often receives general questions and education inquiries related to trees and water resources. In addition to supporting efforts in the County's Environment and Energy Work Plan, staff also coordinates interdepartmentally to achieve the goal of the County's 2019 Comprehensive Plan to protect and enhance the County's natural, environmental resources.

Mandate Information: This activity is mandated by the Clean Water Act (United States Code § 33.1251) and the Code of Virginia § 10.1-659, which require implementation of a local floodplain program to ensure compliance with FEMA regulations. Chapter 5 of the County's FSM requires floodplain reviews for site plans and construction plans. Natural resources staff also reviews applications consistent with the 2019 General Plan, the Revised 1993 Zoning Ordinance (Zoning Ordinance), and the FSM.

Who Does It: County staff provides this service.

Why We Do It: The Natural Resources and Floodplain Management activity reduces the risk of current and future flooding, as well as helps reduce the severity of property damage and risk of loss of life in flood events. As a result, Loudoun County has a comparably stable drainage pattern during significant storms, and County residents qualify for floodplain insurance and federal disaster relief funds. This activity also supports protection of natural resources in conjunction with federal, state, and local laws; and prioritizes customer service inquiries that vary in nature.

How We Do It Now – Current Service Level: Floodplain management and water resources staff, consisting of four FTE positions, ensures compliance with federal, state, and local regulations through the review of land development applications, permits, and data models. At current service level, floodplain staff averages approximately 1,000 zoning permit floodplain clearance reviews annually, 99 percent of which are acted upon within assigned timelines. In addition, floodplain staff reviews and approves floodplain studies and alterations submitted in association with land development applications and permits. Water resources staff reviews hydrologic studies, monitors groundwater wells, tracks water resources data, and processes watershed management plans.

Natural resources staff, consisting of six FTE positions, reviews legislative applications, land development applications, and permit applications to ensure that the applications address natural resources that are protected through federal, state, and local laws. At current service level, natural resources staff reviews approximately 437 zoning permits for locational clearance annually. Natural resources staff is also responsible for approximately 1,292 administrative plan reviews and 290 legislative plan reviews per year related to the Zoning Ordinance, the 2019 General Plan, and the FSM.

The number of reviews by urban forestry has increased dramatically from 480 in FY 2020. At current service level, urban forestry staff, consisting of one FTE position, is responsible for 784 environmental reviews per year related to the Zoning



Building and Development: Natural Resources

Ordinance, the 2019 General Plan, and the FSM. This equates to a 63 percent increase in reviews over three years. This increase is in part due to an increase in the types of reviews conducted by the urban forester. Additionally, there is a renewed focus on outreach and collaboration to work on tree- and forest-related issues. The intent in this shift is to allow the urban forester position to evolve into an Urban Forestry Program that can fully address the needs of the large, diverse area of Loudoun County. The number of plans reviewed limits the ability of staff to verify information received and promote tree conservation practices through education efforts. Staff is also challenged to respond quickly to citizen concerns, requests for tree plantings or speakers, and other outreach requests. In addition, the Environment and Energy Work Plan places significant emphasis on tree conservation, studies, and other tree-related issues.

How We Plan to Do It in the Future – Recommended Service Level: As greenfield development abates and more challenging sites become economically attractive, plans and permit applications submitted by the development community will likely become more complex. This, combined with an anticipated increase in redevelopment, will require more staff time to review and approve applications to ensure that construction activity adheres to federal, state, and local regulations. An increasingly complex development landscape and growing population will necessitate additional staff time to answer questions from the public. In addition, as developments age and infrastructure begins to degrade, staff will need to allocate additional time to review and resolve issues and complaints related to older developments.

Staff will continue to monitor trends related to natural resources and floodplains. It is likely that additional FTE will be needed in the future if reviews increase in complexity, citizen inquiries and complaints increase, and additional interdepartmental coordination is needed on work plans.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Meet the County's standards of locational clearance review and action within 48 hours of the submitted request 70 percent of the time.					
Number of zoning permits reviewed and acted upon for locational clearance	718	617	473	1,042	1,042
Percentage of locational clearances reviewed and acted upon within 48 hours	62%	89%	75%	100%	100%
Meet the FEMA obligations for floodplain management by taking action on floodplain clearance review requests within three business days 95 percent of the time.					
Average number zoning permits reviewed and acted upon for floodplain clearances	759	768	668	1,110	1,110
Percentage of floodplain clearances reviewed and acted upon within three business days	99%	98%	99%	99%	99%



Building and Development: Building Code Enforcement

Building Code Inspections

What We Do: The Building Code Inspections activity protects the public's health, safety, and welfare through performing critical building and trade construction inspections and ensuring building code compliance, as outlined in Virginia's USBC. Inspections include building, plumbing, gas, electrical, mechanical, and fire. Staff responds directly to questions and complaints from residents, the construction industry, and the Board. This activity also frequently coordinates with other County departments on projects, such as the Fire Marshal's Office (Loudoun County Fire and Rescue), the Department of Economic Development, the Health Department, the Planning and Zoning Department, the Commissioner of the Revenue, the Treasurer, and the County Attorney.

Mandate Information: The Code of Virginia §§ 36-97 through 36-119 requires that every jurisdiction adopt and enforce the Virginia's USBC; and mandates that inspections be conducted within 48 hours after a submitted request.

Who Does It: County staff provides this service, supplemented by contracted services for all elevator inspections. Some code compliance is confirmed through third-party certifications.

Why We Do It: Building inspections help ensure that Loudoun County residents can safely live in their homes, secure in the fact that the homes are safe. Community members can work, shop, go to restaurants or movies, or enter any commercial or public structure knowing that the buildings are safe.

How We Do It Now – Current Service Level: To provide exceptional customer service, Building Code Inspections staff strives to exceed state requirements regarding promptness and effectiveness of inspections, including a commitment to next-day inspections. In FY 2020, staff performed approximately 161,000 building and trade inspections, for an average of 3,900 building and trade inspections assigned per inspector. An additional 25,500 inspections were performed by third-party inspectors, including elevator inspections. In subsequent years, the total number of inspections moderately declined, and staffing remained constant; service level also remained constant due to an increase in complexity and duration necessary to effectively ensure safety and code compliance. It is anticipated that in FY 2024 with current resources, this activity will:

- Conduct approximately 160,000 building and trade code inspections.
- Oversee an additional 16,000 third-party inspections.
- Assign approximately 4,000 building and trade inspections per inspector per year.
- Continue to perform next-day inspections.

How We Plan to Do It in the Future – Recommended Service Level: In the future, staff recommends that current service levels be maintained regarding next-day inspections at the current staffing level. The Department will improve efficiencies through reorganizations to maintain service levels as the types and complexities of inspections continue to require more time to complete. In the future, it is anticipated that staff will be assigned approximately 3,300 inspections per inspector per year. The increased complexity will require inspections staff to have more extensive code knowledge and spend more time with each inspection. Population growth stabilization is expected to change the nature of construction type in Loudoun County, and result in more renovations and aging infrastructure repair.

**Building and Development: Building Code Enforcement**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain a maximum average of 4,400 building and trade code inspections per inspector per year.					
Number of building and trade code inspections performed	170,094	157,089	159,781	160,000	160,000
Average number of building and trade inspections assigned per inspector	3,692	3,415	3,468	4,042	4,042
Ensure that 100 percent of building and trade code inspections are conducted within the state-mandated timeline of 48 hours after a submitted request.					
Percentage of building and trade code inspections performed within 48 hours	100%	100%	100%	100%	100%
Maintain a maximum average of 3,300 fire code inspections per inspector per year.					
Average number of fire code inspections assigned per inspector	3,560	2,271	3,250	2,271	2,271
Ensure that 100 percent of fire code inspections are conducted within the state-mandated timeline of 48 hours after a submitted request.					
Percentage of fire code inspections performed within 48 hours	100%	100%	100%	100%	100%



Building and Development: Building Code Enforcement

Building Plans Review

What We Do: The Building Plans Review activity protects the public's health, safety, and welfare through the enforcement of the structural, electrical, mechanical, plumbing, gas, and fire protection standards for building plans and commercial trades, as outlined in Virginia's USBC. This activity reviews every application, associated plan, and supporting document for compliance with Virginia's USBC. This activity also reviews required licenses and compliance with all state and other local agencies involved in the project, which ensures contractors' licenses are up-to-date to meet all state licensing requirements.

Mandate Information: This activity is mandated by the Code of Virginia §§ 36-97 through 36-119.1, which requires that every jurisdiction adopt and enforce the USBC.

Who Does It: County staff provides this service.

Why We Do It: This activity ensures that Loudoun County residents can purchase and live in homes that are designed to be safe. Community members can work, shop, go to restaurants and movies, or enter any commercial structure knowing that the buildings are designed in accordance with the USBC to be safe.

How We Do It Now – Current Service Level: Building Code Enforcement Building Plans Review staff strives to exceed state mandates regarding plan review times. In FY 2020, approximately 17,000 plans were reviewed, for an average of approximately 765 plans assigned per reviewer. The number of plans submitted has been declining in recent years. In FY 2024, staff anticipates approximately 13,000 building plans to be reviewed. The average number of plans per reviewer is anticipated to slightly decrease, allowing them to spend more time on the more complex plans. Current service level also reflects approximately 91 percent of submitted plans being reviewed within ten business days; and it is anticipated that this service level will not change with the increased complexity of plans.

How We Plan to Do It in the Future – Recommended Service Level: As Loudoun County's infrastructure ages, construction will likely shift to more redevelopment, repair, and renovations of existing facilities. This change in construction type will also include a different type of applicant, potentially requiring additional assistance during construction and inspection of improvements. It could also lead to changes to areas of knowledge related to reconstruction of buildings, including compliance with the Americans with Disabilities Act (ADA) for retrofitted buildings.

Metrorail services will lead to denser (and more vertical) construction. The necessary skill set of staff may change due to different construction methods.

The increased complexity of the plans and the type of work will require fewer plans per reviewer per year; however, it is anticipated that population growth stabilization will reduce the number of plan reviews, therefore allowing staff to maintain current service levels with current staffing levels and resources.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain a maximum average of 850 plans per reviewer per year to ensure quality reviews.					
Number of plans reviewed	15,879	13,758	14,282	13,039	13,039
Average number of plans reviewed per reviewer	907	764	792	767	767
Ensure that 98 percent of plans are reviewed within ten business days.					
Percentage of plans reviewed within ten business days	91%	91%	91%	91%	91%



Building and Development: Permit Issuance

Building Permit Issuance

What We Do: The Building Permit Issuance activity accepts, processes, and issues building and trade permits. In addition, staff issues zoning permits for all applications not located within an incorporated town and grading permits for applications not in the Town of Leesburg. Staff receives permit applications in-person, through an e-permit system, online through Laserfiche Forms, and by drop off or mail in. All payments for permits and cash proffers are collected by the Building Permits Issuance activity. The Building Permit Issuance activity also provides information to the public on permits, inspections, and other land development activities.

This activity also provides leadership to the Business Assistance Team (BAT) and support to the Department of Economic Development, acting as records manager, while supporting the FOIA administrator for all permit-related documents.

Mandate Information: This activity is mandated by the Code of Virginia §§ 36-97 through 36-119.1, which requires that every jurisdiction adopt and enforce Virginia's USBC.

Who Does It: County staff provides this service.

Why We Do It: The Building and Zoning Permit Issuance activity helps the Department implement its land development process efficiently and effectively by ensuring orderly and prompt processing of permits. The County receives revenue for this activity.

How We Do It Now – Current Service Level: Staff sets up the application in the LMIS. For commercial trades permits (e.g., plumbing and electrical), applications are submitted with a set of plans that are referred to Building Code Enforcement for review. Permit staff then approves and issues permits. For building and zoning permits, staff does not issue a permit until the building has undergone a zoning review. Zoning review considers proffers, set-back of buildings, building height, and other aspects to ensure that the building adheres to zoning requirements. Plans for these permits are also referred to Building Code Enforcement for review and approval. In FY 2020, Building Permits Issuance staff set up approximately 9,000 building permits, 42,500 trade permits, and 7,800 zoning permits, 93 percent of which were reviewed and set up within established timeframes. In subsequent years, the total number of plans has remained relatively consistent. The addition of online submittals, credit card payments, and digital plan reviews has allowed staff to maintain levels of service. Also, this activity added three permitting information services technicians. In this fiscal year, it is anticipated that staff will review and set up approximately 6,900 residential permits, approximately 8,300 zoning permits, and 41,000 trade permits. The value of cash proffers and conditions collected with zoning and occupancy permits in FY 2022 totaled approximately \$33 million.

How We Plan to Do It in the Future – Recommended Service Level: Staff recommends that current service level be maintained in future years; however, several factors will significantly influence the staffing resources needed to accomplish that goal:

- The implementation of new land management software (LandMARC) will impact the workload of all information service assistants, due to their role change with applicants inputting information on the customer portal, but staff “managing” the application.
- As greenfield development abates and high-density development increases (specifically surrounding Metro stations and in other Urban Policy areas), and with increases in infill and redevelopment, the nature of development will change. This shift will require a higher skill level and code knowledge by staff.
- The availability of applications services 24 hours per day, seven days per week through the digital online submittals may impact scheduling of workload.
- A shift in customer base from less contractors and developers to more homeowners will further impact the necessary time spent providing customer assistance. Revenue may also be impacted.



Building and Development: Permit Issuance

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Review and set up residential building permits for new construction within ten business days of receipt at least 90 percent of the time.					
Number of residential building permits (new construction) reviewed and set up	1,680	1,614	1,199	1,800	1,800
Percentage of residential building permits (new construction) reviewed and set up within ten business days	91%	97%	99%	97%	97%
Review and set up residential building permits for additions, alterations, and miscellaneous development within five business days of receipt at least 90 percent of the time.					
Number of residential building permits (additions, alterations, misc.) reviewed and set up	7,072	5,100	5,577	5,100	5,100
Percentage of residential building permits (additions, alterations, misc.) reviewed and set up within five business days	92%	94%	95%	94%	94%
Review and set up commercial building permits within 15 days of receipt at least 90 percent of the time.					
Number of commercial building permits set up	1,966	3,117	2,376	2,700	2,700
Percentage of commercial building permits reviewed and set up within 15 days	91%	81%	97%	89%	89%
Number of expedited projects reviewed and set up	74	16	47	80	80
Percentage of expedited projects reviewed and set up within five business days	95%	100%	100%	100%	100%
Review and process new zoning permits within ten business days of receipt at least 90 percent of the time.					
Number of zoning permits reviewed	8,410	8,383	6,338	8,300	8,300
Percentage of zoning permits reviewed within ten business days	83%	82%	84%	90%	90%
Respond to customer inquiries within 24 hours at least 95 percent of the time (Beeper and LEx calls).					
Number of customer inquiries ¹	2,864	2,175	1,500	2,700	2,700
Percentage of responses within 24 hours	97%	98%	100%	100%	100%
Review and respond to proffer fund submissions, requests, payments, and determinations within five business days of request at least 95 percent of the time.					
Percentage of proffer requests responded to within five business days	100%	100%	100%	98%	98%
Total value of cash proffers and conditions money collected with zoning and occupancy permits per year	\$26,522,582	\$33,203,362	\$12,966,074	\$25,000,000	\$25,000,000

¹ FY 2017 and FY 2018 actuals for this measure only capture LEx calls (not Beeper calls).



Building and Development: Administration

Technology Team

What We Do: The Technology Team works closely with Department staff on training, data management, workflow maintenance, mobile device management, and technology planning. The Technology Team also ensures that Department leadership receives up-to-date data for effective decision-making and helps staff refine workflows within tracking systems to make sure that operations are efficient. The Technology Team is also responsible for provisioning and deployment of all mobile devices. The Technology Team ensures that Department staff has the training, tools, and equipment necessary to serve the public in the most efficient manner possible. Because they are embedded within the Department, staff can respond quickly to technology issues and ensure smooth business operations, avoiding transaction delays and timeline slippage.

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

Who Does It: County staff provides this service, supplemented by occasional contracted services for special projects.

Why We Do It: Department of Building and Development staff conducts thousands of transactions per day that range from recording the outcome of a plumbing inspection to paying permit fees of over \$100,000. The Technology Team exists to make sure that Department staff has what they need to make those transactions efficiently, accurately, and successfully. Whether it is a customer sitting with a permit technician, an inspector in the field, or a project manager reviewing plans, the Technology Team supports all Department activities, and is a key factor in the Department's commitment to premier customer service.

How We Do It Now – Current Service Level: Under the current land management system, LMIS, this activity is required to maintain numerous external databases that integrate with LMIS. The use of these integrated, external databases was necessitated by limitations with the legacy land management system. The new land management system, LandMARC, is scheduled to be implemented in late Summer 2023. This activity has been working for several years on the developing, testing, modifying, and training necessary for implementation of this system. At the same time, this activity is maintaining the legacy land management system in addition to all external, integrated databases. This activity has implemented temporary solutions to overcome some of the processes that were not possible via the legacy system, such as online submission of applications. In FY 2020, this activity provided 10,239 hours of service in support of these needs. In FY 2021, this service level rose to 10,615 hours. In FY 2022, it was 10,501 hours.

How We Plan to Do It in the Future – Recommended Service Level: It is anticipated that this activity may require more hours of service in the future. With greater ability to do business with Loudoun County remotely via the online capabilities of the new land management system, it is anticipated that customers will require more technical support overall and assistance during non-traditional working hours. With customers having access to the system to submit applications around-the-clock, issues and system downtime experienced during non-traditional working hours will need to be addressed as they occur. Staff will continue to require this focused, immediate support to keep operations flowing during traditional business hours as well. As the nature of processing land development and permit applications changes from in-person, back-office processing to online submission and distribution, it is anticipated that the level of technical support to staff will remain approximately consistent with current levels, but the assistance to customers will increase. The recommended service level in the future is anticipated to be approximately 11,500 hours per year.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Act as the technology subject matter experts for the Department and as the liaison between the Department and the County's Department of Information Technology in the pursuit of Building and Development's technology goals and functional areas.					
Total number of hours spent by Technology Team FTE on overall support tasks for the Department per year	10,615	10,501	10,026	10,700	10,900
Total number of hours spent on requests management and oversight for the Department	89	93	193	195	200



Building and Development: Administration

Human Resources/Payroll/FOIA Administration/General Department Administration

What We Do: This activity ensures that the Department of Building and Development can recruit, hire, train, and appropriately compensate the staff required to serve its customers. Staff ensures that the Department remains in compliance with multiple provisions of the Code of Virginia as well as federal labor laws and regulations, guaranteeing appropriate treatment for persons with disabilities and/or special needs. This activity provides direct customer service to residents and businesses requesting documents via FOIA, in addition to providing administrative support for all Department staff through management of internal functions such as performance management appraisals, workplace safety training, discrimination and other compliance training, developing and updating policies and procedures, leading special projects involving staff such as succession and professional development planning, office relocation, equipment troubleshooting, and work order requests.

Mandate Information: This activity supports County adherence to Virginia Code §§ 15.2-1242, 2.2-3700 through 2.2-3715, and 42.1-76 (FOIA). It also supports County adherence to FLSA, FMLA, and ADA, as well as other federal, state, and local regulations regarding hiring, employment, and compensation.

Who Does It: County staff provides this service, supplemented by occasional contracted services for special projects.

Why We Do It: This activity ensures that the Department is properly staffed to provide premier customer service to Loudoun County residents and businesses. It ensures that the Department is staffed to remain in compliance with many laws and regulations including, but not limited to, FOIA, FLSA, FMLA, and ADA. Managing the general administration of the Department allows for other activities, such as permit issuance, inspections, community planning, and engineering review, by developing policies and procedures that ensure a safe and secure workplace, free of discrimination and harassment; by providing opportunities for staff to develop new skills and improve current skills; and by managing behind-the-scenes tasks such as office facility planning, equipment monitoring and repair, and any ad hoc issues that arise that would preclude or inhibit frontline staff from providing premier customer service.

How We Do It Now – Current Service Level: In FY 2020, this activity required approximately 4,808 hours of staff service to support these needs. In FY 2021, this requirement rose to 5,245 hours of staff service. In FY 2022, the requirement rose again to 6,081 hours of staff service required. Some of this increase is attributable to challenges in recruitment activities and an increase in retirements. In FY 2023, a full-time temporary employee was approved to help successfully accomplish this activity despite the increasing staff service requirement. In the FY 2024 budget, a new full-time employee was approved to replace this temporary position. Some examples of how these hours were used over these three fiscal years include processing an annual average of approximately 500 FOIA requests; spending over 100 hours per year to develop, review, and update policies and procedures; and managing requirements and modifications related to the pandemic. In addition, this activity responded to requests for information and assistance from the Board, County Administration, and other County departments. This activity also had a role in special projects related to Silver Line, collective bargaining, and the Department's physical relocation outside of the Government Center.

How We Plan to Do It in the Future – Recommended Service Level: In the near future, it is anticipated that this activity will continue to see a requirement for increased staff service, caused largely by challenges in the human resources function. The Department's workforce currently includes many staff within five years of eligibility for full retirement. As these staff retire, this activity will be required to process many more recruitments. In addition, nationwide trends show that younger workers have shown a greater likelihood to change jobs more frequently than in previous generations. This will also increase the staff service required of this activity. As the pool of future workers – i.e., Millennials and Gen-Z – is smaller than the pool of workers that they are replacing – i.e., Baby Boomers – it is anticipated that recruitment will be more difficult. It is anticipated that these retirements, trends towards frequently changing jobs, and more difficulty with recruiting will require this activity to devote additional time to recruitment activities including finding new ways to identify and attract future staff. Every time a position becomes vacant, the time required for this activity increases. The struggles with recruiting will mean that more time will need to be spent in new and more extensive recruitment activities and devising new recruitment techniques.



Building and Development: Administration

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Oversee and coordinate FOIA requests for the Department and provide responses within five business days 100 percent of the time.					
Percentage of FOIA requests processed within five business days	100%	100%	100%	100%	100%



Building and Development: Administration

Budget/Finance

What We Do: The Budget/Finance activity ensures that budget, procurement, accounts receivable, and accounts payable functions of the Department are managed appropriately. This activity manages Departmental coordination with the third-party credit card vendor. Staff provides support for other Department activities, such as permit issuance and processing land development applications, by managing the financial transactions associated with these activities. Staff supports other County departments in addition to Building and Development staff by developing, troubleshooting, training, and managing the financial workflow of the new land management system. Staff provides reports from the land management system and the Oracle Enterprise system for use by senior management.

Mandate Information: This activity supports County adherence to the Virginia Public Procurement Act found in §§ 2.2-4300 through 2.2-4377 of the Code of Virginia.

Who Does It: County staff provides this service.

Why We Do It: This activity manages approximately \$22.5 million in revenue and \$28 million in expenditures. This activity ensures that the Department follows best practices for budgeting, accounting, stewardship of tax money, and public procurement. This activity ensures that the Department is able to procure the goods and services needed to serve customers, protect staff, fulfill financial obligations, procure consultants, and provide training for staff.

How We Do It Now – Current Service Level: In FY 2020, this activity required approximately 2,477 hours of staff service to support these needs. In FY 2021, this requirement rose to 2,958 hours of staff service. In FY 2022, the requirement returned closer to FY 2020 levels, with 2,404 hours of staff service required. Much of the increase in the service required in FY 2021 can be attributed to complications with procurement and other financial activities brought on by the pandemic.

How We Plan to Do It in The Future – Recommended Service Level: Additional contracted services may be required in the future as development/redevelopment patterns change. Contracted services may also be required if difficulties with recruitment (described above) become more severe. The nature of this activity is likely to change with the processing of fewer check and cash transactions and significantly more online credit card transactions. This will require increased coordination with the credit card vendor and monitoring to ensure that credit card transactions and financial workflow are operating correctly in the land management system. Despite these changes, it is anticipated that FY 2021 will be an outlier. Although the nature of the work (e.g., check/in-person transactions versus credit card/online transactions) is likely to change significantly, it is anticipated that this activity will require approximately 2,400 to 2,500 hours of staff support in the future, in line with FY 2020 and FY 2022 service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Act as administrative support in the areas of finance, budget, payroll, human resources, FOIA, procurement, and special assignments for the Department of Building and Development.					
Number of hours spent on budget management support and oversight for the Department	562	371	546	575	600
Number of hours spent on financial management support and oversight for the Department	1,594	1,275	1,200	1,300	1,350
Number of hours spent on procurement activities (purchasing and buying) and oversight for the Department	796	759	700	750	790





Economic Development

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

Department Program

Economic Development

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

Activities

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

Financial Information

FY 2024 Adopted Information

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



Economic Development

Industry Cluster Development

What We Do: DED's data-driven and customer-service-oriented business development strategy is focused on key industry clusters that are best positioned for future growth based on the County's assets and projected future market trends. To strategically grow existing industry clusters, DED devotes resources to anticipating the needs of businesses in a targeted cluster and meets them proactively through knowledge, relationships, and earned reputation. Cluster experts communicate the County's competitive advantages for a targeted industry, connect prospective businesses to other businesses or resources in their cluster, seek solutions to any barriers to entry, and strategically cultivate relationships with site selectors. Site selectors serve as advisors to executives of large corporations, exploring the relocation of their headquarters and/or expansion of their operations into a new region. The underlying objective of industry cluster development is to diversify and grow Loudoun's economy by attracting new businesses from industries that leverage the competitive advantages of the County.

Mandate Information: This activity is not mandated.

Who Does it: Nine County business development managers are assigned to specific industry clusters and overlays, including:

Clusters:

1. Information and Communications Technology (including Health Tech, Cybersecurity, Cleantech, and Data Centers)
2. Highly Specialized Manufacturing
3. Rural/Agricultural Businesses

Overlays:

1. Major Projects, Headquarters, and Associations
2. Small Business and Entrepreneurship
3. International Business Attraction
4. Existing Businesses (retention and expansion)

Why We Do It: DED's targeted cluster approach is part of a broader industry attraction and retention campaign to grow and diversify the County's economy in terms of the tax base and generation of job opportunities. The County is realizing significant benefits with the Board's investment in the cluster strategy, including growth of the commercial tax base and a lower proportion of property taxes coming from homeowners, while funding the services that provide a high quality of life. Additionally, it helps position the County for economic opportunities related to new technologies and infrastructure.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources included working with 442 active prospects, capturing \$6.78 billion of new capital investment and 3,516 new and retained jobs in the County. In subsequent years, this service was enhanced in an effort to increase the project pipeline in support of the Board's strategy to diversify the economy through growing target industry clusters. DED worked with 2,096 total companies in FY 2020, reflecting an intense but temporary shift of resources to outreach efforts directed towards business retention and support following the onset of the COVID-19 pandemic. Current service level for this activity includes working with approximately 700 companies per year, resulting in at least \$800 million of new capital investment and 3,500 new and retained jobs in the County.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level, which continues to support economic diversification, is to build on current opportunities to grow the pipeline to more than 450 active prospects, and to continue to grow the percentage of new prospects that are in targeted clusters and those companies based internationally. As new commercial space becomes available, especially in developments in the urban policy area, the number of resulting jobs per year is expected to increase. Additional resources are anticipated to coordinate DED operations and to respond to these opportunities, including to expand the robust pipeline, and to provide lead generation and capture support for the business development team.



Economic Development

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Work with a diverse group of companies to grow and maintain Loudoun's commercial tax base to enhance the County's sound fiscal health.					
Number of companies worked with	1,570	974	1,055	700	700
Total new capital investment announced (in billions)	\$6.55	\$5.74	\$10.12	\$0.8	\$0.8
Number of new and retained jobs by projects	4,239	6,584	5,703	3,500	4,000
Cultivate a progressive pipeline of active prospects to position the County for ongoing economic growth.					
Number of current active prospects in pipeline	556	588	657	400	450
Diversify Loudoun's economy by developing multiple industry clusters.					
Number of businesses in the pipeline in targeted clusters	365	369	429	300	320
Number of international companies in the pipeline	70	80	81	75	85
Strengthen existing clusters through networking and educational events.					
Number of cluster-specific events organized and promoted featuring DED content	152	129	119	100	100
Number of forums and events attended to develop businesses in targeted clusters	102	115	145	120	120
International network growth (number of meaningful new relationships with international prospects)	170	165	220	170	180



Economic Development

Retention and Expansion

What We Do: In addition to attracting new business, DED works to retain successful businesses that are part of the existing tax base. Expanding businesses typically evaluate all alternatives, including growth in their existing location, expansion at another local site, or relocation out of the County. DED monitors tenant activity, maintains inventory intelligence, fosters workforce development, and cultivates relationships to help ensure that an existing or expanding business will continue to choose Loudoun. Knowledge of inventory, vacancy, and capacity for development takes on added importance during periods of low commercial space availability. DED's development process assistance and Fast-Track Commercial Incentive (Fast-Track) programs support business retention and expansion. The development process support role (Ombudsman) facilitates information sharing between departments and provides input during updates to key governing documents, including the Comprehensive Plan and the Zoning Ordinance. The Fast-Track Program is designed to streamline the development process, provide process certainty, reduce approval times, and provide a central point of contact for businesses.

Who Does It: Two County business development managers are assigned to the Retention and Expansion activity. Additionally, one County development process manager is assigned to the Ombudsman and Fast-Track programs. All DED staff play a role in supporting business retention.

Mandate Information: This activity is not mandated.

Why We Do It: DED places great value on existing businesses in the County, as each enterprise is an economic asset that contributes to the economic health of the community. Through direct interactions, events, and market research, DED seeks to gain insight into business practices and planned future actions as well as barriers to business success. DED uses this information to create value-added services and programming that benefit both individual companies and the business environment as a whole. This activity builds trust, which ensures that DED is the first call for businesses that are considering the next phase of growth.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources included supporting 26 Fast-Track cases, providing Ombudsman assistance 188 times, and providing five targeted educational and business development events for rural businesses. In subsequent years, these measures of development process assistance fluctuated as the average time to complete Fast-Track projects increased and as a portion of these resources was directed to support the Zoning Ordinance rewrite. At current service level, this activity includes conducting approximately 850 retention visits per year to establish and solidify relationships with the existing business base. Current service level also supports approximately 15 Fast-Track cases and provides Ombudsman assistance 125 times per year, as well as provides seven targeted educational and business development events for rural businesses.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level is to continue to maintain current service level for Fast-Track and Ombudsman assistance; although the numbers of Fast-Track cases and Ombudsman assistance provided are impacted by market conditions and the regulatory environment, including changes that may occur related to the Zoning Ordinance rewrite. DED anticipates increasing the number of business retention visits above pre-pandemic service levels in support of creating a dynamic business ecosystem and growing target industry clusters that promote economic diversification.



Economic Development

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain and support a prosperous business environment by executing a robust business assistance, retention, and expansion program.					
Number of visits to existing businesses ¹	2,073	1,359	1,168	850	900
Support retention and expansion by providing development process assistance.					
Number of Fast-Track cases	28	18	27	15	15
Number of Ombudsman assistance services provided	254	160	161	125	125

¹ Due to the COVID-19 pandemic, visits to existing businesses increased significantly as DED responded to the needs of the business community.



Economic Development

Entrepreneurial Growth

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

Mandate Information: This activity is not mandated.

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

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

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

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

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Create a small business ecosystem that supports entrepreneurial growth.¹					
Number of attendees at DED small business or entrepreneurship events	1,788	1,280	1,740	1,500	2,000
Number of minority-owned businesses supported	n/a	n/a	144	100	150
Provide programming to support rural entrepreneurs and small business owners.					
Number of attendees at rural business development educational programs	397	1,026	1,323	875	875

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



Economic Development

Enhance and Promote Loudoun's Business Advantages

What We Do: A supportive and predictable business environment is a critical factor in the attraction, retention, and creation of businesses. DED staff acts as a business's advocate on the inside, with the goal of getting clients to market quicker in addition to satisfying all public safety, health, and welfare requirements. DED also guides policy, program, and code revisions that promote economic growth and/or streamline the regulatory process.

Economic development focuses on developing and attracting people as well as businesses. Workforce development in Loudoun involves sector-based strategies that focus on building and matching workers' skills to needs in targeted industry clusters and connecting employers with workforce resource partners.

Loudoun County is recognized as a leader in many areas, including digital infrastructure, technology, and several rural sub-clusters. DED continues to build on existing momentum to increase global visibility for the "Loudoun" name so that it becomes associated with business success in additional economic sectors. This includes marketing competitive advantages such as the County's full-service economic development organization, educated workforce, triple-AAA bond rating, quality infrastructure with a thriving international airport connected to the Metrorail system, location in the Washington, D.C., metropolitan region, access to scenic rural communities, and high median income.

An important aspect of ensuring a quality business environment is the proactive engagement of the business community. DED provides staff and executive support to the Economic Development Authority (EDA), the Economic Development Advisory Commission (EDAC), and the Rural Economic Development Council (REDC). The EDA issues tax-exempt revenue bonds that result in below-market-rate financing of capital projects for those applicants who qualify, in addition to acting as the conduit for any business incentives granted by the County to attract businesses to relocate in Loudoun. Over time, the EDA has taken a more proactive approach to support DED programs and the County's economic development priorities. The EDAC provides valuable business intelligence to the Board and DED on Loudoun's business environment. Membership encompasses a broad range of industries, including aerospace, agribusiness, banking and finance, higher education, technology, real estate development, small business, and telecommunications. The REDC provides insight to the Board on programs and policies affecting businesses in rural Loudoun, as well as provides support and advice to DED on rural business development, marketing, and promotion to support the sustainable vitality of agricultural, horticultural, equine, and other rural industries. Members of all three organizations are appointed by the Board.

Mandate Information: This activity is not mandated.

Who Does It: Multiple County staff contribute to this activity, including a workforce development manager.

Why We Do It: A supportive and predictable business environment is critical for businesses to invest and create jobs in the community. Staff works across several areas to enhance the business environment, including process assistance, workforce development, attraction, retention, and support for small businesses. By including business considerations in policy review and promoting Loudoun's many business advantages, this programming creates an environment that promotes economic growth and resilience.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources included providing approximately 100 speaking events and supporting more than 53,000 subscribers across all social media channels. The current service level includes providing approximately 80 speaking events promoting economic development and reaching more than 62,500 subscribers across all social media channels. Staff also conducts approximately 200 meetings with Loudoun businesses to assess and address workforce needs and connect employers with workforce partners.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level is to continue to maintain current service level for speaking engagements while gradually increasing the number of website user sessions and subscribers across all social media channels by utilizing an automation service to increase marketing outreach. Both the number of company meetings with a focus on workforce development and the number of qualified referrals to partners are expected to increase as business and workforce requests for this service continue to increase.

**Economic Development**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Promote Loudoun's supportive business climate.					
Number of speaking engagements	145	125	131	80	80
Promote Loudoun as a globally competitive location for business.¹					
Number of unique website user sessions	142,132	138,123	130,894	130,000	135,000
Total number of subscribers across all social media channels	56,700	59,993	61,264	62,500	65,000
Number of rural unique website user sessions (loudounfarms.org)	n/a	n/a	86,590	90,000	95,000
Help meet workforce needs of existing businesses and prospects.¹					
Number of company meetings with a focus on workforce development	n/a	n/a	n/a	200	220
Number of qualified referrals to partners	n/a	n/a	n/a	40	50

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



Mapping and Geographic Information

The Office of Mapping and Geographic Information (MAGI or OMAGI) provides centralized Geographic Information System (GIS) services to County departments, the public, and the private sector. A significant portion of the work performed by MAGI staff involves creating, maintaining, managing, analyzing, and distributing spatial data. MAGI staff also creates and maintains maps as well as develops web applications for use by the Board of Supervisors (Board), County staff, the public, and the private sector. MAGI staff also manages the GIS software and infrastructure in collaboration with the Department of Information Technology (DIT) that supports the GIS. The land records data created and maintained by the Land Records Program serves as the underpinning of many other County programs. MAGI staff also collaborates with GIS staff in other departments. GIS's qualitative benefits include improved collaboration, better decision-making, and more efficient business processes. Through the use of GIS, County staff maps land development activity; assists with planning studies; maps and maintains conservation easements data; maintains street centerline data; maps and provides analytical support for County initiatives; assigns addresses, street names, and parcel identification numbers (PINs); and performs many other services. GIS data feeds a number of County systems or processes, such as the Computer-Aided Dispatch (CAD), and permits. GIS data is also a significant component of LandMARC, the County's online land management system. County staff has access to the Office's web-mapping system, including intranet-mapping tools for the County's building inspectors, assessors, and public safety agencies. MAGI also serves as the point of contact for the Conservation Easement Stewardship Program.

Department Activities

Public Information

Provides assistance and GIS information to the public, the private sector, and other County agencies.

System Development and Support Services (DSS)

Provides the critical administration, services, and application development that support the functions of the GIS as well as GIS integration with County systems.

Development and Analysis

Maps, analyzes, maintains, and distributes geospatial data; i.e., mappable data layers maintained and uploaded into the GIS or the GeoHub, which is a central website featuring project-specific interactive map applications, informative dashboards, and topical story maps.

Land Records Maintenance

Maintains parcels, addresses, and street information, per Loudoun County Codified Ordinances, and then transfers these and other data to various data systems.



Mapping and Geographic Information (MAGI)

Financial Information

FY 2024 Adopted Information¹

	Expenditures	Revenue	LTF	FTE
Public Information	\$251,504	\$9,400	\$242,104	2.00
System Development and Support Services (DSS)	1,583,414	0	1,583,414	10.00
Development and Analysis	1,045,611	0	1,045,611	7.00
Land Records Maintenance	1,069,984	49,682	1,020,302	7.00
Total	\$3,950,513	\$59,082	\$3,891,431	26.00

¹ Sums may not equal due to rounding.



MAGI: Public Information

Public Information

What We Do: The Public Information activity provides information on a broad spectrum of land information to the public, the private sector, and County agencies. This activity maintains a help desk where it provides the public with copies of maps, preliminary subdivision plats, digital data, and the copying and scanning of site plans. Staff responds to inquiries on properties and their characteristics (e.g., parcel boundaries, soils, floodplains, etc.) and helps the public understand land records-based data. Staff routinely assists the public in researching and understanding the characteristics of land using the GIS and LandMARC. This activity also provides one-on-one training in how to use the Office's online mapping tool, WebLogis, as well as how to access and download data via the County's public-facing GIS web environment, the GeoHub, which includes an open data platform. Staff services the printers and plotters of the Office and provides administrative support, including purchasing, human resources, and payroll for MAGI. This activity also includes staffing the County Store, which sells items such as Loudoun County apparel, glassware, and other corporate items.

In 2020, staff streamlined common requests for information so that the public could continue to access services by email, telephone, or online. As a result, MAGI now receives fewer onsite visitors than prior to the COVID-19 pandemic.

Mandate Information: This activity is not mandated; however, staff fulfills obligations for Freedom of Information Act (FOIA) requests.

Who Does It: This activity is performed by County staff.

Why We Do It: The open distribution of County maps and GIS data helps internal County customers, County residents, and businesses more easily find the land information they need. Data and maps are used extensively by other County departments, prospective businesses looking to locate in Loudoun County, and surveying and engineering firms.

How We Do It Now – Current Service Level: In FY 2020, the service level provided was distributing 2,700 maps and preliminary subdivision plats within 48 hours of the request. In this fiscal year with current resources, this activity will distribute approximately 3,000 maps or preliminary subdivision plats within 48 hours. Current service level includes approximately 125 help desk encounters each year. The number of help desk encounters has increased steadily each year as the use of the GIS by the public has increased and the types of inquiries have become more complex. Spatial data requests are decreasing as more GIS data is available online and in open data on the GeoHub. While this activity may no longer directly provide as many custom data sets, it supports users in answering questions about data and provides training in open data and GIS use. Preliminary subdivision plats, which are used for building and development permits or homeowners' associations requests, were moved to an online Laserfiche tool in 2020 to streamline the request-distribution process.

How We Plan to Do It in the Future – Recommended Service Level: In the future, staff recommends that the Public Information activity continues distributing GIS information to support the needs of staff, residents, and businesses. Additionally, staff plans to utilize a self-service online map tool, which will be developed in collaboration with the Clerk of the Circuit Court, to distribute subdivision plats. While this will not eliminate the need for support from this activity, it should reduce it. It is also anticipated that in-person customers (the number of which dropped significantly during the pandemic as customer service shifted to email, telephone, and the online environment) will be further reduced as Building and Development staff are relocated from the Government Center to another building. This activity will offer customer services via email, chat, telephone, or online meetings to assist remotely with customer questions.

While the above changes may result in a decrease in the individual number of maps, subdivision plats, or digital data sets that the activity distributes, it is anticipated that as the GIS is used in greater numbers by the public, the complexity of requests will increase, resulting in longer amounts of time spent per individual customer. This activity will continue to monitor performance measures to track trends in map and data distribution as well as help desk assistance provided to customers in the event that service levels must be modified in the future.

**MAGI: Public Information**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Educate customers and County staff on access, use, and understanding of spatial data, interactive map tools, and maps.¹					
Number of help desk encounters ²	150	158	51	125	125
Fulfill 90 percent of requests within 48 hours. Respond to 100 percent of requests within five days.					
Number of digital data orders	172	157	67	100	100
Number of maps or preliminary subdivision plats distributed within 48 hours	2,532	4,071	3,395	3,000	3,000
Number of emails sent	6,235	5,605	3,830	9,750	5,000
Number of telephone calls received from the public	1,926	1,388	1,564	2,000	1,500
Number of public customers served	8,203	6,211	6,700	7,000	7,000

¹ These encounters include helping a customer use an online mapping resource, including WebLogis, GeoHub, and using open data in ArcGIS online.

² The number of help desk encounters was likely undercounted in FY 2023 due to staff turnover



MAGI: System Development and Support Services (DSS)

System Development and Support Services (DSS)

What We Do: The System Development and Support Services (DSS) activity provides critical services and products that support the functions of the GIS. DSS provides GIS systems administration for the GIS database, desktop, and GIS web environments; programs complex integrations that allow GIS data or services to support other County systems; and develops and maintains GIS applications or solutions. This activity also includes user support, troubleshooting, and management of all software and system upgrades. DSS also monitors and manages security on the GIS platform.

Application development provided in this activity automates operations in other departments as well as integrations with County systems; provides interactive mapping applications; and supports data maintenance, distribution, analysis, and management. This includes analysis of existing business practices, programming, testing, training of staff, and the documentation of programs and processes. This activity administers GIS web tools and online environments. Examples include the redistricting platform (which allows residents to develop and submit proposed redistricting plans); the COVID-19 hub (where staff collaborated with the staff in other departments to share Loudoun-specific COVID-19 metrics); and maps and a tree management solution that allows staff to map, track, and assign inspections and maintenance. Staff develops and maintains applications and open data loaded to – and distributed from – the GeoHub (the County’s public-facing web environment). DSS also supports the GeoPortal, which is the County’s internal GIS platform that allows staff to develop, share, or analyze GIS data or tools in a collaborative environment.

Mandate Information: This activity is not mandated.

Who Does It: County staff performs this activity.

Why We Do It: The services provided by this activity are required to support GIS functions countywide, many of which are mandated or provide critical government services. For example, the CAD system, which is used when citizens call 911, requires GIS data and a well-maintained database to minimize response time. Examples of County functions or programs that rely on GIS services include community planning and zoning, economic development mapping, real estate assessment, land records mapping and administration, emergency response, and building permits and inspections. GIS data and solutions integrate with and complement other County systems to facilitate efficient, timely decision-making. Web-based mapping solutions are often easier to build and maintain than desktop applications. They can reach a wider audience because they are accessible online, they are less costly to maintain, and they are more flexible in what they can present. Interactive web-mapping tools bridge the gap between static maps and the GIS. Existing web-mapping sites also provide internal services countywide. This activity also facilitates access to aerial photography, which is collected annually, and LiDAR, a type of imagery that shows detailed surface elevation, which is shared through the GIS.

How We Do It Now – Current Service Level: In FY 2020, the service provided was approximately 540 unique GIS data sets (including feature classes, tables, or views) managed in the spatial database engine (SDE), with 38,000 data engagements¹ from open data completed each year. In subsequent years, this service steadily increased, due to the use of GIS countywide. Staff was able to keep pace with the number of data sets that needed to be managed and data engagements completed through open data. In this fiscal year with current resources, this activity will manage approximately 2,750 data sets (675 unique data sets) and 55,000 data engagements, while facilitating access to the GIS by assigning and supporting approximately 1,150 user accounts (with 725 unique named users). The activity currently supports about 150 internally-shared or publicly-shared GIS applications. Additional workload resulted from the 2018 implementation of a GeoPortal (the County’s secure, internal GIS website), as more staff is able to access and view maps and create content.

How We Plan to Do It in the Future – Recommended Service Level: In the future, staff expects that this activity will continue to see modest growth in the number of unique GIS data sets and GIS applications managed, as the population and number of businesses grow, and as reliance on data analytics increases. DSS will leverage GIS technology to facilitate this growth. Even as the County’s population growth stabilizes, it is anticipated that the demand for these services will continue as

¹ A data engagement is when the GeoHub is used to search for and view an interactive map or dashboard.



MAGI: System Development and Support Services (DSS)

Board initiatives continue to make use of the GIS. DSS will continue supporting more than 100 map applications and developing complex interactive map applications, such as dashboards, in support of County initiatives.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure that GIS data is current and available for public and staff use 99 percent of the time.					
Average number of internet visitors per month (Loudoun servers/hosted data)	1,071	2,493	2,732	2,500	2,750
Average number of intranet visitors per day	253	275	282	300	300
Number of data sets managed in the SDE	2,605	2,655	2,657	2,750	2,750
Number of unique data sets (feature classes, tables, or views)	542	663	669	675	675
Number of data engagements from open data completed (searches, views, and downloads)	42,568	37,030	64,093	55,000	60,000
Maintain GIS functionality to a level that supports all users of the Loudoun County GIS by ensuring that the system is current and available 99 percent of the time.					
Number of applications supported	125	137	110	125	125
Number of internal user accounts supported	845	1,144	1,477	1,250	1,250
Number of unique users supported	662	750	1,052	1,000	1,000



MAGI: Development and Analysis

Development and Analysis

What We Do: The Development and Analysis activity develops data or geographic information for other departments (such as conservation easements for the County Attorney); often maintains those data sets; and produces maps, models, queries, and analyses that help other departments maintain or improve their services and respond to direction from the Board. These data, maps, and models are used extensively throughout the County by government agencies, businesses, and residents. This activity develops interactive map applications, dashboards, and open data loaded to the GeoHub. This activity also collaborates with staff in other divisions and departments to find GIS solutions in support of County projects. This activity serves as the point of contact for the Conservation Easement Stewardship Program, including answering questions and conducting stewardship via site visits. This activity requires that staff understands functional aspects of supported County programs, such as floodplain management, and the data being used or created to support it.

Furthermore, this activity manages the contracts for annual base map maintenance and aerial photography. The base map is the foundation for all other mapping on the GIS. The base map is developed through contractual services. First, a flyover captures aerial imagery of the County. Then, features that can be identified from photography (such as roads, driveways, and buildings) are captured as GIS data. Topographic contour lines are also captured. This data is then used in a variety of systems and tools, such as CAD, the assessor's system, and web-mapping tools. This activity also facilitates access to LiDAR data, which is used for environmental or historic research, through interactive mapping and analysis.

The Development and Analysis activity, in collaboration with other MAGI divisions, offers learning opportunities to County staff interested in using the GIS, including one-on-one training, knowledge share sessions, and access to Esri (software vendor) classes. Maps and interactive applications developed by this activity are also increasingly used in support of Board-initiated projects (e.g., the FY 2022 redistricting project and the Zoning Ordinance Rewrite) or in communications with Board-directed committees.

Mandate Information: This activity is not mandated.

Who Does It: County staff provides this activity, utilizing contract services for the base map.

Why We Do It: Aerial photography and a current base map are necessary to support all other programs and processes on the GIS. Geographic analysis and mapping (both static and interactive) supports County projects or Board initiatives. These programs and processes assist other departments in providing a service, improving a service delivery program, or providing information to assist the Board in policy decisions.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was to review and update approximately 170 square miles of base map (33 percent of the County). In subsequent years, this service has held steady, resulting in the entire County now being remapped every three years. In this fiscal year with current resources, this activity will again review and update approximately 170 square miles of base map data while updating 33 percent of the County base map. Additionally, the activity develops approximately 35 map applications and 250 maps each year. Current service level indicates facilitating approximately 80 conservation easement inquiries each year to assist permitting staff in determining if a requested activity is allowed on a property that is encumbered by a permanent conservation easement.

How We Plan to Do It in the Future – Recommended Service Level: In the future, staff recommends that this activity continues to review and update approximately one-third of the County base map each year. This activity will continue to see demand for map requests, although that number is anticipated to decrease as users turn to self-service downloadable GIS data from the GeoHub, or as an increased number of interactive map applications are developed in support of County- and Board-initiated projects. This activity will continue to see an increase in inquiries to assist with Board-held conservation easements. Some of these requests may migrate to other departments so that this activity may focus on easement data stewardship and the mapping and analysis for GIS data in support of the Board-initiated Purchase of Development Rights (PDR) Program, which was under development at the time of this Program Review. It is recommended that this activity continues to facilitate staff training on the County's GIS and GIS software for at least 100 staff per fiscal year.

**MAGI: Development and Analysis**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Train County staff on the County's GIS and GIS software.					
Number of County staff trained to use or access the GIS	6	115	64	125	125
Update 174 square miles (approximately 33 percent) of geographic area in the County (or greater) each fiscal year.					
Number of square miles of base map data updated and reviewed	204	174	174	174	174
Percentage of County base map updated	33%	33%	33%	33%	33%
Develop new data sets as needed and develop new maintenance processes that support County business practices.					
Number of data sets developed	37	53	18	25	25
Number of data sets edited	43	48	43	60	60
Develop maps, spatial models, and software tools that facilitate service delivery and policy decisions.					
Number of applications developed	49	72	36	50	50
Number of maps developed	304	224	245	225	225
Provide 90 percent of Conservation Easement Stewardship Program assistance to County staff in verifying allowed land use on properties with Board-held easements within 48 hours.					
Number of Board-held conservation easement inquiries facilitated	76	79	79	80	85



MAGI: Land Records Maintenance

Land Records Maintenance

What We Do: The Land Records Maintenance activity assigns, creates, and maintains parcels, addresses, street names, street centerline information, and vehicle routing networks; and then compiles and transfers these and other data to the CAD system, the Computer-Assisted Mass Appraisal (CAMA) system, the LMIS, the County's web-mapping services, the United States Postal Service (USPS), and other County systems. Maintenance of the data occurs in near-real time during the work week to ensure that there are no delays in the issuance of permits and other County services. The workflow requires close coordination with the Department of Building and Development, the Office of the Clerk of the Circuit Court, the Office of the Commissioner of the Revenue, Fire and Rescue, and the private sector. Staff uses digital plats provided voluntarily by private-sector surveying and engineering firms to update the County's data as plats are recorded. Data developed and maintained by staff in this activity is distributed via the GeoHub. This activity is an internal services referral agency for addresses and street names for land development. This activity also provides street name and address updates to external mapping companies such as Google Maps and TomTom.

Mandate Information: Chapter 1020 of Loudoun County Codified Ordinances (Naming of Streets) and Chapter 1026 (Addressing of Premises) pertain to the orderly naming of streets and assignment of addresses within the County. Both ordinances are administered by OMAGI and require accurate land records data.

Who Does It: County staff provides this activity.

Why We Do It: Almost every service provided by County Government is spatial and is tied to a parcel or an address. PINs and complete addresses are both unique identifiers and the means by which property is identified in the County. Premise addresses, street centerline data, and street routing networks are critical to the provision of emergency services. If the County did not provide these services, numerous other County services (including assessments, public safety dispatching (CAD), and building permits and inspections) would have to significantly alter their business practices.

How We Do It Now – Current Service Level: In FY 2020, this activity assigned and transferred 2,499 addresses. Current service level for this program reflects assigning and transferring more than 3,000 addresses to the LMIS, responding to approximately 3,000 requests for address assistance from members of the public or the engineering community, and adding 40 miles of new road centerline to the GIS database. Current service level includes transferring approximately 40 miles of street centerline to Virginia's centerline database annually. This activity also provides updated address and street information to outside mapping companies or organizations such as Google Maps, TomTom GPS, Waze, and USPS. Street name referral activity (the review of land development project plans to ensure that streets and addresses are named and addressed as per Loudoun County Codified Ordinances) has continued to grow in recent years, with 794 plans reviewed in FY 2020 and approximately 950 expected for FY 2024. To help meet increased demand within this activity, a GIS specialist was transferred into Land Records Maintenance from Development and Analysis.

How We Plan to Do It in the Future – Recommended Service Level: In the future, staff recommends that this activity continue to review and assign addresses, maintain parcels, and update and maintain street information. It is anticipated that there will be continued demand for the Land Records Maintenance activity even as development slows, as approved land development projects are completed, existing developments are redeveloped, and there is a need for County systems to continue to require integrations with GIS land records data. The GIS will be enhanced in the coming years to facilitate delivery of emergency services, for example with enhanced street routing networks and 3D structure modeling for addressing. This activity will continue tracking addresses assigned and transferred, the number of new miles of public roads added to the GIS, the number of record plats mapped, and the number of street name referral reviews to determine if the County needs to adjust its service levels.

**MAGI: Land Records Maintenance**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain parcel, address, and street data on an hourly basis to a level that supports E911, LMIS, CAMA system, and the Automatic Vehicle Location (AVL) system 99 percent of the time during County working hours.					
Number of addresses assigned and transferred to the LMIS	2,979	3,440	2,893	3,000	3,000
Number of addressing customer calls	3,389	3,557	2,768	2,750	2,750
Number of plats mapped, scanned, and transferred to the LMIS	253	265	243	250	250
Number of record plat and site plans addressed	45	82	39	40	40
Number of street name referrals	797	901	1,087	950	800
Adopt the Virginia data model for street centerline and maintain Loudoun's portion of the state's centerline to improve data accessibility and functionality.					
Number of miles of street centerline transferred	37	29	17	40	30



Planning and Zoning

To assist decision-makers in shaping and managing the County's land use goals through ongoing community outreach, comprehensive policy and regulatory recommendations, and timely development review.

Department Programs

Land Use Review

Leads the evaluation and processing of legislative land development applications through project management, technical recommendations, and public presentations.

Activities

- Legislative Application Review and Management
- Support to Planning Commission
- Agricultural and Forestal District (AFD) Program

Community Planning

Oversees the policy development process, including community outreach; and administers and interprets the Comprehensive Plan, including growth management and historic preservation.

- Land Use and Growth Management
- Historic Preservation
- Support to Committees

Planning and Zoning Customer Service Center

Delivers "first-tier" internal and external customer service for staff, residents, elected officials, and applicants navigating the development process.

- Customer Service Center

Zoning Administration

Administers and interprets zoning ordinances, proffers, and special exception conditions.

- Zoning Administration
- Proffer Management
- Support to the Board of Zoning Appeals (BZA)

Zoning Enforcement

Ensures that the local zoning ordinances, the Virginia Maintenance Code, and designated sections of Loudoun County Codified Ordinances are effectively, consistently, and fairly enforced.

- Zoning Enforcement

Administration

Provides leadership and overall direction; implements County policies and procedures.

- Administration



Planning and Zoning

Financial Information

FY 2024 Adopted Information¹

	Expenditures	Revenue	LTF	FTE
Land Use Review	\$2,310,198	\$428,926	\$1,881,272	12.00
Community Planning	1,907,723	0	1,907,723	11.00
Planning and Zoning Customer Service Center	1,108,968	0	1,108,968	9.00
Zoning Administration	3,902,547	397,158	3,505,389	26.00
Zoning Enforcement	1,550,236	307,000	1,243,236	13.00
Administration	1,764,026	3,794	1,760,232	9.00
Total	\$12,690,978	\$1,136,878	\$11,554,100	80.00

¹ Sums may not equal due to rounding.



Planning and Zoning: Land Use Review

Legislative Application Review and Management

What We Do: The Legislative Application Review and Management activity manages numerous legislative land development applications in accordance with the Code of Virginia and the Loudoun County Zoning Ordinance. Land development applications include requests to change a zoning district (i.e., rezoning), or to change the terms of a previous rezoning. Land development applications may also propose a land use or development requiring discretionary review due to potential impacts on the neighborhood or community. Property owners must go through a public process and official action by the Board of Supervisors (Board) for legislative applications for certain uses of land to occur. To support the required process and the Board, staff coordinates a comprehensive review of the application, coordinates agency reviews, prepares the necessary documents, and presents findings and recommendations to the Planning Commission and the Board.

Mandate Information: This activity is mandated by the Code of Virginia § 15.2-2280, which describes the ability of localities to regulate, restrict, permit, prohibit, and determine the use of land, buildings, and structures, and other characteristics such as height, area, bulk, location, and alteration.

Who Does It: County staff provides this service. Staff from the Department of Transportation and Capital Infrastructure (DTCI), the Department of Building and Development, and the County Attorney's Office also support this service. Virginia Department of Transportation (VDOT) staff also reviews applications impacting the transportation system.

Why We Do It: Appropriate land use decisions are critical to Loudoun's success. A well-coordinated and comprehensive legislative review process yields appropriate conditions and proffers that result in offsetting the physical and financial impact that new development has on schools, roads, utilities, and other government services. This process allows the Board the opportunity to balance the need to appropriately accommodate new growth and development with the need to sustain a high quality of life for residents.

How We Do It Now – Current Service Level: In FY 2020, the service level was managing approximately 150 legislative development applications each year, for an average of approximately 50 active legislative cases per project planner. In subsequent years, this service held steady because of stable market conditions, new development options subsequent to the adoption of the 2019 Loudoun County General Plan, and rotation of staff supporting the Legislative Application Review and Management activity. In this fiscal year with current resources, this activity will manage approximately 193 legislative cases, with each project planner managing approximately 34 active legislative cases.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level is not clear now, but the Department of Planning and Zoning is monitoring development trends and projections. Over time, as the Zoning Ordinance Rewrite is adopted and implemented, as population growth stabilizes, and as planning areas reach buildout, staff anticipates that the demand for this service may change. Additionally, implementation of the new LandMARC land management system may necessitate changes to the current metrics used and/or allow for new metrics to be used to monitor the Legislative Application Review and Management activity.



Planning and Zoning: Land Use Review

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure that 80 percent of legislative development applications, such as rezoning and special exceptions, are processed according to the Department schedule.¹					
Number of legislative cases received	151	213	183	193	197
Average number of legislative cases managed	221	256	319	302	319
Average number of active legislative cases managed per project planner	40	36	45	34	35

¹ Each legislative land development application type is processed on a unique timeline based on the complexity of the application and required public hearing procedures. This applies to the remainder of the Department of Planning and Zoning section of this FY 2024 Program Review document where timelines are not explicitly noted.



Planning and Zoning: Land Use Review

Support to Planning Commission

What We Do: This activity supports the Planning Commission by monitoring correspondence, providing equipment, and coordinating and supporting its meetings. This includes scheduling meetings, providing agenda materials and action summaries, conveying staff's analysis of proposals, and providing clerical support. The Planning Commission is appointed by the Board to provide its recommendation on legislative applications for land development, amendments to the 2019 Comprehensive Plan that sets forth the County's land use policies, and the Zoning Ordinance that regulates how land is developed and used.

Mandate Information: The Code of Virginia § 15.2-2210 requires a locality to create a Planning Commission. Additionally, Virginia Code § 15.2-2221 establishes duties of the commission to include creating and maintaining a public record of commission actions.

Who Does It: County staff provides this service.

Why We Do It: This activity enables the Planning Commission to fulfil its purpose of working with staff and applicants to develop conditions and proffers designed to mitigate the financial and physical impacts of proposed developments and generally representing the perspective of citizens and the community. Additionally, this activity makes it possible for the Planning Commission to develop and support the County's Comprehensive Plan.

How We Do It Now – Current Service Level: In FY 2020, staff prepared 95 staff reports, managed and monitored 218 emails, and coordinated ten public hearings and 14 packets. The data then declined from the previous fiscal year due to the COVID-19 pandemic. The current service level involves preparing approximately 120 staff reports, managing and monitoring 200 emails, and coordinating 12 public hearings and 30 packets.

How We Plan to Do It in the Future – Recommended Service Level: Staff anticipates that the Planning Commission will continue to hold two meetings per month, with the exception of the break in August. However, staff cannot anticipate whether service level will increase or decrease because of the County adopting the new Zoning Ordinance. Some application procedures will change because of the new Zoning Ordinance; and at this time, staff cannot assess what direct impact this would have on Planning Commission activity.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Support the Planning Commission's review of matters coming before it by providing comprehensive evaluations and recommendations, being responsive to Planning Commission inquiries, complying with records and notice requirements, and providing other administrative and subject matter support.					
Number of staff reports prepared	81	243	167	120	120
Number of packets (including supplemental) prepared	22	60	56	30	30
Number of Planning Commission emails	145	191	382	200	200
Number of public hearings	11	10	12	12	12
Number of Planning Commission work sessions	11	12	29	12	12



Planning and Zoning: Land Use Review

Agricultural and Forestal District (AFD) Program

What We Do: This activity manages the implementation of Agricultural and Forestal Districts (AFDs, or Districts) in the County, including reviewing proposals, supporting the Agricultural District Advisory Committee (ADAC), and managing AFD records and requirements. The Code of Virginia §§ 15.2-4300 through 15.2-4314 characterizes the purpose of an AFD program as to “conserve, protect, and encourage the development and improvement of agricultural and forestal lands for the production of food and other agricultural and forestal products, and conserve and protect agricultural and forestal lands as valued natural and ecological resources which provide essential open spaces for clean airsheds, as well as for aesthetic purposes.” AFDs are rural conservation areas reserved to produce agricultural products, timber, and the maintenance of open space land as an important economic and environmental resource. The Districts are each approved for a limited duration and must be reviewed every four to ten years depending on the previously approved term. The AFD Program provides for the assessment of qualifying land based on its agricultural, horticultural, forestry, or open space uses rather than residential development market value. There are over 20 AFDs in Loudoun County that collectively exceed 40,000 acres in total.

The ADAC advises the Planning Commission and the Board and assists in creating, reviewing, modifying, continuing, or terminating Districts within the locality. The ADAC provides expert advice as to the nature of farming, forestry, agricultural, and forestal resources and the relation to the entire County. The ADAC reviews requests for interim additions to AFDs annually; and, on an “as requested” basis, evaluates discretionary requests to withdraw from Districts. This activity supports the ADAC by ensuring compliance with notification and Freedom of Information Act (FOIA) requirements, providing agenda materials, staff reports, and action summaries, as well as presenting staff analysis of proposals.

This activity also evaluates land use applications pertaining to land adjacent to an AFD, as required by the Code of Virginia.

Mandate Information: This activity is mandated through Loudoun County Codified Ordinances Chapter 1226 (Agricultural and Forestal Districts), which “...declares Loudoun’s policy is to conserve, protect and encourage the development and improvement of its agricultural and forestal lands for the production of food and other agricultural and forestal products.” Additionally, the Code of Virginia § 15.2-4304 requires the establishment of an advisory committee upon receipt of the first Agricultural and Forestal District application.

Who Does It: County staff provides this activity; some of the countywide items involve staff from various other departments depending upon the topic. For example, there is regular coordination with the County Attorney’s Office and the Commissioner of the Revenue. The ADAC is supported by County staff.

Why We Do It: AFDs help protect productive farm, forest, and other open space lands that contribute significantly to the community’s rural appeal and character. AFDs also help protect surface and ground water supplies, as well as other natural resources, such as wildlife and forests. AFDs also help promote efficient community development patterns by limiting development in rural areas, which can help reduce Loudoun’s costs supporting new development by concentrating new development in and around areas with existing development, where many public services can be provided in a more cost-effective manner.

How We Do It Now – Current Service Level: In FY 2020, five AFD’s were renewed/created/terminated, which represented 370 total parcels of land reviewed annually. Current service level includes approximately six AFDs that are renewed/terminated/created each year, representing approximately 300 total parcels of land reviewed each year. Since 2012, the Board has been renewing the 21 Districts that contain approximately 1,100 parcels for four-year periods. All AFD applications are processed according to timeliness standards identified in the Code of Virginia. To support the ADAC, staff produces approximately five staff reports and attends approximately five meetings each year. The number of staff reports and packets are variable dependent upon the number of Districts undergoing review/renewal and the number of early withdrawal requests received.

How We Plan to Do It in the Future – Recommended Service Level: In the future, this activity will maintain its current service level. The Department further recommends that the provision of support to the ADAC will produce approximately



Planning and Zoning: Land Use Review

four packets annually; and staff will attend those four meetings. However, the number of Board meetings/packets will decline in the future. From 2012 to 2022, all Districts were modified to four-year periods from longer periods; and each modification required forwarding renewal from a public hearing to a business meeting for final action. Now that all Districts have four-year periods, staff anticipates that the Board will act to renew Districts at the public hearings.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure that 100 percent of AFD applications are processed according to timeliness standards identified in the Code of Virginia.					
Number of AFDs renewed/terminated/created	8	5	4	6	6
Number of parcels reviewed during renewals	314	301	220	463	168
Number of parcels requesting early withdrawal	1	1	4	2	2
Number of parcels added to existing AFDs (i.e., interim additions)	29	11	3	5	5
Percentage of AFD applications processed according to state code	100%	100%	100%	100%	100%
Support the ADAC by preparing staff reports, coordinating meetings, and distributing meeting materials.					
Number of staff reports prepared	11	13	10	16	16
Number of packets (including supplemental) prepared	6	7	6	5	5
Number of ADAC meetings	5	4	4	4	4
Number of Planning Commission and Board meetings/packets produced	6	8	14	5	6



Planning and Zoning: Community Planning

Land Use and Growth Management

What We Do: The County adopted the Loudoun County 2019 General Plan (2019 GP) in June of 2019, which establishes policies on future growth and development. The 2019 GP is used by staff, the Planning Commission, and the Board to review and evaluate development applications, to plan for infrastructure (e.g., roads, schools, and parks, etc.) and government services, and to develop and implement new ordinances. Planning and Zoning staff are responsible for working with the Planning Commission and the Board to maintain and implement the 2019 GP, as well as other related small-area and strategic plans. Staff members are responsible for drafting policy, conducting public meetings and community outreach, and presenting recommendations to the Planning Commission and the Board. Projects commonly involve a team of staff from different agencies, internal and external, contributing to an existing conditions report (also called referrals), conducting community meetings, supporting stakeholders and technical committees, drafting the recommended policy documents, and processing the documents through the public hearing process.

This activity responds to Board assignments related to development, growth management, and strategic planning, while coordinating with other County departments to ensure consistency with the adopted 2019 GP. This activity receives referral requests from other divisions, departments, or outside agencies that have legislative land use applications requiring review. Staff reviews legislative land use application referrals to assess compliance with the 2019 GP policies. Staff also reviews administrative applications, which are applications that typically do not require Board action. Staff provides guidance to the Planning Commission in its review of the Capital Needs Assessment (CNA) and the Capital Improvement Program (CIP). Staff also provides compliance reviews for federal, state, and local agencies. Additionally, a staff member is a voting member of the Affordable Dwelling Unit Advisory Board (ADUAB), which is charged with review and administration of Affordable Dwelling Unit (ADU) housing applications, programs, and policies.

Mandate Information: The Code of Virginia §§ 15.2-2223, 15.2-2230, and 15.2-2232 requires local jurisdictions to adopt and maintain a comprehensive plan. The Code of Virginia also requires the Planning Commission to review the comprehensive plan at least every five years. Any comprehensive plan amendments must adhere to public process requirements (e.g., public notice, public hearings, etc.) set forth in the Code of Virginia §§ 15.2-2223 through 2232 and Article 6 of the Loudoun County Zoning Ordinance.

Who Does It: County staff provides this activity; depending on the topic, some efforts involve staff from various departments.

Why We Do It: This activity supports the County's General Plan, in both developing and ensuring adherence to its guidelines and recommendations. The 2019 GP has significantly contributed to Loudoun's diversity and high quality of life for its residents. The 2019 GP guides growth to where adequate infrastructure currently exists along with services to support such growth. The 2019 GP and its implementation focus on a fiscally sound approach to provide for future growth and development through projecting future infrastructure and service needs and use of cash proffers based upon figures generated from the County's CNA.

How We Do It Now – Current Service Level: In FY 2020, the service level was approximately 130 referrals completed, with approximately 90 percent of referrals completed within the established schedule. In subsequent years, the service level held steady except for an increase in FY 2022. The steady service level is due to the activity being able to keep pace with the number of legislative referrals. In this fiscal year (FY 2024) with current resources, this activity will complete approximately 140 referrals, 80 percent of which will be completed within the established timeline. Staff also anticipates completing two Comprehensive Plan amendments. Current service level for this activity includes attending between one and five community meetings and events each year, and completing between one and three plans or amendments each year.

How We Plan to Do It in the Future – Recommended Service Level: In the future, the Department recommends that this activity completes at least 80 percent of referrals within the established timeline. The number of applications is not generated by staff but rather is in response to the market conditions.



Planning and Zoning: Community Planning

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Respond to 80 percent of Board Strategic Work Program, Board member initiatives, and Administration initiatives within the established schedule and scope directives.					
Number of plans/amendments active	3	4	29	3	3
Number of plans/amendments completed or action taken	1	0	4	2	2
Percentage of plans/amendments completed within established schedule and scope directives	100%	100%	100%	100%	100%
Number of public meetings and events	1	2	23	2	2
Attendance at public meeting and events	0	50	509	50	50
Number of ADUAB, etc. meetings attended	9	15	63	12	12
Number of informational briefings, work sessions, and stakeholder meetings	3	42	49	12	12
Ensure that 80 percent of legislative referrals and reviews are processed by staff according to Department schedules.					
Number of legislative referrals completed	131	167	189	140	221
Percentage of legislative referrals completed within the established schedule	89%	85%	66%	80%	100%
Ensure that 95 percent of administrative reviews (e.g., easements, air permits, environmental reviews, etc.) are completed within the established schedule.					
Number of open space and conservation easement reviews	81	60	17	81	81
Percentage of open space and conservation easement reviews completed within the established schedule	100%	100%	100%	100%	100%
Number of other referrals and reviews (e.g., easements, air permits, environmental reviews, etc.) completed	62	68	137	62	62
Percentage of other referrals and reviews completed within the established schedule	100%	100%	100%	100%	100%
Average number of legislative cases per referral planner	69	36	178	43	43



Planning and Zoning: Community Planning

Historic Preservation

What We Do: Many individual historic structures and archaeological sites have been identified in Loudoun County, including approximately 104 historic resources listed on the National Register of Historic Places (NRHP), which include individual properties, historic districts, roads, and battlefields. These structures and sites are considered to be heritage resources and are treated in the same manner as natural resources in the development review process—as existing conditions that must be identified, evaluated, and, if necessary, preserved or mitigated in an acceptable manner.

Staff implements the historic preservation goals and policies established by the 2019 GP, the Heritage Preservation Plan, and Board initiatives. To assess compliance with policies, this activity reviews legislative land use applications, as well as land development applications, which include the County's capital projects. Staff conducts referral reviews when another division, department, or outside agency has received a legislative land development application and requires this activity to review in order to assess compliance with County policies. Staff also reviews administrative applications, which are applications that typically do not require Board action. This activity conducts site visits to determine the presence of historic and heritage resources, and provides archeological expertise for the purpose of documenting and preserving these resources prior to and during land development activities. Staff coordinates with other departments and outside agencies and organizations to ensure the protection, rehabilitation, and preservation of historic and heritage resources. Any Section 106 work completed in the County is reviewed by staff in this activity—Section 106 is part of the National Historic Preservation Act, which requires any federal project or program funded by a federal agency to consider potential effects on historic properties (e.g., historic districts, sites, objects, structures, etc.). Finally, staff develops stewardship plans for County-owned properties of historic importance.

Mandate Information: The Code of Virginia § 15.2-2223 requires local jurisdictions to adopt and maintain a comprehensive plan, which may include the designation of historical areas and policies for their treatment. The Code of Virginia § 15.2-2283 provides that a Zoning Ordinance shall protect against destruction of – or encroachment upon – historic areas; and § 15.2-2306 details the way in which historic resources may be protected. Pursuant to these state code sections, the County has adopted the 2019 GP and Heritage Preservation Plan, created various historic districts administered by the Historic District Review Committee (HDRC), adopted regulations requiring the survey of historic and archaeological features during the land development process, and created the Heritage Commission (HC).

Who Does It: County staff provides this activity, although some functions involve HDRC and HC input and direction.

Why We Do It: The protection and preservation of the County's historic and heritage resources provides a record of the significant role that Loudoun County has played in the history of the region and the nation. These resources contribute to the County's tourism attractions and the rural economy in addition to providing educational enrichment to residents and visitors.

How We Do It Now – Current Service Level: In FY 2020, this activity processed 20 certificates of appropriateness, with more than 99 percent of the certificates processed within the established timeline. In subsequent years, this activity remained steady because staff was able to keep pace with applications. In FY 2023, the number of applications decreased, likely due to cost of materials, supply chain issues, and economic uncertainty. In this current fiscal year, staff:

- Processes approximately 10 certificates of appropriateness.
- Processes 100 percent of certificates of appropriateness in the established timeline.
- Processes approximately 300 referrals and five Section 106 reviews.
- Supports between one and three major Board initiative projects.

How We Plan to Do It in the Future – Recommended Service Level: In the future, this activity will maintain the current service level. However, as more historic resources are identified, it is likely that additional resources will be needed.



Planning and Zoning: Community Planning

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure that 80 percent of legislative applications are processed by staff according to established Department schedules.					
Number of certificates of appropriateness processed	30	28	21	10	10
Percentage of certificates processed within the established schedule	100%	100%	100%	100%	100%
Ensure that 80 percent of referrals and reviews are processed by staff according to established Department schedules.					
Number of referrals completed	481	539	709	300	300
Number of Section 106 reviews completed	0	5	12	5	5
Average number of referrals and Section 106 reviews per staff member	241	539	720	300	300
Percentage of referrals and Section 106 reviews processed within established schedules	99%	99%	97%	100%	100%
Ensure that 80 percent of non-referral and special activities are completed by staff according to established Department schedules.					
Number of active Board-initiated and County Administration-initiated historic preservation special projects	9	6	37	5	5
Number of completed Board-initiated and County Administration-initiated historic preservation special projects	1	3	2	3	3
Percentage of Board-initiated and County Administration-initiated historic preservation special projects completed within the established schedule ¹	n/a	100%	100%	100%	100%
Number of public outreach events and educational trainings provided (includes consultations and realtor trainings)	0	1	11	1	1
Number of stewardship conservation plans completed	0	1	0	1	1

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



Planning and Zoning: Community Planning

Support to Committees

What We Do: This activity provides administrative and professional support to the HDRC and the HC. Tasks include preparing packets, managing meeting agendas and logistics, and maintaining records. Both bodies meet on a monthly basis. Staff supports the HDRC and the HC by providing application review and agenda materials, attending all meetings to convey staff's analysis of proposals, and providing clerical and administrative support.

The HDRC is appointed by the Board to provide its recommendations for maintaining the architectural and historic integrity of Loudoun County's Historic Districts. The HDRC uses the County's Historic District Guidelines as the basis for review of proposed projects to determine whether these changes meet the criteria for issuing Certificates of Appropriateness (CAPPs). The Historic District Guidelines are an adopted part of the County's Zoning Ordinance and relate only to the exterior appearance and the siting of structures on a property.

The HC is appointed by the Board to provide its expertise and range of public- and private-sector experience related to historic preservation, archaeology, conservation, heritage tourism, and other areas of knowledge. The HC is tasked to act as an advisory body to make recommendations related to implementing the County's Heritage Preservation Plan, to develop management plans for County-owned resources, and to expand community awareness of historic resources.

Mandate Information: The Code of Virginia § 15.2-2306 (and as prescribed in Section 6-300 et seq., Section 6-1800 et seq., and Section 6-1900 et seq. of the Revised 1993 Loudoun County Zoning Ordinance) allows for the establishment of the HDRC. The HC is established pursuant to §§ 15.2-1411 and 15.2-2306 of the Code of Virginia. The HC is not mandated but was appointed by the Board to administer the Board-adopted Heritage Preservation Plan.

Who Does It: County staff provides this service.

Why We Do It: Staff support to the HDRC and the HC allows both bodies to ensure preservation of the unique historic character of the County and that historic and environmental resources will remain for the enrichment of the public. The HDRC ensures that new construction, renovations, and restorations comply with the County's Historic District Guidelines, thus preserving the unique historic character of Loudoun County. The HC supports and encourages the identification, documentation, preservation, and celebration of the heritage resources of Loudoun County. The HC provides advice to the Board, the Planning Commission, the County Administrator, and other County organizations regarding the preservation of heritage and environmental resources, thus ensuring that these resources will remain for the enrichment of the public.

How We Do It Now – Current Service Level: In FY 2020, service level included provision of approximately four staff reports to the HDRC, which increased in subsequent years to approximately 15 due to an increased attention to home projects during the pandemic. In addition, the HC activity level increased in FY 2022 from approximately 15 meeting packets for the HC annually due to an increase in staff. Current service level also includes providing staff support at ten HDRC meetings and 25 HC meetings each year.

How We Plan to Do It in the Future – Recommended Service Level: In the future, this activity will:

- Produce approximately 15 packets annually for the HDRC.
- Attend approximately ten HDRC meetings.
- Produce approximately 20 packets annually for the HC.
- Attend approximately 20 HC meetings.



Planning and Zoning: Community Planning

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Support the HDRC review by providing comprehensive evaluations and recommendations, responding to HDRC inquiries, complying with records and notice requirements, and providing administrative and subject matter support.					
Number of staff/CAPP reports prepared	23	19	14	20	20
Number of packets (including supplemental) prepared	14	16	30	15	15
Number of meetings	6	10	7	10	10
Ensure that the HC has the appropriate administrative and subject matter support to implement the Heritage Preservation Plan and complete other mandates and Board initiatives.					
Number of packets (including supplemental) prepared (agenda only)	2	32	65	25	25
Number of meetings	2	32	22	25	25



Planning and Zoning: Planning and Zoning Customer Service Center

Customer Service Center

What We Do: The Customer Service Center activity provides customer service to both external and internal customers and serves as the customer's initial point of contact, responding to Planning and Zoning inquiries received by telephone, in-person, email, and Loudoun Express Request (LEx); or through the Economic Development Department (EDD) and the cross-departmental Business Assistance Team. This activity's focus is to assist customers before a project manager or planner has been assigned to process an application or request and to assist customers in navigating County land use and zoning processes. Staff responds to customers who have questions about land use, zoning, legislative applications, department processes, or application fees. For legislative applications, staff reviews submittals to ensure that the applicant has provided the necessary application components. Staff schedules and facilitates pre-application conferences and helps customers with submitting applications that meet all submission requirements. Requests for expedited services from the County Administrator's Office and the EDD are overseen in this activity. Staff provides the public with educational information regarding department activities and programs (e.g., how to engage in the legislative process). Staff also provides land use and pipeline data and forecasting services, Geographic Information System (GIS) services including developing and maintaining data layers, and graphic/mapping needs as requested from the public, Planning and Zoning staff, and multiple County departments. This activity processes requests for special exception period of validity extensions, legislative application checklist waivers, and public hearing waivers. Finally, staff maintains the Department's webpage content and online application submission portal.

Mandate Information: This activity is not mandated.

Who Does It: County staff provides this service.

Why We Do it: This activity supports and coordinates with all the other sections within the Department of Planning and Zoning. Staff serves as ombudsmen and walks customers through various planning and zoning processes. This activity eliminates the need for a "planner on-call" and frees up planners and project managers to more effectively complete appropriate work. All Customer Service Center staff members are cross-trained to ensure that there are no delays in response time or service. Staff also produces a variety of growth-related statistics, maps, and analyses that assist the Board and the Planning Commission in evaluating Zoning Ordinance amendments, the 2019 GP and small-area plan updates, and legislative applications.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was responding to approximately 13,000 Planning and Zoning inquiries, with approximately 95 percent of those inquiries responded to within 24 hours. In subsequent years, this service was degraded because of changes in the number and method of inquiries during the pandemic. In this fiscal year with current resources, this activity will respond to approximately 8,000 inquiries, with approximately 90 percent of those inquiries responded to within 24 hours. Due to the pandemic, staff assisted approximately 16 customers at the front desk in FY 2021 and 369 in FY 2022, and completed more than 240 inquiries received through LEx. In total, 8,715 inquiries were responded to in 2022. Staff continued to serve walk-in customers on the second floor, establishing a community development one-stop-shop. For the first quarter of 2023, staff assisted 113 walk-ins, more than any quarter in 2022. Walk-in traffic is increasing as staff maintains service levels. Staff responded to 229 map and data requests in the first quarter of 2023 (which was more than any quarter in 2022), 95 percent of which were completed within the target of 15 days. Staff responds to 100 percent of legislative applications that are submitted for completeness review within 15 days, receiving approximately 250 submittals annually. Staff processes 100 percent of pre-application conference requests within the targeted timeframe. There was an above-average number of application submittals in FY 2022. Current service level includes responding to 100 percent of various waiver requests within 90 business days, with staff receiving approximately 45 waiver requests annually.

How We Plan to Do It in the Future – Recommended Service Level: In the future, this activity will assist 400 customers at the front desk and 400 through LEx to respond to 90 percent of inquiries within 24 hours. As the County's population growth



Planning and Zoning: Planning and Zoning Customer Service Center

stabilizes, this activity will remain stable as will demand for services because the Department will keep pace with customer inquiries. Staff will continue to track the amount of customer inquiries at the front desk and through LEx.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Respond to 90 percent of customer inquiries within 24 hours (business days only).					
Number of front counter customer assistance requests (walk-ins)	16	369	494	400	500
Combined number of telephone, email, and other department inquiries	9,450	8,715	7,633	8,000	8,000
Number of LEx customer inquiries completed	353	241	217	400	400
Percentage of customer inquiries responded to within 24 hours (total of the above, including counter, phone, email, and LEx)	95%	95%	71%	95%	95%
Complete 95 percent of map and data requests within 15 business days.					
Number of map and data requests fulfilled	536	247	542	500	500
Percentage of map and data requests fulfilled within 15 business days	98%	79%	90%	85%	85%
Schedule 90 percent of pre-application conferences within ten days of receiving the schedule request.					
Number of pre-application conferences processed	101	98	99	110	110
Percentage of pre-application conferences processed within ten days	100%	100%	100%	100%	100%
Receive legislative applications and review for completeness, responding with official acceptance or rejection within 15 days at least 90 percent of the time.					
Number of legislative applications received and reviewed for completeness	143	252	99	180	180
Percentage of legislative applications responded to with acceptance or rejection within 15 days	100%	100%	100%	100%	100%
Process requests for fee waivers, checklist waivers, public hearing waivers, and period of validity extensions within 90 days of receipt at least 85 percent of the time.					
Number of fee waivers, checklist waivers, public hearing waivers, and period of validity extension requests processed	25	60	54	45	45
Percentage of requests processed within 90 days of receipt	100%	100%	100%	100%	100%
Distribute 90 percent of referral requests within three days of official acceptance.					
Number of referrals sent at acceptance (number of individual referral agents on each first referral cover sheet)	792	1,015	1,073	900	900
Percentage of referrals distributed within three days of application acceptance	100%	100%	100%	100%	100%



Planning and Zoning: Zoning Administration

Zoning Administration

What We Do: Zoning Administration activities ensure that County zoning regulations are maintained and updated to effectively implement land development policies and address community concerns and objectives. These activities involve administering and interpreting the County's multiple zoning ordinances; managing Zoning Ordinance Amendments (ZOAMs) to include preparing and presenting draft language through the public processes of the Planning Commission and the Board; serving as a referral agent on legislative and administrative land development applications to ensure conformance with Zoning Ordinance regulations, proffers, and conditions; reviewing draft proffers and conditions to ensure that they are relevant, enforceable, and effective; updating and maintaining the zoning map; researching and preparing zoning verifications, interpretations, and determinations; responding to requests for administrative waivers and modifications; and responding to inquiries from other County agencies and the public. In addition, the Zoning Administration activities include providing staff support to the Board-appointed Zoning Ordinance Committee (ZOC) by acting as staff liaison, presenting draft ZOAMs, and participating in the development of the Zoning Ordinance Work Plan and the Court-appointed quasi-judicial Board of Zoning Appeals (BZA) by processing and presenting applications for variances, appeals, and errors in building location, as mandated by the Code of Virginia. Furthermore, Zoning Administration activities support the County Attorney's Office with litigation involving orders, determinations, and decisions of the zoning administrator.

Mandate Information: Per the Code of Virginia §§ 15.2-2250 through 2316, any jurisdiction that adopts a zoning ordinance must have a zoning administrator. Loudoun County has adopted a Zoning Ordinance to implement the policies of the 2019 GP, to protect the health, safety, and welfare of the public, and for the other purposes of zoning as set forth in the Code of Virginia.

Who Does It: County staff provides these activities, while staff from various departments sometimes must assist with the implementation of proffers and the Zoning Ordinance.

Why We Do It: Administering and implementing the County's Zoning Ordinance significantly contributes to the protection of property values and to a high quality of life for those that live, work, and play in Loudoun County. The Zoning Ordinance is intended to ensure that land development is accomplished in a manner that protects environmentally-sensitive land; provides adequate infrastructure; produces high-quality and long-lasting buildings and sites; and protects the health, safety, and welfare of the public. The implementation of proffers significantly addresses the impacts of new growth on existing residents. The time and resources invested in this activity create significant value for the community by ensuring that the Zoning Ordinance and proffers are properly implemented.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was responding to approximately 200 requests for correspondence concerning the administration of the Zoning Ordinance, while responding to approximately 60 percent of those requests within 30 days. In this fiscal year with current resources, this activity will respond to 200 requests for Zoning Ordinance correspondence, with approximately 70 percent of those requests responded to within 30 days. Current service level is 69 percent of such requests responded to within 30 days of receipt, with 99 percent of requests completed within 90 days of receipt. Staff completes approximately 30 zoning determinations and 140 zoning verifications annually. Current service level includes completing approximately 120 legislative case referrals, with 70 percent completed on time. Current service level includes completing approximately 420 administrative referrals, with 60 percent completed on time.

How We Plan to Do It in the Future – Recommended Service Level: Zoning Administration activities are anticipated to remain consistent, and likely will increase in some areas and decrease in others. As land becomes built out and less land is available for large rezoning applications, there will likely be a decrease in the number of legislative rezoning applications coupled with an increase in the number of redevelopment applications as well as requests for advisory opinions, zoning determinations, and administrative waivers. The increase in administrative waivers is anticipated due to the proposed changes to the Zoning Ordinance to allow for more requirements that can be administratively waived.



Planning and Zoning: Zoning Administration

Moving forward, the anticipated annual Zoning Administration service level is to:

- Respond to 80 percent of approximately 220 zoning correspondence requests within 90 days.
- Respond to 95 percent of approximately 120 zoning verification requests within 90 days.
- Respond to 80 percent of approximately 30 administrative waiver requests within 90 days.
- Respond to 70 percent of approximately 120 legislative applications within 30 days.
- Respond to 70 percent of approximately 400 administrative applications within timelines.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Respond to requests for correspondence concerning administration of the Zoning Ordinance (including determinations, verifications, and administrative waivers and modifications) within 30 days at least 80 percent of the time.					
Number of zoning correspondence and administrative waiver requests completed (excluding proffer determinations)	163	186	181	200	200
Number of zoning determinations completed	28	35	29	100	100
Number of zoning verifications completed	128	145	141	100	100
Number of waiver requests completed	7	6	11	10	10
Percentage responded to within 30 days	30%	27%	17%	69%	69%
Percentage responded to within 90 days	96%	91%	85%	99%	99%
Number of FastTrack meetings with EDD	11	20	31	20	20
Number of pre-submission meetings (site planning meetings)	48	69	56	40	40
Number of external informal information requests (meetings and emails)	194	170	264	200	200
Number of informational briefings (Board)	17	16	34	20	20
Total number of legislative referrals received (bundled cases)	149	189	182	175	175
Number of legislative referrals completed (bundled cases)	132	102	135	120	120
Percentage of legislative referrals completed on time	71%	54%	45%	72%	72%
Total number of administrative referrals received	485	433	498	375	375
Number of administrative referrals completed	410	249	373	420	420
Percentage of administrative referrals completed on time	66%	58%	50%	67%	67%
Manage the formulation of ZOAMs in accordance with the Board's priorities.					
Number of ZOC and subcommittee meetings attended	14	24	10	12	12
Number of Rural Economic Development Council meetings	0	1	0	1	1
Number of active ZOAMs	12	6	5	6	6



Planning and Zoning: Zoning Administration

Proffer Management

What We Do: The Proffer Management activity ensures that the proffers approved by the County as part of legislative rezonings and concept plan amendments are implemented on time and accurately. Proffers are intended to implement land development policies and address community concerns and objectives. This activity involves legal interpretations of proffers for the development community, the public, and County staff. Additionally, this activity issues determinations of proffers that serve as legal findings that affect land development activities, and processes as well as manages appeals of such determinations to the Board.

Staff serves as a referral agent on administrative and legislative land development applications to ensure that proffers are being met and to review proposed draft proffers and special exception conditions to ensure that they are effective and enforceable. Proffer Management staff also manages certain processes to ensure fulfillment of proffers, including sending applications on referral to other County agencies and coordinating bond release requests and final occupancy inspections. Additional core responsibilities of the Proffer Management team include tracking and verifying timely payment of proffered cash contributions, verifying proper dedication of land and/or construction of improvements for capital facilities, entering information into County database systems for tracking, and coordinating proffer fulfillment with various County agencies (such as permitting, transportation and capital infrastructure construction, and budget preparation). All activities must conform to the Code of Virginia requirements.

Mandate Information: Rezoning land where the governing body accepts proffers by the owner is referred to in the Code of Virginia § 15.2-2296 as “conditional zoning.” Conditional zoning means the allowing of reasonable conditions (proffers) governing the use of property, where the conditions are in addition to, or the modification of, the regulations provided for a particular zoning district (Virginia Code § 15.2-2201). Conditional zoning was enabled to address the inadequacy of traditional zoning methods and procedures when competing and incompatible land uses conflict (Virginia Code § 15.2-2296).

Who Does It: County staff in the Proffer Management activity provides this service. Staff from various County departments assists with the implementation of proffers and coordinates the activity with Proffer Management staff.

Why We Do It: Administering and implementing the County’s proffers significantly contributes to protecting property values and ensuring that development protects environmentally-sensitive land; provides adequate infrastructure; produces high-quality and long-lasting buildings and sites; and protects the health, safety, and welfare of residents. For the FY 2019-FY 2024 Amended Capital Improvement Program, cash proffers were valued at \$54 million for the six-year period. The implementation of proffers significantly addresses the impact of new growth on existing residents. The time and resources invested in this activity create significant value for the community by allowing the development industry to offset the impacts generated from development activities.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was responding to 70 percent of proffer determinations within 60 days and 86 percent within 90 days. Current service level includes responding to nearly 70 percent of requests for proffer determinations within 60 days, which is consistent with the 80 percent completion goal; and just over 90 percent within 90 days, which is slightly shy of the 100 percent completion goal. In addition, staff completed 107 determinations in 2022, up from 50 the previous year and at an average of 79 per year. Current service level includes review of approximately 135 draft proffer/condition reviews, with nearly 60 percent completed within the specified review time; 125 administrative application reviews, with nearly 40 percent completed within the specified review time; 25 performance agreement reviews, with more than 80 percent completed within 14 days; and approximately 130 bond release reviews, with 60 percent completed within 90 days. Staff entered proffers/conditions into the land management information system, LMIS, for 90 percent of the 100 legislative cases received for entry, including 959 individual proffers and development conditions. In FY 2022, 231 proffer fulfillment cases were managed, a significant increase from 28 cases in FY 2021. Current service level also includes responding to just over 200 informal information requests annually.



Planning and Zoning: Zoning Administration

How We Plan to Do It in the Future – Recommended Service Level: In the future, Proffer Administration anticipates that the demand for proffer determinations will remain the same, considering the timeframe it takes for large developments to subject to rezoning and proffers to build out. Response rates will continue to remain steady, with 70 percent responded to within 60 days and 80 percent responded to within 90 days.

Staff anticipates service demand to be steady since the Proffer Administration activity is keeping pace with the number of completed legislative referrals. Moving forward, the anticipated annual service level is to:

- Complete 135 draft proffer and/or condition reviews, with 60 percent completed within the established timeline.
- Complete 125 administrative application reviews, with 40 percent completed within the established timeline.
- Review 25 Proffer Performance Agreements, with 80 percent completed within the established timeline.
- Complete 128 bond release reviews, with 60 percent completed within the established timeline.

The number of applications is not generated by staff but rather is in response to the market. As the County's population growth stabilizes over time, the Proffer Management activity anticipates the number of administrative application reviews to decrease slightly.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Respond to 80 percent of requests for proffer determinations within 60 days, and 100 percent within 90 days.¹					
Number of proffer determinations completed	50	107	112	120	120
Percentage responded to within 60 days	66%	77%	21%	70%	70%
Percentage responded to within 90 days	79%	92%	25%	80%	80%
Support proffer administration activities, including completing 80 percent of reviews of draft proffers and administrative applications within specified timeframes (within 30 days or 45 days, respectively), completing compliance review of performance bonds prior to establishment within 14 days and bond release within 90 days, and entering proffer and special exception conditions into the land management information system within 60 days.					
Number of draft proffer/condition reviews	135	99	142	135	135
Percentage completed within 30 days	63%	77%	55%	60%	60%
Number of administrative application reviews	39	47	121	125	125
Percentage completed within 45 days	39%	68%	65%	40%	40%
Number of Proffer Performance Agreements reviewed	29	27	30	25	25
Percentage completed within 14 days	86%	81%	90%	80%	80%
Number of bond release reviews	95	101	115	128	128
Percentage completed within 90 days	68%	25%	53%	60%	60%
Number of legislative cases received for LMIS/LandMARC entry	42	100	84	120	120
Percentage input into LMIS/LandMARC within 60 days	100%	90%	79%	50%	50%
Number of proffer and special exception conditions input into LMIS	647	959	1,179	1,600	1,600

¹ The drop off in timely responses to request for proffer determinations was primarily due to insufficient staffing during most of FY 2023. The activity did not have a full-time Program Manager, which resulted in some proffer determinations being deferred.

**Planning and Zoning: Zoning Administration**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Number of responses to informal information requests ¹	329	206	445	300	300
Number of proffer fulfillment review cases managed (referrals)	28	231	109	200	200

¹ The Department anticipates a decrease in informal information requests with implementation of a new land management information system that will provide more information to the public.



Planning and Zoning: Zoning Administration

Support to the Board of Zoning Appeals (BZA)

What We Do: The Board of Zoning Appeals (BZA) is a quasi-judicial body appointed by the Court and is necessary to ensure the appropriate and legal administration of the County's zoning regulations. The BZA reviews, evaluates, and makes decisions on requests for variances of certain zoning requirements and on special exceptions applications. In addition, the BZA hears appeal applications regarding determinations and decisions of the zoning administrator and Notices of Violations issued for non-compliance with applicable zoning requirements. In deciding appeal applications, the BZA can support fully or in-part, or can reverse the decisions of the zoning administrator. This activity is supported by staff in Zoning Administration and Zoning Enforcement who prepare staff reports, coordinate with other appropriate staff and applicants, schedule meetings, provide agendas, and attend the BZA public meetings to present applications and answer questions.

Mandate Information: Because the County has a Zoning Ordinance, it is required to have a body to ensure the appropriate and legal administration of these regulations. The Code of Virginia § 15.2-2221 establishes the duties of the BZA, including maintaining a public record of BZA actions.

Who Does It: County staff provides this service.

Why We Do It: Staff in this activity provides support so that the BZA may provide an opportunity for property owners and the development community to appeal zoning decisions made by the County's zoning administrator. This staff support allows the BZA to provide for accountability of staff so that ordinances are legally and fairly administered. In addition, staff supports the BZA with property owner requests for variances of certain zoning requirements to address undue hardships caused by Zoning Ordinance requirements.

How We Do It Now – Current Service Level: Current service level includes meeting 95 percent of state and County code timeline requirements for BZA action. Staff completes approximately 12 appeals and five variances, and attends between four and eight BZA meetings annually.

How We Plan to Do It in the Future – Recommended Service Level: It is anticipated that future service levels could possibly be reduced slightly for variance applications and increase slightly for appeal applications. A reduction in variance applications may result from a proposed change in the Zoning Ordinance that would allow the zoning administrator to grant administrative reductions for up to 20 percent of the required yard/setback, which is an increase above the current 10 percent limit. An increase in appeals may result from the adoption of the new Zoning Ordinance creating challenges regarding interpretation of the new regulations and vesting determinations. It is anticipated that staff will process approximately 12 appeals and four variances annually, with 95 percent completed on time; and staff will attend approximately eight BZA meetings annually.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure that 90 percent of applications for quasi-judicial actions, such as variances and appeals, are reviewed by staff and processed through the BZA in compliance with County and state code timeline requirements.					
Number of pre-variance applications meetings	9	3	6	5	5
Number of variance applications completed	3	7	2	5	5
Number of appeals completed (including proffer appeals)	2	1	12	12	12
Number of special exceptions for error in building location completed	1	0	6	2	2
Number of BZA meetings/public hearings	4	6	6	8	8
Percentage completed within the established timeline	95%	100%	89%	95%	95%



Planning and Zoning: Zoning Enforcement

Zoning Enforcement

What We Do: The Zoning Enforcement activity ensures that the Zoning Ordinance is effectively, consistently, and fairly enforced. Staff enforces the standards of the Loudoun County Zoning Ordinance and Chapter 3 (Exterior) and Chapter 4 (Residential occupancy requirements) of the Virginia Maintenance Code. This activity responds to and investigates zoning and maintenance code complaints from property owners, including abandoned/deteriorating homes (blight) and nuisance vehicles. Staff also conducts residential and commercial occupancy inspections prior to the issuance of occupancy permits, reviews of special exception and proffered conditions for compliance, assists VDOT with removal of illegal signs in the right-of-way, and conducts proactive enforcement efforts as directed by the Board. Enforcement inspectors work with residents to encourage voluntary compliance with the Zoning Ordinance and to prevent violations and fines through education and proactive enforcement. Staff also enforces Chapters 3 and 4 of the Virginia Maintenance Code within the Town of Leesburg through a memorandum of understanding. The administration and enforcement of the County's Solid Waste Ordinances have also been designated to this activity. The services provided by this activity are core responsibilities as they pertain to regulatory activities and public safety. Staff serves as agents of the zoning administrator and makes determinations in the performance of their duties.

Mandate Information: The 1972, 1993, and Revised 1993 Loudoun County Zoning Ordinances provide for the Zoning Enforcement activity to take place and guide enforcement activity. In addition to enforcing provisions of the Zoning Ordinance, the Zoning Enforcement activity administers and enforces Loudoun County Codified Ordinances regarding blight, solid waste, tall grass, and snow removal, as well as portions of the Virginia Maintenance Code (Part III of Virginia's Uniform Statewide Building Code, USBC).

Who Does It: County staff provides this service.

Why We Do It: This activity has a direct, positive impact on health, safety, and quality-of-life issues as well as an overall impact on blight conditions, which could devalue property values in existing neighborhoods. Staff meets state- and County-imposed timelines in response to zoning and property maintenance complaints and delivers proactive enforcement initiatives enacted by the Board. This activity implements County objectives of being responsive to citizens and addressing quality-of-life issues for the community. Without the effective enforcement of land development regulations, the County would not be able to effectively protect property values and implement community land use objectives. The enforcement of the Zoning Ordinance helps maintain a high quality of life for residents.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was responding to approximately 750 complaints, with approximately 98 percent of initial inspections completed within 48 business hours of receipt. In subsequent years, this service held steady because Zoning Enforcement was able to keep pace with the number of complaints. In this fiscal year with current resources, this activity will inspect approximately 800 complaints, with 95 percent inspected within 48 business hours of receipt. At the current service level, inspectors respond to 775 complaints, find 700 violations, and cite 450 zoning violations annually. In FY 2021 and FY 2022, there were approximately 85 cases of voluntary compliance annually and no public outreach sessions. In FY 2022, there was an above-average number of VDOT right-of-way signs removed; and staff completed nearly 450 solid waste hauler permit renewals. Based on Board direction, staff currently conducts sign pick-ups once each week in areas where complaints have been received or in areas known for heavy saturation.

How We Plan to Do It in the Future – Recommended Service Level: As the population growth stabilizes, Zoning Enforcement anticipates that the demand for services will remain consistent or exceed current service level. As established communities continue to age, staff anticipates that there will be an increase in complaints related to the exterior maintenance of existing properties. Staff will continue to monitor and track the number of complaints received, will be better prepared, and will continue to respond to complaints within the established timeframe of 48 hours. Additionally, the number of complaints may be directly tied to any future Board initiatives assigned to Zoning Enforcement that are related to keeping Loudoun County communities safe and in the best interest of public health, safety, and welfare.



Planning and Zoning: Zoning Enforcement

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Facilitate community involvement in understanding and resolving issues that may impact quality of life and overall appearance of neighborhoods.					
Number of public outreach/education sessions conducted (e.g., civic associations, professional organizations, town hall meetings, etc.)	0	0	3	4	4
Number of voluntary compliance cases	73	118	191	120	120
Respond to and resolve complaints received for issues related to alleged violations of the Zoning Ordinance, Property Maintenance Code, and Loudoun County Codified Ordinances filed by members of the public, Board members, and internal and external partner agencies within 48 hours of receipt of the complaint.					
Number of complaints received (includes LEx and internal and external agency referrals)	799	772	783	800	800
Number of initial inspections conducted within 48 business hours of receipt	791	764	775	760	760
Number of violations found	723	690	664	700	720
Number of Zoning Ordinance/Property Maintenance violations cited	468	447	362	450	475
Percentage of initial inspections conducted within 48 business hours of receipt	99%	98%	99%	95%	95%
Ensure that new residential and commercial projects are developed in accordance with approved legislative applications and plans, and that requests for occupancy inspections are conducted and processed within 48 business hours of receipt.					
Percentage of requests for occupancy inspections conducted within 48 business hours of receipt	100%	100%	100%	100%	100%
Percentage of requests for occupancy inspections failed on initial inspection	37%	20%	16%	20%	20%
Assist VDOT in keeping right-of-way free from illegal signs.					
Number of signs removed from VDOT right-of-way	273	1,520	1,384	700	700
Administer and manage solid waste facilities and haulers in accordance with provisions of Loudoun County Codified Ordinances.					
Number of permit renewals – haulers	468	629	422	600	600
Number of permit renewals – facilities	2	4	1	4	4



Planning and Zoning: Administration

Administration

What We Do: This activity supports the efforts of all other Planning and Zoning programs and activities by providing leadership and overall direction to the Department, implementing County policies and procedures, developing and implementing the Department's budget, conducting recruitment efforts, and handling other important department-wide matters. This activity works directly with the County Administrator and Board members to carry out their objectives. This activity coordinates responses to FOIA requests related to development applications and Planning Commission activities. Additionally, it supports the County Attorney with litigation related to development applications.

Mandate Information: This activity supports County adherence to Virginia Code §§ 15.2-1242, 2.2-3700, and 42.1-76 (FOIA).

Who Does It: County staff provides this service.

Why We Do It: This activity is critical to the success of the Department by implementing policies, procedures, and direction provided by the County Administrator and the Board. This activity sets forth the expectations for staff and how the Department can meet those expectations in the most efficient and effective ways.

How We Do It Now – Current Service Level: In 2020 with current resources, the Administration activity responded to approximately 260 FOIA requests and processed 21 authorizations to recruit (ATRs) and 50 employee actions (EAs). In subsequent years, this service held steady because staff was able to keep pace with the number of FOIA requests and the amount of ATRs and EAs that needed to be processed. In this fiscal year with current resources, this activity will respond to approximately 225 FOIA requests and process approximately 25 ATRs and 50 EAs.

How We Plan to Do It in the Future – Recommended Service Level: For this activity, the recommended service level is the same as current service level.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Manage budget, human resources, procurement, and payroll functions for the Department. Coordinate responses to FOIA requests within the established timeframe. Ensure that the Department is in compliance with several regulations including the Fair Labor Standards Act, the Family and Medical Leave Act, the Equal Employment Opportunity Commission, and FOIA.					
Number of FOIA requests	225	240	409	225	225
Number of ATRs processed	29	19	49	25	25
Number of EAs processed	78	30	79	50	50
Number of night meetings	2	9	6	6	6
Number of staff reports compiled and prepared for meetings	88	178	195	125	125
Number of transactions on Purchasing Cards	296	443	553	350	350



Transportation and Capital Infrastructure

The Department of Transportation and Capital Infrastructure (DTCI) manages facility planning; assists with the preparation of the capital budget; and completes the planning, design, and construction of capital projects for the County through the Capital Improvement Program (CIP). DTIC is also responsible for long-range transportation planning, traffic engineering, real estate planning and acquisition, and utility relocation. Staff in DTIC serves as technical advisors to the Board of Supervisors (Board) on matters relating to transportation, facility development, regional funding, land acquisition, project scheduling, and cost estimating.

Department Programs

Design and Construction

Collaborates with the Office of Management and Budget (OMB) to develop the CIP budget, schedules, and scope. Oversees the financial management of capital project accounts with multiple funding sources, and prepares and monitors DTIC's operating budget. Manages the planning, design, utility relocation, and construction of capital transportation and facilities projects while ensuring compliance with applicable federal, state, and local laws, standards, and specifications. Administers land acquisition for public infrastructure projects and provides quality control and delivery of projects on schedule and within budget.

Activities

- Transportation Design
- Transportation Construction
- Facilities Design
- Facilities Construction
- Project Utility Relocation
- Capital Project Coordination, Funding, and Policy

Real Estate Planning and Acquisition

Responsible for the land acquisition associated with capital projects as well as the management of existing real estate assets. Identifies a long-range plan for land acquisition and disposal. Plans for land needs associated with future CIP facilities projects. Coordinates with other DTIC program staff to identify opportunities associated with land development applications.

- Real Estate Planning and Acquisition

Space Planning, Policy, Design, and Renovation

The Space Planning, Policy, Design, and Renovation (SPDR) Division takes a comprehensive and systematic approach to the space planning, policy, design, and renovation of County-owned and leased facilities. SPDR focuses on using space efficiently to meet the functional customer service and equity standards, including ensuring that older facilities are updated to the newest standards. SPDR manages and executes the County's space-planning

- Space Planning, Policy, Design, and Renovation (SPDR)



Transportation and Capital Infrastructure (DTCI)

strategy including incorporating countywide enhancements. Project-specific responsibilities on renovation projects include programming, planning, architecture, interior design, construction management, project scheduling, and estimating.

Transportation Planning and Traffic Engineering

Develops, manages revisions to, and ensures compliance with the Countywide Transportation Plan, acting as a referral agency in the community development process. Performs traffic and transportation modeling, safety and operational studies, and special transportation-related studies and evaluations. Performs traffic and highway engineering services to address community traffic and parking complaints. Manages the Residential Permit Parking Program. Coordinates transportation planning and funding with regional partners and funding organizations. Monitors and develops grant funding applications for transportation projects and programs. Supports OMB on matters related to capital facility standards and capital intensity factors.

- Transportation Program Management
- Transportation Planning
- Traffic Engineering
- Regional Coordination

Financial Information

FY 2024 Adopted Information¹

	Expenditures	Revenue	LTF	FTE
Design and Construction ²	\$629,610	\$0	\$629,610	0.00
Space Planning, Policy, Design, and Renovation	2,741,924	0	2,741,924	10.00
Transportation Planning and Traffic Engineering	7,503,151	2,660,865	4,842,286	26.00
Total	\$10,874,685	\$2,660,865	\$8,213,820	36.00

FY 2024 Adopted Information – Capital Projects Fund^{3,4}

	Expenditures	Revenue	LTF	FTE
Capital Design and Construction	\$8,584,133	\$8,584,133	\$0	55.00
Space Planning, Policy, Design, and Renovation	418,419	418,419	0	4.00
Total	\$9,002,552	\$9,002,552	\$0	59.00

¹ Sums may not equal due to rounding.

² Real Estate Planning and Acquisition is currently budgeted within this department program.

³ Sums may not equal due to rounding.

⁴ Financing procedures and sources for the Capital Projects Fund can be referenced in the County's CIP.



DTCI: Design and Construction

Transportation Design

What We Do: The Transportation Design activity provides project design and contract administration for transportation projects in the County's CIP as well as other County-related transportation projects. This activity includes procurement of consulting services; quality assurance throughout the project development process; contract management and compliance; coordination of utility service and relocation; coordination with County departments and state and federal agencies; and compliance with County, state, and federal codes, laws, and regulations.

Transportation Design staff ensures that projects are designed in a safe, functional, cost-effective, context-sensitive, and environmentally-sustainable manner. Staff also coordinates with the Department of Building and Development, the Department of Planning and Zoning, the Virginia Department of Transportation (VDOT), and other agencies to obtain plan approvals and permitting to expedite projects. Staff composes Requests for Proposals (RFPs) to obtain consulting services and material for facilities in coordination with the Department of Finance and Procurement. This activity also ensures that projects are completed within budget and on schedule.

Mandate Information: This activity is not mandated, but it is provided to support and implement the Board's Adopted CIP.

Who Does It: County staff provides this service, supplemented by VDOT and project management consultants as needed.

Why We Do It: Transportation Design staff provides a very important service to the County and community, ensuring that County funds are properly implemented during the design process. Staff ensures that the County is in compliance with County, state, and federal standards and regulations; that projects are adequately documented; that the CIP is implemented; that the County is represented by staff at public meetings; and that the County has a direct link to address community concerns.

How We Do It Now – Current Service Level: At the inception of this activity's implementation of evolved performance measures, Transportation Design maintains a service level of 80 percent of capital design projects on schedule, requiring an average of nine projects per design manager.

How We Plan to Do It in the Future – Recommended Service Level: In the future, it is recommended to maintain a service level of at least 80 percent of capital design projects on schedule, with no more than seven projects per design manager, in order to ensure compliance with all standards and regulations. Based on the FY 2023 – FY 2028 Capital Improvement Program, the number of active transportation design projects will decrease after FY 2025, allowing the number of projects per design manager to approach seven.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Deliver approved capital projects in accordance with established CIP schedules.¹					
Number of active transportation projects under design	n/a	n/a	92	102	86
Percentage of active Transportation Design projects on schedule	n/a	n/a	75%	80%	80%
Average number of projects per design manager	n/a	n/a	7.8	9.0	8.7
Number of completed Transportation Design projects	n/a	n/a	12	34	23

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



DTCI: Design and Construction

Transportation Construction

What We Do: The Transportation Construction activity provides construction management and contract administration for transportation projects. Staff ensures that projects are built in a safe, functional, cost-effective, and environmentally-sustainable manner, focusing on budget, schedule, and quality management. This activity provides quality assurance throughout the project, as well as contract management and compliance, and monitoring of construction schedules and budget. Staff coordinates utility service and relocation, field inspection and documentation of construction activities, and third-party inspections and testing. This activity ensures compliance with County, state, and federal codes, laws, and regulations. Staff also performs project close out including street acceptance by VDOT. Staff composes Invitations for Bid (IFBs) to obtain construction services in coordination with the Department of Finance and Procurement. Staff also coordinates with the Department of Building and Development, the Department of Planning and Zoning, VDOT, and other agencies to obtain permits, manage financial and project documentation requirements, and close out projects after delivery.

Mandate Information: This activity is not mandated, but it is provided to support and implement the Board's Adopted CIP.

Who Does It: County staff provides this service, supplemented by consultants on an as-needed basis to provide construction engineering and inspection services (such as third-party inspection services, geotechnical analysis and materials testing, and construction administration services). These supplemental services amount to approximately 15 to 20 percent of the CIP projects' needs.

Why We Do It: Transportation Construction staff provides a very important service to the County and community, ensuring that County funds are properly managed during the construction process, and assuring quality in the delivery of projects. Transportation Construction staff ensures that the County is in compliance with County, state, and federal standards and regulations; that construction projects are adequately documented on construction sites daily; and that the CIP is implemented.

How We Do It Now – Current Service Level: At the inception of this activity's implementation of evolved performance measures, Transportation Construction maintains a service level of approximately 100 percent of capital construction projects on schedule, requiring an average of three projects per construction manager.

How We Plan to Do It in the Future – Recommended Service Level: In the future, it is recommended to maintain at least 85 percent of capital construction projects on schedule, with no more than three projects per construction manager, in order to ensure compliance with all standards and regulations.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain 85 percent of construction projects on schedule.¹					
Number of active transportation projects under construction	n/a	n/a	14	17	18
Percentage of active Transportation Construction projects on schedule	n/a	n/a	96%	100%	90%
Average number of projects per construction manager	n/a	n/a	2.8	3.0	3.0
Number of completed capital Transportation Construction projects	n/a	n/a	14	5	5

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



DTCI: Design and Construction

Facilities Design

What We Do: The Facilities Design activity provides project design and contract administration for General Government; Health and Welfare; Parks, Recreation, and Culture; and Public Safety projects in the CIP as well as other County-related projects. This activity includes procurement of consulting services; quality assurance throughout the project development process; contract management and compliance; coordination of utility service and relocation; coordination with County departments and state and federal agencies; and compliance with County, state, and federal codes, laws, and regulations.

Facilities Design staff ensures that facilities are designed in a safe, functional, cost-effective, and environmentally-sustainable manner. Staff works with County departments and end users to ensure that the design of County facilities provides for the needs of stakeholders that will be using or operating the facility. Staff also coordinates with the Department of Building and Development, the Department of Planning and Zoning, VDOT, and other agencies to obtain plan approvals and permitting to expedite projects. Staff composes RFPs to obtain consulting services and materials for facilities in coordination with procurement staff. Staff also ensures that projects are completed within budget and on schedule.

Mandate Information: This activity is not mandated, but it is provided to support and implement the Board's Adopted CIP.

Who Does It: County staff provides this service, using project management consultants as needed.

Why We Do It: Facilities Design staff provides a very important service to the County and community, ensuring that County funds are properly implemented during the design process. Staff works with consultants to ensure that the County is in compliance with County, state, and federal standards and regulations; that projects are adequately documented; that the CIP is implemented; that the County is represented by staff at public meetings; and that the County has a direct link to address community concerns.

How We Do It Now – Current Service Level: At the inception of this activity's implementation of evolved performance measures in FY 2024, Facilities Design maintains 80 percent of capital design projects on schedule, requiring an average of four projects per design manager to meet stakeholder needs within scope, schedule, and budget.

How We Plan to Do It in the Future – Recommended Service Level: In the future, it is recommended to maintain 70 percent of capital design projects on schedule and within scope and budget, requiring an average of four projects per design manager. Over time, as DTIC's workload fluctuates, the Facilities Design team may include more consultant support to optimize flexibility and specialization for Facilities Design projects. DTIC staff expects that the metrics with asterisks below (*) will indicate that the program may need to adjust its services or service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Deliver approved facility capital projects in accordance with established CIP schedules.¹					
Number of active facilities projects under design*	n/a	n/a	n/a	24	25
Percentage of active Facilities Design projects on schedule*	n/a	n/a	n/a	80%	80%
Number of completed Facilities Design projects*	n/a	n/a	n/a	12	13
Average number of projects per design manager	n/a	n/a	n/a	4	4

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



DTCI: Design and Construction

Facilities Construction

What We Do: The Facilities Construction activity provides construction management and contract administration for capital infrastructure and facility projects. Staff ensures that facilities are built in a safe, functional, cost-effective, and environmentally-sustainable manner, focusing on budget, schedule, and quality management. Staff provides quality assurance throughout the project, contract management and compliance, and monitoring of construction schedules and budget. The Facilities Construction activity coordinates utility service and relocation, field inspection and documentation of construction activities, and third-party inspections and testing. Staff ensures compliance with County, state, and federal codes, laws, and regulations. Staff also performs project close out, including building commissioning and project turnover. Staff composes IFBs to obtain construction services in coordination with the Department of Finance and Procurement. Staff also coordinates with the Department of Building and Development, the Department of Planning and Zoning, VDOT, and other agencies to obtain permits, manage financial and project documentation requirements, and close out projects after delivery.

Mandate Information: This activity is not mandated, but it is provided to support and implement the Board's Adopted CIP.

Who Does It: County staff provides this service, supplemented by consultants on an as-needed basis to provide construction engineering and inspection services (such as third-party inspection services, geotechnical analysis and materials testing, and construction administration services). These supplemental services amount to approximately 15 to 20 percent of the CIP projects' needs.

Why We Do It: Facilities Construction staff provides a very important service to the County and community, ensuring that County funds are properly managed during the construction process, and assuring quality in the delivery of projects. Staff ensures that the County is in compliance with County, state, and federal standards and regulations; that construction projects are adequately documented on construction sites daily; and that the CIP is implemented.

How We Do It Now – Current Service Level: At the inception of this activity's implementation of evolved performance measures in FY 2024, Facilities Construction maintains 90 percent of capital construction projects on schedule, requiring an average of three projects per construction manager.

How We Plan to Do It in the Future – Recommended Service Level: In the future, it is recommended to maintain 85 percent of capital construction projects on schedule, requiring an average of three projects per construction manager, in order to meet the needs of the stakeholders and keep the projects on schedule and budget.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain 85 percent of construction projects on schedule.¹					
Number of active facilities projects under construction	n/a	n/a	16	16	17
Percentage of active Facilities Construction projects on schedule	n/a	n/a	87%	90%	90%
Number of completed Capital Facilities Construction projects	n/a	n/a	7	10	10
Average number of projects per construction manager	n/a	n/a	3	3	3

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



DTCI: Design and Construction

Project Utility Relocation

What We Do: The use of VDOT's rights-of-way by public utilities is a privilege extended to the utility owners by VDOT in an attempt to best serve public interest. VDOT has established policies and procedures governing the locations where utilities may be placed within VDOT right-of-way. As a result of more and more utilities being installed and relocated into the highway right-of-way, a strong emphasis is being placed on eliminating potential conflicts between highway and utility facilities and on minimizing conflicts between the various utilities. Often, utilities must be relocated to accommodate roadway improvements. DTCI's utility managers coordinate the relocation of utilities to accommodate highway improvements. Often, relocation of utilities includes the acquisition of easements for the relocated facilities.

Mandate Information: This activity is not mandated, but it is provided to support and implement the Board's Adopted CIP.

Who Does It: County staff provides this service, supplemented by consultants on an as-needed basis to provide utility relocation services. These supplemental services amount to approximately 5 to 10 percent of the CIP projects' needs.

Why We Do It: The Project Utility Relocation activity provides a very important service to the County and community, ensuring that County funds are properly managed during the utility relocation phase prior to the construction process, and assuring quality in the delivery of projects. Staff ensures that the County is in compliance with County, state, and federal standards and regulations; that construction projects are adequately documented on construction sites daily; and that the CIP is implemented.

How We Do It Now – Current Service Level: At the inception of this activity's implementation of evolved performance measures in FY 2024, DTCI will provide a service level of approximately 280 utility relocations, requiring an average of more than 140 relocations per utility manager.

How We Plan to Do It in the Future – Recommended Service Level: The high proliferation of telecom utilities, particularly in the eastern portion of the County, is expected to continue to require elevated levels of utility relocations to accommodate roadway improvements. It is recommended to maintain an average of no greater than 150 relocations per utility manager, in order to meet the needs of the stakeholders and keep the projects on schedule and budget.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Eliminate conflict between existing utilities located in the right-of-way via relocation.¹					
Number of utilities relocated	n/a	n/a	281	300	300
Average number of relocations per utility manager	n/a	n/a	281	150	150

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



DTCI: Design and Construction

Capital Project Coordination, Funding, and Policy

What We Do: The Capital Project Coordination, Funding, and Policy activity partners with OMB in the development of the County's six-year CIP. Staff manages, monitors, and analyzes DTCI's capital project budgets; participates in the strategic development of the annual budget, including the analysis, research, and development of recommendations for additional resources; initiates budget adjustments for approval; and supports the DTCI leadership team in the annual budget process in accordance with the County's fiscal policies. This activity applies for state and federal road grants, reducing the reliance on local tax funding. This activity also represents and advocates for County interests related to transportation at numerous regional and state organizations.

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

Who Does It: County staff provides this service.

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

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources supported approximately 315 capital projects annually, with approximately 350 budget adjustments processed annually. In subsequent years, the service level was enhanced as improved reporting mechanisms were implemented and additional staff was recruited successfully. In this fiscal year with current resources, DTCI will support more than 760 capital projects and process approximately 520 budget adjustments.

How We Plan to Do It in the Future – Recommended Service Level: As the number of capital projects continues to increase over time, resources and process efficiencies are anticipated to stabilize this service level.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide account management, strategic monitoring, and analysis in support of capital project budgets.					
Number of accounting and budget processes completed in support of capital projects (excludes budget adjustments)	646	557	744	766	789
Number of budget adjustments processed to support capital projects	401	554	505	520	536



DTCI: Real Estate Planning and Acquisition

Real Estate Planning and Acquisition

What We Do: The Real Estate Planning and Acquisition activity provides strategic management of the County's increasing capital real estate asset portfolio. Staff performs land acquisition functions for the Board's Adopted CIP, conducts due diligence processes associated with potential real estate transactions, and coordinates with the County's Space Planning Committee and the Loudoun County Public Schools (LCPS) Land Matrix Committee on long-range acquisition planning.

Land acquisition is the process by which land or property rights are acquired to build County capital facilities (such as fire stations, libraries, and parks) and multi-modal transportation projects (such as roadways, interchanges, intersection improvements, sidewalks and trails, and bus stops). The land acquisition process involves identifying properties to be acquired and negotiating with property owners to obtain the required land rights. The County is required to offer just compensation and negotiate with property owners until an acceptable agreement is reached. To avoid project delays and increased construction costs, the County may exercise the right of Eminent Domain, upon Board direction, if a property owner is unresponsive. Coordination with the County Attorney's Office is required on all Eminent Domain activities.

Real estate asset management is the process of managing the County's real estate portfolio. This includes advising the Board on unsolicited offers to purchase, sell, or lease County real property assets to determine if the transaction provides long-term value to the County's real estate portfolio. Staff pursues opportunities to expand County-owned land in accordance with the Board's objectives, which includes development of policies and procedures to maximize the value of the County's real property assets.

Mandate Information: This service is not mandated. It is provided to support and implement the Board's Adopted CIP. When projects are funded in part or in total by federal or state funds, the policies and requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act (Uniform Act) apply. The Uniform Act requires property owners to be provided notice and just compensation for property acquisitions for a program or project. Strict compliance with the Uniform Act is monitored by VDOT personnel, and any deviation from the requirements can jeopardize the County's federal or state project funding.

Who Does It: County staff provides this service, supplemented by contracted services as necessary.

Why We Do It: Land acquisition must be completed before construction activities for CIP projects can begin. If these activities cannot be completed, County facilities and road projects cannot be constructed. This activity proactively pursues the best deal for the County taxpayer and presents potential deals to the Board, when applicable, for acceptance or approval.

How We Do It Now – Current Service Level: In FY 2021, this activity provided support for approximately 120 active land acquisitions, for an average of 30 acquisitions per land acquisition manager. In subsequent years, the number of projects has more than doubled due to the expansion of this activity to include intersection improvements, bus stops, and improvements to sidewalks and trails. In FY 2024, three additional positions were added to accommodate this increased workload. The Real Estate Planning and Acquisition activity will now support approximately 360 active land acquisitions annually, for an average of 60 acquisitions per land acquisition manager. The surge in workload from 30 to 60 acquisitions per manager will be accommodated with consultant support.

How We Plan to Do It in the Future – Recommended Service Level: Over time, as the demand for land acquisition and real estate management for County-owned property increases, DTCI staff anticipates that the need for these services will shift as standardized processes and policies are developed to ensure timely construction, and as staff pursues effective deals for County taxpayers. Between now and then, DTCI staff expects that the metrics with asterisks (*) below will indicate that the County may need to adjust its services or service levels.

**DTCI: Real Estate Planning and Acquisition**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Support the CIP by working on land acquisition processes.¹					
Number of Board Member Initiatives*	n/a	n/a	n/a	9	9
Number of unsolicited offers evaluated*	n/a	n/a	n/a	10	10
Number of easement requests on County-owned land*	n/a	n/a	n/a	30	30
Amount of legislative application support (number of appraisal reviews)	n/a	n/a	n/a	3	3
Amount of support provided to the Space Planning Committee and the County/LCPS Land Matrix Committee	n/a	n/a	n/a	6	6
Number of active land acquisition projects	118	80	80	360	390
Average number of active projects per staff member	30	20	23	60	65
Number of acquisitions completed	34	80	43	100	200
Number of condemnations	0	6	0	20	40
Percentage of condemnations	0%	7%	0%	20%	20%

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



DTCI: Space Planning, Policy, Design, and Renovation

Space Planning, Policy, Design, and Renovation (SPDR)

What We Do: The SPDR team oversees renovation projects from conception to occupancy and manages the space strategy of County-owned and leased buildings. The SPDR team is directly responsible for developing, maintaining, and implementing the County's Space Strategy and associated countywide policies. The SPDR team is responsible for the relocation, colocation, programming, planning, design, and renovation of all departments in Loudoun County. Additionally, the SPDR team implements necessary renovations for Board-approved department enhancements, including, but not limited to, providing new furniture, reconfiguration of exiting conditions, relocation of departments, and move coordination.

The SPDR team keeps a record of all departmental moves across County-owned and leased facilities, square footage tabulation of department footprint, and location within the buildings. Additionally, the SPDR team is responsible for programming and tracking departmental growth to understand growth needs and space availability.

Mandate Information: While most of SPDR's projects are not mandated, some projects can be mandated as directed by local ordinances.

Who Does It: The SPDR team is made up of space planners, interior designers, and construction project managers. The team produces in-house space planning scenarios with both financial and operational impacts, and utilizes other contract services to accommodate the load and complexity of the work.

Why We Do It: The SPDR team provides a very important service to the County and community, ensuring that County funds are properly implemented during the design and construction process. The SPDR team ensures that the County is in compliance with County, state, and federal standards and regulations; that projects are adequately documented; that the CIP is implemented; that the County is represented by staff at public meetings; and that the County has a direct link to address community concerns.

Furthermore, the SPDR team provides a vital service which impacts how personnel conduct business with fellow employees and county residents. The team facilitates department growth and operations by renovating the workspace to conform to ever-changing needs and requirements. The SPDR team is committed to developing interior spaces that comply with the Americans with Disabilities Act (ADA) and building and safety codes to produce workspaces that inspire productivity and employee retention.

How We Do It Now – Current Service Level: Prior to FY 2024, the SPDR activity included maintenance projects; but following the reorganization and effective restructure into DTCI during FY 2023, the focus and metrics tracked have been updated. In this fiscal year with current resources, the SPDR team maintains a total of 32 projects related to capital improvement and standalone renovation, with 70 percent of projects being on schedule to facilitate growth and efficient conduct of County operations.

How We Plan to Do It in the Future – Recommended Service Level: Over time, as the number of CIP projects and renovation projects continues to increase in response to previous population growth, it is anticipated that the need for planning and programming (as well as design and construction for SPDR activities) will shift, due to the implementation of new procedures, efficiencies, and quality control. It is recommended that the SPDR team maintains an average of no greater than six projects per design manager in order to meet the needs of the stakeholders and keep the projects on schedule and budget.

**DTCI: Space Planning, Policy, Design, and Renovation**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Develop, maintain, and implement the County's Space Strategy and oversee necessary renovations for Board-approved department enhancements.¹					
Number of CIP renovation program projects	n/a	49	24	24	21
Number of standalone CIP renovation projects	n/a	n/a	7	8	8
Number of Board-approved FTE enhancement projects	1	1	1	1	3
Total value of capital project expenditures	n/a	n/a	\$23,368,200	\$27,855,274	\$30,719,685

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



DTCI: Transportation Planning and Traffic Engineering

Transportation Program Management

What We Do: The Transportation Program Management activity oversees transportation projects within Loudoun County that are administered by VDOT, towns, and developers. Additionally, this activity manages the VDOT Secondary Road Six-Year Plan for Loudoun County and related activities for Unpaved Roads and Rural Rustic Road applications. Staff also manages assigned corridor studies, safety and operations studies, road safety audits, and conceptual designs for assigned projects, all of which require extensive public involvement. This activity coordinates with VDOT, other localities, Metropolitan Washington Airports Authority (MWAA), Toll Road Investors Partnership II (TRIP II), utility companies, and the development community on transportation projects in the design and/or construction phases. Staff also pursues the use of transportation cash proffers and seeks opportunities for further proffered transportation improvements.

Additionally, this activity provides support for the Route 28 Highway Transportation Improvement District (Route 28 Tax District) Commission and Landowners Advisory Board, and additionally assists with groundbreaking and ribbon cutting ceremonies. Staff also serves as “troubleshooters” to resolve complex issues related to transportation projects, provides guidance and direction on transportation issues and projects, and provides Geographic Information System (GIS) support to DTCI staff. In FY 2023, Transportation Program Management staff provided support to the Department of Planning and Zoning as part of the County’s Zoning Ordinance Rewrite process. Further, in FY 2023, the County received grant funding to prepare a local road safety plan, which will provide the framework for future project selection criteria to enhance transparency in the decision-making process. Transportation Program Management staff will administer this grant and the implementation of the local road safety plan.

Mandate Information: Other than required activities to support the Route 28 Tax District, this service is not mandated by federal or state law. It is performed to ensure the Board’s strategic priority of delivering transportation projects is achieved.

Who Does It: County staff provides this service, with consultant assistance for various technical studies and other tasks.

Why We Do It: The Transportation Program Management activity monitors and ensures VDOT-, town-, and developer-administered projects are moving forward. Staff offers recommendations and direction to resolve complex issues involving transportation projects, which enables projects to proceed to completion. These issues are often highly variable and may involve design, environmental, utility relocation, and/or right-of-way acquisition processes. Staff provides information to the public about proposed projects and engages the public in an effort to gain increased support for projects. The work products prepared by Transportation Program Management staff are used in the initiation of new transportation projects.

How We Do It Now – Current Service Level: In FY 2020, the level of service provided included five VDOT-administered projects and 17 studies, requiring more than 3,800 hours of effort annually. Since then, the volume of VDOT-administered projects, the number of studies, and the number of special projects has significantly increased, which has required the addition of staff and other resources. It is also noted that in FY 2022, a GIS analyst position was added to this program for department-wide mapping support. In this fiscal year with current resources, the Transportation Program Management activity will continue to provide broad-based and timely delivery of work products, information, and analysis to various internal and external stakeholders at a service level of 30 VDOT-administered projects, ten active studies, 70 map/GIS data requests, and 20 other special projects, collectively requiring approximately 5,700 hours of effort annually.

How We Plan to Do It in the Future – Recommended Service Level: Over time, as change occurs in transportation trends, Board priorities, DTCI/County needs, and funding availability, workload for this program will likely increase. Between now and then, DTCI staff expects that the metrics with asterisks (*) below will indicate that the County may need to adjust its services or service levels.

**DTCI: Transportation Planning and Traffic Engineering**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide recommendations and direction to resolve complex issues, enabling projects to proceed to completion.¹					
Total number of active studies	n/a	8	7	10	12
Number of safety and operational studies*	n/a	3	3	3	2
Number of hours spent on safety and operational studies	n/a	3,000	600	2,500	1,800
Number of capacity/corridor studies*	3	4	5	5	5
Number of hours spent on capacity/corridor studies	395	1,000	1,386	1,700	1,450
Number of road safety audits*	4	4	3	1	1
Number of hours spent on road safety audits	440	130	33	12	12
Number of VDOT projects supported*	29	22	27	30	25
Number of map/GIS data requests	n/a	n/a	85	70	70
Number of hours spent on map/GIS data requests	n/a	n/a	1,197	920	920
Number of other/miscellaneous special projects*	n/a	n/a	19	20	20
Developer infrastructure coordination efforts (number of post-development approvals)*	n/a	n/a	24	20	20
Number of hours spent on DTCI project support tasks	n/a	n/a	632	575	575

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



DTCI: Transportation Planning and Traffic Engineering

Transportation Planning

What We Do: The Transportation Planning activity supports the development and implementation of the Countywide Transportation Plan (CTP). This activity serves as a referral agency for the Department of Planning and Zoning and the Department of Building and Development through the land development application review process. Team members also provide County representation on regional technical committees. Tasks include land development application review, transportation data management, traffic study scoping for land development applications, updates to the CTP, Comprehensive Plan Amendments (CPAMs), and maintaining and updating the County's Travel Demand Model.

It is important to note that while the Department of Planning and Zoning is the official keeper of the Loudoun County Comprehensive Plan, the DTCI Transportation Planning staff members are the subject matter experts on traffic- and transportation-related matters associated with the Comprehensive Plan. In addition to the Code of Virginia, the work performed by the Transportation Planning staff members is regulated by applicable provisions of the Loudoun County Zoning Ordinance.

Additionally, the Transportation Planning team is responsible for the County's recently implemented data collection and warrants program. This program carries out Board direction for DTCI staff to collect traffic data for traffic studies associated with land development application review, and to manage the various warrant analyses required by approved land development applications. Data collection and warrant analyses work commenced at the start of FY 2023, though significant efforts to procure consultant assistance and update regulatory documents were completed in FY 2021 and FY 2022.

An emerging need that has become apparent with the onset of the data collection and warrants program is an expanded focus on larger safety- and capacity-data-related needs for the Transportation Planning and Traffic Engineering Division. Such an enhanced focus would help coordinate the overall collection, management, and dissemination of traffic safety and capacity data to better support decision-making, resource allocation, and transportation infrastructure asset management. This need is also apparent as the County received grant funding in FY 2023 to prepare a local road safety plan, which upon completion, enables the County to be able to apply for grant funding for construction of eligible safety improvements.

Mandate Information: Title 15.2-2200 of the Code of Virginia mandates that all land development applications be reviewed for transportation impacts, and sets forth regulations pertaining to that review.

Who Does It: County staff provides this service, augmented by consultant services for studies and special projects as well as data collection and warrant analyses.

Why We Do It: The robust growth the County has experienced over the last several decades has resulted in continued strain on its transportation network. Transportation continues to be one of the most important services provided by government, fulfilling the crucial role of linking people to their jobs, schools, recreation, and shopping. Careful transportation planning must be undertaken in order to ensure that the mobility needs of the County's residents continue to be met over the long-term. The Transportation Planning team's work directly supports this goal through the implementation of transportation strategies within the CTP – to “Complete the build out of the major road network while ensuring integration with the local road network, and encouraging connectivity between developments...” The policies and strategies provided in the CTP guide the Transportation Planning team's review of land use development applications.

How We Do It Now – Current Service Level: In FY 2020, the level of service provided was processing approximately 79 percent of land development referrals (LDRs) on time. Since then, the volume of LDRs has increased; and with additional staff and other allocated resources, the service level increased to 84 to 85 percent during FY 2021 and FY 2022. In FY 2023, the service level decreased to approximately 70 percent, due to staff vacancies and the implementation of a new referral software program.

In this fiscal year with current resources, Transportation Planning staff will process approximately 90 percent of LDRs on time, in an effort to deliver a customer-focused process and work product to the development community and other customers. It is noted that the software program referenced above is expected to increase efficiencies in LDR review and production going forward.



DTCI: Transportation Planning and Traffic Engineering

How We Plan to Do It in the Future – Recommended Service Level: As the interest in development within Loudoun County continues to intensify over time, it is anticipated that the number of LDRs received annually will increase. DTCT staff recommends that the Transportation Planning activity maintains a service level of processing 90 percent of LDRs on time.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure 90 percent of all LDRs are processed on time, as set forth by the Code of Virginia and County policies.					
Total number of LDRs received	696	770	771	800	850
Percentage of LDRs processed on time	85%	84%	69%	90%	90%
Average number of LDRs per staff member	174	128	154	133	142
Number of highly-complex LDRs received	2	8	13	15	15
Percentage of highly-complex LDRs processed on time	100%	50%	54%	90%	90%
Number of complex LDRs received	100	110	119	130	145
Percentage of complex LDRs processed on time	75%	70%	64%	90%	90%
Number of basic and standard LDRs received	594	652	639	655	690
Percentage of basic and standard LDRs processed on time	86%	88%	70%	90%	90%



DTCI: Transportation Planning and Traffic Engineering

Traffic Engineering

What We Do: The Traffic Engineering activity is responsible for County programs and services related to vehicular and pedestrian safety concerns, ultimately improving Loudoun residents' quality of life. These programs and services include the Residential Traffic Management Program, the Residential Permit Parking Districts Program (RPPD), the Sidewalk and Trails Program (STP), and the Roadway Intersection Improvement Program (IIP).

Some of these projects are initiated via resident requests to District Supervisor Offices, while others are initiated via formal Board Member Initiatives. With these requests, traffic engineering studies are completed in which viable solutions are recommended; and then they undergo detailed review by stakeholders through various meetings. In order for these recommendations to be implemented, formal endorsement and authorization to use County funds is required by the Board. The duration for each project varies, depending on its complexity and unique circumstances.

The Traffic Engineering team is responsible for the preparation and administration of a variety of traffic- and parking-related sections of Loudoun County Codified Ordinances. In FY 2023, the Traffic Engineering team completed a prioritization analysis of the County's planned bicycle and pedestrian trail network as well as an equity analysis to help guide implementation of missing bicycle and pedestrian facilities through the County's STP. The Traffic Engineering team also manages the concept development and traffic operation and safety analysis components of the County's IIP.

An emerging need that has become apparent as the STP and IIP have progressed over the past few years is an expanded focus on these initiatives with a dedicated program management team to streamline the overall program transparency, including planning, design, and construction of the improvements as well as periodic updates of the priority list of projects, as approved by the Board.

Mandate Information: This activity is not directly mandated by state or federal law. However, federal, state, and local ordinances, standards, guidelines, and policies are applied to projects and services.

Who Does It: County staff provides this service, augmented by consultant services.

Why We Do It: As the County continues to develop, challenges to vehicular and pedestrian safety are expected to increase. Federal, state, and local guidelines, standards, and policies are applied to projects; and engineering techniques are used to develop and implement safe, efficient vehicular and pedestrian traffic flow.

How We Do It Now – Current Service Level: In FY 2020, the level of service provided resulted in an average of 14 active studies and/or projects per staff member annually. Since then, the volume of projects has increased, as have additional staff and other resources to help mitigate the increased workload. In this fiscal year with current resources, the Traffic Engineering team will continue to provide the programs and services within its assigned areas of responsibility, with an average of approximately 27 active studies and/or projects per staff member annually.

How We Plan to Do It in the Future – Recommended Service Level: Over time, as change occurs in transportation trends, Board priorities, County needs, and funding availability, workload for this program will likely increase. Additional resources are anticipated to be needed in order to respond to emerging needs for dedicated management of the STP and IIP that will streamline the overall program transparency, as well as ensure sustainable levels of support to the Board's priority list of projects. Between now and then, DTCI staff expects that the metrics with asterisks (*) below will indicate that the County may need to adjust its services or service levels.

**DTCI: Transportation Planning and Traffic Engineering**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide traffic engineering solutions that provide pedestrian safety, traffic calming, and traffic operations improvements to benefit Loudoun's residents.¹					
Total number of active studies or projects*	99	149	193	190	200
Number of traffic calming studies initiated	4	5	10	10	10
Number of traffic calming studies completed*	10	7	8	8	8
Number of RPPD initiatives requested	1	2	2	2	2
Number of RPPD initiatives completed*	1	0	0	1	1
Number of speed studies requested	15	13	7	12	11
Number of speed studies completed*	17	16	5	13	12
Number of commercial/general parking restriction initiatives completed*	n/a	n/a	n/a	5	7
Number of IIP concepts under study/development*	n/a	n/a	n/a	15	25
Number of STP concepts under study/development*	n/a	n/a	n/a	10	20
Number of special projects/studies completed*	n/a	n/a	n/a	3	3
Average number of active studies per staff member	19.8	24.8	32.1	27.1	28.5

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



DTCI: Transportation Planning and Traffic Engineering

Regional Coordination

What We Do: The Regional Coordination activity is responsible for proactively representing, advocating for, and ensuring a consistent response related to Loudoun County's priorities and positions with federal, state, regional, and local transportation entities, by providing input, advice, opinions, and follow-up to legislative processes. This activity works closely with DTCI leadership and County Administration to prepare and respond to legislative processes to reflect the position of the Board. Staff participates on technical committees for state and regional transportation programs and organizations, and provides input on the planning documents for these organizations. Regional Coordination staff analyzes transportation issues, including project selection criteria, to determine the most appropriate projects to submit for funding consideration, in addition to coordinating all aspects of seeking and preparing grant funding applications relative to the needs of the program.

Grant funding applications are typically submitted on a recurring basis to VDOT for the SMART SCALE, Revenue Sharing, Transportation Alternatives (TAP), Congestion Mitigation and Air Quality (CMAQ), and Regional Surface Transportation (RSTP) Programs, to regional agencies including the Northern Virginia Transportation Authority (NVTa) for competitive regional funding opportunities, as well as for other state and federal discretionary grant programs as opportunities arise.

The Regional Coordination activity also conducts research, develops position papers, and briefs the Board on matters pertaining to regional transportation programs.

An emerging need that has become apparent as the County increases its use of federal funding is the need for grant management support. Such additional support, primarily after a discretionary grant is received, will aid in the County's overall grants management efforts, allowing current staff in this activity to devote more time towards the regional planning and coordination tasks related to recurring state and regional funding application processes.

Mandate Information: Participation in regional plan preparation and updates is mandated by various federal and state regulations, as are reporting requirements related to these planning programs.

Who Does It: County staff provides this service, augmented by limited consultant support services.

Why We Do It: This service is performed to support the Board's priorities and advocate its policy positions, in addition to placing the County in a better position to obtain federal, state, and regional funds for transportation projects and initiatives. Additionally, staff ensures that the County participates in the planning for the region and the state; and advocates for the County's interests and needs through review and comment on regional and state funding program regulations. Staff also provides input on the planning documents for various state and regional transportation programs and organizations. Without this input to ensure that the County's projects are included in these planning documents, the County would not be able to qualify for certain funding opportunities.

How We Do It Now – Current Service Level: DTCI defined this as a separate activity in FY 2024 and implemented new performance measures. In this fiscal year, the service level provided with current resources is expected to be approximately 110 state and regional meetings attended per year; and 12 state and regional recurring grant funding applications submitted, requiring approximately 500 hours of annual staff effort. It is noted that the number of state and regional recurring grant funding applications is forecasted to increase in FY 2025 due to even-/odd-year submission cycles for certain funding applications, which will require a commensurate increase in the numbers of hours of effort required.

How We Plan to Do It in the Future – Recommended Service Level: In recognition of increased opportunities at the federal and state level for emerging discretionary grant opportunities, DTCI staff anticipates the need for grant management will increase, in order to better support effective grant administration and regional coordination efforts. Between now and then, DTCI staff expects that the metrics with asterisks (*) below will indicate that the County may need to adjust its services or service levels.

**DTCI: Transportation Planning and Traffic Engineering**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Represent the County at state/regional transportation meetings and submit recurring and discretionary grant funding applications for transportation projects and initiatives.¹					
Number of state/regional meetings attended	n/a	n/a	n/a	110	110
Number of state/regional grant funding applications submitted*	n/a	n/a	n/a	12	16
Number of state/regional grant funding applications submitted*	n/a	n/a	n/a	500	600

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



Housing and Community Development

Provides services that support the Loudoun community in obtaining safe and affordable housing. The Department of Housing and Community Development (DHCD) offers a wide array of housing options based on whether a household is looking to rent a unit or purchase a first home, requires assistance with a down payment or closing costs, or wants to rehabilitate an existing home or obtain gap financing to build or renovate affordable housing in the County.

Department Programs

Rental and Homeownership

Executes the County's affordable homeownership and rental programs including the purchase and rental Affordable Dwelling Unit (ADU) Programs, the purchase and rental Unmet Housing Needs Unit (UHNU) Programs, the Down Payment/Closing Cost Assistance (DPCC) Program, the Public Employee Homeownership Grant (PEG) Program, the Sponsoring Partnerships and Revitalizing Communities (SPARC) Program, and the State Rental Assistance Program (SRAP).

Activities

- Homeownership Programs
- Rental Programs

Housing Choice Voucher

Administers the Housing Choice Voucher (HCV) Program, which assists very low- and extremely low-income households in acquiring safe, decent, and affordable housing, by providing federal rent payment subsidies to private sector landlords to make up the difference between what the voucher holder can pay (30 percent of monthly income) and the charged rent (limited to the federally-established fair market rent standard). The program fosters self-sufficiency and ensures that properties meet Federal Housing Quality Standards.

- Housing Choice Voucher (HCV) Program

Entitlement Grants

Administers federally-funded grants including the Community Development Block Grant (CDBG) Program and the HOME Investment Partnerships Program (HOME) to address community and economic development needs and services for low- to moderate-income residents. The County must provide the Federal Government a five-year Consolidated Plan on its high-priority activities for expending these entitlement grants.

- Community Development Block Grant (CDBG) Program
- HOME Investment Partnerships Program (HOME)



Department of Housing and Community Development (DHCD)

Policy and Internal Operations

Facilitates policy development and identifies potential programmatic approaches to address unmet housing needs, initiates new housing programs, and coordinates legislative review and action; supports several advisor committees appointed by the Board of Supervisors (Board); manages housing finance and production initiatives; oversees the Housing Fund; ensures efficient and effective operations by providing DHCD programs with resources, materials, and data; and provides timely and informational customer service to the public.

- Housing Policy
- Internal Operations

Financial Information

FY 2024 Adopted Information¹

	Expenditures	Revenue	LTF	FTE
Rental and Homeownership	\$1,747,047	\$903,204	\$843,843	7.00
Housing Choice Vendor	12,454,449	12,055,628	398,821	9.00
Entitlement Grants	1,531,549	1,379,452	152,097	3.00
Policy and Internal Operations	2,411,138	0	2,411,138	16.00
Total	\$18,144,183	\$14,338,284	\$3,805,899	35.00

¹ Sums may not equal due to rounding.



DHCD: Rental and Homeownership

Homeownership Programs

What We Do: This activity provides the Affordable Dwelling Unit (ADU) Program and the Unmet Housing Needs Unit (UHNU) Program to support attainable housing homeownership in Loudoun County. It also oversees the administration of three homeownership loan programs, to include the Down Payment/Closing Cost Assistance (DPCC) Program, the Public Employee Homeownership Grant (PEG) Program, and the Sponsoring Partnerships and Revitalizing Communities (SPARC) Program.

The ADU Program was initiated by the Board in 1993 to ensure the provision of moderate-priced housing in new residential developments, having identified that the market was not providing affordable housing for the workforce. Article 7 of the Zoning Ordinance requires that every development of 24 units or more at a density greater than one dwelling unit per 40,000 square feet in an area served by public water and sewer must provide ADUs. Units are provided such that 12.5 percent of the single-family attached and detached units and 6.25 percent of the multi-family units of a development must be ADUs and affordable to households with incomes between 30 percent and 70 percent of area median income (AMI), as adjusted for family size. ADUs include units for purchase with affordable prices being set by the ADU Advisory Board. This activity facilitates the sale of new ADUs to income-eligible, first-time homebuyers; the purchase and re-sale of ADUs that the builder/owner does not sell in the 90-/45-day Ordinance-prescribed timeframe to certificate holders; and coordination with Board-designated nonprofits.

The UHNU Program was approved by the Board on October 7, 2015, to implement approved UHNU proffers. Various UHNU proffers have been adopted by the Board to address the unmet housing needs of households that earn outside the requirements of Article 7. UHNUs (Units) are provided for the purchase program to serve households with incomes between 70 percent and 100 percent of AMI. Proffered funding adds to the local resources available to finance housing initiatives.

The DPCC Program provides a 30-year, second trust loan to moderate-income, first-time homebuyers, with loan payments revolving back into the program to support future loans.

The PEG Program provides forgivable loans up to \$10,000 (20 percent forgiven each year for five years) to moderate-income, public-sector employees so they can live where they work.

The SPARC Program, which is in the County's third year partnering with Virginia Housing, provides lower interest rates on homeownership loans in Loudoun County.

Mandate Information: The Board mandated the ADU Program by local ordinance Article 7 (Administration and Regulation of Affordable Dwelling Unit Developments) of the Loudoun County Zoning Ordinance; and Chapter 1450 of Loudoun County Codified Ordinances governs ADU Program administration. Chapter 256 of Loudoun County Codified Ordinances (Public Employee Grants for Homeownership) governs the PEG Program. The DPCC Program is not mandated.

Who Does It: County staff determines participant income eligibility, provides program education, distributes the waitlist of certified applicants to the builder, and distributes marketing materials about ADUs and UHNUs available for sale to the waitlisted participants. DHCD relies on public-private partnership with the ADU/UHNU builders and landlords as well as Board-designated nonprofits to facilitate the sale and purchase of ADUs and UHNUs. County staff similarly administers all three homeownership loan programs.

Why We Do It: Housing costs are unaffordable in Loudoun County for first-time homebuyers with incomes up to 100 percent of AMI; only 23 percent of homeownership housing is affordable to households earning up to 100 percent of AMI.

The ADU Program provides moderate-priced housing through facilitating the sale of ADUs. Since the program facilitates the sale of ADUs from builder to homebuyer, its success fluctuates with the market, depending on unit production and the availability of favorable financing to support new homebuyers. As fewer large developments greater than 24 units are zoned, the number of required ADUs is gradually decreasing. The ADU purchase waitlist, however, continues to increase to a sustained level of approximately 485 households.

**DHCD: Rental and Homeownership**

How We Do It Now – Current Service Level: Current service level reflects an ability to provide housing opportunities to approximately 65 families/households seeking homeownership annually, and maintaining a waitlist of approximately 500 families/households. Current service level is limited each year to the number of ADUs that are available for purchase or rental. As ADU covenants expire, the waitlist for the program will increase. With little inventory, this leads to more households on the waitlist and much longer waits to be served.

How We Plan to Do It in the Future – Recommended Service Level: As the County’s affordable housing inventory slows over time, the amount of available land dwindles, and sale prices continue to increase, the demand for homeownership programs will continue to increase. The need for decent, safe, and sanitary housing will increase while the available amount of housing may taper off. Even though the number of units may remain constant or decrease, the number of households demanding such services will continue to increase, and these homeownership programs will need to adjust services and/or service levels. An example is expanding the County’s DPCC Program to reach households above the current requirement of 30 percent to 70 percent of AMI.

The County’s Unmet Housing Needs Strategic Plan (UHNSP) defines “attainable housing provided annually” as “any housing for sale or rent entering the marketplace each year affordable to families with incomes at or below 100 percent of AMI. Such housing can be directly provided through Affordable Dwelling Unit (ADU)/Affordable Market Purchase Program Unit (AMPPU)/Affordable Housing Unit (AHU) new development, or indirectly provided through policy changes enabling more accessory dwelling units, commercial innovation leading to market-rate units made affordable through innovative design, units made affordable through initiatives such as rental/down payment/monthly payment assistance programs, etc.; with the goal that 20 percent (8,190) of forecasted new homes (40,950) as projected through 2040 based on the land use policies included in the 2019 General Plan will be attainable housing.” The table below outlines the proposed annual attainable housing goals through 2040, as outlined in the UHNSP:

	Total Units	New Units	Access to Units
Fiscal Year	Goal	Goal	Goal
2021	250	200	50
2022	500	350	150
2023	500	350	150
2024	500	350	150
2025	500	350	150
2026-2030¹	750	500	250
2031-2034¹	1,000	500	500
2035-2040¹	1,000	350	650
Total	16,000	8,200	7,800

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Facilitate the purchase of affordable homes for moderate-income households.					
Number of families purchasing new ADUs	34	53	61	65	65
Average household income for purchasers	\$53,492	\$54,363	\$57,486	\$58,000	\$60,000
Number of families on the ADU purchase waitlist	520	583	457	500	550
Number of homeownership ADUs in the County	2,420	2,451	2,514	2,571	2,636

¹ Annual goals for these years are the same each year, so are shown only once for summary purposes.



DHCD: Rental and Homeownership

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide the general public as well as public employees with programs to assist in homeownership.					
Number of applicants for PEG / number approved	27 / 6	18 / 4	8 / 6	10 / 5	15 / 8
Number of applicants for DPCC / number approved	50 / 6	36 / 3	18 / 2	20 / 5	30 / 10
Average loan amount for DPCC	\$14,267	\$10,406	\$11,750	\$12,500	\$14,000
Average loan recipient household income (PEG / DPCC)	\$70,821.52 / \$42,269.77	\$74,426.68 / \$62,249.11	\$78,622.77 / \$67,734.45	\$77,500.00 / \$68,000.00	\$79,000.00 / \$70,000.00
Average loan recipient family size (PEG / DPCC)	1.6 / 2.4	1.2 / 2.5	1.7 / 3.0	1.5 / 3.0	1.5 / 3.0
Average number of days to review PEG applications	27	26	31	28	28



DHCD: Rental and Homeownership

Rental Programs

What We Do: This activity provides the ADU Program and the UHNU Program to support affordable rental housing in Loudoun County; as well as oversees the administration of the State Rental Assistance Program (SRAP) in partnership with the Virginia Department of Behavioral Health and Developmental Services (DBHDS).

The ADU Program was initiated by the Board in 1993 to ensure the provision of moderate-priced housing in new residential developments, having identified that the market was not providing affordable rental housing for the workforce. Article 7 of the Zoning Ordinance requires that every development of 24 units or more at a density greater than one dwelling unit per 40,000 square feet in an area served by public water and sewer must provide ADUs. Units are provided such that 12.5 percent of the single-family attached and detached units and 6.25 percent of the multi-family units of a development must be ADUs and affordable to households with incomes between 30 percent and 50 percent of AMI, as adjusted for family size. ADUs include units for rent with affordable prices being set by the ADU Advisory Board. This activity enables eligible non-homeowners the opportunity to rent an apartment from a participating apartment community, at a rent below that of similar units in the community.

The UHNU Program was approved by the Board on October 7, 2015, to implement approved UHNU proffers. Various UHNU proffers have been adopted by the Board to address the unmet housing needs of households that earn outside the requirements of Article 7. UHNUs (Units) are provided for the rental program to serve households with incomes between 0 percent and 30 percent of AMI.

The SRAP is a partnership with DBHDS to serve individuals with developmental disabilities who want to live independently in rental housing. The program is designed to provide rental assistance to single-person families who meet the program eligibility criteria, so they have the means to lease private-market rental housing that meets their needs. Individuals have the opportunity to choose where they live, with whom they live, and who supports them. Services and supports are provided through sources separate from their housing, including Medicaid Waiver-funded home and community-based services, natural supports, privately paid supports, and other community resources.

Mandate Information: The Board mandated the ADU Program by local ordinance Article 7 (Administration and Regulation of Affordable Dwelling Unit Developments) of the Loudoun County Zoning Ordinance; and Chapter 1450 of Loudoun County Codified Ordinances governs ADU Program administration.

Who Does It: County staff determines participant income eligibility, provides program education, distributes the waitlist of certified applicants to the builder, and distributes marketing materials about ADUs and UHNUs available for rent to the waitlisted participants. DHCD relies on public-private partnership with the ADU/UHNU builders and landlords as well as Board-designated nonprofits to facilitate the sale and purchase of ADUs and UHNUs. County staff provides the SRAP in partnership with DBHDS.

Why We Do It: Housing costs are unaffordable in Loudoun County for renters with incomes at or below 80 percent of AMI; only 47 percent (or approximately 12,800 units) of rental housing is affordable to households earning up to 80 percent of AMI, though only 6,150 units are actually available to low-income households. Since 2015, the median household income has risen steadily. Despite this positive trend for households, median gross rent has increased faster than median renter income; the insufficient supply of rental housing may be escalating rents and increasing the amount of income that a household must pay toward housing costs.

The ADU Program facilitates the rental of more than 2,000 ADUs to households representing a variety of employment sectors including retail, education, health care, and air transportation. Since the program facilitates the rental of ADUs from builder to renter, its success fluctuates with the market, depending on unit production. The program is experiencing a gradual reduction in the number of ADU rentals available due to the expiration of the 20-year covenant on rental properties and the lack of new rental ADUs coming online, although the waitlist has remained relatively stable at approximately 130 households. As fewer large developments greater than 24 units are zoned, the number of required ADUs is gradually decreasing. With the adoption of amendments to Article 7 providing developers with the ability to substitute Affordable Housing Units (AHUs)



DHCD: Rental and Homeownership

financed with the United States Department of Housing and Urban Development (HUD) 221 (d) (4) Affordable and/or Low-Income Housing Tax Credit programs for ADUs and the County's loan program to help finance AHUs, the County is seeing more affordable rental units produced as AHUs rather than ADUs.

How We Do It Now – Current Service Level: Current service level reflects an ability to provide housing opportunities to approximately 50 families/households seeking rental homes annually and maintaining a waitlist of approximately 150 families/households. Current service level is limited each year to the number of ADUs that are available for rental; and as ADU covenants expire, the waitlist for the program will increase. Current service level also reflects an ADU rental occupancy rate of at least 98 percent. In subsequent years, this service was reduced due to the number of households actually served. However, this correlated directly to the increased number of households on the waitlist. With little inventory, this leads to more households on the waitlist and much longer waits to be served.

How We Plan to Do It in the Future – Recommended Service Level: Over time, as the County's affordable housing inventory slows and the amount of available land dwindles, while at the same time, rental prices continue to soar, the demand for these critical rental programs will continue to increase. Between now and then, the need for decent, safe, and sanitary housing will increase while the available amount of housing may taper off. Even though the number of units may remain constant or decrease, the number of households demanding such services will continue to increase, and these rental programs may need to adjust services and/or service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Facilitate the rental of affordable homes for moderate-income households.					
Number of new ADU renter households	65	94	58	50	45
Average household income for ADU renters	\$38,568	\$39,608	\$44,097	\$45,000	\$47,000
Number of ADU rentals available	294	271	236	212	168
Number of households on the waitlist	153	147	134	150	175
Ensure that at least 90 percent of ADU rentals will be filled each month.					
Number of ADU rentals	294	271	236	212	168
Average percentage filled (not vacant)	91%	98%	98%	98%	98%
Administer the state-funded SRAP Program.					
Number of available slots to Loudoun County households	31	41	40	50	55



DHCD: Housing Choice Voucher

Housing Choice Voucher (HCV) Program

What We Do: The Housing Choice Voucher (HCV) Program provides federal rent subsidies to private-sector landlords to make up the difference between what the voucher holder can pay (30 to 40 percent of their monthly adjusted income) and the rent charged by the owner (limited to the payment standard based on federally-established, small-area, fair-market rent). Staff manages a waitlist, determines voucher holder eligibility, inspects rental units to ensure compliance with federal housing quality standards, contracts with private-sector landlords, and adjusts the rent subsidy payments when there are changes in voucher-holder status, such as gain or loss of employment or a new family member. The following four voucher types are provided within the HCV Program:

- Project-based vouchers (PBV), for units set aside for voucher holders that need accessible housing options.
- Mainstream vouchers, which assist non-elderly persons with disabilities.
- Family Unification Program (FUP) vouchers, which assist families involved with the child welfare system and youth between the ages of 18 and 24 who have aged out of foster care.
- Veteran Administration Supportive Housing (VASH) vouchers, which support veterans.

Additionally, the County may receive “Port-in vouchers,” which are vouchers from other jurisdictions that are transferred to Loudoun because the family chooses to relocate here. Loudoun is reimbursed by the issuing agency. Vouchers that are not PBVs can be used for rental options at any apartment that accepts the HCV Program.¹

The HCV Program also includes the Family Self-Sufficiency (FSS) Program, which provides financial counseling to participating families to help them increase their earned income and reduce their dependency on rental subsidies. The families have an opportunity to receive escrow funds that are set aside for them when they experience an increase in earned income during their time in the FSS Program. Each participating family has an FSS contract of participation, for a period of five years, not to exceed seven years including contract extensions. The contract outlines the rights and responsibilities of both parties and incorporates the family’s individual training and services plans (ITSP). The ITSP identifies intermediate and long-term goals and the steps that the family needs to take as well as the resources that they can access to achieve the identified goals. The FSS Program is voluntary for HCV voucher holders; but participants who choose to participate are required to have a goal to obtain/maintain employment and to be free of cash benefits by the end of their contract.

Mandate Information: While the HCV Program is not mandated, the Board has determined that Loudoun County will operate a program for housing choice vouchers. Federal Code CFR Title 24 Chapter 9 Part 982 (Section 8 Tenant-Based Assistance: Housing Choice Voucher Program) mandates how this activity will be administered. The Federal Code requires that the program operate under the rules prescribed for Public Housing Agencies (PHA). The Board acts as the PHA Board of Directors, holding an annual public hearing and adopting the PHA Annual Plan, the PHA Five-Year Plan, and PHA administrative policies. FSS regulations are found in Federal Code CFR Title 24 Chapter 9 Part 984.

Who Does It: County staff, primarily federally funded, supports HCV services. Rental subsidies are 100 percent funded by federal funds while administrative support is funded based on the number of vouchers administered. Any additional administrative costs are supported by local tax funding.

Why We Do It: The HCV Program assists extremely low-income families, older adults, and persons with disabilities to maintain affordable, safe, and sanitary housing in the private market. Without this program, the County’s lowest-income residents and those who are at a higher risk of being unhoused could not afford rental payments. Many of these families would be forced to live in overcrowded and/or substandard conditions.

How We Do It Now – Current Service Level: Average monthly expenses for the HCV Program are estimated at \$656,278, of which \$594,200 supports rental assistance payments to landlords while \$62,078 supports County program staff. At current

¹ There are 42 PBVs at Shreveport Ridge, Levis Hill House, Loudoun View, Ashburn Chase, and Birchwood apartments. The County has committed an additional 20 vouchers to Tuscarora Crossing apartments, currently under development.



DHCD: Housing Choice Voucher

service level, PBVs support 30 households, mainstream vouchers support up to 75 households, VASH vouchers support up to five households, and FUP vouchers support up to ten households. Approximately ten voucher holders participate in the County's FSS Program. The HCV Program fully utilizes voucher funding received from HUD. Current service level aids approximately 590 households monthly, including 500 households that include persons with disabilities and/or persons aged 62 years or older, and a waitlist of approximately 150 households. The average annual income of families receiving vouchers is approximately \$25,000; and the average amount of monthly rental assistance is approximately \$1,380. This service level is limited by the level of federal funding received annually, an amount which has remained relatively flat for several years. With increasing fair market rents, fewer vouchers are available each year. Current service level reflects annual inspections of 100 percent of rental units in the program, and completion of 100 percent of annual recertifications and interims within required timeframes.

How We Plan to Do It in the Future – Recommended Service Level: In the future, DHCD plans to maintain the current services that are offered, including up to 42 PBVs, 75 mainstream vouchers, five VASH vouchers, and ten FUP vouchers. In addition to the vouchers currently being administered by DHCD, staff plans to pursue at least 25 Foster Youth to Independence (FYI) vouchers, additional FUP vouchers, and other special-purpose vouchers that may become available through future HUD NOFAs (Notice of Funding Availability). The FSS Program can support up to 50 voucher participants; and staff plans to fully utilize these program slots. HCV Program funding will continue to be fully utilized.

Beyond the next few years, as rent costs in the County continue to increase, the number of families or households that this program can support will decrease, due to a greater amount of subsidy being required per unit, and thus the number of vouchers that can be supported with existing funds decreases. The number of vouchers issued determines the level of reimbursement for administrative costs, thereby increasing the local tax funding necessary to continue supporting administrative costs. Rising rental prices will be a challenge in the future.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Distribute 100 percent of federal funds received for the HCV Program to eligible households.					
Regular voucher funding utilization	101%	102%	100%	100%	100%
Mainstream voucher funding utilization	100%	94%	104%	100%	100%
Increase voucher utilization.					
Regular vouchers utilized	409	431	489	500	500
Mainstream vouchers utilized	72	69	71	75	75
FUP vouchers utilized	8	8	9	10	10
PBV units utilized	23	19	23	30	42
VASH vouchers utilized	1	1	3	5	5
Increase the number of households served.					
Number of households served	588	555	584	618	643
Enroll the maximum possible number of participants in the FSS Program (50).					
Number of FSS Program participants	19	13	7	25	50
At least one FSS participant will complete the program each year.¹					
Number of FSS graduates	n/a	n/a	3	1	1

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

**DHCD: Housing Choice Voucher**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Inspect 100 percent of HCV units in a timely manner (twice annually).					
Percentage of inspections completed within the established timeline	100%	100%	100%	100%	100%
Complete 100 percent of annual eligibility recertifications for HCV participants within 30 days of the due date.					
Percentage of recertifications completed within 30 days of the due date	100%	93%	98%	100%	100%



DHCD: Entitlement Grants

Community Development Block Grant (CDBG) Program

What We Do: DHCD administers the federally-funded Community Development Block Grant (CDBG) Program. CDBG funds address community and economic development needs and services for low- to moderate-income residents. Federal regulation requires the County to develop and submit a Five-Year Consolidated Plan identifying goals and objectives to meet affordable housing and community development needs. In addition, the Board must hold a public hearing and adopt the Annual Action Plan, which outlines spending for the new CDBG allocation each year. The grant covers administrative expenses and an annual competitive grant application process for nonprofit and public agencies seeking funding for projects and programs that meet federal objectives and those outlined in the CDBG Five-Year Consolidated Plan. All activities that are funded by CDBG must meet a national objective that falls under one of the following three categories: benefits low-/moderate-income persons, prevents or eliminates slums or blighted communities, or meets an urgent need.

Mandate Information: Loudoun County is identified as an entitlement community.¹ Federal Code CFR 24 Title 24 Part 570 (Community Development Block Grants) regulations govern the use and distribution of funds under the CDBG Program.

Who Does It: County staff administers these services. CDBG funds must be distributed in accordance with the Board's adopted Annual Action Plan. CDBG funds 1.75 positions in this team.

Why We Do It: This activity facilitates the County's long-range housing strategy to provide a continuum of housing opportunities to support economic health and quality of life. In Loudoun County, housing costs have risen considerably faster than incomes. Proposed projects address the goals of the County's CDBG Program, which include providing affordable housing opportunities, revitalizing neighborhoods, renovating substandard housing, providing public services, and expanding economic development opportunities, primarily for persons of low and moderate income.

How We Do It Now – Current Service Level: All CDBG applications are reviewed, and recommendations are presented to the Board for final approval subsequent to a public hearing.

How We Plan to Do It in the Future – Recommended Service Level: The County's entitlement CDBG funds are subject to annual congressional appropriations. As such, the recommended service levels for the future are not clear now, but DHCD monitors trends and projections to best plan for the future distribution of funds. Over 15 years, CDBG funds have been used to purchase land and help renovate and build affordable housing, in addition to helping build playgrounds, bus shelters, and sidewalks in low-income neighborhoods as well as many other community development projects. The County has funded nearly 231 projects and services through FY 2023; and, since FY 2022, more than 19,000 people have benefited from CDBG programs.

¹ Entitlement communities are designated by the Department of Housing and Urban Development to receive an amount of funds which the community is entitled to receive under the entitlement grant program.

**DHCD: Entitlement Grants**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Retain at least 20 percent of CDBG funding to initiate County housing projects;					
Annual CDBG allocation	\$1,413,992	\$1,4630,391	\$1,379,452	\$1,400,000	\$1,400,000
Percentage of allocation retained to County housing projects	20%	20%	20%	20%	20%
Distribute at least 85 percent of CDBG funding to capital projects; and distribute at most 15 percent of CDBG funds to community development/public service projects.¹					
Percentage of allocation awarded to capital projects	65%	85%	65%	85%	85%
Percentage of allocation awarded to community development/public service projects	15%	15%	15%	15%	15%

¹ As defined by HUD, capital projects are projects that fund housing rehabilitation, public facility improvements, and other housing and economic development activities and public service projects are projects that provide services to low- to moderate-income persons in the areas of employment, health, and youth services.



DHCD: Entitlement Grants

HOME Investment Partnerships Program (HOME)

What We Do: On March 21, 2023, the Board authorized Loudoun County to become a participating jurisdiction in the HOME Investment Partnerships Program (HOME). This is the first time that the County is eligible to receive this source of federal funding; HOME is the largest federal block grant to state and local governments designed exclusively to create affordable housing for low-income households. HOME funds may be used to provide incentives to develop and support affordable rental housing and homeownership affordability through acquisition (including assistance to homebuyers), new construction, reconstruction, or rehabilitation of non-luxury housing with suitable amenities. This includes real property acquisition (vacant land and manufactured housing included), site improvements, conversion, demolition, and other expenses including financing costs and relocation expenses of any displaced persons, families, businesses, or organizations. Additional activities include providing tenant-based rental assistance, payment of reasonable administrative and planning costs, and the payment of operating expenses of community housing development organizations.

Mandate Information: On February 3, 2023, DHCD was notified by HUD that Loudoun County met the congressional appropriations threshold to receive HOME funds in the amount of \$750,000 for FY 2024. HOME is regulated in Title 42 of the United States Code Section 12701 (42 U.S.C. § 12701), and Title 24 of the Code of Federal Regulations (24 CFR Part 92), as amended.

Who Does It: County staff administers these services. DHCD has three dedicated staff for HOME program administration.

Why We Do It: This activity facilitates the County's long-range housing strategy to provide a continuum of housing opportunities to support economic health and quality of life. In Loudoun County, housing costs have risen considerably faster than incomes.

How We Do It Now – Current Service Level: FY 2024 is the County's inaugural year administering the program. Staff has identified these high-priority activities: 1) tenant-based rental assistance to provide housing affordability for approximately 25 households; 2) community housing development organization operating assistance for nonprofit organizations to produce attainable housing units totaling 15 percent of grant award pursuant to regulatory requirements; 3) program administration costs representing a maximum of 10 percent of the grant's annual award allocation as allowed; and 4) downpayment and closing costs assistance.

How We Plan to Do It in the Future – Recommended Service Level: High-priority funding activities will be based on the County's Consolidated Plan, which include public engagement as well as results from the American Communities Survey. At this time, the County's Consolidated Plan in conjunction with the UHNSP indicates a shortage of attainable housing units. There is a need for at least 16,000 units to meet demand by the year 2040. Consequently, the service level will continue to increase as funding allows to add housing units throughout the County.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Obtain and implement HOME funding.¹					
Annual HOME allocation	n/a	n/a	n/a	\$750,000	\$750,000

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



DHCD: Policy and Internal Operations

Housing Policy

What We Do: The Housing Policy activity is responsible for implementation of the Board's approved UHNSP, including interdepartmental coordination efforts. This team is responsible for strategic use of the Housing Fund and the County's dedicated half-penny increment for affordable housing. This team facilitates the County's Affordable Multi-Family Housing Loan Program, established in 2018 for the purpose of providing competitive gap financing loans for the production of affordable housing. The program focuses on the provision of rental housing for households earning up to 60 percent of AMI. Among other eligibility criteria, loan applicants must use the proposed loan in conjunction with Low-Income Housing Tax Credits and/or HUD 221 (d) (4) affordable programs. Additionally, the Rental Housing Acquisition and Preservation (RHAP) Loan Program was established by the Board in 2022 for the purpose of supporting the preservation of subsidized and naturally occurring affordable housing.

Staff supports Board's appointed advisory committees including the ADU Advisory Board, the Housing Advisory Board, and the Housing Choice Voucher Resident Advisory Board. Staff supports the advisory boards by providing research and information, facilitating meetings, and providing proper public notice, as well as posting agendas and meeting summaries to ensure public access. Staff works cooperatively with other jurisdictions, including the Virginia Housing Northern Virginia Advisory Committee and the Metropolitan Washington Council of Governments Housing Directors Committee, to encourage regional affordable housing solutions. Housing Policy staff also coordinates responses to Freedom of Information Act (FOIA) requests as they relate to housing programs.

Mandate Information: The various Housing Policy activities are mandated by the Code of Virginia Title 2.2 Chapter 37 (FOIA); Article 7 of the Loudoun County Zoning Ordinance (ADU Program); and Loudoun County Codified Ordinances, including Chapter 1450 (ADU Program Administration) and Chapter 1460 (Grants or Loans for the Production and Repair of Rental Property). Loudoun County Codified Ordinances govern the various rehab programs, the Affordable Multi-Family Housing Loan Program, and the RHAP Loan Program.

Who Does It: County staff performs this activity. DHCD hired its first fair housing coordinator in March 2023. This position is responsible for providing education, training, and advice on fair housing to County staff; providing financial and housing counseling, universal design, accessibility, and Americans with Disabilities Act (ADA) compliance to County staff; informing current program rules and new program development to ensure fair housing compliance; reviewing fair housing complaints and potential program violations in County housing programs; and implementing key actions identified in the UHNSP.

Why We Do It: This activity is essential to providing the oversight and direction to implement the UHNSP and deliver affordable housing to Loudoun County residents. Housing costs have outpaced incomes in Loudoun County, and this trend is projected to continue. Housing Policy efforts are critical to provide the Board with wide-ranging perspectives and recommendations in addressing unmet housing needs through the work of its advisory boards; and ensure that advisory boards are fully FOIA compliant, have access to information, and provide proper public access.

How We Do It Now – Current Service Level: At current service level, this activity provides one to two Affordable Multi-Family Housing Loan awards annually ranging from \$2.5 million to \$7.8 million. One RHAP Loan was received but ultimately did not move forward. Regarding the UHNSP, staff provides quarterly updates to the Board's Transportation and Land Use Committee. Additionally, staff provides support to monthly Housing Advisory Board meetings, monthly ADU Advisory Board meetings, and to bi-annual Housing Choice Voucher Resident Advisory Board meetings.

How We Plan to Do It in the Future – Recommended Service Level: The service level demand runs parallel to the programmatic departmental services being provided. As more efforts to support meeting the goals of the UHNSP ramp up, additional support to staff and programs is required. For subsequent years, the recommended service level is to increase loan applications in both the Affordable Multi-Family Housing Loan Program and the RHAP Loan Program, to increase the



DHCD: Policy and Internal Operations

production and preservation of affordable housing and to drive deeper income targeting as outlined in the UHNSP. An increase in activity is necessary to meet UHNSP-attainable housing goals.¹

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Increase the production and preservation of affordable rental housing.²					
Number of Affordable Multi-Family Housing Loan applications approved	1	1	1	2	2
Number of RHAP Loan applications approved	n/a	n/a	0	1	1
Number of Affordable Multi-Family Housing Loan Program units approved	90	52	130	120	120
Number of RHAP Loan Program units approved	n/a	n/a	0	100	100
Total value of approved Affordable Multi-Family Housing Loans	\$4,500,000	\$2,535,000	\$6,012,311	\$9,000,000	\$9,000,000
Total value of approved RHAP Loans	n/a	n/a	0	\$5,000,000	\$5,000,000

¹ A listing of the goals can be found on the following website: [Unmet-Housing-Needs-Strategic-Plan-Approved-9821-with-Appendices \(loudoun.gov\)](#).

² Data shown as n/a indicates a measure that does not have historical data.



DHCD: Policy and Internal Operations

Internal Operations

What We Do: Internal Operations includes finance, accounting and budgeting, human resources management, customer service, record storage, and management information systems support and reporting for DHCD.

Staff responsibilities related to finance, accounting, and budgeting include the management of all funding received by DHCD from federal, state, and local government sources, grants, and other contributions; overseeing all DHCD operations and reconciling all housing loan payments; performing reviews of community organizations that are awarded CDBG program funds; providing support for the DHCD housing loan programs and monitoring and tracking HCV Program funding; providing procurement, accounts payable, Purchasing Card (PCard), and general ledger accounting support services for DHCD; providing County fiscal year-end close activities for revenue and expenses; completing required monthly HUD reporting and the federal submission of the Real Estate Assessment Center (REAC); reconciling and tracking Housing Fund activity which includes the County of Loudoun Housing Trust; and finally, ensuring compliance with County check-handling policies and procedures and timely payment of expenses. The team also oversees the use of the Loudoun County Affordable Housing Trust, which funds the Affordable Multi-Family Housing Loan Program. Additionally, Housing Trust funds have been used to support several County housing programs to include the DPCC Program, the PEG Program, and purchasing ADUs at danger of being sold at market and lost to the program.

This team is also responsible for record storage and management information systems support and reporting, including ensuring the accountability of desktops, laptops, and other equipment; providing support for all software programs and applications used by DHCD; supporting the housing management information system which is a comprehensive, department-wide information and financial system that supports HCV Program vouchers and related rent payments to landlords; collecting and providing data for managing the information system to streamline service delivery and increase efficiency; and finally, providing all reporting, training, and technical support for this system.

Customer service staff manages all incoming calls as well as the reception function for clients and residents with inquiries regarding any DHCD program.

The human resources liaison interfaces with the County's Department of Human Resources (DHR) and is the central point of contact for DHCD on all human resources activities to include employee relations, recruitment, payroll activities, and development of administration policies. Staff also coordinates DHCD training.

Mandate Information: This activity supports mandated functions of DHCD.

Who Does It: County staff performs this activity, and is primarily funded through local tax dollars. The HCV accountant position is funded by federal HCV funds.

Why We Do It: This activity supports DHCD's ability to connect individuals and families to housing programs, and ensures the effective functioning of DHCD through efficient and productive program operations. Staff provides various levels of support to the public; clients; DHCD staff; granting agencies at the federal, state, and local levels; and County Administration for both mandated and non-mandated programs. DHCD's budget exceeds \$18 million and is highly complex. Staff supports and maintains various federal, state, and local financial and budgeting systems. Processes and procedures are in place to ensure that dollars are spent appropriately and have varying levels of oversight. All personnel issues are managed through one central point, which establishes consistency, efficiency, accuracy, and compliance. DHCD ensures that all records support audit compliance.

How We Do It Now – Current Service Level: Current service level reflects support to an operating budget in excess of \$18 million. Additionally, staff supports the Housing Fund. Current service level supports 33.00 FTE.

How We Plan to Do It in the Future – Recommended Service Level: The service level demand runs parallel to the programmatic DHCD services being provided; as the County adds housing programs, the workload in Internal Operations increases.



DHCD: Policy and Internal Operations

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Support the budget, finance, and human resources needs of the Department.					
Adopted Expenditure Budget (General Fund)	\$2,154,195	\$2,387,906	\$3,224,335	\$4,709,103	\$4,980,983
Adopted Expenditure Budget (Other Funds)	\$10,991,487	\$11,102,253	\$11,132,253	\$13,435,080	\$13,435,080
Authorized Staffing	27.00	31.00	33.00	35.00	35.00
Turnover Rate ¹	n/a	5.0%	12.5%	8.6%	5.0%

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