Loudoun County
VIRGINIA

FY 2020 Program Review

LOUDOUN COUNTY, VIRGINIA

Loudoun County
Board of Supervisors

1 Harrison Street, SE, Fifth Floor
P.O. Box 7000, MSC #01
Leesburg, Virginia 20177-7000
703-777-0204

Comment/Hotline: 703-777-0115
www.loudoun.gov
E-mail: bos@loudoun.gov

Phyllis J. Randall, Chair at Large
Ralph M. Buona, Vice Chair, Ashburn District
Suzanne M. Volpe, Algonkian District
Tony R. Buffington, Jr., Blue Ridge District
Ron A. Meyer, Jr., Broad Run District
Geary M. Higgins, Catoctin District
Matthew F. Letourneau, Dulles District
Kristen C. Umstattd, Leesburg District
Koran T. Saines, Sterling District

Tim Hemstreet, County Administrator

Loudoun County
Department of Management and Budget

1 Harrison Street, SE, Fourth Floor
P.O. Box 7000, MSC #43
Leesburg, Virginia 20177-7000
703-777-0500
budget@loudoun.gov

Erin McLellan
Director

Megan C. Bourke
Assistant Director

Jacob Barney
Assistant Director

Operating Budget Planning and Policy
Karl W. Hafer, Team Lead
Truman Horwitz, Senior Management Analyst
Tamara Keesecker, Revenue Analyst
Lindsey Kercheval, Senior Management Analyst
Callie McLean, Senior Management Analyst
Hannah R. Osborne, Management Analyst
T.J. Pruitt, Budget Systems Analyst
Dwight Smith, Management Analyst
Alex Templeton, Management Analyst
Emily Vasile, Senior Management Analyst

Program Evaluation and Research
Megan Cox, Division Manager
Shalom Black, Grants Program Coordinator

Capital Budget Planning and Policy
Sandra Hayes, Senior Capital Budget Analyst
Jonathan Holt, Senior Capital Budget Analyst
Beth Hilkemeyer, *AICP*, Research Analyst
Dylan Paul, Demographer
Kendre Foster, Budget Technician

Rebecca Kummel, Administrative Manager

Cover Photo Credits: Departments of Family Services, Human Resources, Library Services, Planning and Zoning, and Mapping and Geographic Information and the Division of Public Affairs and Communications.

Performance Management Certificate of Distinction

The International City/County Management Association (ICMA) presented Loudoun County with a Certificate of Distinction for exemplifying the standards established by ICMA in the application of performance data to local government management, including training, verification, public reporting, planning and decision making, networking, and accountability.

ICMA

INTERNATIONAL CITY/COUNTY
MANAGEMENT ASSOCIATION

This

Certificate of Distinction

is presented to

Loudoun County, VA

Presented at the 105th ICMA Annual Conference
in Nashville/Davidson County, Tennessee

21 October 2019

Marc A. Ott
ICMA Executive Director

Karen Pinkos
ICMA President

Table of Contents

Introduction and Guide

Board of Supervisors i-1
Management and Budget Staff i-2
International City/County Management Association Award i-3
Table of Contents i-4
Transmittal Letter from the County Administrator I-3
Guide to FY 2020 Program Review I-5

General Government Administration

General Government Administration Table of Contents 1-1
Board of Supervisors 1-3
- Corporate and District Budgets 1-4

Commissioner of the Revenue 1-5
- Tax Assessment 1-6
- Tax Exemptions and Deferrals 1-10
- Tax Compliance 1-12
- Administration 1-14

County Administrator 1-15
- Administration 1-16
- Public Affairs and Communications 1-23
- Emergency Management 1-30

County Attorney 1-39
- Legal Services 1-40

Elections and Voter Registration 1-45
- Voter Registration 1-46
- Elections 1-50

Finance and Procurement 1-53
- Accounting, Financial Operations, and Financial Systems Support 1-55
- Procurement 1-63
- Debt Management and Financing 1-66

General Services 1-69
- Public Works 1-71
- Facilities Support 1-72
- Fleet Management 1-75
- Management Support Services 1-76
- Water and Environmental 1-79
- Waste Management 1-81

Table of Contents

Human Resources 1-83
Employee and Management Services 1-84
Administration and Internal Operations 1-92
Information Technology 1-97
Infrastructure and Customer Service 1-99
Public Safety Support 1-105
Enterprise Systems Support 1-107
Technology Services 1-117
Security 1-121
Project Analysis and Management 1-125
Management and Budget 1-127
Operating Budget Planning and Policy 1-129
Program Evaluation and Improvement 1-132
Capital Budget Planning and Policy 1-137
Treasurer 1-141
Administration of the Revenue 1-142

Public Safety and Judicial Administration

Public Safety and Judicial Table of Contents 2-1
Animal Services 2-3
Animal Shelter 2-4
Animal Control 2-8
Clerk of the Circuit Court 2-13
Clerk of the Circuit Court 2-14
Commonwealth's Attorney 2-23
Office of the Commonwealth's Attorney 2-24
Victim and Witness Assistance Program 2-26
Community Corrections 2-27
Pretrial Services 2-28
Probation Services 2-30
Courts 2-35
Circuit Court 2-36
General District Court 2-38
Juvenile and Domestic Relations Court 2-39
Magistrates 2-40
Fire and Rescue 2-43
Administrative Services 2-46
Volunteer Administration 2-53
Fire Marshal's Office 2-56
Communications and Support Services 2-62

Table of Contents

Operations 2-66
Emergency Medical Services....2-69
Fire and Rescue Training 2-71
Personnel and Asset Management 2-74
Juvenile Court Service Unit....2-85
Intake....2-86
Probation and Parole Services 2-88
Intervention Programs 2-90
Sheriff's Office 2-93
Criminal Investigations 2-95
Field Operations....2-102
Operational Support 2-111
Emergency Communications 2-119
Corrections 2-121
Court Services....2-125
Administrative and Technical Services....2-127
Office of the Sheriff 2-138

Health and Welfare

Health and Welfare Table of Contents....3-1
Extension Services 3-3
Agriculture and Natural Resources....3-4
4-H Youth Development....3-10
Family and Consumer Sciences....3-11
Family Services 3-15
Clinical Programs and Protective Services....3-17
Community Services and Outreach 3-33
Housing and Community Development 3-41
Administration, Finance, and Quality Development....3-51
Health 3-53
Community Health 3-54
Environmental Health 3-58
Mental Health, Substance Abuse, and Developmental Services....3-63
Residential Services....3-65
Community-Based Support Services 3-71
Outpatient Services 3-78
Outreach and Coordination Services....3-87
Business Operations....3-97

Table of Contents

Parks, Recreation, and Culture

Parks, Recreation, and Culture Table of Contents....4-1
Library Services....4-3
Public Services....4-4
Support Services....4-9
General Library Administration....4-11
Parks, Recreation, and Community Services....4-13
Adaptive Recreation....4-15
Administration....4-18
Aging Services....4-23
Children's Programs....4-29
Community Centers....4-32
Facilities Planning and Development....4-36
Maintenance Services....4-39
Parks....4-42
Recreation Centers....4-44
Sports....4-46
Youth Services....4-49

Community Development

Community Development Table of Contents....5-1
Building and Development....5-3
Land Development Planning....5-5
Land Development Engineering....5-8
Natural Resources....5-10
Building Code Enforcement....5-13
Permit Issuance....5-15
Administration....5-17
Economic Development....5-19
Economic Development....5-20
Mapping and Geographic Information....5-27
Public Information....5-28
System Development and Support Services....5-30
Development and Analysis....5-32
Land Records Maintenance....5-34
Planning and Zoning....5-35
Land Use Review....5-37
Community Planning....5-41
Planning and Zoning Customer Service Center....5-46
Zoning Administration....5-49

Table of Contents

Zoning Enforcement....5-54
Administration....5-56
Transportation and Capital Infrastructure....5-57
Capital Design and Construction....5-59
Transportation Planning and Operations....5-62
Capital Coordination, Funding, and Policy....5-69

Index of Activities

Index of Activities....6-1

LOUDOUN COUNTY VIRGINIA

·I·BYDE·MY·TIME·

1757

Introduction and Guide
FY 2020 Program Review

Contents

Letter from the County Administrator I-3

Guide I-5

LOUDOUN COUNTY VIRGINIA
·I·BYDE·MY·TIME·
1757

Loudoun County, Virginia
www.Loudoun.gov

Office of the County Administrator
1 Harrison Street SE, 5th Floor, P.O. Box 7000, Leesburg, VA 20177-7000
(703) 777-0200 • Fax (703) 777-0325 • Email: coadmin@loudoun.gov

November 7, 2019

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

I am pleased to present the FY 2020 Program Review for Loudoun County. The FY 2020 Program Review document provides a comprehensive inventory and description of department programs, activities, and services with supporting performance measures. This document is updated and published every four years in conjunction with the term of the Board of Supervisors. The FY 2020 Program Review is intended to educate and inform the Board and the public about County government operations and the levels at which services are delivered to the community.

This document serves as a companion to the annual budget document. Loudoun County's FY 2020 Adopted Budget features a streamlined and concise format that focuses on key budgetary issues and themes for the given fiscal year. The FY 2020 Program Review describes County services in greater detail, expanding upon the budget document.

In addition, the FY 2020 Program Review defines current service level, which is the level of service departments are able to provide with the current resources. Quantifying current service level with performance measures supports data driven decision making. As the County continues to add as many as 11,000 new residents per year, demand for services continues to increase. Maintenance of current service levels often drives resource requests for operating funding and staffing.

I encourage you to read the Guide to the FY 2020 Program Review, which provides insight into the FY 2020 Program Review development process, an overview of the structure of the document and department activity narratives, and definitions of key terms used throughout the document.

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

Respectfully submitted,

Tim Hemstreet
County Administrator

Program Review Overview

The Program Review is a comprehensive inventory of county government programs and activities that is produced every four years, coinciding with the term of the Board of Supervisors (Board). The document communicates the services the County provides, why the County provides those services, and illustrates service levels with relevant performance measures. In the FY 2020 Program Review, increased emphasis was placed on performance measurement, particularly as a tool to describe service levels. The Program Review is intended to be a resource for Board members, their staff, and the public.

FY 2020 Program Review Development Process

The FY 2020 Program Review is a culmination of two years of work. Beginning in FY 2018, the Department of Management and Budget (DMB) worked with departments to update their program and activity structures to reflect any changes in operations since publication of the FY 2016 Program Review. Departments chose how to group activities and programs in the way that best reflects their operations. During FY 2018 and the beginning of FY 2019, departments identified and described distinct activities or services that make up each program, resulting in the activity narratives.

During late FY 2018 through FY 2019, departments identified objectives and measures that communicate their service levels. Departments worked with DMB to select performance objectives and measures to illustrate the current level of service provided in each program and activity. Current service level is defined as the level at which a department is able to provide services with the current resources. DMB worked with departments to develop performance measures that would demonstrate the effectiveness and efficiency of programs and activities wherever possible. Departments also identified measures that demonstrate the workload or demand for services. For some of the new measures, historical data were not available. FY 2019 actual data as well as previous fiscal year historic data provide the basis for the estimated and projected data for FY 2020 and FY 2021. Where applicable, estimates and projected data for FY 2020 and FY 2021 also reflect how resources added in the FY 2020 Adopted Budget are expected to affect service levels.

Structure of this Document

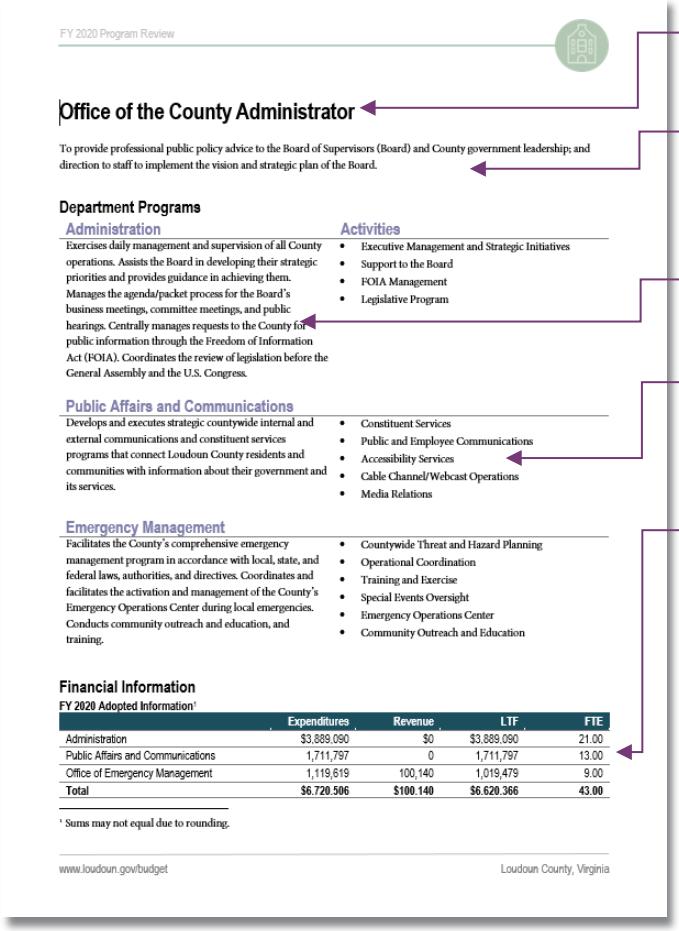
Functional Areas

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

Within their functional area, each department has an introductory narrative, which begins with a brief description of the department and programs and lists the activities within each department. Each activity has a narrative page with five components: activity summary, service delivery method, mandate information, value added, and service level indicators.

Department Narratives

Department sections include a brief description of the department and its programs. Each department then identified distinct activities or services that make up each program. Department program and activity pages also include a financial table summarizing the FY 2020 Adopted Budget resources dedicated to each program.



FY 2020 Program Review

Office of the County Administrator

To provide professional public policy advice to the Board of Supervisors (Board) and County government leadership; and direction to staff to implement the vision and strategic plan of the Board.

Department Programs

Administration

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

Activities

- Executive Management and Strategic Initiatives
- Support to the Board
- FOIA Management
- Legislative Program

Public Affairs and Communications

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

- Constituent Services
- Public and Employee Communications
- Accessibility Services
- Cable Channel/Webcast Operations
- Media Relations

Emergency Management

Facilitates the County's comprehensive emergency management program in accordance with local, state, and federal laws, authorities, and directives. Coordinates and facilitates the activation and management of the County's Emergency Operations Center during local emergencies. Conducts community outreach and education, and training.

- Countywide Threat and Hazard Planning
- Operational Coordination
- Training and Exercise
- Special Events Oversight
- Emergency Operations Center
- Community Outreach and Education

Financial Information

FY 2020 Adopted Information[1]

	Expenditures	Revenue	LTF	FTE
Administration	$3,889,090	$0	$3,889,090	21.00
Public Affairs and Communications	1,711,797	0	1,711,797	13.00
Office of Emergency Management	1,119,619	100,140	1,019,479	9.00
Total	**$6,720,506**	**$100,140**	**$6,620,366**	**43.00**

[1] Sums may not equal due to rounding.

www.loudoun.gov/budget Loudoun County, Virginia

Department Described in Narrative

Mission states the purpose of the department and its function.

Department Program Description

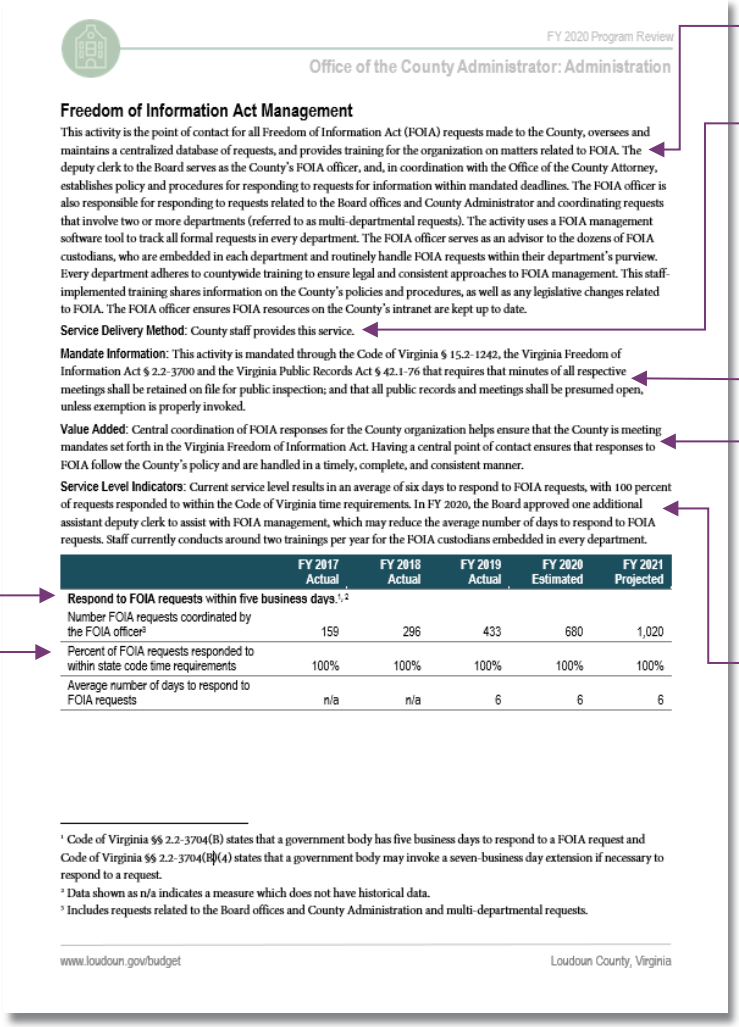
Program Activities are distinct service areas in which resources are engaged on an on-going basis.

Financial Information Table provides the FY 2020 Adopted Budget department information for total expenditures, revenue, local tax funding, and full-time equivalent. ***Local Tax Funding (LTF)*** represents funds that the Board may allocate from general tax revenues to supplement revenues received by a program. ***Full-Time Equivalent (FTE)*** includes all full-time and part-time staff positions. One FTE consists of 1,950 work hours per year.

Guide to the FY 2020 Program Review

Activity Narratives

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



FY 2020 Program Review

Office of the County Administrator: Administration

Freedom of Information Act Management

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

Service Delivery Method: County staff provides this service.

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

Value Added: Central coordination of FOIA responses for the County organization helps ensure that the County is meeting mandates set forth in the Virginia Freedom of Information Act. Having a central point of contact ensures that responses to FOIA follow the County's policy and are handled in a timely, complete, and consistent manner.

Service Level Indicators: Current service level results in an average of six days to respond to FOIA requests, with 100 percent of requests responded to within the Code of Virginia time requirements. In FY 2020, the Board approved one additional assistant deputy clerk to assist with FOIA management, which may reduce the average number of days to respond to FOIA requests. Staff currently conducts around two trainings per year for the FOIA custodians embedded in every department.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Respond to FOIA requests within five business days.[1, 2]					
Number FOIA requests coordinated by the FOIA officer[3]	159	296	433	680	1,020
Percent of FOIA requests responded to within state code time requirements	100%	100%	100%	100%	100%
Average number of days to respond to FOIA requests	n/a	n/a	6	6	6

[1] Code of Virginia §§ 2.2-3704(B) states that a government body has five business days to respond to a FOIA request and Code of Virginia §§ 2.2-3704(B)(4) states that a government body may invoke a seven-business day extension if necessary to respond to a request.
[2] Data shown as n/a indicates a measure which does not have historical data.
[3] Includes requests related to the Board offices and County Administration and multi-departmental requests.

www.loudoun.gov/budget Loudoun County, Virginia

Activity Summary describes the services provided through this activity.

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

Mandate Information indicates if this activity is mandated by federal or state governments or directed through a local ordinance.

Value Added describes the value and importance of providing these services to the community or the organization.

Service Level Indicators narratively describes current service level using performance data in the objective and measurement table. This section explains how external factors and added resources have or are expected to affect service levels. ***Current Service Level*** is the level at which a department can provide services with current resources. Current service level is independent of compliance with mandates and industry standards and could represent a service level deficiency.

Objective is a statement of performance intentions expressed in measurable terms within an implied or explicit timeframe. In the FY 2020 Program Review, objectives have an implied timeframe of per fiscal year, unless explicitly stated otherwise. Unless mandates or industry standards apply to the activity, objectives generally reflect the current service level for FY 2020.

Performance Measures indicate whether or not part or all of the objective is achieved, and some measures are complementary or supporting. There are three main types of performance measures:

Workload/Output Measures report service demand by measuring "how much" or "how many".

Example: Number of FOIA requests coordinated by the FOIA office.

Efficiency Measures relate outputs to resources consumed by measuring unit costs, such as output per employee.

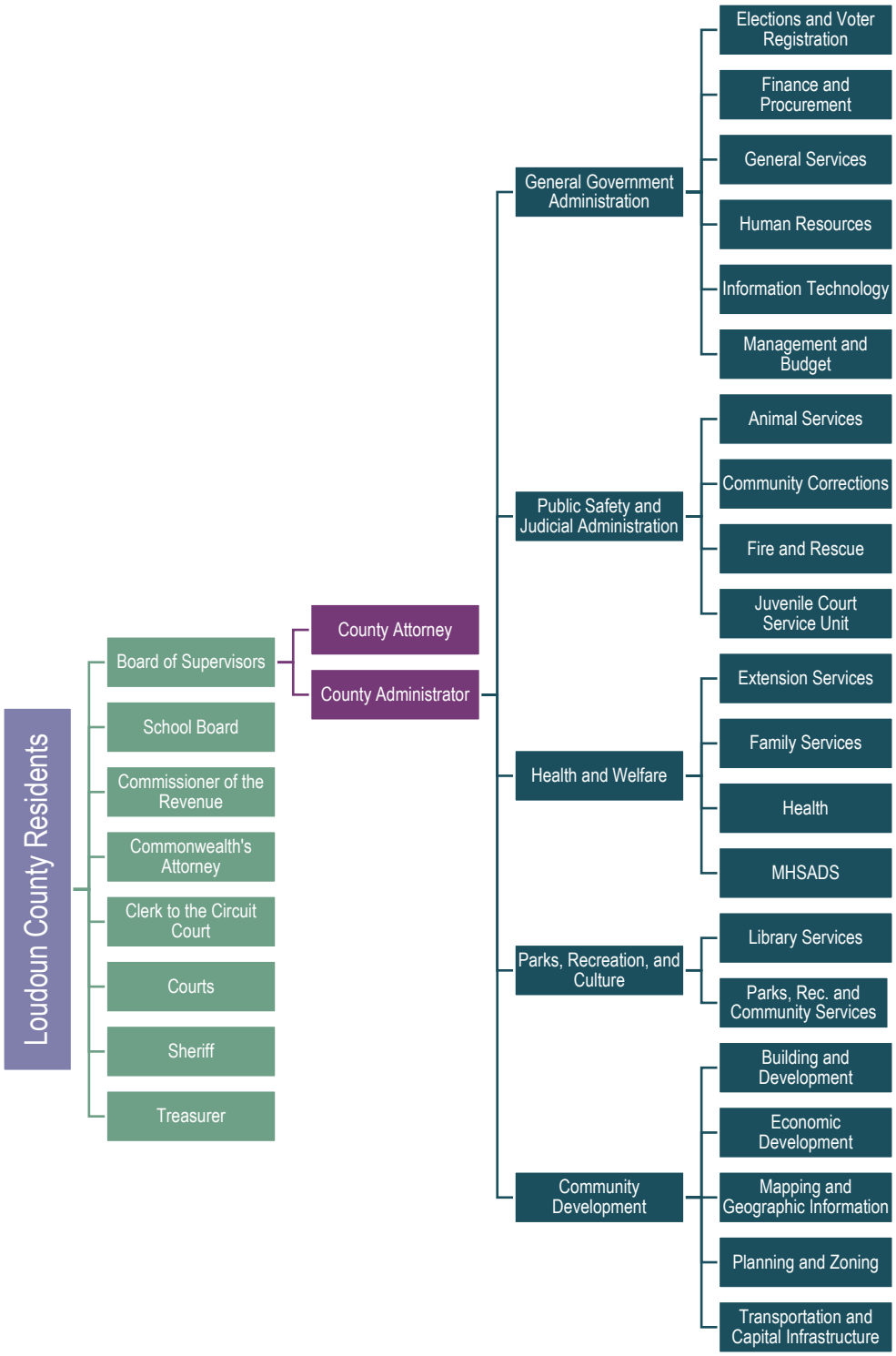
Example: Number of FOIA requests per assistant deputy clerk.

Effectiveness/Outcome Measures indicate or measure quality, or "how well" a service was delivered.

Example: Percent of FOIA requests responded to within mandated time requirements.

Organizational Overview

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



General Government Administration
FY 2020 Program Review

Contents

Board of Supervisors	1-3
Commissioner of the Revenue	1-5
County Administrator	1-15
County Attorney	1-39
Elections and Voter Registration	1-45
Finance and Procurement	1-53
General Services	1-69
Human Resources	1-83
Information Technology	1-97
Management and Budget	1-127
Treasurer	1-141

Board of Supervisors

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

Department Program

Corporate Board and District Budgets

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

Financial Information

FY 2020 Adopted Information[1]

	Expenditures	Revenue	LTF	FTE
Corporate Board Budget	$1,474,241	$0	$1,474,241	0
District Budgets	1,422,199	0	1,422,199	0
Total	**$2,896,440**	**$0**	**$2,896,440**	**0**

[1] Sums may not equal due to rounding.

Corporate Board and District Budgets

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

The Board sets County policies, adopts ordinances, appropriates funds, approves land rezoning and special exceptions to the Zoning Ordinance, and carries out other responsibilities set forth in the Code of Virginia. The Board holds regularly scheduled business meetings throughout the year to carry out these duties. The Board receives input from residents and stakeholders during its business meetings and public hearings. The Board has also established standing committees, in which a subset of Board members discuss in detail and make recommendations on important topics and items before they are considered by the full Board. Before each meeting, Board members review agenda packets with detailed information on each item to be considered at that meeting. Additionally, the Board considers input from nearly 40 advisory bodies and members of the public. Board members are also nominated and appointed by the full Board to serve on regional and County committees and commissions. Each Board member typically has one or more staff aides to assist them in these duties, help with constituent communications and concerns, and provide administrative assistance.

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

Service Delivery Method: Board members are elected officials. Staff aide positions are unclassified positions that are neither temporary nor regular positions under the County personnel system. Some services or operations may be contracted out.

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

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

Service Level Indicators: The Board sets the number of business meetings and holds approximately 30 business meetings and public hearings annually. For review in advance of meetings, the Board receives agenda packets, approximately 80 including supplemental packets, annually. Packets are prepared for business, special, and committee meetings.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Hold business meetings to carry out Board duties and hold public hearings to receive input from the public.					
Number of business meetings and public hearings	35	32	30	32	32
Number of agenda packets[1]	63	68	92	80	80

[1] Includes packets prepared for business, special, and committee meetings. The number of agenda packets increased in FY 2019 because the County Administrator's Office started including supplemental packets in the packet count. The number of agenda packets also increased in FY 2019 because of meetings associated with the 2019 Comprehensive Plan.

Commissioner of the Revenue

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

Department Programs

Tax Assessment

Identify, assess, value, and defend valuations for real estate; identify, classify, and assess personal property, business license taxes, and business property taxes. Tax assessment also includes audits and field inspections to ensure equitable assessment of taxes.

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

Tax Exemptions and Deferrals

Administer the County's Tax Relief for the Elderly and Disabled program and Tax Exemptions for Disabled Veterans and their surviving spouses by processing applications, qualifying applicants, and adjusting tax accounts; complete property tax exemptions by classification and designation; administer the County's Land Use program by processing applications, qualifying property, conducting site visits, and assessing qualifying land.

- Tax Exemptions and Deferrals

Tax Compliance

Conduct tax audits and field inspections to ensure equitable assessment of business taxes and compliance with the County Ordinance and State Tax Code.

- Tax Compliance

Administration

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

- Administration

Financial Information

FY 2020 Adopted Information[1]

	Expenditures	Revenue	LTF	FTE
Tax Assessment	$6,394,294	$182,049	$6,212,245	57.93
Tax Exemptions and Deferrals	604,471	91,024	513,447	6.00
Tax Compliance	1,080,473	0	1,080,473	10.00
Administration	747,504	182,049	565,456	5.00
Total	**$8,826,743**	**$455,122**	**$8,371,621**	**78.93**

[1] Sums may not equal due to rounding.

Real Property Tax Assessment

Real Property Tax Assessment activity consists of assessing, at fair market value, all real property in Loudoun County and ensuring that the County's real property tax base is maintained in a fair and equitable manner. The Code of Virginia requires the Commissioner of the Revenue to maintain the County's Land Book and ensure the timely and accurate preparation of assessment information for the Treasurer to complete the real property tax billing process. In addition, this activity involves providing the general public, public officials, and others timely real property assessment information. This activity also maintains the online real property database and defends real estate assessments at Board of Equalization (BOE) hearings and Circuit Court if necessary. Assessment staff assists taxpayers with real property assessment inquiries by email, telephone, and in person.

Service Delivery Method: County staff performs this activity using the County's computer-assisted mass appraisal system. Staff also performs field visits using County vehicles and use high-resolution digital aerial images, entitlement and zoning information, and building permit data to identify new subdivisions and structures and modifications to existing structures.

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

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

Service Level Indicators: Current service level involves verifying approximately 95 percent of sales each year and maintaining a 92 percent assessment to sales price ratio. Staff inspects approximately 50 percent of the permits issued each year to ensure improvements to parcels are accounted for in assessment data. In FY 2020, the Board approved two appraiser positions and one supervising appraiser to maintain current service level and to address the backlog of residential parcels that need to be confirmed in the County's assessment system with a new or revised sketch—a digital rendering of the building's exterior dimensions and size calculations. At current service level, the backlog of residential parcels that need to be sketched reduces by approximately 10 percent each year. On average, more than 225 real property parcels are added to the County's tax rolls each month that need to be assessed on an annual basis.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Verify 95 percent of sales.					
Number of commercial parcels	6,963	7,031	7,063	7,200	7,300
Number of record transfers	13,988	18,146	16,872	20,200	21,000
Number of residential parcels	131,411	133,350	135,138	138,600	141,300
Percent of sales verified	96%	89%	94%	95%	95%
Achieve a 95 percent assessment to sale price ratio.[1]					
Number of parcels	138,374	140,381	142,201	145,800	148,600
Assessments to sale price ratio	92%	92%	92%	92%	92%

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

Commissioner of the Revenue: Tax Assessment

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Validate at least 50 percent of permitted improvements through site visits.					
Number of permits issued	9,707	10,309	9,705	10,000	11,500
Percent of permits worked	25%	48%	52%	50%	50%
Collect data relative to new construction to add supplemental value by number of months to the County Land Book.					
Number of new structures	2,490	2,448	2,257	2,700	2,800
Required changes to the Land Book	23,445	20,007	26,412	21,000	22,500
Total assessed value (in million) added to Land Book from new construction	$552	$464	$631	$500	$520
Reduce the backlog of residential parcels that need to be sketched by 10 percent each year.					
Number of backlog parcels	61,553	57,790	39,798	35,818	32,236
Percent decrease in parcels	n/a	6%	31%	10%	10%
Respond to all requests for assessment reviews, Board of Equalization (BOE) appeals, and court cases.[1]					
Number of office reviews – residential	426	245	582	260	280
Number of office reviews – commercial	109	108	155	130	150
Number of BOE appeals – residential	85	22	31	70	80
Number of BOE appeals – commercial	136	131	86	150	160
Number of court cases	2	2	1	2	2
Number of tax sale cases worked	1	0	2	1	5
Net value change (in millions) from office reviews	$129	$101	$144	$95	$98
Net value change (in millions) from BOE decisions	$182	$98	$307	$195	$205

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

Business Tax Assessment

Business Tax Assessment involves the imposition of business, professional, and occupational license (BPOL) tax and business tangible personal property tax on business furniture and fixtures, heavy equipment, machinery and tools, and computer equipment. It also includes the administration of bank franchise, consumer utility, transient occupancy, short-term rental, mixed beverage license, and other local business taxes.

Additionally, staff assists taxpayers with business tax property assessment and business license inquiries by email, telephone, and in person at the Leesburg and Sterling locations. A web services portal is available for the public to register their business for local taxation and file their annual business license and business personal property tax declarations online.

Service Delivery Method: This activity is performed by County staff who identify and classify new businesses by activity. BPOL and business personal property taxes are self-reported by the taxpayer annually, so tax assessments are reviewed by staff for accuracy. For non-compliant taxpayers, staff may use various resources including assessment publications and electronic valuation subscriptions to value underreported or missing tax assessments.

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

Value Added: The Commissioner and staff provide direct service to most Loudoun business owners on an annual basis. The Business Tax Assessment Activity forms the basis upon with the business tax is levied. This activity ensures timely, uniform, and thorough application of local business taxes. This activity assesses BPOL tax and prepares business tangible personal property book by prescribed deadlines.

Service Level Indicators: Current service level involves maintaining around 16,000 business licenses accounts, representing approximately 2,700 accounts maintained per business tax assessor. The business taxes administered by the Office account for approximately 2 percent of the County's budgeted revenue.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Assess BPOL tax and prepare business tangible personal property by prescribed deadlines.					
Number of business licenses issued	14,481	15,115	16,071	16,100	16,500
Number of business licenses issued per staff[1]	2,518	2,519	2,679	2,683	2,750

[1] Mid-year in FY 2017 a part-time business tax assessor was converted to full-time. Six staff are responsible for issuing business licenses.

Commissioner of the Revenue: Tax Assessment

Personal Property Tax Assessment

Personal Property Tax Assessment activity consists of ascertaining and assessing, at fair market value, all automobiles, trucks, aircraft, boats, campers, manufactured homes, motorcycles, trailers, and recreational vehicles in the County. Additionally, staff is responsible for making qualification determinations for the state's car tax relief, prorating vehicle assessments, levying statutory assessments, and correcting erroneous assessments. The Code of Virginia requires the Commissioner of the Revenue to produce the County's Personal Property Book and ensure the timely and accurate preparation of assessment information for the Treasurer to complete the personal property tax billing process.

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

Service Delivery Method: This activity is performed by County staff who identify, classify, and value vehicle personal property using various resources, including assessment publications and electronic valuation subscriptions. DMV provides a weekly file of vehicle registration data which assists in maintaining tax records.

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

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

Service Level Indicators: Current service level involves issuing approximately 407,000 personal property assessments annually. This workload represents an average of approximately 100,000 personal property assessments per personal property tax assessor. On average, more than 1,000 vehicles are added to the tax rolls each month that need to be assessed. The personal property taxes administered by the Commissioner's Office account for approximately 20 to 25 percent of the County's budgeted revenue.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Prepare personal property assessment books by prescribed deadlines and ensure timely, uniform, and thorough application of personal property tax.					
Number of personal property assessments	382,996	389,647	406,708	407,000	407,500
Number of personal property assessments reviewed per staff	95,749	97,412	101,677	101,750	101,875

Tax Exemptions and Deferrals

This activity is comprised of the administration of the County's Land Use Assessment program; tax relief programs for the elderly or disabled; tax exemptions for disabled veterans and surviving spouses of members of the armed forces killed in action; tax exemptions for revitalized real estate; and tax exemptions for solar equipment.

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

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

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

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

Value Added: The Commissioner of the Revenue's assessment duties are mandated by the Code of Virginia and local ordinance. The Tax Exemptions and Deferral activity implements Virginia Code mandated and the Board approved tax exemptions and tax deferrals. This activity provides direct service to most land use and tax relief applicants.

Service Level Indicators: Current service level reflects processing 3,000 applications for County's Tax Relief Program for the Elderly and Disabled annually, representing a workload of approximately 1,500 applications reviewed per staff member. At current service level, staff processes over 600 exemptions for the County's Real Property Tax Exemptions for Service-Connected Disabled Veterans their Surviving Spouse and Alternative Personal Property Tax Rate for Disabled Veterans. For the Land Use Assessment program, current service level reflects nearly 5,000 parcels enrolled in program, with staff completing approximately 1,900 inspections and application renewals each year.

Commissioner of the Revenue: Tax Exemptions and Deferrals

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Complete the County's Tax Relief Program for the Elderly and Disabled application reviews by established deadlines.					
Number of tax relief applications received	2,633	2,453	2,725	3,000	3,100
Number of tax relief applications per staff	1,317	1,227	1,363	1,500	1,550
Administer effectively the County's Real Property Tax Exemptions for Service-Connected Disabled Veterans their Surviving Spouse and Alternative Personal Property Tax Rate for Disabled Veterans.[1]					
Number of exemptions processed[2]	289	368	582	625	700
Meet State requirements for renewal applications of all Land Use Assessment program parcels every six years.					
Number of parcels enrolled in Land Use Assessment program	4,999	4,987	4,978	4,995	5,015
Number of annual renewal applications and inspections[3]	1,486	2,111	1,682	1,900	1,700

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

[2] The actuals for FY 2017, FY 2018, and FY 2019 are approvals only. Moving forward the department will track all exemptions processed, which includes approvals, denials, and in process.

[3] The number of annual renewal applications may change significantly from year to year based on the required schedule to revalidate every six years.

Tax Compliance

The Tax Compliance activity entails ensuring assessment of all subjects of County business taxation, including obtaining tax returns, investigating, and auditing businesses for tax compliance. It involves researching and responding to taxpayer reports of non-compliant businesses. Staff uses assessment resources including publications, electronic valuation subscriptions, internet research, and County vehicles to conduct field visits. Staff interacts with the County's incorporated towns for reports on all active businesses. Staff also conducts site visits and use a variety of discovery methods to ensure proper reporting by each business for business, professional, and occupational license tax; tangible personal property tax; sales and use tax; and Virginia Department of Alcoholic Beverage Control (ABC) licensure. Also, staff assists with business tax property assessment and business license inquiries by email, telephone, and in person.

Service Delivery Method: This activity is performed by County staff who conduct site visits to County commercial businesses and major construction sites to ensure proper reporting by each and to assist owners with registering their businesses with the County.

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

Value Added: This activity ensures compliance with business tax assessment. Compliance officers identify unregistered businesses through the evaluation of discovery resources, including site visits to commercial centers and construction sites to ensure taxation equity, and they provide a personal point of contact for many County business owners and operators. Business tax auditors and compliance officers work to encourage voluntary compliance with local tax regulation and capture revenue lost due to noncompliance, incorrect records, and filing errors. This activity ensures fair and equitable taxation, thereby reducing the number of appeals and refunds to taxpayers and increasing revenue collection.

Service Level Indicators: Current service level reflects auditing approximately 25 percent of business personal property accounts annually. In FY 2020, the Board approved one senior compliance officer and one senior auditor, increasing the percent of business personal property accounts audited each year. Current service level involves conducting field or desk audits of approximately 2,400 business license accounts annually. At current service level, approximately 15 percent of business license accounts are also audited each year.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Audit 25 percent of business personal property accounts annually.					
Number of accounts	39,552	39,594	39,625	39,683	39,755
Number of accounts audited	2,650	5,266	6,013	9,921	9,939
Percent of business personal property accounts audited	7%	13%	15%	25%	25%

Commissioner of the Revenue: Tax Compliance

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Audit 15 percent of business license accounts annually.					
Number of business license accounts	14,481	15,115	16,071	16,000	16,500
Number of business license accounts audited	501	1,270	2,336	2,400	2,415
Percent of business license accounts audited	3%	8%	15%	15%	15%

Administration

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

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

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

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

Service Level Indicators: Current service level reflects reviewing approximately 100 bills during the Commonwealth of Virginia's General Assembly's session and evaluating and commenting on the potential impact of approximately 50 bills.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Analyze all state legislation with a potential impact on County operations.[1]					
Bills distributed to the Commissioner of Revenue's Office	n/a	n/a	99	110	100
Number of bills evaluated/requiring comment	n/a	n/a	45	50	45

[1] Data shown as n/a indicates a measure which does not have historical data.

Office of the County Administrator

To provide professional public policy advice to the Board of Supervisors (Board) and County government leadership and direction to staff to implement the vision and strategic plan of the Board.

Department Programs

Administration

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

Activities

- Executive Management and Strategic Initiatives
- Support to the Board
- FOIA Management
- Legislative Program

Public Affairs and Communications

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

- Constituent Services
- Public and Employee Communications
- Accessibility Services
- Cable Channel and Webcast Operations
- Media Relations

Emergency Management

Facilitates the County's comprehensive emergency management program in accordance with local, state, and federal laws, authorities, and directives. Coordinates and facilitates the activation and management of the County's Emergency Operations Center during local emergencies. Conducts community outreach and education, and training.

- Countywide Threat and Hazard Planning
- Operational Coordination
- Training and Exercise
- Special Events Oversight
- Emergency Operations Center
- Community Outreach and Education

Financial Information

FY 2020 Adopted Information[1]

	Expenditures	Revenue	LTF	FTE
Administration	$3,889,090	$0	$3,889,090	21.00
Public Affairs and Communications	1,711,797	0	1,711,797	13.00
Office of Emergency Management	1,119,619	100,140	1,019,479	9.00
Total	**$6,720,506**	**$100,140**	**$6,620,366**	**43.00**

[1] Sums may not equal due to rounding.

Executive Management and Strategic Initiatives

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

The Executive Management and Strategic Initiatives activity is the daily management of all County operations and the provision of leadership and strategic direction to County operations in congruence with this strategic plan. This includes a wide range of day-to-day, as well as strategic operations, from overall service initiatives to positioning of departments and hiring of key leadership positions within the organization. Accomplishments and status updates on the strategic plan are provided to the Board on a regular basis through staff reports. Additionally executive management develops, updates and oversees the implementation of all County policies and regulations. Projects generally require countywide interaction and frequently occur one-time or seasonally, such as the Board's Four-Year Strategic Work Session, ad-hoc initiatives by the Board, the Leadership Team annual planning session, and Employee Advisory Committee events. This requires staff to work in close partnership with other County and community entities to ensure collaboration, shared knowledge and effective use of resources. Partners include the business community, Chamber of Commerce, Economic Development Advisory Commission, health and human service providers, and other groups. This activity also includes administrative support for senior staff and general office operations.

Service Delivery Method: County staff provides this service.

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

Value Added: Effective executive management is essential to a well-functioning organization. Furthermore, central coordination of initiatives, policies, and regulations ensure implementation as adopted by the Board, consistent quality countywide, and regular updates to the Board on progress on their strategic plan. Additional value provided by this activity includes internal projects directed by the County Administrator to achieve greater efficiencies, such as organizational studies, improvements to performance management systems, and reviews of technology practices. The office works proactively to manage the County's finances and expenditures. Proper fiscal oversight and management practices, combined with a well-run organization overall, earn the County favorable bond ratings and ensure the long-term financial stability of the County.

Service Level Indicators: To assess residents overall satisfaction, residents are surveyed every other year on community characteristics, governance, and participation. At current service level, 92 percent of residents rated Loudoun County as an excellent or good place to live, and at least nine in 10 residents have an overall feeling of safety in their neighborhoods and in Loudoun's downtown and commercial areas. At current service level, 81 percent of residents also positively rated the overall quality of services received by Loudoun County. Survey respondents rated various aspects of County leadership and governance, including about eight in 10 respondents rating overall customer service provided by the County as excellent or good. At least two-thirds of residents gave favorable reviews to the overall economic health of the County.

The 2016 to 2020 Board identified approximately 85 work products associated with their strategic plan. Current service level reflects completion of approximately 95 percent of the Board identified work products.

Office of the County Administrator: Administration

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide County services that meet the needs of residents and demonstrate value for their tax dollars.[1, 2]					
Percentage of residents rating County services positively	n/a	n/a	81%	n/a	81%
Residents rating value of services for taxes paid either excellent or good	n/a	n/a	55%	n/a	55%
Achieve competitive interest rates on General Obligation bonds.					
Interest rate achieved at bond sale(s) for year	3.00%	3.00%	3.00%	3.00%	3.00%
Ensure at least 95 percent of residents feel either very safe or somewhat safe in their neighborhoods.					
Percent who feel very safe or safe	98%	n/a	96%	n/a	95%
Assist the Board in completing their work products associated with strategic priorities.[3]					
Number of work products identified	96	85	83	83	n/a
Number of work products completed	24	27	48	79	n/a
Percentage of work products completed	25%	31%	58%	95%	n/a

[1] 2018 Survey of Residents, https://www.loudoun.gov/DocumentCenter/View/146326/2018-Survey-of-Residents---Report.

[2] FY 2017 data are not available because these questions were worded differently in 2016 or were not asked.

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

Support to the Board

The Support to the Board activity centrally manages the agenda process for Board meetings, documents meeting proceedings, manages Board appointments, and provides general administrative support to the Board. Board meetings include its business and standing committee meetings, public hearings, and budget work sessions.

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

This activity also provides oversight and management of the appointments process for the Board's advisory boards, commissions and committees. While some groups are prescribed by the Code of Virginia, many have been created and authorized through Board action. Many advisory groups are ongoing in nature, while some are temporary ad-hoc committees established to accomplish specified tasks. Support includes accepting applications, developing the Board's Appointments Items (nominations and confirmations) for business meetings, managing membership data in an online management tool, coordinating with over 40 staff liaisons to the advisory groups, and providing training and technical guidance.

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

Service Delivery Method: County staff provides this service.

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

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

Office of the County Administrator: Administration

Service Level Indicators: Current service level reflects approximately 330 agenda items prepared/reviewed per County Administration staff tasked to this activity. In FY 2020, the Board approved one additional deputy assistant clerk dedicated to meeting management, reducing the number of agenda items prepared or reviewed per staff and improving publishing timeliness of meeting packets. Current service level results in publishing 95 percent of Board meeting packets by established deadlines. Current service level involves regularly supporting six meetings per month, any ad-hoc meetings (e.g. summits), and the Board's budget work sessions. On average, business meetings are six hours. Current service level represents around 65 action reports with staff publishing 100 percent of action reports online within two business days.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Publish 95 percent of the Board's meeting packets by established deadline.[1, 2, 3]					
Number of agenda items prepared	1,134	1,114	848	1,000	1,100
Number of agenda items prepared per staff member	567	557	283	333	367
Number of agenda packets	63	68	92	80	80
Average number of pages per packet	n/a	555	1,519	625	625
Percent of agenda packets published by deadline	n/a	39%	39%	95%	95%
Publish action reports within two business days of the meeting.[1]					
Number of business meetings and public hearings[4]	35	32	30	32	32
Number of action reports completed[5]	65	64	64	65	65
Average business days between meeting and publishing of action report online	n/a	n/a	2	2	2
Percent of action reports published online in two business days	n/a	n/a	100%	100%	100%

[1] Data shown as n/a indicates a measure which does not have historical data.

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

[3] The number of agenda packets increased in FY 2019 because the County Administrator's Office started including supplemental packets in the packet count. The number of agenda packets and average length of packets also increased in FY 2019 because of meetings associated with the 2019 Comprehensive Plan.

[4] The Board of Supervisors sets the number of business meetings.

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

Freedom of Information Act Management

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

Service Delivery Method: County staff provides this service.

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

Value Added: Central coordination of FOIA responses for the County organization helps ensure that the County is meeting mandates set forth in the Virginia Freedom of Information Act. Having a central point of contact ensures that responses to FOIA follow the County's policy and are handled in a timely, complete, and consistent manner.

Service Level Indicators: Current service level results in an average of six days to respond to FOIA requests, with 100 percent of requests responded to within the Code of Virginia time requirements. In FY 2020, the Board approved one additional assistant deputy clerk to assist with FOIA management, which may reduce the average number of days to respond to FOIA requests. Staff currently conducts around two trainings per year for the FOIA custodians embedded in every department.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Respond to FOIA requests within five business days.[1, 2]					
Number FOIA requests coordinated by the FOIA officer[3]	159	296	433	680	1,020
Percent of FOIA requests responded to within state code time requirements	100%	100%	100%	100%	100%
Average number of days to respond to FOIA requests	n/a	n/a	6	6	6

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

[2] Data shown as n/a indicates a measure which does not have historical data.

[3] Includes requests related to the Board offices and County Administration and multi-departmental requests.

Legislative Program

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

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

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

Service Delivery Method: This service is provided through a combination of County staff, including one legislative liaison position, and consulting services. The County's state and federal lobbyist contracts are approximately 95 percent of the Legislative Program activity's operating expenditures.

Mandate Information: This activity is directed by Board action. There are no state or federal mandates.

Value Added: This activity keeps the Board informed about pending and adopted federal and state legislation and budgets, and all administrative and regulatory issues in conjunction with other County departments and their potential impacts on the County. This activity strives to positively change federal and state legislation in accordance with the Board's direction. Efforts at the federal level, in particular, have shown a return on investment with multiple competitive grant awards, including a $25 million transportation grant.[1]

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

Service Level Indicators: At the state level, current service level involves screening approximately 3,000 bills during both the short and long state sessions. All introduced bills are screened and 15 percent, or approximately 400 or 500 pieces of legislation, are analyzed for impact. Staff advocates for all legislation supported and opposed by the Board. Of legislation identified for support, around 50 percent is signed into law and of legislation identified for opposition, around 30 percent is signed into law. Each year, the Board identifies five to 10 legislative initiatives and staff drafts approximately 15 bills—depending on short or long session—on behalf of the Board for potential General Assembly members' introduction. Current service level reflects approximately 60 percent of the County's legislative initiatives addressed by Virginia General Assembly. Of the Board's Federal Program, current service level reflects 60 percent of identified issues addressed.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Analyze all state legislation with a potential impact on County operations.					
Legislative bills introduced in session	2,959	3,255	3,128	3,250	3,125
Percent of introduced bills screened for impact	100%	100%	100%	100%	100%
Legislative bills with impact analyzed	409	525	416	525	420
Percent of bills reviewed by staff	14%	14%	13%	16%	13%
Advocate for 100 percent of legislation supported and opposed by the Board.[1]					
Percent of legislative bills identified for support signed into law	n/a	29%	43%	50%	55%
Percent of legislative bills identified for opposition signed into law	n/a	15%	40%	30%	15%
Ensure at least 60 percent of Board's legislative initiatives are addressed by Virginia General Assembly.[1]					
Number of legislative initiatives	n/a	8	7	10	5
Number of bills drafted	n/a	21	13	15	10
Percent of legislative initiatives addressed by Virginia General Assembly	n/a	50%	43%	60%	60%
Address at least 60 percent of issues identified on the Board of Supervisor's Federal Program.[1]					
Percentage of federal issues addressed	n/a	45%	53%	60%	60%
Through the Board's Federal Program, apply for competitive grant funding to supplement the use of local tax funding.[1, 2]					
Number of federal competitive grants awarded	n/a	2	6	6	6
Federal competitive grant dollars awarded[3]	n/a	$25,348,341	$2,372,914	$2,300,000	$2,300,000

[1] Data shown as n/a indicates a measure which does not have historical data.

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

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

Constituent Services

The Constituent Services activity provides direct support to Loudoun County constituents who are seeking information about County programs and services and may need assistance with issues that are within the County's purview. This activity includes responding to requests from the Board and their constituents, County Administration, County departments, and people who contact the County through many communication channels. In addition, this activity operates the County's main telephone line and staffs the County Government Center's information desk during business hours. This activity includes coordination of the use of the Government Center's public spaces and courthouse grounds. This activity also includes management of the County's Customer Relationship Management (CRM) tool, which is known as Loudoun Express Request (LEx). Requests for assistance are submitted through LEx, which is accessed via the County's website, and routed to the appropriate department for response.

Service Delivery Method: County staff primarily provides this service.

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

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

Service Level Indicators: Current service level reflects approximately 20,000 customer inquiries received annually through all communication channels, with 99 percent of inquiries resolved within 48 business hours. At current service level, 85 percent of customers completing customer service response cards indicate satisfaction with the services provided.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Resolve public inquiries within 48 business hours.[1]					
Number of customer inquiries received through all communication channels[2]	n/a	18,233	19,629	20,000	21,000
Number of phone calls to the main switchboard	n/a	n/a	11,009	11,000	11,000
Number of LEx requests[3]	11,070	10,192	9,963	10,000	11,000
Percentage of public inquiries resolved within 48 business hours	n/a	n/a	99%	99%	99%
Percentage of Customer Service Response Cards in which customers indicated satisfaction with service	n/a	n/a	79%	85%	85%

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] This includes phone, walk-in, PAC-specific LEx requests, email, social media, and referred by the Board.

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

Public and Employee Communications

The Public and Employee Communications activity coordinates external and internal communications to inform the community and employees about their government's services, operations, and policies. This activity supports the Board's routine external communications requirements, including communicating the Board's strategic plan, through public information campaigns, event planning, and the development and publishing of educational content. One of this activity's critical roles is serving as the County's primary information source for large-scale emergencies during activations of the Emergency Operations Center. This is accomplished by coordinating and disseminating public information that increases awareness of all types of hazards before, during, and after emergencies. In addition, this activity provides strategic communications countywide through communication planning and counsel to all departments. Public and Employee Communications also includes administration of the County's primary digital communication tools, including the County's website, text and email alert system, and social media platforms. This activity also produces public information resources including online content, videos, photos, brochures, posters, reports, and other documents while also playing a central role in maintaining an informed and motivated workforce by coordinating and disseminating County employee communications through various channels, such as email, webinars, print collateral, and the employee intranet.

Service Delivery Method: County staff primarily provides this service, while leveraging a broad range of communication tools to engage and disseminate information to the public and employees. The occasional use of contracted services also supports delivery of these services.

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

Value Added: The Public and Employee Communications activity is vital to informing both the public and employees about the County government's role in their daily lives. Emergency communications are a focus of this activity helping residents prepare for emergencies and providing them with real-time updates during times of crisis. A variety of communication strategies are used, such as leveraging focused communication channels, to provide information and to engage residents in productive two-way dialogues. This activity promotes an informed constituency, gains public input that is critical as policies are developed and implemented, and promotes civic engagement. Because the County engages people in the ways they want to engage, the County meets the community's needs by providing timely, relevant, and actionable information. This activity also sets countywide standards for communication tools to promote a common look and feel to Loudoun County Government information. In addition, for the County's thousands of employees, the coordinated, timely, and quality internal communication assures County employees have access to information about the policies and directives of the Board and County Administrator, as well as about routine organizational matters, such as payroll, safety and security, facility, information technology, and human resources initiatives. This activity also conducts the administration of and communication for the Employee Advisory Committee, which is a valuable resource to County employees.

Service Level Indicators: Current service level represents approximately 6,000 communications services provided to all departments in support of countywide communication efforts. Approximately 20 percent of communications services include visual elements, such as graphics, photos, diagrams and tables, and website and social media content. In FY 2020, the Board approved one additional communications specialist to execute modern, branded, and professional visual elements. The addition of a technical communications professional helps this activity meet current service level demand, including demand for visual communication products. To assess residents overall satisfaction, residents are surveyed every other year on community characteristics, governance, and participation. At current service level, 80 percent of residents rated Loudoun County's public information services as excellent or good. As mentioned, emergency communications are a focus of this activity. At current service level, the number of Alert Loudoun subscribers increases by approximately 15 percent annually.

Office of the County Administrator: Public Affairs and Communications

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Complete requests from internal customers for communication services.[1]					
Number of communications services provided to all departments and in support of countywide communication efforts[2]	4,936	5,104	16,544	5,900	6,100
Achieve an 80 percent rating on public information services positively (excellent/good).[3]					
Percentage of public rating public information services positively	n/a	n/a	80%	n/a	80%
Increase the number of subscribers to Alert Loudoun by 15 percent annually.					
Percentage of increase in the number of subscribers to Alert Loudoun in a fiscal year	25%	23%	15%	15%	15%
Increase the number of followers on the County's official Facebook and Twitter accounts by 3 percent annually.					
Percent increase in the number of Facebook and Twitter followers annually	17%	12%	9%	3%	3%
Number of Facebook and Twitter posts published in a fiscal year	1,336	1,167	1,220	1,500	1,500
Number of people "reached" or "impressions" through Facebook and Twitter	n/a	2.4M	2.5 M	2.5M	3.0M
Number of website visits	3M	2.7M	3.7 M	3.5M	3.5M
Number of website page views	7.5M	6.2M	6.8 M	6.5M	6.5M

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

[2] The increased volume of requests in FY 2019 is associated with the development and launch of the County's new website in November 2018. Year over year communications services continue to increase, but FY 2019 is an abnormal increase.

[3] 2018 Survey of Residents, https://www.loudoun.gov/DocumentCenter/View/146326/2018-Survey-of-Residents---Report. FY 2017 data are not available because these questions were worded differently in that survey.

Accessibility Services

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

Accessibility Services is responsible for managing contracts for American Sign Language (ASL) interpreting, real-time closed captioning service for meetings, foreign language phone interpretation, and written translation of documents. As Loudoun's population grows, Accessibility Services reviews annual cultural demographics and ensures that County policies and services align with those needs and trends. A staff member serves as the ADA coordinator and facilitates requests for accommodations from all County departments, such as providing assistive listening equipment and/or ASL interpreters. This activity provides countywide guidance, training, and resources on ADA and LEP policies and facilitates resolution of ADA grievances in compliance with the County's ADA Grievance Policy. Accessibility Services staff trains employees on accessibility issues and ensures employees have appropriate resources to serve people with disabilities or language access needs. Accessibility Services staff also consults on physical access requirements for County facilities.

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

Service Delivery Method: County staff provides guidance, coordination, and oversight for this activity. Multilingual translation services and ASL services are contracted. Closed captioning of the Board of Supervisors and Planning Commission meetings are also provided by contracted vendors.

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

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

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

Service Level Indicators: Current service level reflects providing approximately 9,500 accessibility services, with 100 percent of the requested services delivered in the optimal timeframe. At current service level, 95 percent of LEP requests are provided within five business days. Each year, the County resolves around 180 requests for ADA-related services. These requests include consulting services, such as professional expertise or strategic advice, accommodations requests, complaints, and formal grievances. At current service level, 100 percent of ADA grievances are resolved within the mandated 25 business days.

Office of the County Administrator: Public Affairs and Communications

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide 95 percent of accessibility services to requesters for services within the optimal timeframe.[1, 2]					
Number of accessibility services provided	n/a	6,186	8,925	9,500	10,000
Percentage of request for accessibility services fulfilled within the optimal timeframe	n/a	95%	95%	100%	100%
Complete 95 percent of language access (Limited English Proficiency) requests within five business days.[2]					
Number of requests countywide for translation services	32	53	62	65	65
Number of calls countywide using foreign language interpretation	5,071	5,710	7,457	8,000	8,500
Number of face-to-face interpretation services provided countywide	n/a	n/a	828	900	950
Percentage of language access services provided within five business days	n/a	95%	100%	95%	95%
Resolve 100 percent of ADA complaints and/or grievances within the mandated 25 business days.					
Number of ADA-related complaints, grievances, consulting services, and accommodations requests	175	126	142	180	180
Percentage of grievances resolved within 25 business days	100%	100%	100%	100%	100%

[1] An "optimal" timeframe is a timeframe in which a service provided by PAC is accomplished to meet the communications goal and/or the requester's preferred timeframe for delivery of the service

[2] Data shown as n/a indicates a measure which does not have historical data.

Cable Channel and Webcast Operations

The Cable Channel and Webcast Operations activity provides access to and develops and executes a schedule for programing on the County's government cable channel, including televising and live webcasting meetings of the Board and the Planning Commission. Staff performs the role of a technical director and producer of the televised programing during live meetings via a television control room. Maintaining this capability requires ongoing planning and maintenance of broadcasting equipment throughout the Government Center and working directly with contracted broadcast engineers and other vendors to ensure the County's ability to televise meetings. This activity coordinates meeting schedules with the County's closed captioning vendor to ensure all meetings that are televised live are also captioned in real time. This activity also supports the use of the webcast system by the Board's advisory bodies that record their meetings in Government Center conference rooms. In addition, staff provides support for the use of the webcast system for internal purposes by providing technical expertise for staff meetings and trainings that are recorded or live streamed, which is a regular method of delivering vital information to employees.

Service Delivery Method: One dedicated County staff person provides this service, supported by specialized contractors relying on functioning broadcasting equipment that is maintained by contracted vendors.

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

Value Added: This activity expands access to public meetings and provides critical records of Board and Planning Commission meetings through the County's video and audio archiving system. By televising and webcasting meetings, the Board and Planning Commission meetings are accessible to a broad public audience. This activity provides added value to the organization as a whole by enabling the use of recorded videos for staff development and informational purposes. As a result, the County achieves added efficiency by increasing access by employees who are spread out across the County to information via the webcast system and by providing resources for employees to access information required on an ongoing basis.

Service Level Indicators: Current service level reflects approximately 270 hours of Board and Planning Commission meetings televised and webcast, with 100 percent of Board and Planning Commission meetings televised and webcast live.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Televise and webcast 100 percent of Board of Supervisors and Planning Commission meetings.[1]					
Number of Board and Planning Commission meetings[2]	63	68	104	75	75
Number of hours of meetings televised	299	237	267	270	270
Number of visits to the webcast site by members of the public	34,007	52,015	34,645	35,000	35,000
Percentage of Board and Planning Commission meetings televised and webcast	100%	100%	100%	100%	100%

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

[2] The number of meetings increased in FY 2019 because of meetings associated with the 2019 Comprehensive Plan.

Media Relations

The Media Relations activity includes fielding and responding to media inquiries, developing the County's messages, coordinating and disseminating news releases, media monitoring, and organizing news conferences. On a daily basis, the County receives requests for information from members of the news media throughout the metropolitan Washington, DC region. This activity receives and tracks requests to ensure they are fulfilled in a timely fashion typically coordinating information releases from departments and their subject matter experts in responses to media requests. In addition, this activity executes a proactive media relations strategy to earn positive media coverage by publishing County messages directly to the news media on a daily basis and by implementing strategies that place the County's messages in news outlets. Media Relations also provides strategic counsel to senior leadership and their staff regarding media relations and trains County staff who work with the media.

Service Delivery Method: County staff provides this service.

Mandate Information: Although this activity is not mandated, it fulfills county obligations for media FOIA requests.

Value Added: This activity provides efficiencies to all County departments through dedicated resources to handle inquires that the County receives from members of the media annually, thereby reducing the burden on the departments' program staff to field and respond to requests for information. Media relations also protects the County from negative outcomes in the media by relying on professional media relations staff to counsel and train staff; ensuring consistent, accurate, and appropriate messages are released; and coordinating timely responses to requests for information by members of the media. Moreover, this activity furthers the County's goals and objectives by earning positive media coverage, which often includes placing the County's messages in reputable news outlets, thereby expanding the County's reach to its target audiences.

Service Level Indicators: Current service level includes around 250 media inquiries each year, with staff resolving 90 percent of media inquiries within 48 hours. Of the more than 200 news releases published annually, approximately 55 percent of result in media coverage. The value of publicity generated through news releases and pitches is approximately $9 million.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Resolve 85 percent of media inquiries within 48 hours.					
Number of media inquiries[1]	366	206	273	250	250
Percentage of media inquiries resolved within 48 hours	85%	89%	93%	90%	90%
Achieve a 50 percent media placement rate of County news releases.[2]					
Number of news releases published	225	216	220	230	230
Percentage of news release/pitches placed in the media	53%	60%	51%	55%	55%
Total "Estimated National Publicity Value" of online and broadcast coverage in dollars earned through news releases/pitches placed by the County[3]	n/a	n/a	$8.7M	$9.0M	$9.0M

[1] The number of media inquiries increased in FY 2019 because of inquiries related to the 2019 Comprehensive Plan.

[2] Data shown as n/a indicates a measure which does not have historical data.

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

Countywide Threat and Hazard Planning

The Countywide Threat and Hazard Planning activity develops, maintains, and enhances countywide threat and hazard plans. To prioritize planning initiatives, this activity assesses the capabilities needed to execute plans. In addition, many planning initiatives include on-going programmatic oversight and coordination. The Office of Emergency Management (OEM) serves as the planning team leader, facilitator, and project manager for the development of comprehensive, multi-discipline plans such as the Emergency Operations Plan, the Family Assistance Center (FAC) Plan, and the Damage Assessment Plan. Planning teams are comprised of stakeholders from County agencies, non-governmental organizations, and private-sector partners using nationally recognized methods for development and implementation. OEM's Comprehensive Planning Process incorporates development, endorsement, training, exercises, review, and maintenance of each plan. This process also aims to ensure all plans are actionable and executed operationally.

Successful planning hinges on understanding the threats, hazards, and capabilities within our community. Every four years OEM facilitates and conducts a comprehensive Threat and Hazard Identification and Risk Assessment (THIRA). THIRA is a strategic analysis of hazards that pose a significant threat to our community. Conducting a THIRA allows Loudoun to assess our specific challenges for emergency management officials. Loudoun is able to examine our vulnerabilities along with direct and indirect impacts during a significant event. The THIRA evaluates and analyzes past experience, historical information, probability, projected impacts, and resource availability. By recognizing and understanding the risks that the community faces, Loudoun places itself in a position to make better resource management decisions. Loudoun OEM was the recipient of a 2017 National Association of Counties Achievement Award recognizing its innovative methodology developed to enhance the effectiveness of the THIRA.

Often, plans are the basis of emergency management programs. OEM manages several programs and on-going planning groups. Programmatic management ranges from documenting and coordinating with owners of dams and impoundments to accepting, documenting, and distributing Tier II reports from businesses who stock certain hazardous materials. In addition, OEM serves as the chair of the Loudoun County Local Emergency Planning Committee (LEPC), required by federal legislation, which focuses on planning for the response to hazardous materials related emergencies. Joining Loudoun County emergency management staff, the LEPC is comprised of representatives of police, fire, and public health professionals; environment, transportation, and hospital officials; facility representatives; and community groups.

Service Delivery Method: This activity is primarily provided by one Urban Areas Security Initiative (UASI) grant-funded emergency preparedness specialist and two County staff: a senior policy analyst and deputy OEM coordinator. All OEM staff, including two additional UASI grant-funded positions and County staff are involved in the comprehensive planning process.

Mandate Information: Title 44 of the Code of Virginia, specifically, §§ 44-146.19, 44-146.20, 44-146.2144-146.24, and 44-146.26, requires each political subdivision within the Commonwealth have an emergency management program responsible for local disaster mitigation, preparedness, response and recovery. Various sections of Title 15.2 Subtitle II Counties, Cities and Towns – Powers of Local Governments also applies. Federal requirements include: Robert T. Stafford Act Relief and Emergency Assistance Act, Public Law 93 – 288, as amended; Emergency Planning and Community Right-to-Know Act (EPCRA); Homeland Security Presidential Policy Directive (PPD) 5 – Management of Domestic Incidents; PPD 8 – National Preparedness; National Response Framework; and National Planning Framework.

Value Added: This activity is a cornerstone of the comprehensive emergency management program in Loudoun. It incorporates the components of OEM's mission to facilitate, maintain, and enhance a comprehensive and integrated emergency management program in an effort to cultivate and sustain an engaged and resilient community through partnerships and collaboration. Countywide threat and hazard planning builds resiliency and establishes, fosters, and enhances partnerships and collaboration in the whole community. In some instances, a clearly defined, effective, and efficient methodology that meets the needs of the County does not exist. As a result, OEM has created innovative approaches regarding comprehensive plan development. For instance, Loudoun OEM has been recognized by the Virginia Emergency Management Association (VEMA) for subject matter expertise in planning, innovation, and unique partnerships associated

with the development of a FAC planning tool focused on the planning process. Plans developed through a comprehensive and collaborative methodology allow the County to address and mitigate significant events in a coordinated and effective manner.

Service Level Indicators: Current service level involves approximately 5,000 hours annually to conduct planning activities associated with significant events. In FY 2019, the number of planning hours decreased because of vacant emergency preparedness specialist positions. These positions are substantial contributors to planning hours. In addition, current service level reflects reviewing and distributing around 215 Tier II reports. The number of Tier II reports increased in FY 2019 because of new facilities constructed in the County that use or store chemicals in reportable quantities.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Conduct planning activities associated with significant events.					
Number of planning hours	4,114	4,000	3,633	5,000	5,000
Number of Tier II reports reviewed and distributed	128	204	242	215	225

Operational Coordination

The Operational Coordination activity involves gathering, compiling, analyzing, and reporting situational awareness. Staff consistently monitors a number of trusted sources of information to ascertain updated intelligence regarding severe weather, special or high-profile events, and potential threats. This activity conducts impact area assessments to determine the size, scope and complexity of any situation and provide on-scene support to the incident commander. These services and others are typically performed by the OEM staff duty officer who is available every day, 24 hours a day.

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

Service Delivery Method: This activity is primarily provided by two UASI grant-funded emergency preparedness specialists and County staff, including the senior operations officer, deputy OEM coordinator, and OEM coordinator.

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

Value Added: Operational coordination is a core function of OEM. It is an integral component of informed decision-making by leadership. Providing a common operating picture inclusive of all elements of a significant event is a unique responsibility that is specific to OEM. This function involves not only monitoring events within the County but assessing the threat of events taking place outside the geographic confines of Loudoun. OEM staff, who administer and manage the systems used by other departments, provide subject matter expertise.

Service Level Indicators: Current service level involves approximately 1,500 operational hours to conduct response activities associated with significant events and includes conducting approximately 85 operational coordination activities.

Office of the County Administrator: Emergency Management

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Conduct response activities associated with significant events.[1]					
Number of operational hours	1,279	1,500	1,449	1,500	1,500
Number of operational coordination activities[2]	n/a	53	83	86	92

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] Operational coordination includes water related, mutual aid requests, infrastructure related, shelter or evaluation, law enforcement related, assistance to other agencies, explosives related, logistical support, hazardous material (Haz-Mat) related, special events, and earthquake related activities.

Training and Exercise

The Training and Exercise activity's focus is to validate capabilities identified in plans, policies, and procedures. To achieve this objective, staff adheres to the nationally recognized Homeland Security Exercise and Evaluation Program (HSEEP). HSEEP provides a set of guiding principles for exercise programs, as well as a common approach to exercise program management, design and development, conduct, evaluation, and improvement planning.

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

Service Delivery Method: This activity is primarily provided by two UASI grant-funded emergency preparedness specialists and County staff, including the senior operations officer.

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

Value Added: The only recognized mechanism identified to validate plans and operational procedures is to exercise those plans and procedures. This activity is performed in a comprehensive manner by OEM staff. Without this level of expertise, the County would be forced to turn to contractors at a significant expense. County staff also provides a unique perspective due to familiarity with stakeholders, decision-makers, and processes resulting in a growing and proficient network of County staff tasked with execution of emergency plans.

Service Level Indicators: Current service level involves approximately 825 training and exercise hours to conduct training and exercise activities associated with significant events. In FY 2019, the Commonwealth of Virginia began offering additional trainings. OEM staff started working on certifications offered by the state, so the number of training and exercise hours increased in FY 2019.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Conduct training and exercise activities associated with significant events.					
Number of training and exercise hours	667	750	912	825	825

Special Events Oversight

The Special Events Oversight activity provides guidance, management, and oversight for event organizers who have chosen Loudoun County to host their event. Each year, the County plays host to events including fairs and festivals, runs/walks, concerts, carnivals, equestrian, sporting, and cultural events of various sizes and complexities.

The OEM special events coordinator position facilitates the Special Events Advisory Committee (SEAC), a diverse workgroup comprised of multiple County, state and non-profit stakeholders. The role of the SEAC is to assist event organizers obtain all appropriate licenses, permits and certificates; develop and maintain guidance documents designed to aid organizers in their planning efforts; ensure the event is conducted in a safe manner; and review past events to identify lessons learned, areas for improvement, and best practices. The special events coordinator receives and reviews events submitted to the Special Event Online System. This review identifies required licenses, permits, and certificates; assigns the appropriate tier category based on established criteria; notifies appropriate agencies; and communicates requisite information back to the event organizer. Additionally, during the event planning process OEM Special Events reviews and endorses supporting permit documentation as required.

OEM Special Events serves in the unified command post during Tier-A events and facilitates the development and execution of operational plans used by agencies when on-site presence is required. Staff are on-site during Tier A events and high profile Tier B events. In general, Tier A events have greater than 2,000 attendees, last greater than six hours in one day or are multi-day events, have an anticipated impact to the surrounding community, require additional coordination through the permitting process, require the establishment of unified command to coordinate day-of resources, and involve more than five hours spent developing event action plans. Through on-site monitoring or check-in calls, the special events coordinator works closely with event organizers to ensure activities are following pre-determined parameters. The OEM special events coordinator facilitates the logistical deployment of specialized equipment necessary to support special events. Situational awareness information is disseminated weekly to stakeholders regarding upcoming events through the special event briefing.

Service Delivery Method: County staff provides this activity, supported by two UASI grant-funded positions.

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

Value Added: Housing the Special Events activity within OEM is unique to Loudoun County and an effective model. Facilitation and coordination are the guiding principles of emergency management whether for a significant incident impacting the community or for a planned event. The ability to work collaboratively with event organizers and stakeholders prior to and during an event is an integral component in ensuring safe and successful events in Loudoun County.

Service Level Indicators: Current service level reflects around 600 special events hosted in Loudoun County each year, with staff reviewing special event requests within four business days 90 percent of the time. The number of special event hours increased in FY 2019 primarily because of work associated with the opening of Segra Field. There were also a number of large events that occurred during FY 2019 that required pre-event planning and day-of coordination with public safety agencies.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Review 90 percent of events submitted through the special event online system within four business days.[1]					
Number of special events[2]	419	429	1,133	600	625
Number of special events staff hours[3]	691	728	1,865	1,950	1,975
Percent of events reviewed in four business days	n/a	n/a	90%	90%	90%

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] The number of special events increased in FY 2019 because more venues and event organizers have started submitting special event forms online, which allowed more events to be captured.

[3] The number of staff hours includes both on-site and planning hours.

Emergency Operations Center

The Loudoun County Emergency Operations Center (EOC) is a facility where stakeholders convene to provide focused coordination during a significant event. During EOC activation, pre-identified staff mobilizes to fill functional roles that are identified in the Loudoun County Emergency Operations Plan. The Director of Emergency Management (County Administrator) determines strategic goals, and OEM staff manages the EOC and ensures objectives are created to achieve those goals during response and the initial recovery activities associated with an event.

During an activation, plans and procedures are executed, information and actions are documented, and the public is kept informed. Elected officials are provided vetted information to assist in communicating with constituents. When local resources are overwhelmed, requests for assistance are prioritized and originated from the EOC. When needed, staff works with liaisons from the Virginia Department of Emergency Management (VDEM) and the Federal Emergency Management Agency. A facility of this nature is comprised of a number of complex systems and equipment. A robust compliment of voice and data systems are in place with multiple redundancies so the facility remains operational even under severe conditions. OEM staff performs frequent and on-going testing, monitoring, enhancement, and maintenance all of components.

Given the integral role the EOC plays in response to a significant event, there are hundreds of pre-identified stakeholders who are assigned roles and responsibilities. The ability to train, equip, and notify these important team members is all accomplished by OEM staff. Additionally, OEM works with other partners such as the Loudoun County Amateur Radio Emergency Service staff who have installed equipment in the EOC and are able to provide simultaneous communication with VDEM and ancillary facilities established in support of the incident.

Service Delivery Method: This activity is provided by the following County staff positions: OEM coordinator, deputy OEM coordinator, senior operations officer, senior policy analyst, special events coordinator, and administrative staff. Three UASI grant-funded emergency preparedness specialists fully participate in this service.

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

Value Added: The EOC is a critical component of the County's response to significant events. When multiple agencies and partners are required to coordinate and collaborate to mitigate an emergency, having an EOC to convene these groups is invaluable. This space is used effectively during non-emergencies as well serving as a training venue with the largest computer lab in the County. OEM staff who maintain this facility are familiar with the emergency process and are therefore able to make sound decisions related to equipment, technology, and systems housed within the EOC. Having this space in a ready state significantly reduces the amount of time needed to immediately begin working through a significant event thereby enabling staff to immediately respond to the emergency and needs of County residents.

Service Level Indicators: The number of hours the EOC is activated varies from year to year. Additionally, the OEM staff duty officer in the Operational Coordination activity enables operational activity to be monitored and/or conducted without activating the EOC. Current service level involves approximately 100 hours when the EOC is activated. Current service level also involves approximately 1,000 hours when the EOC is used for non-emergency purposes.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Ensure the EOC is operational when activated.					
Number of EOC activated hours	145	250	43	100	100
Number of non-emergency EOC hours	991	2,150	403	1,000	1,000

Community Outreach and Education

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

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

Service Delivery Method: County staff provides this activity, supported by three UASI grant-funded positions.

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

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

Service Level Indicators: Current service level involves approximately 270 outreach and education hours.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Participate in outreach events to educate the public on emergency management.[1]					
Number of outreach and education hours	n/a	n/a	270	270	270

[1] Data shown as n/a indicates a measure which does not have historical data.

County Attorney

To provide timely, sound, and effective legal services and advice to, and legal representation of, the County government.

Department Program

Legal Services	Activities
Advises the County boards, commissions, agencies and officials; represents the County in judicial proceedings and before administrative agencies; and provides legal services in transactional matters involving the County.	• Legal Advice and Services • Land Use and Development • Litigation and Claims Against the County • Transactions

Financial Information

FY 2020 Adopted Information[1]

	Expenditures	Revenue	LTF	FTE
Legal Services	$3,518,029	$314,169	$3,203,860	23.00
Total	**$3,518,029**	**$314,169**	**$3,203,860**	**23.00**

Capital Projects Fund[1]

	Expenditures	Revenue	LTF	FTE
Legal Services	$166,694	$166,694	$0	1.00
Total	**$166,694**	**$166,694**	**$0**	**1.00**

[1] Sums may not equal due to rounding.

Legal Advice and Services

This activity provides legal advice and services to County agencies, including the departments of Family Services (including Housing and Community Development, Child Protective Services, Adult Protective Services, Foster Care, Eligibility and Benefits), Mental Health, Substance Abuse, and Developmental Services, Animal Services, Fire and Rescue, Community Corrections, Human Resources, the Sheriff's Office, the Office of the Clerk of the Circuit Court, and Library Services. Legal advice is also provided to all departments and agencies of the County with respect to requests submitted under the Freedom of Information Act. This activity provides significant legal representation to the Department of Family Services (DFS) in both judicial and administrative hearings for endangered children and adults. In addition, this activity reviews policies and procedures for Library Services, all public safety agencies, and Human Resources, and reviews all employee disciplinary actions and investigations.

Service Delivery Method: County Attorney legal, paralegals, and administrative staff provides this service.

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

Value Added: Staff in this activity provides intensive customer service and has close working relationships with County staff.

Service Level Indicators: Current service level involves handling approximately 175 active cases for DFS at any given time and adds an average of 50 new cases each year. At current service level, staff provides legal services, as needed, at more than 30 Board of Supervisors (Board) meetings annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide legal services in support of the general County government by delivering effective and timely advice or representation based on established priorities.					
Pending litigation (Department of Family Services cases)	106	125	169	175	180
Attend Board meetings to provide legal services as needed.					
Number of business meetings and public hearings attended	35	32	32	32	32

County Attorney: Legal Services

Land Use and Development

This activity provides legal support and representation on land use and development matters.

County Regulations Enforcement: This activity provides legal support to County departments in the enforcement of County regulations (Zoning, Erosion & Sediment Control, Health, Building Codes, Stormwater Management, and Solid Waste), including representation in judicial and administrative proceedings.

Land Development and Review: This activity represents the County and its officials and staff in reviewing and negotiating proffers, including affordable dwelling unit (ADU) and unmet housing needs (Housing) proffers; reviewing and/or drafting conditions of approval of special exceptions, zoning modifications, and sign plans; advising staff regarding commission permit applications; reviewing and/or drafting zoning ordinance determinations, including vesting determinations; land use litigation and appeals of Board of Zoning Appeals and Historic District Review Committee decisions; and supporting County land use initiatives, updates and changes, including amendments to the Zoning Ordinance and 2019 Comprehensive Plan.

This activity provides legal support to the Department of Building and Development, Department of Planning and Zoning, and Health Department staffs, including reviewing and/or drafting deeds, agreements and bonding documents associated with subdivisions, site plans, street dedications and abandonments, ADU and unmet housing needs covenants and releases, and the performance and enforcement of proffers and special exception conditions. This activity includes providing legal advice in the management of public improvement bonds and representing the County when developers default on their obligations to construct these improvements, and supporting County land use initiatives, updates and changes, including amendments to the 2019 Comprehensive Plan, Zoning Ordinance, Land Subdivision and Development Ordinance, Facilities Standards Manual, Erosion and Sediment Control, and Health Ordinances.

Service Delivery Method: County Attorney legal staff provides this activity.

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

Value Added: Staff in this activity provides intensive customer service and has close working relationships with County staff.

Service Level Indicators: Current service level involves managing approximately 80 pending regulatory enforcement cases annually, and in FY 2019, this activity managed a docket of approximately 20 active enforcement cases monthly. Each year, over 1,100 administrative land development submissions are received and reviewed, with staff reviewing approximately 65 percent of these submissions within 20 days.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Manage all active enforcement cases.					
Pending regulatory enforcement	45	42	75	80	85
Review 85 percent of land development submissions within 20 days.					
Land development submissions received	1,097	1,151	1,018	1,150	1,200
Land development submissions reviewed	965	1,105	889	1,100	1,200
Land development submissions reviewed within 10 days	41%	32%	26%	30%	30%
Land development submissions reviewed within 20 days	85%	70%	55%	65%	75%
Land development submissions reviewed within 30 days	100%	100%	68%	75%	85%

Litigation and Claims Against the County

Through this is activity, the Office of the County Attorney represents the County of Loudoun and its boards, departments, agencies, officials, or employees in judicial proceedings before state and federal courts in Virginia at the trial and appellate levels, and in administrative proceedings. The types of cases handled may include tax assessment appeals; zoning, land use or land development litigation; suits filed under the Virginia Freedom of Information Act; petitions for writs of mandamus; actions for injunctive or declaratory relief; and litigation involving real estate, employment, contract, constitutional or tort claims, eminent domain, and code enforcement.

Service Delivery Method: Generally, the County is represented in litigation by the Office of the County Attorney. Outside counsel may be retained to assist in-house legal staff in specialized cases, or to defend cases that are covered by insurance.

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

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

Service Level Indicators: At current service level, this activity typically has approximately 85 pending cases at a time.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide legal services for litigation and claims against the County.					
Pending litigation (general)	47	67	79	85	90

County Attorney: Legal Services

Transactions

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

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

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

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

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

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

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

Value Added: Staff in this activity provides intensive customer service and has close working relationships with County staff.

Service Level Indicators: Current service level indicates approximately 400 new tax collection matters active annually. At current service level, this activity provides legal services for approximately 2,300 leases and contracts annually. In FY 2020, the office moved one deputy county attorney to support the Land Use and Development activity, increasing the number of transactional matters per attorney.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide legal services for real estate, contracts and procurement, and tax, budget, and finance matters.					
New tax collection matters	498	476	393	400	450
Transactional matters (leases and contracts)	2,115	2,002	2,367	2,375	2,400
Transactional matters (property acquisition)	17	17	26	27	30
New tax collection and transactional matters per attorney	526	499	557	701	720

Elections and Voter Registration

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

Department Programs

Voter Registration	Activities
Provides a comprehensive year-round program of voter registration and voter outreach to ensure that Loudoun voters are well served and informed.	• Voter Registration • Outreach

Elections	
Manages all aspects of operating the County's voting precincts during each election, processes election results, handles candidate filings, and oversees absentee voting before each election.	• Conduct of Elections • Absentee Voting

Financial Information

FY 2020 Adopted Information[1]

	Expenditures	Revenue	LTF	FTE
Voter Registration	$930,376	$73,720	$856,656	10.00
Elections	$1,319,935	$29,042	$1,290,893	2.00
Total	**$2,250,311**	**$102,762**	**$2,147,549**	**12.00**

[1] Sums may not equal due to rounding.

Voter Registration

The Voter Registration activity provides comprehensive, year-round registration services. Residents may choose to register in a number of ways including in person at the office, through the Motor Voter program with the Virginia Department of Motor Vehicles by obtaining and mailing in a form, or by using the online system provided by the Virginia Department of Elections. Staff then processes all applications to register. Residents wishing to register have until 22 days before each scheduled election to submit their application to be eligible to vote in that election. Using the Virginia Elections and Registration Information System, staff process all voter transactions. These transactions include determining the eligibility of voters; issuing photo identification cards to voters, as requested so residents comply with state requirements when they vote; maintaining the voter registration records and street file database; and certifying candidate petitions. Additionally, this activity provides information to the public and access to electronic lists of registered voters. The department provides in-office access to lists of registered voters in the County via a public access computer. The list is sometimes used by candidates wanting to check their petitions. Few requests for this access are received each year. This activity also provides electronic poll books to each voting precinct for use in verifying voter eligibility on election days. Additionally, this activity advises the Electoral Board and Board of Supervisors of the need for new precincts, recommends boundaries to keep precincts in line with state and federal requirements, and notifies voters of any changes.

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

Service Delivery Method: County staff delivers these services. The Virginia Department of Elections reimburses the County for a portion of the General Registrar's salary and provides Voter Registration forms.

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

Value Added: Ensuring that all eligible citizens have the ability to register and vote is one of the most important functions a government performs, and this activity ensures that this role is carried out effectively. The use of electronic poll books speeds up the process of voter check-in at precincts on Election Day. Electronic poll books also help to increase the accuracy of voter check-in and help to eliminate the chances of voter fraud.

Service Level Indicators: Performance measure data follows the following four-year elections cycle: FY 2017 – presidential, congressional, and town elections; FY 2018 – gubernatorial and state house of delegates' elections; FY 2019 – congressional and town elections; and FY 2020 – state and local elections. Current service level reflects approximately 270,000 registered voters, with participation in both Election Day and absentee voting increasing.

The 2020 U.S. Census likely will result in changes in the voting precincts for many registered voters of the County. The number of transactions processed in FY 2021 will greatly increase as it is a Presidential election, with a lot of interest.

Elections and Voter Registration: Voter Registration

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide each citizen of the County the opportunity to register to vote.[1]					
Number of electronic poll books and look-up devices maintained	601	601	676	676	676
Number of registered voters	241,562	251,686	259,744	270,000	280,000
Number of new registered voters[2]	n/a	n/a	14,511	15,000	15,000
Number of transactions processed[3]	97,414	75,960	65,493	60,000	75,000

[1] Data shown as n/a indicates a measure which does not have historical data.

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

[3] Transactions include new voter registrations processed, address changes, name changes, etc.

Outreach

The Outreach activity provides year-round education to the community on voter registration and elections, recruits election officers, and manages the high school student election page program. The Department, through the Outreach activity holds a Voter Registration Festival each September on National Voter Registration Day. Each fall, the high school student election page program provides opportunities for interested students to serve their community on Election Day by working in a voting precinct. Each spring, the Outreach activity works with high school administrators and civics teachers to conduct voter registration for high school seniors and other eligible students. The program provides several different formats to meet the needs of each school. Additionally, students registering are provided with follow-up support for their first-time voting through a custom texting program that sends them reminders, deadlines, etc. The activity also offers an elementary and middle school voting education program to interested schools to help young Loudoun residents understand the importance of voting from an early age. Year-round events to educate the public, provide in-person voter registration, access to photo ID as needed, and information on elections are held at fairs, community festivals, community events, HOA's, retirement communities, senior centers, and assisted living facilities. Additionally, this activity creates educational materials for use by the public and manages the department's web presence.

Service Delivery Method: County staff, including a full-time outreach coordinator, provides this activity, with assistance from the Loudoun County League of Women Voters and a team of volunteer assistant registrars.

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

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

The high school student election pages provide valuable help in the precincts for the November General Election. In return, the students gain firsthand experience with the electoral process and receive community service credit and a commendation from the Department.

Service Level Indicators: Current service level includes participating in 12 events to educate and provide information about elections and provide in-person voter registration. The Office relies on a pool of approximately 1,500 election officers to conduct elections. At current service level, approximately 250 new election officers are recruited each year to replace those that leave and as the number needed increases. Approximately 50 to 100 students participate in the student election page program.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Participate in at least ten events to provide year round education on voter registration and elections.[1]					
Number of events to educate the public and provide in-person voter registration	n/a	n/a	12	12	12
Recruit election officers to meet the needs of each election.[1]					
Net new election officers recruited for elections	n/a	n/a	250	250	500

[1] Data shown as n/a indicates a measure which does not have historical data.

Elections and Voter Registration: Voter Registration

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Manage the high school student election page program. [1]					
Number of high school student election pages used during the November election[2]	n/a	n/a	100	50	75
Conduct registration at Loudoun County high schools.[1]					
Number of LCPS high school students registered to vote[3]	n/a	1,297	2,800	2,500	2,500
Number of LCPS high schools where registration was held	n/a	14	15	15	15

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] Department generally projects one election page per precinct in a non-presidential election years. For the presidential election year, FY 2021, the projection represents the need for more pages to address the anticipated workload increase.

[3] The FY 2019 data reflects the Department's enhanced registration efforts in more high schools, compared to FY 2018, and the increased interest of the students.

Conduct of Elections

The Conduct of Elections activity manages all aspects of operating the County's voting precincts during each election. This includes the logistics involved in conducting the election and certifying the election results; training and assigning Election Officers; preparing all necessary election equipment, documents, and manuals; overseeing the operations of voting precincts; ordering and reviewing ballots; and posting preliminary results for public inspection on election night. Elections include the November General Election and may include primary elections and/or special elections to fill vacancies. In addition, elections are conducted for the towns of Hamilton, Lovettsville, Middleburg, Purcellville, and Round Hill in May and for the towns of Hillsboro and Leesburg in November on even numbered years. Elections may include federal, state, and local candidates and initiatives. In addition, this activity receives, reviews, and provides for public inspection of candidates' campaign finance filings.

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

Service Delivery Method: County staff in this Office provides this service. In addition, a full-time election support specialist, which is in the County's Department of General Services, is assigned to the Office of Elections to assist with this activity. On Election Day by a team of 700 to 1,200 dedicated election officers staff the precincts and ensure a smooth process for the voters. Election officers are paid a stipend for their work.

The Virginia Department of Elections reimburses the County for a portion of the Electoral Board members' salaries and provides some envelopes and forms used in precincts.

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

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

Service Level Indicators: Current service level includes conducting two to four elections annually, supported by more than 1,300 election officers. At current service level, election officers receive a performance rating from the chief election officer of the precinct in which they worked of very good or higher 97 percent of the time.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Ensure election officers achieve a rating of very good or higher at least a 95 percent of the time.[1]					
Number of elections held	2	3	4	4	2
Percentage of serving election officers receiving a "very good" or higher rating from the precinct's Chief Election Officer	n/a	98%	97%	97%	97%

[1] Data are not available for FY 2017 because the Department began to survey election officers in FY 2018.

Absentee Voting

The Absentee Voting activity processes absentee ballot applications and mails ballots, assists military and overseas voters with requesting and returning ballots, and conducts in-person absentee voting at both the main office and two satellite locations (Cascades Senior Center in Sterling and Dulles South Multipurpose Center in South Riding). Ballots voted in the absentee precincts are processed and counted by the Central Absentee Precinct on Election Day and reported with the results from all other precincts.

During the 2019 Session, the Virginia General Assembly approved the implementation of no-excuse absentee voting, starting with the November 2020 general election. This will allow a voter to cast an absentee vote without having to provide a reason why they are voting absentee. Effective with the November 2020 General Election, a week and a half before the election, the Commonwealth of Virginia will no longer require those requesting to vote via absentee ballot to provide an excuse for absentee voting. The state will continue to allow absentee voting beginning the 45th day before an election, with the requirement that the person requesting to vote absentee provide an excuse for voting absentee. This change may result in a significant increase in absentee voting and potentially a reduction in the lines on election days. The increased early voting also may result in a delay for the need of new voting precincts. The Virginia General Assembly Session in 2020 will provide more specific details and directions regarding the implementation of the no-excuse voting process.

Service Delivery Method: County staff provides this service.

Mandate Information: The Code of Virginia § 24.2-706 outlines the duties of the General Registrar's office regarding timely processing of Absentee Ballot applications. The Code of Virginia § 24.2-701 requires that the General Registrar's Office shall be open a minimum of eight hours between the hours of 8:00 a.m. and 5:00 p.m. on the first and second Saturday immediately preceding all general elections, except May general elections held in towns, and on the Saturday immediately preceding any primary election, May general election held in a town, or special election.

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

Service Level Indicators: The performance measure data follows the following four-year elections cycle: FY 2017 presidential, congressional, and town elections; FY 2018 – gubernatorial and state house of delegates elections; FY 2019 – congressional and town elections; and FY 2020 – state and local elections. Current service level includes processing approximately 10,000 absentee ballots voted in-person. The recent change in absentee voting law may result in a significant increase in absentee voting and potentially a reduction in the lines on election days. Implementing this new process during the 2020 presidential election, which is projected to have high voter turnout, will be more challenging.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide citizens the opportunity to absentee vote.[1]					
Absentee ballots requested – by email	1,185	632	556	500	1,200
Absentee ballots requested – by mail	13,541	4,951	11,022	10,000	15,000
Absentee ballots voted – in person[2]	18,218	6,403	11,338	10,000	20,000

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

[2] The FY 2021 projection reflects the significant increase expected due to the implementation of no-excuse absentee voting, starting with the November 2020 General Election.

LOUDOUN COUNTY VIRGINIA
·I·BYDE·MY·TIME·
1757

Finance and Procurement[1]

To effectively support County Departments and Constitutional Officers in the provision of services to the residents and businesses of Loudoun County by professionally managing, on behalf of the County Administrator, organization-wide processes and providing sound advice in the areas of accounting, financial analysis, and procurement.

Department Programs

Accounting, Financial Operations, and Financial Systems Support	Activities
Provides timely and accurate financial analysis; processing and reporting of financial transactions; processing of employee payroll, accounts payable, and accounts receivable; and support of the Oracle system. Coordinates the annual audit and produces the Comprehensive Annual Financial Report and Citizens Popular Report to provide financial transparency to residents, bond holders, and grantors.	• Accounting and Financial Reporting • Auditing • Financial Operations - Payroll Services • Financial Operations - Accounts Payable • Financial Operations - Accounts Receivable • Functional Systems Support • Board of Equalization
Procurement	
Responsible for the acquisition of all goods and services, including professional services and construction, required to meet the service needs of the growing population and County Government operations.	• Contracting • Systems and Compliance • Contract Administration
Debt Management and Financing	
Responsible for the issuance and management of the County's debt, including ongoing compliance requirements and management of the debt service fund.	• Debt Issuance • Debt Management

[1] In FY 2021, the Department of Finance and Procurement and the Department of Management and Budget will be combined to create the Department of Finance and Budget.

Financial Information

FY 2020 Adopted Information[1,2]

	Expenditures	Revenue	LTF	FTE
Accounting, Financial Operations, and Financial Systems Support	$3,976,480	$4,500	$3,971,980	29.00
Procurement	1,572,993	120,000	$1,452,993	12.00
Debt Management and Financing	354,263	143,323	$210,940	2.00
Total	**$5,903,736**	**$267,823**	**$5,635,913**	**43.00**

FY 2020 Adopted Information – Capital Projects Fund

	Expenditures	Revenue	LTF	FTE
Procurement	$649,174	$649,174	$0	6.00
Total	**$649,174**	**$649,174**	**$0**	**6.00**

[1] Sums may not equal due to rounding.

[2] Financial information includes General Fund.

Finance and Procurement: Accounting, Financial Operations, and Financial Systems Support

Accounting and Financial Reporting

The Accounting and Financial Reporting activity manages the centralized accounting system that processes, records, and reports all of the County's financial transactions through the production of the Comprehensive Annual Financial Report (CAFR) and other internal and external management reports. All projects, grants, and funds are monitored and reconciled. This activity also ensures the availability of monthly and quarterly management reports used for budgetary control oversight, grant reports used to request reimbursement of grant funds, project financial status reports, and various other financial reports. Financial analysis and expertise is provided to all departments as is systems processing support for the general ledger, fixed assets, and projects and grants modules of the Oracle Enterprise Resource Planning (ERP) system. An annual audited CAFR is presented to the Board of Supervisor's (Board) Audit Committee by December 30 of each year and is required to meet annual disclosure requirements under bond covenants.

Service Delivery Method: County staff provides this service.

Mandate Information: This activity is mandated by Code of Virginia §§ 15.2-1541.1, 15.2-2511, and 15.2-2510, which require the County to have centralized accounting systems for General Government, annual independent audits, and submit a comparative report. The Federal Single Audit Act of 1984, amended in 1996 requires auditing of Federal Grants. The Code of Virginia, Title 42.1, Virginia Public Records Act, requires archival of records.

Value Added: The continuous reconciliation of all funds and accounts of the County enables preparation of the Government Finance Officers Association (GFOA) award winning CAFR, Popular Annual Financial Reporting Award Program, the Statement of Expenditures of Federal Awards, and the Comparative Report Transmittal Forms. Accurate reporting provides critical information for the Board and other financial statement users to make sound financial decisions and to maintain the County's AAA bond rating. An AAA bond rating is the highest rating given by the bond rating agencies and distinguishes the best financially managed jurisdictions with favorable current and future economic conditions. Jurisdictions with the highest ratings receive the lowest rates when financing projects, such as capital projects.

Service Level Indicators: Current service level involves around 1,300,000 general ledger transactions, representing a workload of approximately 185,000 transactions reviewed and reconciled per analyst. In FY 2020, the Board approved one financial analyst to address the increasing volume and complexity of accounting transactions associated with increasing appropriations, larger and more complex capital projects with multiple sources of funding, and federal and state funded grants; in addition to working on the implementation of new accounting standards. This position reduced the volume of transactions reviewed and reconciled per financial analyst. Current service level reflects adding approximately 1,000 fixed assets each year and conducting around 45 employee trainings on the chart of accounts, the general ledger module of the Oracle ERP financial system, and available reporting options. At current service level, 50 funds are managed, with around 11 federal awards managed with expenditures greater than $1 million. Current service level also involves reconciling and analyzing about 375 active grant awards and about 300 active capital projects.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain a workload of less than 200,000 transactions reviewed and reconciled per analyst.					
Number of fixed assets added[1]	1,115	1,452	703	1,000	1,000
Number of general ledger transactions	1,020,463	1,226,754	1,264,329	1,300,000	1,430,000
Number of general ledger transactions reviewed and reconciled by analyst	170,077	204,459	210,722	185,714	204,286

[1] The FY 2017 actual number of fixed assets added was higher than previous years due to the addition of 599 self-contained breathing apparatus for the Department of Fire, Rescue, and Emergency Services. The FY 2018 actual number of fixed assets is higher than other years due to the addition of 893 Motorola APX8500 Mobile radios for public safety departments.

Finance and Procurement: Accounting, Financial Operations, and Financial Systems Support

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Number of employee trainings conducted	54	48	58	45	45
Assemble and provide a full accounting of the stewardship of financial resources.					
Value of grant funds managed	$134,828,028	$129,523,990	$130,819,230	$132,127,422	$133,448,696
Number of active grant awards	336	340	391	373	390
Number of active capital projects	246	254	290	299	323
Number of federal awards managed with expenditures greater than $1 million	12	11	11	11	11
Number of funds managed	43	43	48	51	51
Number of Governmental Accounting Standards Board (GASB) Statements implemented[1]	6	3	2	1	2

[1] The number of GASB Statements issued can vary significantly from year to year.

Finance and Procurement: Accounting, Financial Operations, and Financial Systems Support

Auditing

The Auditing activity manages external and internal audits. This activity coordinates the collection of data needed to complete external audits timely and provides technical advice to departments involved. In addition, internal audits may be coordinated and conducted as needed and serves an important role in maintaining strong internal controls and preventing fraud. An annual audited CAFR is presented to the Board's Audit Committee by December 30 of each year and is required to meet annual disclosure requirements under bond covenants.

Service Delivery Method: County staff provides this service.

Mandate Information: This activity is mandated by Code of Virginia §§ 15.2-1541.1, 15.2-2511, and 15.2-2510, which require the County to have centralized accounting systems for General Government, annual independent audits, and the submission of a comparative report. The Federal Single Audit Act of 1984, amended in 1996 requires auditing of Federal Grants. The Code of Virginia, Title 42.1, Virginia Public Records Act, requires archival of records.

Value Added: Adherence to Generally Accepted Accounting Principles (GAAP) and Governmental Auditing Standards (GAS) enables the County to receive an unqualified audit opinion from the County's external auditors and allows the County to meet the federal requirement of Single Audit grant reporting. Additionally, annual audits provide an objective independent examination of the County's financial statements. This increases the value and credibility of the financial statements produced by management, thus increasing user confidence in the information. Accurate reporting provides critical information for the Board and other financial statement users to make sound financial decisions and to maintain the County's AAA bond rating.

Service Level Indicators: Current service level reflects approximately 15 audits each year.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Complete audits as needed.					
Number of financial and ad-hoc internal audits supported	15	16	15	14	14

Financial Operations - Payroll Services

The Financial Operations - Payroll Services activity includes payroll processing of employee time and attendance reports for production of a bi-weekly payroll, and the submission of various payroll taxes and deductions, including garnishments. This activity processes the time and attendance entered by individual departments. Additionally, this activity includes submission of the Employer's Quarterly Federal Tax Return (Form 941) to the Internal Revenue Service (IRS) and the production of various state quarterly tax returns. This activity also produces W-2 forms, as required by the IRS within required timeframes. Customer service is provided to all County employees and departments.

Service Delivery Method: County staff provides this service.

Mandate Information: This activity is mandated by Code of Virginia §§ 15.2-1541.1, 15.2-2511, and 15.2-2510, which require centralized accounting systems for General Government, annual independent audits, the submission of a comparative report, and payroll deductions. The Federal law, Title 26 of the U.S. Code requires tax withholdings and annual reporting of wages. Code of Virginia, Title 42.1, Virginia Public Records Act, requires archival of records.

Value Added: This activity ensures accurate payroll processing of over 110,000 payments annually and the timely submission of various payroll taxes and deductions, to avoid penalties and federal violations. Accurate and timely submissions of quarterly 941 reports and W-2s to the IRS ensures compliance with all federal and state laws.

Service Level Indicators: Current service level reflects around 6,000 W-2 forms processed and 143,000 employee payments per year; which represents a workload of over 28,000 employee payments per payroll staff member. At current service level, payroll is processed in five business days of submission and less than 1 percent of payroll checks are voided and reissued with a manual check.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain a maximum workload of 25,000 employee payments per staff.					
Number of W-2 Forms processed	5,451	5,880	5,995	6,000	6,000
Number of employee payments made	106,727	139,097	142,977	143,000	144,000
Number of employee payments made per staff	21,345	27,819	28,595	28,600	28,800
Percentage of manual and voided payroll checks[1]	1.40%	0.12%	0.13%	0.15%	0.15%
Average number of days to process payroll	5	5	5	5	5

[1] The Department's implementation of the new Oracle system in FY 2017 resulted in the higher percentage that year. After that first year, this percentage stabilized at a lower rate.

Finance and Procurement: Accounting, Financial Operations, and Financial Systems Support

Financial Operations - Accounts Payable

This activity includes the payment of all supplier payments of the County and the timely production of the annual Internal Revenue Service (IRS) information returns (Forms 1098 and 1099). The supplier administrator sets up all new suppliers and ensures compliance with federal requirements to meet the employee versus independent contractor status and verifies all taxpayer information as provided on the IRS form W-9. Support is provided to all departments for the processing of all accounts payable transactions. Additionally, all payment interfaces from external systems are validated and processed. External systems include the Land Management Information System (LMIS), PCI—the Treasurer's tax revenue system, and Rec Trac—Parks, Recreation, and Culture's registration and payments system. Checks, Automated Clearing House payments, and wire transfer payments are audited and processed. Annual 1098 and 1099 forms are mailed to suppliers as required by the IRS. Customer service is provided to suppliers and County departments.

Service Delivery Method: County staff provides this service.

Mandate Information: This activity is mandated by Code of Virginia §§ 15.2-1541.1, 15.2-2511, and 15.2-2510, which require centralized accounting systems for General Government, annual independent audits, and the submission of an annual comparative report. The Code of Virginia §§ 2.2-4347-2.2-4356 and Title 26 U.S. Code require timely payments and annual reporting of certain payments to suppliers. Code of Virginia, Title 42.1, Virginia Public Records Act, requires archival of records. Payments are made in accordance with the Virginia Prompt Payment Act, which states that payments are to be made within 45 days of receiving invoices.

Value Added: Accounts payable activity monitors to ensure timely payment of invoices and the accuracy of dates, so that all transactions are recorded in the proper fiscal year.

Service Level Indicators: At current service level, invoices are paid in less than 15 days, over 95,000 operating checks are issued, and around 2,000 new suppliers and supplier changes are verified and processed.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Process receipts in Accounts Payable to payment within 15 days.					
Number of operating checks	95,446	96,071	95,330	95,400	95,400
Average number of days to pay invoices	11.50	15.50	12.58	14.00	14.00
Number of new suppliers and supplier changes verified and processed	1,940	1,889	1,561	2,000	2,200

Financial Operations - Accounts Receivable

This activity includes the management and collection of non-tax revenues due to the County. All computer interfaces from external systems are validated and processed to record tax and non-tax revenue of the County. External systems include the Land Management Information System (LMIS), PCI—the Treasurer's tax revenue system, and Rec Trac—Parks, Recreation, and Culture's registration and payments system. Additionally, the customer administrator sets up all new customers. Systems processing support and technical advice are provided to all departments for the processing of all accounts receivable transactions. All non-tax payments received by the County must have a corresponding invoice in Oracle. These invoices are monitored for accuracy of revenue recorded and aging of receivables. Departments are notified when invoices become past due and are followed up with to collect past due amounts. Departments are trained in proper invoice and credit memo recording in Oracle and system processing support is provided to all departments. Subsidiary system interfaces are validated and processed daily and support is provided to departments to address any interface issues.

Service Delivery Method: County staff provides this service.

Mandate Information: This activity is mandated by Code of Virginia §§15.2-1541.1, 15.2-2511, and 15.2-2510, which require centralized accounting systems for General Government, annual independent audits, and the submission of an annual comparative report. Code of Virginia, Title 42.1, Virginia Public Records Act, requires archival of records.

Value Added: This activity monitors to follow up on outstanding receivables and to ensure the accuracy of dates so that all transactions are recorded in the proper fiscal year.

Service Level Indicators: At current service level, approximately 97 percent of accounts receivable invoices are current (unpaid invoice not more than 30 days old and is therefore not past due).

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Work with departments to ensure at least 95 percent of accounts receivable invoices are current.[1]					
Percentage of accounts receivable invoices that are current[2]	96%	96%	97.6%	97%	97%

[1] Current means that the unpaid invoice due to the County is not more than 30 days old and is therefore not past due.

[2] The presented data is as of the end of the fiscal year, June 30. The Department monitors performance based on set dates, typically the last day of the quarter throughout the year, and the last day of fiscal year.

Finance and Procurement: Accounting, Financial Operations, and Financial Systems Support

Functional Systems Support

This activity includes system administration of the Oracle ERP financial systems including General Ledger, Projects and Grants, Accounts Payable, Accounts Receivable, Fixed Assets, Cash Management, Payroll, and Time and Labor. Support is provided to departments for security and technical assistance. System upgrades and patches are coordinated including large and small scale testing events. Functional production issues and service tickets are created, researched, and resolved. Additionally, financial reports for internal and external use are created and validated. This activity provides functional technical assistance to departments for the financial modules of the Oracle ERP systems. Department users report system issues to functional systems staff, who researches and resolves the issue with either a business process solution, training, or through configuration changes. Service tickets are logged for issues that are not functional in nature and require assistance from the Department of Information Technology (DIT), Managed Services, and/or Oracle support. Service tickets are prioritized and assigned to development staff. Development and functional staff develops a solution and performs initial user testing. Once accepted by functional staff, it moves to user acceptance testing and is then deployed in production through managed services.

Service Delivery Method: County staff provides this service.

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

Value Added: This activity ensures the proper functioning of the County's critical Oracle system, enabling financial and human resources functions, and providing ready access to financial and payroll information.

Service Level Indicators: Current service level includes approximately 250 service tickets completed within 60 days on average.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Complete service tickets in less than 65 days.					
Number of service tickets initiated	292	273	198	250	250
Number of service tickets completed	223	221	161	250	250
Open tickets at the end of the fiscal year	69	52	37	50	50
Average number of days to complete tickets	62	58	46	60	60

Board of Equalization

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

Service Delivery Method: County staff provides this service.

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

Value Added: This activity provides an opportunity for Loudoun County property owners to contest or make appeals on their real estate assessments.

Service Level Indicators: Current service level includes the receipt of approximately 150 real estate assessment appeals. The County advertises approximately eight public hearings, with five to ten individual taxpayer hearings scheduled for each meeting. At current service level, 100 percent of decisions are processed and distributed.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Process and distribute 100 percent of decision documentation.					
Number of appeals submitted	128	153	153	153	153
Number of public hearings scheduled and advertised	7	5	5	8	8
Number of packets prepared for hearings	63	16	16	70	70
Number of Freedom of Information Act (FOIA) requests	0	3	3	2	2
Decision documentation processed	100%	100%	100%	100%	100%

Finance and Procurement: Procurement

Contracting

The Contracting activity is responsible for the acquisition of all goods and services required to meet the needs of the growing population and government operations, including professional services and construction. This activity prepares and issues formal, competitive solicitations; negotiates contracts, mediates contract disputes, and conducts supplier outreach programs. This activity facilitates formal competitive procurement processes: Invitations for Bid (IFB) and Requests for Proposal (RFP). The IFB is a competitive sealed bid where award is made to the lowest responsive and responsible bidder. The RFP is a competitive negotiation where award is made to the 'best proposal' and cost is not the only factor.

In addition, staff advises the Board, County Administration, and departments on procurement matters; performs compliance reviews; and provides training on procurement policies and procedures; contract administration, and use of e-procurement systems and delegated authority.

Service Delivery Method: County staff provides this service.

Mandate Information: The Virginia Public Procurement Act § 2.2-4300 et seq. requires specific competitive processes for the acquisition of goods and services at and above a state-specified threshold amount. The Division of Procurement carries out those competitive processes through the Loudoun County Procurement Resolution that was adopted by the Board in 2011.

Value Added: This activity ensures contract awards are made in a fair and impartial manner with avoidance of the appearance of impropriety, while giving qualified suppliers access to the County's business. The Division of Procurement strives for innovation and excellence in its operation and service delivery to management, departments, and suppliers. The procurement function is not one that is typically outsourced given the nature of the work performed.

Service Level Indicators: At current service level, approximately 85 IFBs and RFPs are issued each year. Processing IFBs and RFPs includes drafting, issuance, evaluation, and award, including legal review by the County Attorney's office. In FY 2020, the Board approved four procurement positions to further support capital infrastructure projects. This is expected to reduce number of weeks to process competitive solicitations (IFBs and RFPs) to 18 weeks. At current service level, there are approximately 20 new term contracts per year and an average of 698 active contracts each month. At the current service level, this activity provides approximately six trainings a year to department contract administrators.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Process Invitations for Bid (IFBs) and Requests for Proposal (RFPs) within 17 weeks.					
Number of IFBs/RFPs issued	65	73	80	85	90
Average number of weeks to process IFBs/RFPs	17.9	19.0	20.4	18.0	16.5
Provide more contract access to departments.					
Average number of active contracts each month	687	679	693	698	705
Number of new term contracts	8	21	20	20	22
Value of purchase orders for contracts	$218,878,838	$148,522,012	$277,643,979	$280,000,000	$285,000,000
Achieve an external customer satisfaction rating of 4.0 (out of 5.00) or higher.[1]					
External Customer Satisfaction Rating	4.8	4.7	4.9	4.8	4.9

[1] The external customer service rating is calculated each year by the tabulation of customer service response cards that are filled out by external customers either at the Procurement Division front desk or submitted with responses to IFBs and RFPs.

Systems and Compliance

This activity performs compliance reviews; and provides support and training of e-procurement systems to both internal and external customers. This activity also manages all delegated procurement authority given to departments. In addition, this activity manages the Purchase Card (PCard) program that provides a more efficient and cost effective way to handle smaller dollar transactions.

Service Delivery Method: County staff provides this activity.

Mandate Information: The Virginia Public Procurement Act § 2.2-4300 et seq. requires specific competitive processes for the acquisition of goods and services. The Division of Procurement carries out those competitive processes through the Loudoun County Procurement Resolution that was adopted by the Board in 2011.

Value Added: This activity generates revenue for the County from rebates incorporated into the contracts for office supplies, facilities supplies, and the PCard program, which are all managed by Procurement. The Division of Procurement strives for innovation and excellence in its operation and service delivery to management, departments, and suppliers. In addition, this activity helps to ensure that the County follows all procurement requirements and guidelines.

Service Level Indicators: Current service level reflects an average monthly value of approximately $900,000 spent on PCards. At current service level, approximately 18 percent of total purchases are made via PCard, approximately 70 percent of department purchases are from delegated authority, and the percentage of value of delegated authority purchases compared to total value is approximately 12 percent. Current service level maintains the value of contract rebates at approximately $215,000.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Increase department use of delegated purchasing program.					
Average monthly value of PCard spending[1]	$859,988	$898,682	$1,089,942	$900,000	$920,000
Percent of PCard spending vs. total spending	14%	22%	17%	18%	19%
Percent of purchases by Departments via Delegated Authority[2]	60%	65%	37%	70%	72%
Percentage of value of Delegated Authority purchases compared to total value of all purchases	12%	11%	14%	12%	13%
Maintain a value of contract rebates greater than $200,000.					
Value of contract rebates[3]	$89,402	$242,685	$252,643	$215,000	$220,000

[1] During FY 2020, the County implemented the change that overnight travel meals for employees are no longer charged on PCards. This results in the FY 2020 estimated and FY 2021 projected data being lower.

[2] The FY 2019 data was low due to out-stationed buyer positions being vacant in two large Departments.

[3] The FY 2017 value of the rebates was significantly lower than the other periods because the Department switched contracts for the PCard Program in FY 2017. The County is now part of the Commonwealth of Virginia contract, which will generate a higher rebate percentage for PCard purchases. Since this occurred in the middle of the year, the FY 2017 rebates were lower than the other years presented.

Contract Administration

This activity provides training to contract administrators in departments and supports departments and suppliers in resolving contract disputes. This position is also responsible for administration of some countywide contracts. This activity participates in external supplier outreach events to educate suppliers on how to do business with the County.

Service Delivery Method: County staff provides this activity.

Mandate Information: The Virginia Public Procurement Act § 2.2-4300 et seq. requires specific competitive processes for the acquisition of goods and services. The Division of Procurement carries out those competitive processes through the Loudoun County Procurement Resolution that was adopted by the Board in 2011.

Value Added: This activity mediates contract disputes before it becomes necessary to initiate the formal claims process. In addition, training provided helps to prevent conflict by educating departments on good contract administration practices. The Division of Procurement strives for innovation and excellence in its operation and service delivery to management, departments, and suppliers.

Service Level Indicators: Current service level includes participation in approximately 13 supplier outreach events annually. At current service level, this activity also provides approximately six trainings a year to department contract administrators.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Market the benefits of conducting business with the county to potential suppliers.					
Number of supplier outreach events	13	13	15	13	14
External Customer Satisfaction Rating (out of 5.00)[1]	4.8	4.7	4.9	4.7	4.7

[1] The external customer service rating is calculated each year by the tabulation of customer service response cards that are filled out by external customers either at the Procurement Division front desk or submitted with responses to IFBs and RFPs.

Debt Issuance

The debt issuance activity conducts planning, structuring, and issuance functions for financings associated with capital projects for Loudoun County and Loudoun County Public Schools (LCPS). This activity works with the Department of Management and Budget and the Department of Transportation and Capital Infrastructure in the development of the Capital Improvement Program (CIP) to determine the most financially prudent and feasible financing options for projects, and to ensure compliance with the County's fiscal and debt policies. This activity prepares bond rating presentations, the official statement, and coordinates with bond counsel and the County's financial advisors to sell various debt instruments. This activity also prepares and analyzes the County's debt model as part of the development of the CIP and the Debt Service Fund budget. This activity also coordinates the bond referendum process with the LCPS, Board, and County Attorney's Office to ensure resolutions requesting a referendum are adopted and filed with the Circuit Court as required.

Service Delivery Method: County staff primarily provides this service, with assistance from contracted financial advisors and bond counsel.

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

Value Added: This activity ensures compliance with the Virginia Public Finance Act through analysis of various debt instruments and monitors market trends to provide the lowest financing costs to the taxpayers, and ensures compliance with the County's self-imposed debt guidelines. Maintaining the AAA rating is vital to the County's ability to access the public market at favorable interest rates. The County's establishment of, and adherence to debt policies demonstrates to the residents, credit rating agencies, and investors the County's commitment to being fiscally responsible and financial sound.

Service Level Indicators: Current service level includes issuing up to $225 million in debt annually, maintaining a debt service to expenditures ratio of less than 10 percent, and a debt to market value of taxable property of less than 3 percent. At current service level, the County has an AAA bond rating with Moody's, Standard and Poor's, and Fitch rating agencies.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain AAA bond rating with Moody's, Standard and Poor's, and Fitch rating agencies.					
County's Bond Rating	AAA	AAA	AAA	AAA	AAA
Manage and plan for debt issuance to meet the Board's established debt limit of $225 million annually.					
Annual debt issuance[1]	$169,630,000	$148,275,000	$188,575,000	$224,549,488	$224,043,696
Limit the ratio of debt service to expenditures to less than the Board's established policy of 10 percent.					
Debt service to expenditures ratio	6.30%	5.73%	5.73%	8.58%	8.62%
Limit the ratio of debt to market value of taxable property to less than the Board's established policy of 3 percent.					
Debt to market value of taxable property ratio	1.70%	1.71%	1.82%	1.76%	1.75%

[1] The annual debt issuance data does not include debt to be issued for the County Landfill, the Silver Line Metrorail project, or the Metrorail garages.

Debt Management

The debt management activity ensures compliance with County fiscal and debt policies; all Securities and Exchange Commission (SEC), and Internal Revenue Service (IRS) regulations; as well as ensures the timely payment of debt service, compliance with all bond indentures, including the County's federal Transportation Infrastructure Finance and Innovation Act (TIFIA) loan, and is responsible for annual bond disclosures. This activity also develops and implements post-issuance compliance policies and procedures. The activity ensures timely and accurate debt service payments to bond trustees and preparation of bond proceed drawdown requests that are based on capital project expenditures. Additionally, the activity monitors compliance with the County's federal TIFIA loan for the Silver Line Metrorail project. The Metrorail special tax district is reconciled and a fiscal model and annual financial plan is maintained as required by the federal TIFIA loan. This activity ensures required arbitrage rebate calculations are performed on bond issues during the life of the bond maturity, per IRS regulations. Post bond issuance compliance is monitored (including debt covenants) and required annual bond disclosures are made.

The Committee on Uniform Securities Identification Procedures (CUSIP) is a system which identifies securities. The CUSIP number consists of a combination of nine characters, including letters and numbers, which uniquely identify the issuer and the type of security. The CUSIP numbers help facilitate and make easier the process of trades and settlements. When the County sells bonds, each maturity is assigned a CUSIP number (e.g. a 20-year bond will have 20 CUISP numbers). For annual disclosures through the MSRB's Electronic Municipal Market Access (EMMA) website, the financial and operating data provided must be linked to each CUSIP. This also includes CUSIPs for bonds not issued by the County, but where the County is named as an obligor.

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

The EMMA is an online portal, through the MSRB website, designated by the Securities and Exchange Commission (SEC) as the official source for municipal securities data and disclosure documents. The website provides free public access to objective municipal market information and interactive tools for investors, municipal entities, and others. EMMA is not a platform for buying and selling securities. Each time the County sells bonds, the official statement is posted to this website. Additionally, annual disclosures of the County's financial and operating data are required to be posted to this website per the Continuing Disclosure Agreement signed at bond closing.

Service Delivery Method: County staff primarily provides this service, with assistance from contracted financial advisors and bond counsel.

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

Value Added: The Debt Management activity ensures the County's debt is managed in accordance with all relevant mandates and regulations; thereby reducing the risk of the County's losing tax-exempt bond status and incurring financial penalties.

Service Level Indicators: Current service level includes management of around 40 active bond issues, approximately 14 bond issues managed per staff. Current service level involves over 1,200 CUSIPs associated with MSRB EMMA annual disclosures, with 100 percent of annual financial disclosures posted to the MSRB website within six months of fiscal year end. Additionally, all debt service payments are made on time, and drawdown of bond proceeds occurs within the timeframes specified by IRS regulations.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Manage post-issuance bond compliance requirements.					
Percentage of annual financial disclosures posted to the MSRB EMMA website within six months of fiscal year end	100%	100%	100%	100%	100%
Number of CUSIPs associated with the MSRB EMMA annual disclosures	1,104	1,125	1,155	1,235	1,275
Number of bond issues actively managed	35	37	38	41	42
Number of bond issues actively managed per staff[1]	12	12	13	14	14

[1] The equivalent of two staff members actively manage bond issues.

General Services

To directly support County residents and government operations by providing responsive and effective emergency and essential public works support, facility and fleet acquisition, operation and maintenance, solid waste management, environmental compliance, stormwater management, and internal services.

Department Programs

Public Works	Activities
Performs maintenance and inspections on stormwater facilities Countywide, administers the County Asphalt Maintenance and Repair program, responds to County emergencies, maintains street name signs and certain traffic calming measures, maintains water and wastewater systems, and provides other essential public works functions.	• Public Works

Facilities Support	
Operates, manages, maintains, and renovates County facilities and provides for the acquisition and management of leased space.	• Facilities Maintenance • Facilities Management • Facilities Projects

Fleet Management	
Provides for the acquisition, equipping, licensing, assignment, maintenance, replacement, and disposal of County vehicles and manages replacement funds.	• Fleet Management

Management Support Services	
Manages mail distribution, central records, and surplus property programs Countywide; provides internal administrative support and financial/budget analysis.	• Management Services • Surplus Property • Central Mail Services

Water and Environmental	
Develops and implements the stormwater management program, manages water and wastewater projects, performs energy and environmental management functions and provides coordination for compliance with State and Federal mandates.	• Water and Environmental Programs

Waste Management

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

- Landfill Disposal Operations
- Waste Management Support Services

Financial Information

FY 2020 Adopted Information[1, 2]

	Expenditures	Revenue	LTF	FTE
Public Works	$3,057,855	$0	$3,057,855	14.00
Facilities Support	29,338,661	1,759,393	27,579,268	59.00
Fleet Management	4,328,249	0	4,328,249	6.00
Management Support Services	2,312,827	108,000	2,204,827	20.06
Water and Environmental	2,072,542	0	2,072,542	10.00
Waste Management	8,647,089	7,703,391	943,698	28.20
Total	**$49,757,223**	**$9,570,784**	**$40,186,439**	**137.26**

FY 2020 Adopted Information – Metro Parking Garages Fund

	Expenditures	Revenue	LTF	FTE
Management Support Services	$1,145,850	$1,145,850	$0	1.00
Total	**$1,145,850**	**$1,145,850**	**$0**	**1.00**

[1] Sums may not equal due to rounding.

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

Public Works

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

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

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

Value Added: Snow and ice control keeps all County facilities, including park and ride lots, functioning safely during the winter season. Prompt street sign replacement promotes rapid response by emergency responders and helps the public more easily find their destinations. Stormwater maintenance activities ensure compliance with County ordinances and protect water quality. Water and wastewater system protects public health and the environment. This activity provides additional skilled human capital and equipment to respond to County emergencies.

Service Level Indicators: Current service level involves responding to more than 3,200 work orders annually, with a ratio of approximately 360 work orders per staff member. At current service level, 99 percent of street sign work orders are completed within two working days.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain a ratio of 200 work orders per staff member.[1]					
Number of work orders	2,928	2,991	3,087	3,241	3,403
Average work orders per staff	225	230	343	360	378
Annual backlog of work orders	n/a	n/a	209	219	230
Number of snow or emergency weather events that require Public Works assistance	16	35	33	35	35
Street sign work orders completed	181	219	254	267	280
Percent street sign work orders complete within two working days	97%	100%	99%	99%	99%

[1] Data shown as n/a indicates a measure which does not have historical data.

Facilities Maintenance

The Facilities Maintenance activity provides all emergency, routine, and preventive maintenance to County facilities consisting of approximately 2,500,000 square feet of owned space at more than 110 locations and limited maintenance responsibilities at around 40 leased locations. Nearly half of the owned facilities operate 24 hours per day, 7 days per week and many other locations, like libraries and community centers, have evening and weekend hours. Routine maintenance work requests are submitted through an online work request program. Emergency maintenance is provided 24 hours per day, 7 days per week through an on-call system. Preventive maintenance is performed on building systems and follows a predetermined schedule according to manufacturer's guidelines, industry practices, and governing codes.

Service Delivery Method: County staff provides this service. No Capital Improvement Program (CIP) or CAPP funds are administered through this activity. There are five crews that are divided into service categories such as: security (electronic card access, keys, and doors), public safety, general government, parks, recreation, and library services, and security and critical systems support.

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

Value Added: Facilities maintenance supports the delivery of all County services by providing secure, comfortable, and appropriate facilities in which to conduct County business.

Service Level Indicators: Current service level reflects approximately 73,500 square feet of facilities maintained per technician, at a cost of approximately $2.60 per square foot maintained. In FY 2020, the Board approved one assistant division manager, one crew chief, one systems maintenance technician, and two senior emergency repair technicians to manage the demand associated with County growth. At current service level, staff complete work orders in an average of four working days.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide one technician for every 45,000 square feet and maintain per square foot maintenance costs under $2.60.[1]					
Number of square feet maintained per technician	99,352	94,278	78,116	73,536	71,697
Square feet of space maintained	2,285,098	2,734,063	2,734,063	2,867,891	2,867,891
Square foot cost of space maintained	$2.32	$2.09	$2.59	$2.60	$2.60
Maintenance funds budgeted	$5,602,549	$5,718,964	$7,089,182	$7,443,641	$7,461,364
Complete work orders within four working days and achieve a very good or excellent rating on work orders for at least 85 percent of satisfaction survey respondents.[2]					
Number of work orders	9,870	12,444	17,796	18,686	19,620
Average number of days to complete work orders	n/a	n/a	4	4	4
Average number of work orders per technician	n/a	421	494	479	491
Survey satisfaction rate	n/a	n/a	88%	85%	85%

[1] International Facility Management Association standard is one technician per 45,000 square feet of space.

[2] Data shown as n/a indicates a measure which does not have historical data.

General Services: Facilities Support

Facilities Management

The Facilities Management activity has four primary areas of responsibility: housekeeping, pest control, internal county recycling, and lease management.

Service Delivery Method: Contractors primarily provide this service and are hired through competitive bidding. Contractors provide day and night housekeeping at 68 locations amounting to 1,307,017 square feet of space. A contractor conducts routine pest control services once a month at 106 locations and are on-call to deal with acute pest infestations. Contractors provide on-site recycling services at 49 County occupied facilities five days per week. County staff, including a facility services administrator and a quality assurance inspector, provide contract oversight. At leased facilities, the County's responsibility depends on the lease terms varying from nearly full responsibility to very limited using a combination of in-house staff and contractors.

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

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

Service Level Indicators: Current service level maintains janitorial costs of $1.66 per square foot of facilities maintained, and a lease rate $18.50 per square foot for leased facilities.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain janitorial cost per square foot below the national average of $1.81 per IFMA standards.[1]					
Janitorial cost per square foot	n/a	$1.42	$2.25	$1.66	$1.74
Number of square feet maintained	n/a	1,114,964	1,132,655	1,150,723	1,150,723
Achieve the best possible lease rate for County leased facilities.[1]					
Number of facilities leased	n/a	49	41	42	42
Square foot cost of leased space	n/a	$13.42	$16.41	$18.50	$19.42
Number of square feet leased	n/a	347,712	332,375	350,443	350,443

[1] Data shown as n/a indicates a measure which does not have historical data.

Facilities Projects

Facility projects include renovation or replacement of major building systems (like heating, air conditioning, roofing, etc.) or build-outs and renovation of interior spaces (offices, bathrooms, kitchens, public spaces, etc.), and interior and furniture design at County owned and leased facilities.

Service Delivery Method: Managed by ten County staff, this activity is completed through the use of contracted services. This activity manages CAPP and CIP projects, which are 100 percent contracted out.

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

Value Added: Facility projects maintain County occupied facilities and provide employees and the visiting public with attractive, comfortable, and safe spaces in which to conduct County business.

Service Level Indicators: Current service level involves the completion of 105 long-term and short-term projects including but not limited to: renovations or build-outs of office space, replacement of major building systems, and interior and furniture design.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Complete CAPP projects as budgeted.[1]					
CAPP funds budgeted	n/a	$6.0M	$7.2M	$6.6M	$5.5M
Estimated number of projects	n/a	n/a	126	105	90
Complete renovation projects as budgeted that are not part of the CIP.[1]					
Renovation funds budgeted	n/a	n/a	n/a	$1M	$1M
Number of renovation projects	n/a	n/a	n/a	3	3

[1] Data shown as n/a indicates a measure which does not have historical data.

Fleet Management

The Fleet Management activity oversees maintenance, new acquisition, outfitting, licensing, assignment, replacement, and disposition of County vehicles. This includes passenger vehicles, motorcycles, trailers, heavy equipment, and transit vehicles, as well as specialized vehicles for OEM, LCFR, and the Sheriff`s Office. This activity prepares surplus County vehicles in partnership with the County Surplus Property activity. Around the clock emergency response service is also provided through a core team County personnel and contractor. The activity oversees operations and replacement funds to ensure the most effective centralized execution for these services.

Service Delivery Method: Fleet maintenance for light vehicles is performed in partnership with Loudoun County Public Schools through the Loudoun County Central Garage and contracted services. Most maintenance services are performed by contract vendors including all heavy fleet and transit vehicles and a portion of the light fleet. A team of County staff manage fleet maintenance contracts and perform surplus efforts.

Mandate Information: The proper licensing, titling, and equipping of vehicles are regulated by Code of Virginia, Title 46.2 Motor Vehicles. This includes Motor Carriers and emergency vehicle outfitting.

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

Service Level Indicators: Current service level reflects a maintenance cost per mile for public safety vehicles of $0.19 and $0.13 for nonpublic safety vehicles. At current service level, the ratio of vehicles to fleet management staff is approximately 220 to one.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Operate and maintain County vehicles to provide, safe, cost-effective transportation.					
Number of public safety vehicles in service	615	610	641	681	721
Number of non-public safety vehicles in service	505	480	568	648	728
Number of County vehicles (public safety and non-public safety) in service	1,120	1,090	1,209	1,329	1,449
Maintain County vehicles at a cost per mile of $0.21 or lower.					
Public safety vehicle maintenance cost per mile	$0.14	$0.20	$0.19	$0.19	$0.19
Non-public safety vehicle maintenance cost per mile	$0.10	$0.21	$0.13	$0.13	$0.13
Maintain a ratio of vehicles to staff of 170:1 to ensure efficient service delivery.					
Average number of vehicles per staff	160.0	160.3	201.5	221.5	241.5

Management Services

The Management Services activity provides fiscal and administrative support to the County's energy management program, internal administrative support to the Department of General Services, and countywide central records management. Internal department services include budgeting, purchasing, contract management and financial control; fleet central fund budgeting, cost tracking, and oversight; motor pool vehicle scheduling office automation support; human resources and safety; and security management.

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

Service Delivery Method: A combination of full-time staff, temporary employees, and contractual services provide this activity. County staff provides budget, accounts payable/receivable, payroll, purchasing, contract management, and reception services. County staff manages the records and surplus programs and coordinates the transfer of all records boxes from departments to the Records Center. A contracted moving company transports these boxes once a month. Onsite document destruction services are performed at 23 department locations every four weeks and as needed at the Records Center. No CIP or CAPP funds are associated with this activity.

Mandate Information: Central Records is a mandated activity regulated by the Library of Virginia (Code of Virginia § 42.1-76 and § 42.1-85).

Value Added: This activity ensures the most efficient and maximized utility expense management. In addition, this activity provides effective internal administration for the Department. The Central Records Center provides consistent and legally mandated access to County public records and ensures compliance with applicable records retention and disposition laws.

Service Level Indicators: For the central records services, current service level is to store, sell, archive, or destroy nearly 19,500 records. In FY 2020, the Board added a contract manager to manage the operational contracts of the metro parking garages.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Reduce the number of physically stored records by 2 percent each year.[1]					
Number of record boxes stored at the Centralized Record Center	21,006	22,509	21,491	19,491	17,491
Number of boxes eligible to be recorded into database	4,742	5,716	5,616	5,516	4,516
Number of records eligible for destruction	9,109	9,109	9,109	7,109	5,109
Number of boxes recorded into database	0	16,793	18,878	19,378	23,941

[1] Central Record Center staff reduce the number of boxes stored by adding files to the online record database and by following State provided document destruction schedules.

Surplus Property

The County surplus property program provides a central clearinghouse for all excess property to realize cost recovery from the public resale of surplus property. Online surplus auction sales are conducted monthly. Surplus staff arrange to have all surplus items removed from County departments and delivered for disposition. Select items in serviceable condition are offered to other agencies for internal reallocation if possible. Items that are not internally reallocated or otherwise cannot be repurposed are sold at auction to the public. This activity provides the online auction service, collects payment from the winning bidder, and remits the funds electronically to the County monthly.

Service Delivery Method: County staff primarily provides this service. The County contracts with a third-party website provider for the online auction. Surplus staff manage each auction. Fleet Management provides support in preparing surplus vehicles for sale. A contracted moving company transports these items from departments to surplus facility once a month.

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

Value Added: The revenue collected from the online auctions is used to offset future purchases. The sale of surplus property reduces the local tax funding demand on acquisitions. All sales of surplus vehicles is deposited in the vehicle replacement fund. Since the program services all County departments, it is more efficient and effective to operate a centralized surplus property program within the Department of General Services.

Service Level Indicators: Current service level reflects approximately 2,300 annual surplus sales transactions, resulting in nearly $900,000 in program-generated revenues.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain a backlog of 1,200 items or less.[1]					
Number of surplus sales transactions	2,361	2,493	2,282	2,378	2,497
Total revenue from surplus sales transactions	$862,745	$916,711	$857,927	$894,000	$938,700
Total number of work orders	402	373	457	480	504
Total customers	944	986	1,013	1,064	1,117
Average annual backlog	n/a	1,200	1,800	1,800	1,800

[1] Data shown as n/a indicates a measure which does not have historical data.

Central Mail Services

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

Service Delivery Method: Six temporary, part-time couriers (County staff) provide this service. Operating and personnel expenditures are managed by the Department of General Services, but are budgeted in the Central Services Fund.

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

Value Added: The Central Mail Distribution Center provides effective and efficient mail service to County departments. Without this service, departments would have to assign staff to process all incoming and outgoing mail which takes away from their primary duties. Departments would have to hand deliver interoffice mail on their own and go to the post office for both pickup of postal mail and delivery of large volume pieces. By combining all mail services, the County benefits from discounted bulk mail rates.

Service Level Indicators: Current service level reflects approximately 117,000 pieces of mail delivered with zero incidents annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Deliver mail daily to all county facilities without incident.[1]					
Number of daily stops	n/a	n/a	137	140	143
Number of miles driven per day	n/a	n/a	264	277	290
Number of incidents	n/a	n/a	0	0	0
Process mail daily.[1]					
Number of pieces of mail delivered annually	n/a	92,880	111,592	117,100	123,000
Number of pieces of mail picked-up annually	n/a	83,844	95,784	100,500	105,600

[1] Data shown as n/a indicates a measure which does not have historical data.

Water and Environmental Programs

The activity provides technical advice and assistance to the public and departments concerning State and Federal legislation and regulatory actions related to water, stormwater, energy, air quality, and other environmental programs. In addition, this activity provides interdepartmental coordination for compliance with regional, State, and Federal mandates. The activity administers the Community Water and Wastewater assistance program, provides engineering and technical support with response to on-site water and wastewater maintenance issues at County facilities, and ensures the proper execution of County responsibilities under the Virginia Stormwater Management Program (VSMP) through the Loudoun County Codified Ordinances.

The activity includes development and execution of the County Stormwater Plan that addresses the mandated six minimum pollution control measures to maintain compliance with the Virginia Pollution Discharge Elimination System General Permit for the Discharge of Stormwater for Small Municipal Separate Storm Sewer Systems (MS4). The MS4 permit requires action plans to address water quality impairments, including an action plan to meet pollution reductions required by the Chesapeake Bay Total Maximum Daily Load (TMDL). The activity directs and oversees the inspection and maintenance of the countywide storm drain system, enforcing illicit discharge laws, and investigating and resolving flood-related complaints. This activity designs and constructs stormwater improvement projects to achieve compliance with mandates.

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

Service Delivery Method: County staff provides services related to implementation of the Community Water and Wastewater assistance program, energy conservation and management program, and legislative program. Services for design and construction of community water and wastewater infrastructure projects are contracted. County staff supports the County's stormwater management program, which includes developing and managing over $6 million in stormwater related engineering, design, and construction contracts. These contracts are used to repair and maintain the County's stormwater infrastructure and to create and update required action plans that support the County's efforts to implement mandated minimum pollution control measures. In addition, contracts are used to perform mandated stormwater infrastructure inspection requirements.

Mandate Information: Stormwater Management activities are mandated by the Federal Clean Water Act (33 USC 1251 et. Seq) and the Virginia Administrative Code (9 VAC 25.890-10 et. Seq) that requires a comprehensive stormwater management program and Virginia Pollutant Discharge Elimination System permit for stormwater discharge as a "small Municipal Separate Storm Sewer System" (MS4). Stormwater system maintenance is mandated through the County's MS4 Permit administered by the Virginia Department of Environmental Quality and Chapter 1096 of the Loudoun County Codified Ordinances. The operation, maintenance, and repair of water and wastewater systems at County owned facilities are regulated by the Virginia Department of Health and Chapters 1066 and 1067 of the Loudoun County Codified Ordinances.

Value Added: Where public sewer and water facilities are not available, communities typically use onsite sewage disposal systems (septic tank and drainfields) and private wells to meet their wastewater and water needs. When onsite sewage disposal systems and private wells fail, are inadequate, or do not exist in communities, the potential negative impacts to public health and the environment are significant. The Community Water and Wastewater program systematically prioritizes and funds community solutions to mitigate the potential negative impacts associated with inadequate sewage disposal and unsafe drinking water.

This activities energy management service involves benchmarking and monitoring energy usage at County facilities, identifying energy efficiency measures, and promoting energy conservation. In doing so, this activity realizes cost savings.

Stormwater management services ensure compliance with State and Federal mandates, which could otherwise lead to fines and impacts to development capabilities. The management of stormwater has resulted in cleaner streams and fewer flooding issues. Public complaints about flooding and standing water issues are being promptly and successfully addressed.

This activity provides additional skilled human capital and equipment to maintain the County's stormwater infrastructure and respond to County emergencies.

Service Level Indicators: Current service level involves maintaining an annual energy cost avoidance of at least $130,000. Current service level also reflects the maintenance of approximately 1,900 stormwater Best Management Practices (BMP) annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maximize energy savings through energy efficient equipment replacement.					
Total cost of energy for all County facilities[1]	$4,243,635	$4,417,635	$5,899,674	$6,062,799	6,366,576
Maintain the County stormwater infrastructure.					
Number of stormwater structures	69,822	70,192	71,084	72,084	73,084
Number of BMPs	1,562	1,666	1,786	1,886	1,986
Miles of stormwater pipe	997	1,004	1,015	1,030	1,045
Prioritize funding to support Community Water and Wastewater projects.					
Number of projects identified	1	3	0	0	0
Number of projects receiving funding	1	4	0	0	0

[1] Energy costs include electric, natural gas, and propane.

Landfill Disposal Operations

This activity operates of the County landfill. Operations include on-site disposal of municipal solid waste generated by Loudoun's residents, businesses, public schools, nonprofit organizations, towns, and the County government. Landfill operations and capital debt service is fee-supported while providing approximately $1 million in disposal fee waivers for the County government, public schools, and selected town and nonprofit organizations. The facility's daily operations goal is to be 100 percent fee-supported for disposal operations, while maintaining programs like Board-approved fee waivers, resident and small business convenience center, proper processing of difficult and unprofitable to handle waste, and emergency debris management.

Service Delivery Method: County staff and contracted services provide this service. Contracted services constitute approximately one quarter of this activity's service delivery.

Mandate Information: The active landfill disposal operations are not a mandated requirement, however, the operations of this activity is regulated by Federal laws and regulations, State regulations, and County ordinance. The County operates the landfill under State Permit Number 1, per State Solid Waste Management Regulations (9VAC20-81).

Value Added: The Loudoun County landfill is a $400 million asset with enough remaining permitted landfill disposal space capacity to handle waste into the next century. The remaining permitted landfill disposal space is valuable, as it would be extraordinarily difficult and expensive to site and permit a new sanitary landfill or disposal site within the County. With this activity, Loudoun County can handle unforeseen future solid waste disposal issues that come with a growing economy and can continue to provide access for the public and private haulers to a permitted waste disposal facility within close proximity to the source of the waste.

Service Level Indicators: Current service level reflects processing nearly 126,000 tons of waste. In FY 2020, the Board added two landfill technicians to support the operations of the new commercial demolition debris unit. The FY 2020 CIP funding for landfill projects totals $3,600,000, which are accomplished 100 percent through contractual services.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Dispose of 150,000 tons of waste annually.					
Tons of waste processed	31,447	32,311	97,204	125,957	127,216
Tons of commercial demolition debris waste managed	142,194	116,000	60,757	63,186	64,766

Waste Management Support Services

This activity is the local tax and landfill revenue funded, non-landfill disposal portion of the Waste Management Program. The activity includes Federal and State-mandated maintenance on the closed portions of the landfill and Virginia Department of Environmental Quality compliance monitoring and reporting on landfill gas and leachate systems. This activity also supports state recycling rate and regulated waste requirements implemented through a variety of recycling, diversion, and educational programs serving the residents of Loudoun County. These activities include operation of countywide recycling drop-off centers, County facility recycling and regulated medical waste disposal, hazardous waste diversion and electronics collection events, and the recycling and diversion of recyclable materials from the County landfill disposal area. Staff administers the state-funded Litter Prevention and Recycling Grant activities.

Service Delivery Method: County staff and contracted services provide this service, supported in part by State grant resources.

Mandate Information: Recycling drop-off centers, and household hazardous waste and electronics collection programs are not mandated. County facility regulated medical waste disposal, landfill closure activities, and compliance monitoring and reporting; and the Countywide Recycling Rate Report are required by Virginia Solid Waste Management Regulations. The County facility recycling is required by Chapter 1086 of the Loudoun County Codified Ordinances.

Value Added: This activity provides residents with an alternative to landfilling through diversion and recycling programs. These programs protect the environment and public health, conserve valuable landfill space, and assure the County's compliance with regulatory requirements.

Service Level Indicators: Current service level reflects processing approximately 130 tons of household hazardous waste and 1,940 tons of recycled materials annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Projected
Provide household hazardous waste disposal events for County residents.					
Tons of household hazardous waste collected	134	130	143	130	130
Collect and process 1,900 tons of recyclable materials at landfill.					
Tons of recycled materials collected and processed	1,936	1,940	1,936	1,940	1,940

Human Resources

To provide centralized support to County agencies and the County Administrator in human resources management. The Human Resources Department strategically recruits, develops, and retains a highly qualified and diverse workforce in service of the County's mission and maintains a professional and safe work environment.

Department Programs

Employee and Management Services	Activities
Provide Human Resources related customer service to employees and management.	• Employee and Retiree Benefits and Wellness Services • Employee Relations • Learning and Organization Development • Workforce Planning

Administration and Internal Operations	
Ensure updating, maintenance, and compliance of all Human Resources, Benefits, and Risk related systems.	• Office Administration • HR Systems and Compliance • Health Plan, Contract, and Risk Administration

Financial Information

FY 2020 Adopted Information[1]

	Expenditures	Revenue	LTF	FTE
Employee and Management Services	$5,644,610	0	$5,644,610	28.75
Administration and Internal Operations	1,854,494	0	1,854,494	9.25
Total	**$7,499,104**	**$0**	**$7,499,104**	**38.00**

[1] Sums may not equal due to rounding.

Employee and Retiree Benefits and Wellness Services

This activity conducts the County's benefit and wellness services for active employees and retirees. County benefits include the following: 1) Group Health Plan, including medical, prescription drug, dental, vision, and COBRA coverage; 2) Medical Flexible Spending Account; 3) Dependent Care Spending Account; 4) Virginia Retirement System (VRS); 5) 457(b) Deferred Compensation Plan and Payroll Roth IRA; 6) Long-Term Care Insurance; 7) Short and Limited-Term Disability; 8) Employee Assistance Program (EAP); 9) Family & Medical Leave (FMLA); 10) Workers' Compensation; 11) Line of Duty Act (LODA) Benefits; 12) Tuition Assistance Program; 13) Length of Service Awards Program (LOSAP); and 14) County leave programs. Moreover, this activity provides customer service to volunteer groups related to Workers' Compensation, LODA, and LOSAP. The County's wellness program for employees, retirees, and their families offers health education to support overall well-being. The wellness program encompasses a multitude of offerings, including onsite and online seminars, wellness challenges, biometric screenings, flu vaccinations, nutritional counseling, personal health coaches, and lifestyle and disease management programs.

This activity manages benefit eligibility review and compliance; and plans and administers the annual Open Enrollment period. It serves as an intermediary between customers and vendors to assist with resolving customer service issues and disputes. It also plans and delivers wellness related programs and events. Additionally, this activity delivers training on the County's benefits program, including New Employee Orientation and retirement seminars. The work performed within this activity also includes responding to in-person, telephone, and email customer inquiries and requests; and researching claims.

Service Delivery Method: County staff provides this service, supplemented by contracted vendors. Contracted vendors provide specialized benefit-related educational services and deliver key elements of the Wellness Program including health coaching and onsite or online seminars.

Mandate Information: This activity is subject to several federal and state mandates, including:

- Patient Protection and Affordable Care Act (PPACA), 42 U.S.C. § 18001 (2010)
- Family Medical Leave Act (FMLA), 29 U.S.C. § 2601 (1993)
- Consolidated Omnibus Budget Reconciliation Act (COBRA), 29 U.S.C. §§ 1161 through 1169 (1985)
- Code of Virginia, § 51.1 Pension, Benefits & Retirement
- Virginia Workers' Compensation Act, Code of Virginia, § 65.2
- Virginia Line of Duty Act, Code of Virginia, §§ 9.1-400 through 9.1-408

Value Added: This activity adds value by ensuring customers are aware of and understand the many benefit options available to them under the County's benefits program, and by delivering wellness activities that support employee productivity while helping to control health plan costs. This activity ensures that customers have dedicated staff within the Department of Human Resources to mediate and assist with resolving vendor issues and disputes. It also adds value by mitigating the risk of fraud, waste, and abuse within the benefits program through the oversight and expertise of benefits staff.

Service Level Indicators: Current service level supports approximately 3,500 employees, 720 retirees, and 3,700 dependents eligible for full or partial benefits through the County's health plan. Additionally, about 430 workers compensation claims and 450 FMLA claims are processed annually, in addition to approximately 80 employees processed for retirement annually. Current service level also includes more than 2,400 employees participating in the voluntary 457(b) Deferred Compensation retirement plan; nearly 1,800 employees participating in the Motivate Me wellness bonus; and an estimated 860 employees participating in financial wellness events.

Human Resources: Employee and Management Services

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain a customer satisfaction score for County benefits of at least 4 on a scale of 1 – 5.[1, 2]					
Average customer satisfaction score for County benefits	n/a	n/a	n/a	4	4
Maintain or increase the number of participants participating in the Motivate Me wellness program each year.[1]					
Number of employees participating in the Motivate Me program	n/a	1,640	1,740	1,792	1,845
Number of Motivate Me participants receiving the wellness bonus	n/a	298	210	290	305
Percent change in the number of Motivate Me participants receiving the wellness bonus	n/a	n/a	-30%	38%	5%
Maintain or increase the number of employees participating in financial wellness events each year.[1]					
Number of financial wellness events conducted	n/a	19	16	16	17
Number of employees participating in the financial wellness events	n/a	702	815	856	899
Percent change in the number of employees participating in financial wellness events	n/a	n/a	16%	5%	5%
Maintain or increase the percentage of employees participating in voluntary retirement programs.[1]					
Number of employees participating in 457(b) Deferred Compensation Program	n/a	2,262	2,316	2,429	2,488
Percent change in the number of employees participating in the 457(b) Deferred Compensation Program	n/a	n/a	2%	2%	2%
Maintain or increase participation in comprehensive health management programs.[1]					
Percent change in the number of eligible employees participating in preventive health services and disease management programs	n/a	n/a	4 %	4%	4%

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] Based on employee surveys.

Employee Relations

This activity ensures the County's compliance with federal and state employment laws and regulations and Human Resources policies, assists with maintaining positive and productive relationships between employees and management, and assists with managing employee performance and misconduct issues. This includes conducting investigations into workplace complaints and recommending corrective action where appropriate; mediating workplace conflicts; and managing the County's grievance process. This activity provides consultative advice and guidance to management on administering County Human Resources policies and complying with federal and state employment-related laws and regulations; including advising on employee disciplinary actions and reviewing associated documents. It also administers the County's performance appraisal program. This activity also facilitates the County's fitness for duty and Americans with Disabilities Act (ADA) reasonable accommodation processes. Additionally, this activity manages claims against the County under the U.S. Equal Employment Opportunity Commission (EEOC).

Service Delivery Method: County staff provides this service, supplemented by contracted services for third-party involvement in alternative-dispute resolution, including mediation.

Mandate Information: This activity is subject to multiple federal mandates, including:

- Civil Rights Act of 1964 (Title VII), 42 U.S.C. § 2000e
- Americans with Disabilities Act (ADA), 42 U.S.C. § 12101 (1990)
- Family and Medical Leave Act (FMLA), 29 U.S.C. § 2601 (1993)
- Age Discrimination in Employment Act (ADEA), 29 U.S.C. § § 621-634 (1967)
- Pregnancy Discrimination Act, 42 U.S.C. §§ 2000e, et seq. (1978)
- Genetic Information Non-Discrimination Act (GINA), P.L. 110-233 (2008)
- Uniformed Service Employment and Re-employment Rights Act (USERRA), 38 U.S.C §§ 4301-4335 (1994)

Value Added: The Employee Relations activity ensures the County's compliance with several federal and state employment-related laws and regulations, and mitigates the County's risk of employment-related litigation and claims. Further, the Employee Relations activity fosters retention of talent by promoting respect within the workplace and providing employees with a forum to resolve workplace complaints and concerns effectively. This activity also assists with improving employee performance and productivity.

Service Level Indicators: Current service level for Employee Relations involves managing about 30 investigations and inquiries, including about 2 federal ADA and non-ADA EEOC claims per year. Current service level also includes approximately 100 disciplinary actions, 75 ADA requests, and one grievance per year.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Achieve an EEOC claims rate (not ADA related) of less than ten percent of all workplace inquiries and investigations.					
Number of workplace inquires/investigations opened	21	17	30	30	30
Number of non-ADA related EEOC claims	2	1	3	2	2
Percent of workplace inquiries/investigations resulting in an EEOC claim filing	10%	6%	10%	7%	7%
Number of Alternative Dispute Resolution cases opened	10	0	11	12	12

Human Resources: Employee and Management Services

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Achieve an ADA-related EEOC claims rate of less than five percent of ADA reasonable accommodation requests.					
Number of ADA reasonable accommodation requests received	36	48	75	75	75
Number of ADA-related EEOC claims filed	0	1	0	0	0
Percent of reasonable accommodation requests resulting in an EEOC claim filing	0%	2%	0%	0%	0%
Maintain a Fourth Step grievance filing rate of less than five percent of formal disciplinary actions.[1]					
Number of formal disciplinary actions issued	57	71	97	97	97
Number of formal disciplinary actions resulting in the filing of a Fourth Step grievance process	1	2	1	1	1
Percent of formal disciplinary actions issued resulting in a Fourth Step grievance	2%	3%	1%	1%	1%

[1] A Fourth Step grievance process is a disciplinary action appeal that has not been resolved at the department head level to the employee's satisfaction; therefore, it is heard by a panel comprised of members selected by the department head, employee, and an independent chairperson.

Learning and Organization Development

Through the delivery of employee learning opportunities, this activity supports the County's compliance with employment-related laws, regulations, and policies, the professional development of County employees, and the fostering of a positive work culture and environment. This activity includes developing, procuring, and/or delivering classroom and web-based training designed to support the professional development of County employees and supervisors and to support the County's compliance with employment-related laws, regulations, and policies. It also advises executive and senior management on strategic efforts to enhance the effectiveness, productivity, adaptability, and work environment of the organization and individual departments. Staff facilitates group discussions on planning and problem-solving. Staff also conducts various departmental and internal countywide surveys on a variety of topics, including assessments of the work environment and culture.

Service Delivery Method: County staff provides this service, supplemented by contracted vendors that provide learning resources, including the Target Solutions e-learning platform.

Mandate Information: This activity delivers training that is mandated by or essential to compliance with several federal and state mandates, including:

- Health Insurance Portability and Accountability Act (HIPAA), P.L. 104-191 (1996)
- CFR 49 Part 382.307 (Reasonable Suspicion Testing)
- Virginia Occupational Safety and Health Act (VOSH), Code of Virginia, §§ 40.1-2.1, 40.1-6, and 40.1-22
- Virginia Line of Duty Act (LODA) , Code of Virginia, §§ 9.1-400 through 9.1-408

Value Added: This activity adds value by supporting the professional development of the workforce. It helps mitigate the risk associated with employment complaints and claims by supporting the organization's compliance with employment-related laws, regulations, and policies. This activity also enhances the work environment of the organization and individual departments.

Service Level Indicators: Current service level consists of about 80 learning and organizational development opportunities (other than e-learning) per year. Sixty-five percent of employees participate in learning or organizational development events and opportunities each year. At current service levels, learning and organizational development offerings receive an average employee satisfaction score of 4.55 on a five-point scale.

For FY 2020, the Board of Supervisors (Board) approved the addition of a training specialist, which increases the ability of this activity to deliver compliance-related training to employees. Additionally, the Board approved an administrative assistant position that helps maintain efficient service levels for administrative support related to compliance and training opportunities for learning and organizational development, as both the number of training opportunities and attendees continues to grow.

Human Resources: Employee and Management Services

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide 80 learning and organizational development opportunities per year.					
Number of learning and organization development opportunities (other than e-learning)	38	35	83	80	80
Number of attendees for instructor-led learning and organizational development opportunities	779	746	2,243	2,862	3,082
Employees participating in e-learning opportunities	3,279	3,470	3,416	3,400	3,400
Percent of employees participating in learning and organizational development opportunities (other than e-learning)	24%	23%	61%	65%	70%
Mitigate employment-related risk to the organization through compliance-focused learning and organizational development opportunities.[1]					
Percent of employees completing required e-learning coursework on occupational safety and health issues by the annual deadline	n/a	n/a	95%	95%	95%
Percent of learning and organization development opportunities (other than e-learning) focused on employment law compliance	n/a	n/a	20%	20%	20%
Percent of learning and organization development opportunities (other than e-learning) focused on supervisor development	n/a	n/a	25%	25%	25%
Maintain an average employee satisfaction score of 4.5 for learning and organizational development courses (scale of 1 to 5).[1, 2]					
Average employee satisfaction score for learning and organizational development courses	n/a	n/a	4.55	4.55	4.55

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] Based on employee surveys.

Workforce Planning

The Workforce Planning activity provides recruitment and selection services to County management, and ensures the integrity of the data in the County's Human Resources Information System (HRIS) for the purposes of accurate recordkeeping, data reporting, and data analytics.

Staff manages the countywide recruitment and selection program, which includes advertising County positions, outreach to diverse candidate pools, screening employment applications, assisting with interview panels, and conducting background screens. Moreover, this activity markets the County as an employer of choice in the region both through candidate sourcing and by establishing strategic partnerships with area high schools, colleges and universities, professional associations, and community organizations. This activity provides advice and guidance to management on workforce planning-related policies, procedures, laws, and regulations. It also supports management by projecting and planning for future talent needs and reorganizing departmental and team structures.

This activity audits Employee Actions (EAs) forms to ensure compliance with County policies and procedures. EAs are processed for new hires; employee transfers, promotions, and demotions; changes to benefits, salary, or timecard classification; and for adjusting longevity or service dates. EAs are also used for managing changes in Oracle position hierarchies. This activity performs data entry of all EAs into the Oracle-based HRIS to ensure the retention and accuracy of data within Oracle. Additionally, this activity routinely audits system data to ensure data integrity. This activity develops and maintains Human Resources reports and dashboards. This activity also conducts analyses of data to identify trends and assist with strategic planning and data-driven operational decision-making.

Service Delivery Method: County staff delivers this service.

Mandate Information: This activity is subject to multiple federal and state mandates, including:

- Civil Rights Act of 1964 (Title VII), 42 U.S.C. § 2000e
- Americans with Disabilities Act (ADA), 42 U.S.C. § 12101 (1990)
- Family and Medical Leave Act (FMLA), 29 U.S.C. § 2601 (1993)
- Age Discrimination in Employment Act (ADEA), 29 U.S.C. § § 621-634 (1967)
- Pregnancy Discrimination Act, 42 U.S.C. §§ 2000e, et seq. (1978)
- Genetic Information Non-Discrimination Act (GINA), P.L. 110-233 (2008)
- Uniformed Service Employment and Re-employment Rights Act (USERRA), 38 U.S.C §§ 4301-4335 (1994)
- Equal Pay Act, P.L. 88-38 (1963)
- Fair Labor Standards Act (FLSA), 29 U.S.C. § 203 (1938)
- Immigration Reform and Control Act (IRCA) 8 U.S.C. § 1101
- Code of Virginia § 15.2-1509, Preferences for veterans in local government employment
- Code of Virginia, § 15.2-1600 through 1656, Local Constitutional Officers, Courthouses and Supplies
- Lilly Ledbetter Fair Pay Act, P.L. 111-2 (2009)

Value Added: This activity ensures the County's compliance with all applicable federal and state laws and policies governing candidate recruitment and selection, and employee pay. By ensuring the accuracy of data in the HRIS, the County can maximize its benefit from the Oracle system. Furthermore, the data reporting and analysis provided by this activity assists County management with strategic planning and data driven business decision-making.

Service Level Indicators: Current service level involves providing customer service to 32 departments and agencies; advertising about 491 jobs; screening 30,000 applications; and processing more than 7,600 EAs per year. In FY 2020, the Board approved an HRIS specialist, which will help manage the increase in EAs associated with growth and changes within the County as an organization.

Human Resources: Employee and Management Services

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Refer 95 percent of qualified applicants to County departments within three business days of advertisement close date.[1]					
Number of job advertisements	n/a	409	477	491	506
Number of applications received	n/a	30,109	29,172	30,000	31,000
Number of applications screened per staff	n/a	6,022	5,834	6,000	6,200
Average percentage of qualified applications per recruitment	n/a	68%	73%	73%	73%
Percentage of qualified applications referred to departments within three business days of close date	n/a	87%	86%	95%	95%
Average time to fill positions from close date to date of hire (number of days)	n/a	104	86	86	86
Turnover Rate	n/a	10%	10%	10%	10%
Process employee actions (EAs) in a timely and accurate manner.[1]					
Number of EAs processed	n/a	5,297	7,332	7,699	8,084
Number of new hire EAs processed	n/a	1,266	1,418	1,540	1,617

[1] Data shown as n/a indicates a measure which does not have historical data.

Office Administration

This activity provides comprehensive administrative support to all Human Resources activities. This includes delivering customer service through the Human Resources front counter and main telephone line. This activity maintains files and official records related to Official Personnel Files (OPFs) and coordinates responses to Freedom of Information Act (FOIA) requests. It monitors the department budget and ensures that expenses are paid on time and in compliance with County policies and procedures. It also performs general administrative tasks to support the department's various activities, including managing supplies and equipment.

Service Delivery Method: County staff provides this service.

Mandate Information: Record keeping conducted by this activity is mandated by the Freedom of Information Act, Code of Virginia § 2.2-3704; and the Virginia Public Records Act, Records Management Program, Code of Virginia § 42.1-85.

Value Added: This activity ensures the County's compliance with FOIA and records retention laws related to personnel records, and compliance with procurement and finance related policies and procedures.

Service Level Indicators: Current service levels include processing more than 5,300 OPF documents and the processing of approximately ten FOIA requests per fiscal year. In FY 2020, the Board approved an administrative assistant to provide service to the front counter area and the administrative team. This resource maintains efficient service levels for processing OPF documents, by reducing the per staff workload from more than 2,500 per staff member to less than 1,900 per staff member.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Respond to 100 percent of FOIA requests within five business days.					
Number of FOIA requests received	2	6	10	10	10
Percentage of FOIA requests responded to within 5 business days	100	100	100	100	100
Process all Official Personnel File (OPF) documentation.[1]					
Number of OPF documents processed to employee files	n/a	4,996	5,166	5,342	5,524
Number of OPF documents processed per administrative staff	n/a	2,498	2,583	1,781	1,841

[1] Data shown as n/a indicates a measure which does not have historical data.

HR Systems and Compliance

This activity continuously updates and audits the County's human resources systems to ensure functionality; compliance with state, local, and federal laws; compliance with internal policies and procedures and Supervisors directives; and alignment with industry standards and best practices. The systems overseen by this activity include, but are not limited to, the five modules within Oracle Human Capital Management (Oracle HCM), the Human Resources Handbook, the County Administrator's HR Administrative Policies and Procedures, the County's job classification system, and the County's pay plan.

This activity approves and administers structural changes to the data housed in Oracle HCM, oversees the functional side of system testing and troubleshooting, and oversees the completion of major projects in the Oracle system. These include annual merit increases, annual performance appraisal administration, and annual open enrollment. In addition, this activity provides Oracle Employee Self Service support to employees requiring assistance.

This activity ensures the County's pay plan remains in alignment with the Board's compensation philosophy by regularly performing market analyses and conducting and completing compensation surveys. This activity recommends and implements additions and revisions to the County's job classification structure and compensation plan. This activity advises Workforce Planning on appropriate salary offers and position classifications.

This activity is responsible for monitoring legislative changes and industry best practices that affect the County's human resources policies and procedures and oversees edits to the policies and procedures. This activity includes internal compliance activities such as auditing the practices of other Human Resources programs and activities to ensure compliance with applicable policies and laws and performs federal reporting functions such as the submission of the EEO-4, the State and Local Government Report required by Federal law every odd-numbered year to ensure compliance with the Equal Employment Opportunity Act.

Service Delivery Method: County staff delivers this service.

Mandate Information: This activity is subject to multiple federal and state mandates, including:

- Civil Rights Act of 1964 (Title VII), 42 U.S.C. § 2000e
- Americans with Disabilities Act (ADA), 42 U.S.C. § 12101 (1990)
- Family and Medical Leave Act (FMLA), 29 U.S.C. § 2601 (1993)
- Age Discrimination in Employment Act (ADEA), 29 U.S.C. § § 621-634 (1967)
- Pregnancy Discrimination Act, 42 U.S.C. §§ 2000e, et seq. (1978)
- Genetic Information Non-Discrimination Act (GINA), P.L. 110-233 (2008)
- Uniformed Service Employment and Re-employment Rights Act (USERRA), 38 U.S.C §§ 4301-4335 (1994)
- Equal Pay Act, P.L. 88-38 (1963)
- Fair Labor Standards Act (FLSA), 29 U.S.C. § 203 (1938)
- Immigration Reform and Control Act (IRCA) 8 U.S.C. § 1101
- Code of Virginia § 15.2-1509, Preferences for veterans in local government employment
- Code of Virginia, § 15.2-1600 through 1656, Local Constitutional Officers, Courthouses and Supplies
- Lilly Ledbetter Fair Pay Act , P.L. 111-2 (2009)

Value Added: This activity ensures complex functions are performed in Oracle HCM with a high degree of accuracy and timeliness; ensures the County's HR systems comply with state, local and federal laws; and that the HR processes comply with the County's internal policies and procedures, and Board directives. It also ensures the delivery of competitive pay in alignment with the Board's compensation philosophy.

Human Resources: Administration and Internal Operations

Service Level Indicators: Current service level provides functional support for five Oracle modules, as well as helps maintain the Human Resources Handbook and about 150 HR policies and procedures. It also includes benchmarking about 30 percent of County positions for comparison against market competitors, while maintaining an average workforce compa-ratio of approximately 99 percent. Current service level also includes Oracle Employee Self Service support with about 1,912 employee contacts for assistance per year, of which 100 percent are resolved in Human Resources. For FY 2020, the Board approved the addition of a Classification and Compensation Analyst, which increases the ability of Human Resources to study compensation practices in comparator organizations.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Ensure that Loudoun County's pay policies deliver an average overall compa-ratio of at least 95 percent.[1, 2]					
Average regular workforce salary compa-ratio	n/a	96.8%	98.3%	99.0%	100.0%
Benchmark a minimum of 25 percent of all County position salary ranges against the comparator market salary ranges.[1, 3]					
Percentage of County positions benchmarked	n/a	18%	27.5%	30%	35%
Number of County positions benchmarked	n/a	142	249	272	317
Resolve 95 percent of employee issues with Oracle GOV Employee Self–Service within HR.[1]					
Number of employee contacts in HR for assistance with Oracle GOV Employee Self-Service issues	n/a	1,761	1,838	1,912	1,988
Number of Oracle GOV Employee Self-Service issues resolved in HR	n/a	1,731	1,838	1,912	1,988
Number of Oracle GOV Employee Self-Service issues requiring DIT LANDesk ticket service requests[4]	n/a	30	0	0	0
Percentage of Oracle GOV Employee-Self Service issues resolved by HR	n/a	98.3%	100%	100%	100%

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] The compa-ratio is a standard measure used to determine how competitive employee compensation is. As used here, it is calculated as the average actual hourly salary divided by the average salary range mid-point, which is then multiplied by 100.

[3] Benchmarking County salary ranges for key positions against comparators' salary ranges helps analyze how Loudoun is delivering pay compared to its compensation philosophy.

[4] Oracle Employee Self-Service went live in FY 2018 for employees. The higher number of DIT LANDesk tickets than in FY 2019 may reflect initial go-live challenges.

Health Plan, Contract, and Risk Administration

This activity provides strategic oversight of the County's benefits, liability insurance and occupational health programs. This activity ensures the County provides a competitive benefits package, while proactively working to mitigate the costs associated with the program. This activity is responsible for benchmarking the County's benefits package and recommending updates to plan design and benefit levels. This activity administers vendor contracts and oversees vendor work related to the administration of the County's benefits program, including administering timely and accurate vendor payments. This activity ensures the County's benefits program is administered in accordance with plan documents, applicable laws and regulations, and County policy, including ensuring compliance with federal reporting and notification requirements. This activity administers the financial aspects of the benefit and risk program, including Group Health Plan cost projections and budgeting, rate setting, cost sharing, monitoring the self-insurance fund and claims fluctuation reserves, funding claims accounts, processing program administrative fees for payment and other vendor payments, and coordinating actuarial services for plan valuations. This activity conducts program reviews, including auditing and dependent eligibility verification. This activity administers the County's benefits in Oracle, including assisting with the setup of open enrollment in the system, managing electronic enrollment interface files, and assisting with addressing system errors.

This activity provides strategic oversight of the County's liability insurance and occupational health programs. This includes serving as the liaison between County agencies and insurance administrators with regard to insurance renewals and claims management, reviewing insurance policies and coverage levels to ensure appropriateness based on the County's financial requirements, and reviewing County contracts for proper insurance language. Additionally, this activity oversees periodic claims review for the County's liability and Workers Compensation insurance programs. This activity also includes vendor management and contract administration, including for the occupational health contract, the contract for the workers compensation third-party administrator, and the County's insurers. This activity oversees the County's occupational health program which provides services for pre-employment physicals and annual exams for public safety employees to ensure they meet appropriate fit-for-duty standards. This activity also manages reporting requirements for the federal Occupational Safety and Health Administration (OSHA).

Service Delivery Method: County staff delivers this service, supplemented by consulting services to assist in determining health plan vendors and plan rates.

Mandate Information: This activity is subject to multiple federal and state mandates, including:

- Patient Protection and Affordable Care Act (PPACA), 42 U.S.C. § 18001 (2010)
- Family Medical Leave Act (FMLA), 29 U.S.C. § 2601 (1993)
- Internal Revenue Code – Section 125 (Cafeteria Plans), 26 U.S.C. § 125
- Internal Revenue Code - Section 127 (Educational Assistance Programs), 26 U.S.C. § 127
- Health Insurance Portability and Accountability Act (HIPAA), P.L. 104-191 (1996)
- Health Information Technology for Economic and Clinical Health (HITECH) Act 42 U.S.C. § 139w-4(0)(2) (2009)
- Consolidated Omnibus Budget Reconciliation Act (COBRA), 29 U.S.C. §§ 1161 through 1169 (1985)
- Women's Health and Cancer Rights Act, 29 U.S.C. § 1185b(1998)
- Children's Health Insurance Program (CHIP), 45 CFR Part 95
- 42 CFR § 423.56, (Creditable Coverage Notice (Medicare-eligible health plan participant creditable coverage notice requirements)
- Pregnancy Discrimination Act, 42 U.S.C. §§ 2000e, et seq. (1978)
- Genetic Information Non-Discrimination Act (GINA), P.L. 110-233 (2008)
- Governmental Standards Accounting Board (GASB)
- Code of Virginia, § 51.1 Pension, Benefits & Retirement
- Virginia Public Procurement Act, Code of Virginia, § 2.2-4300

- Uniformed Service Employment and Re-employment Rights Act (USERRA), 38 U.S.C §§ 4301-4335 (1994)
- Virginia Workers' Compensation Act, Code of Virginia, § 65.2
- Human Resources Policy 6.0 - Benefits & Leave (HR Policy requires Board approval/codified): Leave Donations 6.4.04, Injury Leave 6.4.07, Military Leave 6.4.11, and Leave With/Without Pay/Leave Extensions 6.4.13 (C).

Value Added: This activity ensures the delivery of a competitive benefit package to aid in the recruitment and retention of top talent to the County, as well as mitigates and contains the cost of the County's benefit program. It ensures the compliance of all Benefit and Risks programs with applicable federal, state, and local laws; and mitigates risk of financial losses related to occupational and safety hazards, and property and casualty liability. It also ensures the accurate set-up and administration of Benefits within Oracle HCM and ensures timely vendor payments.

Service Level Indicators: Current service level provides for in-house plan design and administration of 13 health and ancillary benefit options and 12 retirement plans, administration of 18 vendor contracts, and oversight of a $65,000,000 self-insurance fund. It also involves maintaining cost sharing of market premiums to about 80 percent for the County and 20 percent for employees and completing two benchmarking surveys each fiscal year.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Achieve and maintain a competitive cost-share for market premiums of 80 percent employer/20 percent employee.[1]					
Average health premium cost sharing split for current Plan Year (employer/employee)	n/a	80%/20%	80%/20%	80%/20%	80%/20%
Ensure market competitiveness of the design and benefit level of the employee health plan.[1]					
Number of benchmarking surveys conducted or participated in per Fiscal Year	n/a	2	2	2	3
Expend 100 percent of third party administrator wellness dollars allocated per plan year.[1]					
Percentage of wellness dollars expended per plan year	n/a	100	100	100	100
Maintain or lower the incidence rate for OSHA cases per 100 FTE.					
Incidence rate for OSHA cases per 100 FTE	3.75	3.87	3.72	3.87	3.87

[1] Data shown as n/a indicates a measure which does not have historical data.

Information Technology

To provide effective, accurate, and reliable information, communications, and office automation systems and services to all County departments, the Courts, constitutional officers, and the Loudoun County Public Schools.

Department Programs/Activities

Infrastructure and Customer Service	Activities
Provides support, troubleshooting and assistance to County staff, for mainframe and data center support, management of desktop performance, training, and broadband and cable TV oversight. Support all networks providing connectivity to County staff and administration of the County's virtual infrastructure and physical data server systems.	• Desktop Technology and Service Desk • Computer Operations • Broadband and Cable TV • Network Services • Data Center Services

Public Safety Support	
Provides server support and Computer Aided Dispatch support for public safety departments. Supports the radio system and the Emergency Communications Center (ECC).	• Public Safety Communications and Engineering Support • Public Safety Technology Support

Enterprise Systems Support	
Provides support, troubleshooting, consultation, and analysis of all County enterprise application systems and data across the Software Development Life Cycle (SDLC).	• Oracle Enterprise Resource Planning Management • Business Intelligence • Enterprise Content Management • Data Architecture • System Design and Development • Quality Assurance and Quality Control • Systems Testing • Operations and Maintenance

Technology Services	
Provides the department with business operation services, including budget, accounting, administrative, human resources, and buyer support. Conducts asset management and manages telephone and duplicating services for the County.	• Business Operations • Asset Management • Central Services: Telephone and Duplicating Services

Security	
Monitors and manages security, risk analysis, and vulnerability assessment for all incoming technologies, infrastructure, and data traveling through County networks.	• Policy and Risk Management • Threat Management

Project Analysis and Management

The Project Portfolio Office (P2O) provides the department with project portfolio analysis and strategic direction as well as training on processes and tools, including meeting with departments, to understand their technology related needs. The Project Management Office (PMO) helps with the management of projects, including administration, reporting, and overall communication of schedule, costs, and risks.

- Project Portfolio Analysis
- Project Management and Implementation

Financial Information

FY 2020 Adopted Information[1]

	Expenditures	Revenue	LTF	FTE
Infrastructure and Customer Service	$13,783,146	$0	$13,783,146	44.07
Public Safety Support	7,356,331	2,090,000	5,266,331	10.00
Enterprise Systems Support	11,633,795	0	11,633,795	35.40
Technology	2,765,291	0	2,765,291	12.00
Security	1,611,548	0	1,611,548	4.00
Project Analysis and Management	165,000	0	165,000	3.00
Total	**$37,315,111**	**2,090,000**	**$35,225,111**	**108.47**

Capital Projects Fund[1]

	Expenditures	Revenue	LTF	FTE
Policy Analysis and Management	$172,029	$172,029	$0	1.00
Total	**$172,029**	**$172,029**	**$0**	**1.00**

[1] Sums may not equal due to rounding.

Desktop Technology and Service Desk

Service Desk staff accepts telephone, email, and walk in requests for technology assistance from County staff and volunteers and provides level-one problem resolution for telephone, voicemail, personal computers, Apple (iOS) devices, network services, and County information system issues. It is the goal of the Service Desk to resolve as many calls as possible in lieu of sending staff into the field to resolve problems. The Service Desk logs all service requests into a Help Desk ticketing system called LANDesk Service Desk. In addition to supporting County staff and volunteers, the Service Desk provides support to the Board of Supervisors and Committee meetings. The Service Desk performs proactive maintenance of end user hardware, software, and services. Staff manages trouble shooting, support, installation, and configuration requests. Staff educates users and supports and trouble shoots as issues arise.

Desktop Technology staff responsibilities include desktop performance management, desktop design/architecture, group policy, monitoring/reporting metrics, audits, purchase approvals, Microsoft Enterprise licensing, and hardware and software license optimization. Desktop Technology staff provide high-level support for County staff and departments. Staff supports the installation, configuration, operation, and maintenance of technology hardware, software, and related infrastructure. This team installs, configures, deploys, and maintains endpoint systems. An endpoint device is internet-capable equipment/hardware on a network – from computers, smart phones, and printers, to tablets, and treadmills connected to the network. Staff manages the life cycle and customization of enterprise applications and operating systems. This team ensures County software packages – especially Microsoft – are available for users. The team uses packaging software to automate software application installation and researches and implements process application delivery. This activity includes high-level research and analysis, configuration and design, debugging, testing, and deployment of the Windows operating system. Staff manages the computer image program for upkeep of Dell factory systems. The team creates special image configurations for public safety projects, large deployments, and special projects. Additionally, staff manages, configures, and administers the group policy and active directory necessary to ensure that users receive the right access to the right systems. Staff researches technology and develops strategic plans for computer systems and implements processes for evaluation of new products and services and equipment.

Service Delivery Method: County staff provides this service with some temporary support as needed for project work. For example, for approved FY 2020 Adopted Budget positions, temporary support provided installation for desktops and laptops due to the number and the quick turnaround needed. DIT contracts with a vendor to perform desktop/laptops installations for replacement computers– approximately 50 percent of the annual replacements are contracted.

Mandate Information: This activity is not mandated.

Value Added: This activity supports County-wide government offices that provide mandated services and essential County programs, including public safety and health departments. Many of the systems and services supported are designated as mission critical by the Emergency Management Executive Committee. Mission critical programs require 24 hours a day, 7 day a week, 365 days a year services. This activity provides immediate response to staff with problems or questions regarding the use of County technology at various County facilities for use in multiple service delivery models. Staff responds during business hours and are on call, after business hours, to address County user and department needs. Staff has successfully passed background screening required by the FBI's Criminal Justice Information Systems Division allowing them access to computers, networks, and facilities that transmit or host criminal information.

Information Technology: Infrastructure and Customer Service

Service Level Indicators: Current service level indicates approximately 80 percent of service request calls are closed within two business days. Each technology specialist in this activity maintains approximately 625 endpoints. Current service level for the Service Desk includes closing approximately 50 percent of calls on contact and maintaining a customer service satisfaction rating of 95 percent or greater.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Close 90 percent of service call requests within two business days.					
Calls opened	24,087	28,000	29,000	28,000	29,000
Customer satisfaction rating for endpoint support services	97%	97%	97%	97%	97%
Number of endpoints maintained per technology specialist	611	600	615	625	675
Percentage of calls closed within two business days	78%	80%	80%	78%	80%
Close 50 percent of service requests on initial contact.					
Percentage of Service Desk calls closed on initial contact	52%	55%	55%	50%	50%
Maintain a customer service satisfaction rating for Service Desk services at 95 percent or greater.					
Customer satisfaction rating for Service Desk services	98%	96%	96%	97%	95%

Computer Operations

Staff performs computer console operations, print and distributing reports, and mainframe data backup services to a virtualized tape system. Staff provides after-hours customer service support and escalates service requests that cannot be resolved over the phone. This activity processes batch, or automated, jobs for the County and Loudoun County Public Schools (LCPS). Staff maintains the "Control M System," which is a batch work load automation application that allows staff to build, change, schedule, and monitor complex batch services on the mainframe and transfers files for multiple platforms. Operations staff launches automated desktop image, assists the logistics clerk with asset management tasks, and performs user account administration for Microsoft Active Directory, the email Exchange System, and IBM Resource Access Control Facility, a security system that provides access control and auditing functionality. Over the next two years, this activity is transitioning away from mainframe focused activities, as the mainframe data and applications are migrated to more current data warehouse and application solutions.

Service Delivery Method: County staff provides this service, and 50 percent of the operations staff are temporary staff. The mainframe computer system is being retired. When retired, non-temporary staff will be reallocated to support more current technologies.

Mandate Information: This activity is not mandated.

Value Added: Mainframe computer system maintains historical data of the legacy applications prior to conversion to Structure Query Language (SQL) databases.

Service Level Indicators: Current service level includes approximately 25,000 batch jobs and 750 hours used by mainframe for jobs annually. This activity is being retired as applications are migrated off of the mainframe.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain automation and the mainframe.[1]					
Number of batch jobs	n/a	n/a	n/a	25,000	25,000
Number of hours used by mainframe for jobs	n/a	n/a	n/a	750	750

[1] Data shown as n/a indicates a measure which does not have historical data.

Broadband and Cable TV

The Broadband and Cable TV Video Franchise Team oversees the County's cable TV franchises and ensures adherence to the contractual obligations contained within the franchise agreements. Staff works with appropriate stakeholders and interested parties regarding the expansion of quality high-speed broadband to all residents of Loudoun County, particularly focused on the unserved/underserved residents of rural Western Loudoun County. This activity provides daily resolution for cable TV related issues, from service availability to right-of-way explanation. This activity provides account set up for initiating cable TV video services within County facilities and working toward the improvement of broadband connectivity for all facilities. This activity has completed surveying of cable TV and broadband performance and availability in Loudoun County. Staff goes on site visits to identify safety hazard situations, from unburied cables to low hanging and unattached cables on telephone poles. Staff researches and analyzes legislative and policies regarding broadband and cable TV issues and are responsible for the execution of the County's Broadband Strategic Plan and providing regular updates regarding the advancement of broadband to the Board of Supervisors (Board). Staff serves as the liaison to the Communications Commission Advisory group, creating agendas and minutes and researching action items and providing regular updates to the Board.

Service Delivery Method: County staff provides this service with limited contractual support for legal issues.

Mandate Information: This activity is not mandated.

Value Added: This activity ensures the County's cable franchisees are adhering to franchise obligations. As new opportunities arise for expansion of broadband into unserved and underserved areas of Western Loudoun County, this activity works to facilitate expansion.

Service Level Indicators: Current service level indicates approximately 50 TV-related issues submitted to the County, 25 site visits, and 75 requests for broadband for County residents annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Ensure adherence to franchise agreement maintained and improve broadband availability.					
Number of TV-related issues submitted to the County	42	45	45	48	50
Number of field site visits	34	14	9	25	30
Number of requests for broadband for County residents	96	89	64	75	90

Network Services

The Network Services activity supports all networks providing connectivity to County facilities. The team coordinates cabling activities and hardware and software support for all County facilities and configures all County network equipment. Staff monitors, troubleshoots, designs, implements, optimizes, renovates, and upgrades all aspects of County network infrastructure to ensure this critical infrastructure is stable, available, and resilient. The supported networks include local wired networks, staff and public wireless networks, VPN networks for remote sites, microwave and fiber backbone networks, circuits for connectivity to all sites, and internet circuits. The team provides support for all of the physical cabling required to support the network, including copper and fiber for site connectivity, cabling for user systems and phones, network closets, core network, and server connectivity. The team supports over 125 sites, including; the Sheriff's Offices, Fire and Rescue, and the Emergency Communications Center. This activity performs project management for "Moves/Adds/Changes", which pertains to new County employees, building renovations, and/or new facilities requiring cabling and network services.

Service Delivery Method: County staff, including five network engineers and two cable coordinators/project managers, provide this activity. Vendors perform some of the physical cabling support, and contractors are hired on an as-needed basis.

Mandate Information: This activity is not mandated.

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

Service Level Indicators: Current service level resolves approximately 100 service requests each month, not including project, enhancement, or replacement work. Current service level includes maintaining 99 percent operational availability of core network systems. At the current service level, engineers maintain up to approximately 4,000 devices, 190 network segments (pieces of the computer network), 10 network projects, and 25 locations per engineer. Project managers maintain approximately 150 cable projects per project manager.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain 99 percent operational availability of core network systems.[1]					
Major core network backbone availability	n/a	n/a	n/a	99%	99%
Maintain minimum ratio of engineers/project managers per category (minimum ratio).[1]					
Number of devices on network per engineer (4,200)	n/a	n/a	3,800	4,100	4,350
Number of network segments per engineer[2] (190)	n/a	n/a	180	187	195
Number of network projects per engineer (10)	n/a	n/a	10	12	15
Number of locations per engineer (24)	n/a	n/a	22	23.5	25
Number of cable projects per project manager (150)	n/a	n/a	100	125	150

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] Network segment is a portion of a computer network.

Data Center Services

The Data Center Services activity supports administration of the County's virtual server infrastructure and physical server systems. The team provides public and private cloud system architectural design and management. The team manages virtual computer memory, network, and storage services for virtual systems. This activity also manages the County's storage environment. Staff maintains backups for County data and systems stored on the County's enterprise server and storage infrastructure. Additionally, the team manages the file system and its permissions and security. This team provides single authentication services for over 20 cloud and on site systems, including Microsoft O365 and Oracle. Staff manages over 100 internal websites and application systems, including subscription-based software [Software As A Service Systems (SaaS)], and supports the intranet and public website. This activity manages the services and equipment that provide redundancy and the ability for systems to communicate across the network both locally and in the cloud. These services include the services and equipment that provide redundancy and the ability for systems to communicate across the network both locally and in the cloud.

Service Delivery Method: County staff provides this service with some contractual services that provides around 70 percent of IBM mainframe support services.

Mandate Information: This activity is not mandated.

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

Service Level Indicators: Current service level indicates approximately 99 percent operational availability of all major computer systems annually. System engineers in this activity maintain approximately 930 users, 63 virtual servers, and 4 SaaS systems per engineer.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain 99 percent operational availability of all major computer systems.					
Major computer availability	100%	99%	99%	99%	99%
Maintain minimum number of engineers per category (minimum number).[1]					
Number of users per system engineer (900)	n/a	n/a	900	930	940
Number of virtual servers per engineer (90)	n/a	n/a	60	63	66
Number of SaaS systems per engineer (8)	n/a	n/a	3	4	6

[1] Data shown as n/a indicates a measure which does not have historical data.

Information Technology: Public Safety Support

Public Safety Communications and Engineering Support

This activity provides support for the radio system and the Emergency Communications Center (ECC). This activity supports two-way public safety radios and the system that connects radio towers (800 MHz radio sites) to the master/prime sites. The master/prime site is the location that hosts the processing and computing equipment and programming that allows the enterprise Public Safety Radio system to function. This activity manages one master/prime site and a backup site. This activity maintains portable, mobile, and control station subscriber radios. Staff supports the operation of bi-directional amplifiers and distributed antenna systems. Staff routinely visually inspects, upkeeps, and cleans transmitter sites. Staff provides firmware updates. This activity manages the primary and backup ECC and the automated systems supporting the ECC. This includes coordinating upgrades, scheduling preventative maintenance, and monitoring/resolving service requests.

Service Delivery Method: Two County staff members provide this activity and are augmented by contractual staff via Motorola CAD and radio contracts. Two other vendors provide assistance to projects on an as-needed basis.

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

Value Added: This activity is critical to the ongoing Public Safety operations for Loudoun County. Without this service, the County would be unable to operate and maintain the public safety systems, resulting in a significant risk to the health and safety of all County residents and to the protection and loss of property within the County.

Service Level Indicators: Current service level maintains 99.9 percent availability of radio communication systems. Each radio engineer maintains approximately ten 800 MHz radio sites, 3,000 portable, mobile, and control station subscriber radios, and 40 bi-directional amplifiers/antennas. Each public safety engineer in this activity maintains approximately 15 ECC dispatch positions and supports 20 system/services.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain minimum number of radio engineers per category (minimum number).[1]					
Number of 800 MHz radio sites per radio engineer (10)	n/a	n/a	9	10	11
Number of portable, mobile, and control station subscriber radios per radio engineer (3,000)	n/a	n/a	2,800	2,900	3,100
Number of bi-directional amplifiers/ antennas per radio engineer (50)	n/a	n/a	30	35	40
Maintain minimum number of public safety engineers per category (minimum number).[1]					
Number of ECC dispatch positions per public safety engineer (10)	n/a	n/a	10	15	18
Number of system/services supported per public safety engineer (20)	n/a	n/a	14	16	18
Maintain radio communications systems to ensure 99.9 percent availability.[1]					
Percent of time radio communications system was available (not including planned outages)	n/a	n/a	100%	100%	100%

[1] Data shown as n/a indicates a measure which does not have historical data.

Public Safety Technology Support

This activity provides operational support for the existing information systems used by the Department of Fire and Rescue (LCFR), Office of the Sheriff (LCSO), Office of the Commonwealth's Attorney, Office of Emergency Management (OEM), and the Department of Animal Services (DAS). Some of these critical systems include: Computer Aided Dispatch (CAD), E911 phone system, LC911 Situational Awareness Tool, Special Events Planning, Line of Duty Death Notifications, and the Everbridge Community Alerting and Notification system all used by LCSO and LCFR. For Commercial Off-the-Shelf (COTS) solutions such as CAD, DIT provides the infrastructure needed to host the vendor solutions and performs contract administration. For other specialized customer needs for which DIT determines that there are no cost-effective market solutions, staff designs and builds custom software using a number of languages (Visual Basic for example), frameworks (Bootstrap for example), and custom database design. Staff performs entire System Development Lifecycle Activities (SDLC) from requirements gathering system architecture and design, development, testing, and implementation. Staff also accesses the databases of vendor built systems and DIT built systems to produce reports and other operational statistics.

Service Delivery Method: County staff, with contractual support, provides this activity.

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

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

Service Level Indicators: Current service level indicates approximately 25 new projects annually, in addition to performing operations and maintenance on a number of existing applications.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide timely applications development and enhancement support to public safety agencies.					
Number of project requests	11	26	13	25	12
Number of projects completed[1]	17	20	13	0	0

[1] The Department of Information Technology tracks projects completed for historical data and does not project future years.

Information Technology: Enterprise Systems Support

Oracle Enterprise Resource Planning Management

This activity provides support for Oracle Enterprise Resource Planning (ERP), Human Capital Management (HCM), and Financial Management for approximately 20,000 Loudoun County Government (LCG) and Loudoun County Public School (LCPS) employees. Staff supporting the Oracle ERP, HCM, and Financial Management system assists departments within LCG and LCPS with troubleshooting issues. Staff resolves issues, either internally or through escalation, with the County's third-party managed services provider (OneNeck), or directly with Oracle Technical support. The ERP team provides leadership for the Oracle Core and Steering committees and provides monthly updates for discussion or resolution at the Oracle Executive Meeting.

Staff analyzes and applies patches supplied by Oracle for HCM and Financials and migrates tested patches from the test environment to the production environment. HCM management includes assisting with mandatory yearly processes, which includes W2s, LCPS contract letters, and more. Financials management includes managing the Hyperion application for the production of the annual County budget and providing support to the various Oracle Financials modules such as General Ledger, Cash Management, and Projects & Grants. The ERP team provides subject matter expertise for specific Oracle modules and assists the departments in LCG and LCPS with the identification of solutions to enhance or modify functionality. Staff manages bi-directional changes to both HCM and Financial vendor interfaces based on changes to the vendor landscape, regulations (local/state/federal), and/or business processes.

Both HCM and Financials management tasks include managing the creation of the required Oracle storage infrastructure and environments for project needs, including development, testing, and production environments. Staff performs detailed technical analysis of Oracle tickets and implements the appropriate enhancements or solutions to address any issues. When the number of open tickets escalates, the ERP team works closely with OneNeck to ensure ticket resolution. When the vendor resolves issues, the ERP team manages the testing and migration to production for those issues.

Staff works with departments to understand their business needs for modifications or additions to the HCM and Financials management technical system and translates those needs to requirements for resolution by staff and OneNeck. Oracle ERP management staff analyzes intake projects requests from the DIT Project Portfolio Office (P2O) to assess the systemic impact of any new requests for additions or modifications to the Oracle environment. When customers require new functionality, staff assesses if the functionality is available as an Oracle module or through third-party products that can be integrated into the Oracle environment.

Service Delivery Method: County staff and OneNeck contractual support provide this activity. The OneNeck managed service vendor maintains the Oracle infrastructure: hardware (servers) and software (operating system, Oracle application suite, and database management systems etc.). OneNeck supports backup of Oracle data and provides disaster recovery services.

Mandate Information: This activity is not mandated.

Value Added: The Oracle ERP management activity ensures the operation and integrity of financial functions such as payroll, procurement, cash management, employee benefits, budget etc., for LCG and LCPS. Without this service, LCG and LCPS would be unable to operate and maintain core financial functions including employee payroll, budget, cash management, etc.

Information Technology: Enterprise Systems Support

Service Level Indicators: Current service level indicates supporting approximately 4,500 financial users per application engineer. The activity supports approximately 50 business process workflows for the County and 30 for LCPS. Current service level indicates no unscheduled service outages and no data loss.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide reliability and quality customer service of ERP system through addressing tickets.[1]					
Number of HCM tickets	n/a	n/a	531	550	575
Number of financials tickets	n/a	n/a	204	210	220
Number of HCM users supported per application user	n/a	n/a	9,276	9,476	9,676
Number of financials users supported per application engineer	n/a	n/a	4,471	4,500	4,525
Sustain a secure ERP environment by reducing data breaches and minimizing loss of data from breaches.[1]					
Number of security-related patches and upgrades	n/a	n/a	10	10	10
Number of incidents of data loss	n/a	n/a	0	0	0
Improve ERP effectiveness and efficiency by maintaining current ERP version and increase adoption of ERP solution by supporting business process workflows.[1]					
Number of business process workflows supported for the County	n/a	n/a	46	50	57
Number of business process workflows supported LCPS	n/a	n/a	30	33	38
Ensure a highly available ERP system by minimizing unscheduled outages to less than 3 per year and a duration of outage to average no more than 1 hour per outage.[1]					
Number of outages	n/a	n/a	0	0	0
Duration of outages	n/a	n/a	0	0	0

[1] Data shown as n/a indicates a measure which does not have historical data.

Business Intelligence

The Business Intelligence activity provides support for managing reports for Oracle and non-Oracle systems, using a variety of reporting tools connected primarily to Oracle and Microsoft Structure Query Language (SQL) databases. Different tools including SplashBI, Microsoft PowerBI, Oracle Business Intelligence Enterprise Edition (OBIEE), EiS, Microsoft SQL Server Reporting Service (SSRS), and Crystal Reports connect to databases. Staff uses a variety of reporting and analytics tools to support the reporting requirements of County and Loudoun County Public Schools (LCPS) departments. Staff works with department users to determine the type of reports needed and assists with the creation of reports, working with the third party tool vendor, and the department users. Staff troubleshoots connectivity issues that may occur to the backend databases, manages the development environment, collaborates with department users for User Acceptance Testing (UAT) of the reports, and migrates tested reports to the production environment. Staff also assists with making modifications to reports. Staff applies product upgrades and patches to application environments.

Staff supports additional reporting tools such as SQL Server Reporting Services (SSRS) and Crystal Reports for non-Oracle applications used by other County departments. SSRS is a server-based report generating software system and allows communication with databases using SQL. SQL is how one communicates with a database. Crystal Reports is a business intelligence application that allows for customization of the design of the reports. Staff maintains SSRS reports for the Purcellville Police Department and the Loudoun County Sheriff's Office. Staff also maintains Crystal Reports embedded within the Chameleon application used by Animal Services as well as specialized reports for the Commonwealth Attorney's Office, the County Adult Detention Center, and the Department of Family Services.

Service Delivery Method: County staff provides this activity, and vendor services maintain some of the servers supporting this activity.

Mandate Information: This activity is not mandated.

Value Added: The Business Intelligence activity ensures the operation and integrity of basic functions for County staff and multiple County departments. The Business Intelligence activity produces critical reports needed by the departments of Finance and Procurement, Management and Budget, and Human Resources, and Public Safety teams, which rely upon report information to make timely and critical business decisions. Without this service, the County would be unable to operate and maintain core functions that inform department directors of insights gathered from databases.

Service Level Indicators: Current service level indicates maintenance of approximately 800 County reports, 250 LCPS reports, 225 tickets, 55 reporting patches and upgrades, 200 report updates, 245 SSRS reports, and 210 Crystal Reports.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain County and LCPS reports.[1]					
Number of County reports	n/a	n/a	778	800	850
Number of LCPS reports	n/a	n/a	230	250	325
Number of tickets	n/a	n/a	188	225	250
Number of reporting patches and upgrades	n/a	n/a	45	55	55
Number of report updates	n/a	n/a	167	200	250
Maintain SSRS and Crystal Reports.[1]					
Number of SSRS reports	n/a	n/a	238	245	255
Number of Crystal Reports	n/a	n/a	210	210	200

[1] Data shown as n/a indicates a measure which does not have historical data.

Enterprise Content Management

Enterprise Content Management (ECM) activity provides content management for the County, Collaboration (Microsoft SharePoint), and communication services (tools that support Board of Supervisors communication) for County departments and Loudoun County Public Schools (LCPS). The ECM team manages the Laserfiche, ECM environment that provides records management for County data, in accordance with the data retention guidelines and rules as set forth by the Virginia Freedom of Information Act (FOIA). Staff supports and manages collaboration applications that use workflows to connect with backend SQL server databases. Staff works with departments to identify requirements for ECM solutions and to design and develop those solutions. Staff creates, tests, and deploys solutions to the production environment. These applications can vary widely – from Human Resources' authorizations to recruit to Parks, Recreation, and Community Services many fillable forms. Staff develops functional knowledge in various business areas, working with departments as they develop solutions. Staff also provides full system lifecycle support activities that include enhancing current or existing applications, patching and upgrading software, and troubleshooting issues with the applications and associated databases. Staff also estimates, manages, and monitors the storage and computing requirements for the ECM environment and works with Data Center Services activity staff to proactively optimize the production environment.

Staff also gathers department requirements and creates SharePoint site collections, and maintains and supports those site collections and the users who interact with those sites.

ECM services include data lifecycle management, which refers to the activities to create, modify, maintain, upgrade, migrate, backup, and proactively optimize databases for performance and efficiency. Staff provides data lifecycle management for a large number of SQL server databases and some mainframe data. Staff also supports critical tax collection applications that rely on the SQL server environment for the Commissioner of Revenue and Treasurer's Office. Staff proactively monitors and manages the performance of databases, applies security and routine maintenance upgrades released by database vendors, and collaborates with product vendors using the SQL server environment to troubleshoot issues. Staff also migrates databases to highly available file and storage infrastructure to improve performance and availability of data access for departments. Staff also creates and manages internal applications to communicate with department users about maintenance activities to be scheduled and performed.

Service Delivery Method: County staff and vendor services for consulting on an as-needed basis provide this activity.

Mandate Information: Portions of this activity are mandated. The records management activities are mandated through the Code of Virginia § 15.2-1242, FOIA § 2.2-3700.

Value Added: Without this service, the County and LCPS would not be able to manage its records in accordance with data retention rules and guidelines as set forth by the Library of Virginia. This service also supports both Loudoun County and LCPS and improves service delivery and efficiency by automating business processes. This activity continuously improves the resilience of the data environment.

Service Level Indicators: Current service levels indicate managing approximately 55 million Laserfiche documents, 150 document management processes, and 85 ECM systems in production. Current service level supports approximately 900 users per application engineer. The activity currently has approximately 45 percent of departments using Microsoft SharePoint, supporting approximately 165 sites, 850 users, and 70 department sites. Current service level also includes managing approximately 630 datasets and approximately 120 patches and upgrades for the database management systems.

Information Technology: Enterprise Systems Support

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Increase process automation to improve content management processes and reduce amount of paper.					
Number of documents managed within Laserfiche	46,504,167	52,169,750	56,364,800	55,000,000	55,000,000
Number of document management processes	160	91	107	155	160
Number of ECM systems in production	48	62	80	85	95
Number of electronic forms created	98	115	73	90	100
Number of users supported per application engineer	580	770	835	900	950
Increase the number of departments utilizing Microsoft SharePoint as a collaboration tool.					
Percentage of departments utilizing Microsoft SharePoint	7%	18%	30%	45%	60%
Number of sites	20	45	122	165	230
Number of users	372	460	670	850	1100
Number of department sites	12	28	58	72	94
Maintain mandated datasets based on the Commonwealth's retention schedule.					
Number of datasets managed by Laserfiche holding mandated information	8	13	21	35	63
Volume of datasets managed by Laserfiche holding mandated information	5,186,055	5,416,685	3,462,850	3,500,000	3,500,000
Create and manage databases.					
Number of databases managed	416	484	591	630	680
Number of upgrades and patches for database management systems (patch SQL server)	28	36	85	115	130

Data Architecture

Staff in the growing activity of Data Architecture gather historic documentation, review current system documentation, and hold interviews with departments to assemble the components of technical systems architecture – applications and data and their interconnectivity – to support the departments. Staff performs data flow documentation and develops data architecture. Staff works with subject matter experts to build the application architecture for major applications across the County. Some of these applications include the land management information system (LMIS) and the many public safety systems. Staff documents the application inventory for all DIT-managed applications. Staff works closely with the Project Portfolio Office (P2O) to assess intake projects and attends technical reviews to ensure solutions are developed in compliance with the County's standards and in accordance with DIT's Technology Roadmap. The Technology Roadmap was envisioned to migrate the County's systems and infrastructure into a modern, resilient, cloud-based, and cost-effective environment. DIT presented the Technology Roadmap to the Finance/Government Operations and Economic Development Committee on March 13, 2018, following the completion of significant technology strategic reports. Staff actively looks for any duplicative functionality or tools and provides recommendations to consolidate and reuse capabilities for cost efficiency and architectural simplicity.

Service Delivery Method: County staff, with contractual support as-needed, provides this activity.

Mandate Information: This activity is not mandated.

Value Added: Without this service, the County would be unable to build and maintain enterprise systems cost effectively and efficiently. This activity ensures that data assets are identified comprehensively and shares them optimally within guidelines across the departments to provide the best services to the County. This activity is crucial to ensure that the County's systems are secure, robust, resilient, and built/maintained with efficiency. This activity adds value because documenting current and future data architecture is necessary for a well-defined data warehouse.

Service Level Indicators: Current service level indicates approximately 15 percent of departments with data architecture and five projects for architecture and governance. Staff has documented the data architecture for Public Safety (Loudoun County Sheriff's Office, Fire and Rescue, and Animal Services) and plans to progressively document the architecture for more departments each year.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Increase percentage of departments with data architecture.[1]					
Number of departments with data architecture	n/a	n/a	3	5	10
Number of intake projects for architecture/governance	n/a	n/a	2	5	10
Percent of departments with data architecture	n/a	n/a	10%	15%	33%

[1] Documenting data architecture started in FY 2019.

System Design and Development

The System Design and Development activity supports legacy application migrations and maintenance, public safety systems development lifecycle activities, and custom applications development lifecycle activities. Lifecycle activities include requirements gathering, system design, development, testing, deployment, and operations and maintenance.

Staff migrates legacy applications – applications the County no longer uses – off of the mainframe system once the legacy applications are retired. Legacy applications are currently maintained until new systems are created and the legacy data has been migrated to either the new system or to a data warehouse. Once these legacy applications are no longer needed, staff ensures systems are retired and migrated correctly. Staff is working on the County's legacy land management information system (LMIS) migration which is a key step in the retirement of the current mainframe.

Staff works closely with departments and follows a software development model based on intensive collaboration with departments to identify, design, develop, test, and deploy solutions. This activity manages and updates these applications and the supporting interface architecture. Staff develops and maintains custom applications for departments and provides project management for several projects. Staff manages contracts and invoicing for the many vendors that provide applications used by County departments and helps prepare and manage the budget for these applications. In addition, staff upgrades software, diagnoses issues, applies patches, and adds functionality to these applications. This activity provides analysis of custom applications for potential consolidation and migration to the cloud, in alignment with DIT's Technology Roadmap. Staff provides administrative support of County internet and intranet services and several public-facing portals. Staff supports change control processes for system development and deployment and provides vendor management.

Service Delivery Method: County staff, with consulting as-needed, provides this activity.

Mandate Information: This activity is not mandated.

Value Added: Without this service, the County would be unable to operate and maintain core functions relying upon technology applications, which include a number of critical applications used across a large number of business customers, including public safety agencies. As the County increasingly relies on technology and applications to conduct work, this activity becomes more important.

Service Level Indicators: Current service levels indicate approximately 15 custom applications developed, with approximately 20 departments supported, and 15 application projects in Project Portfolio Office (P2O) intake.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Deliver applications on time.[1]					
Number of custom applications developed	n/a	n/a	12	15	14
Number of departments supported	n/a	n/a	19	21	23
Number of projects in P2O intake	n/a	n/a	27	16	n/a

[1] Data shown as n/a indicates a measure which does not have historical data.

Quality Assurance and Quality Control

The Quality Assurance/Quality Control (QA/QC) activity is a critical and emerging activity currently supported by one position. This activity ensures the continuous improvement of reliable, secure effective delivery of DIT services. The current focus of this activity is to establish a countywide practice and framework for QA/QC to ensure that applications and technologies implemented are done in a standardized manner and monitored appropriately.

This activity focuses on managing and monitoring the existing program specific Change Control Boards (CCBs) that provide visibility into changes made within key County systems. There has been a nascent program established when Oracle went live with EBS Financials in FY 2014. While CCBs were first established for public safety agencies, CCBs have expanded to support critical County functions, including the Oracle ERP. This activity will continue to institutionalize and extend DIT's program-specific CCBs and governance models across systems created and maintained by DIT.

The activity is focused on standardizing guidance for system implementation processes, creating quality metrics, analyzing and evaluating metrics for continuous improvement, planning for internal audits, and preparing for the technology components of external audits such as financial audits, HIPAA audits, PCI audit etc., to pass them with the highest compliance. This activity interfaces closely with the Project Portfolio Office (P2O) to build QA/QC measures into the project intake process and into the program management process.

Service Delivery Method: County staff provides this activity.

Mandate Information: This activity is not mandated.

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

Service Level Indicators: Current service level involves implementing the QA/QC process with approximately 750 projects (most of these projects being Oracle enhancements). At current service level, 20 programs use CCBs.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Ensure quality control.					
Number of implementations with QA/QC/CCB	274	529	543	750	1,000
Number of projects using CCBs	2	2	4	20	50

Systems Testing

This activity is currently provided on an ad hoc basis by a number of DIT staff supporting the migration of system changes from the County's enterprise testing environments into production environments. The staff member required to perform this activity depends on the project, and in collaboration with the functional departments that also must test new functionality whenever systems are enhanced, upgraded, or modified. DIT is developing the framework and practice for a rigorous and continuous testing program to improve the reliable, secure, and cost effective delivery of IT services. This activity institutionalizes and extends program-specific testing processes across systems managed, created, and maintained by DIT. The activity tracks time spent on technical as well as end-user testing activities that contribute to the completion time for IT projects. The activity ensures that approvals are received for end user acceptance testing (UAT) and tracks the time and staff allocation required for UAT. This activity interfaces closely with DIT's Project Portfolio Office (P2O) to build testing as an activity against which time is tracked. Once testing measures are defined, they are formally reflected within current software testing initiatives. Software test plans include department staff necessary to validate application functionality and provide a comprehensive measurement of the timeliness and effectiveness of software testing, resulting in robust and resilient applications. This activity works closely with the QA/QC activity and ensures that QA/QC measures are formally reflected within current software testing initiatives.

DIT anticipates the need to extend the Systems Testing activity to all activities managed by DIT. The activity will define testing measurement metrics for all applications built and maintained by DIT and ensure that they are built into the projects delivered by DIT.

Service Delivery Method: County staff provides this activity. This activity does not support capital or enterprise IT projects, which will require contractual support.

Mandate Information: This activity is not mandated.

Value Added: The Systems Testing activity is necessary to support the Enterprise Systems Program as a whole, which supports core County functions. Testing provides assurance that technologies and systems will be implemented correctly and successfully.

Service Level Indicators: No formalized and mandatory test plans were completed in FY 2019. In FY 2020, current service level provides approximately 100 projects with formalized and mandatory test plans and 50 percent of projects with test plans completed.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Reduce number of projects without test plans.[1]					
Number of projects with test plans	n/a	n/a	0	100	200
Percent of projects without test plans	n/a	n/a	100%	50%	0%
Percent of projects with test plans completed	n/a	n/a	0%	50%	100%

[1] Data shown as n/a indicates a measure which does not have historical data.

Operations and Maintenance

The Enterprise Systems' Operations and Maintenance (O&M) activity ensures continuous review of current and ongoing operations and maintenance activities. DIT manages over 200 applications for both County departments and Loudoun County Public Schools (LCPS). The O&M activity consists of managing vendor contracts and invoices and ensuring that the budget is managed diligently. O&M also includes performing routine maintenance of custom software applications, by applying software and security patches, making minor enhancements for customers, and backing up data and code.

Service Delivery Method: County staff provides this activity.

Mandate Information: This activity is not mandated.

Value Added: Without this service, the County would be unable to efficiently manage, operate, and maintain core functions. As DIT implements new software applications, which become operationalized, it is imperative that these applications are properly maintained for continued use and for continued leveraging of the original investment into the new technology.

Service Level Indicators: Current service level involves approximately 70 contracts administered, 140 invoices authorized, and 70 contract renewals. This activity migrates approximately 10 applications a year from the mainframe and other legacy environments. At current service level, approximately 80 custom-developed applications are maintained by this activity.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Manage vendors and contracts for DIT and County IT projects.[1]					
Number of contracts administered	n/a	n/a	67	69	69
Number of invoices authorized	n/a	n/a	126	139	139
Number of contract renewals	n/a	n/a	57	67	69
Migrate applications from mainframe and other legacy environments.					
Number of applications migrated	8	43	7	7	25
Provide support for custom-developed applications.					
Number of custom applications maintained	58	68	73	80	85

[1] Data shown as n/a indicates a measure which does not have historical data.

Business Operations

This activity provides administration, budget, accounting, and buyer services to the department.

Administration services provides customer service, human resources, payroll, and procurement services. Staff assists visitors, directs incoming phone calls, sorts mail, and maintains the copier and front office space. Additionally, staff supports human resource work by entering job applications, scheduling interviews, coordinating and assembling job packets for recruitment, issuing Employee Actions (EAs) and necessary paperwork for potential recruitments, tracking DIT positions, and preparing organizational charts. Staff closes recruitment and assists with any benefit questions and issues including Family and Medical Leave Act. Staff sends payroll due date reminders to DIT staff, verifies non-exempt employee timesheets are submitted, and assists in correcting any payroll mistakes. Administration staff advises DIT staff on any payroll-related questions and issues. This activity includes ordering of supplies, Purchasing Card reconciliation and coding, issuances of direct payments, and scanning all documentation into Laserfiche. This activity also assists staff with iExpenses.

Staff monitors and manages the budget for the department, issuing budget adjustments and monitoring the budgets for capital projects. Staff forecasts future budget needs and monitors the budget as contracts grow and/or change over time.

Staff ensures necessary documentation for purchases and contracts are in order for best accounting practices. Staff compiles expenditure data, identifies discrepancies, and recommends journal entry corrections to ensure project and asset management compliance. Staff assists DIT staff with obtaining and verifying valid quotes, issues requisitions, and works with buyers to ensure appropriate contract documentation and references are provided. These staff issues requisitions and understands and assist with vendor contracts, accounts payable redistributions, and fixed asset forms.

Buyer services purchases technology hardware and licenses, tracks licenses, manages the technology device replacement program and resource request technology package support, and plotter maintenance. License tracking involves maintaining a database of enterprise licenses in the County and obtaining pricing for budgeting. Staff issues requisitions for new licenses and verifies and reassigns existing licenses if available. This activity provides reports on licenses to assist with budget development. Purchase orders for new licenses are issued. PC replacements are conducted on a regular schedule across the County for desktops and laptops. Staff contacts each department for replacement products, obtains pricing for equipment, enters service tickets for each item, and issues requisitions. Staff tracks each item purchased and provides reports on purchased items and outstanding items for each fiscal year. In preparation for each fiscal year budget, staff maintains technology needs for additions to the budget – typically new positions require technology packages, which include computers, software and licensing, and other accessories needed. Staff contacts each department to confirm products selected. Staff obtains quotes and issues requisitions as new positions are recruited to the County. This activity requires tracking of each item purchased and providing reports on purchases and outstanding needs. Staff works with Management and Budget staff prior to each budget process to ensure accurate costs of technology needs.

Service Delivery Method: County staff provides this activity.

Mandate Information: This activity is not mandated.

Value Added: This activity is necessary for the effective and efficient operation and integrity of County and DIT information systems, many of which support the provision of mandated services. This activity provides centralized support for County DIT personnel, requisition issuance and payments, credit card processing, capital projects tracking, budget initiatives, and general administrative support.

Service Level Indicators: Current service levels involve supporting up to approximately five new hires annually and processing over 70 employee action forms. Staff processes approximately 1,300 credit card transactions and pays approximately 1,900 invoices annually. Current service levels indicate providing administrative support to asset management, managing approximately 1,240 PC replacements annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide human resource support to recruit and sustain DIT human capital.					
Number of new hires	5	7	19	5	8
Number of EA forms processed	64	65	72	75	65
Provide administrative support to the department by paying invoices.					
Number of requisitions issued	556	582	702	719	728
Number of credit card transactions processed	1,015	1,059	1,215	1,290	1,365
Number of invoices paid	1,983	1,860	1,899	1,850	1,950
Provide administrative support to asset management to the department and County.[1]					
Number of purchase orders created	310	374	446	456	466
Number of PC replacements	823	1,043	979	1,239	950
Number of technology packages added	n/a	n/a	81	101	110
Number of plotters tracked and managed	9	8	10	11	12
Number of software licenses managed	n/a	8	12	12	10
Total quantity of licenses tracked	n/a	1,516	3,164	3,464	3,574

[1] Data shown as n/a indicates a measure which does not have historical data.

Asset Management

The Asset Management activity maintains the inventory for computer and equipment assets for the County and works with department staff and vendors to ensure the County has the necessary equipment.

This activity maintains the computer and asset inventory system and records, coordinates with contractors, vendors, and staff for the replacement and removal of assets. Staff maintains the organization and supply of mission-critical parts and components and works with the DIT buyer and vendors to place, track, and receive orders. Staff liaises with departments and responds to questions and concerns; staff researches and recommends solutions to resolve issues. Staff receives and inventories equipment from the vendor, configures and installs workstations and laptops, and de-provisions items for surplus. Staff produces depreciation reports and works with the Department of Finance and Procurement to ensure County assets are reflected in the County's asset management module. New positions, new facilities, and new device needs and replacement of current assets drive this activity's work.

Service Delivery Method: County staff provides this activity.

Mandate Information: This activity is not mandated.

Value Added: This activity is necessary to conduct business and mandated work and ensures that equipment and assets are available. This activity provides centralized receiving, provisioning, tracking, decommissioning, and supplying parts for all County IT assets that are considered capital, on a replacement cycle, or supported and maintained by DIT staff. This work supports the entire County in its work which relies upon the availability and replacement when needed of these assets.

Service Level Indicators: Current service levels indicate approximately 24,000 asset-tagged items, with nearly 5,000 added each year and 2,600 items decommissioned. This activity anticipates requesting a resource for FY 2021, so the assets managed per staff member is anticipated to go down should this request be included in the FY 2021 Adopted Budget.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide asset management for devices across the County.					
Number of items currently asset tagged	16,541	19,109	21,579	23,779	25,779
Number of new IT items placed in service (with asset tag)	2,469	4,141	4,659	4,800	4,500
Number of items identified and removed from asset inventory (with asset tag)	1,343	1,573	2,189	2,600	2,500
Assets managed per staff member	16,541	19,109	21,579	23,779	12,890

Central Services: Telephone and Duplicating Services

This activity provides inventory and contract management, duplicating services support, and department chargeback process services.

Telephone and duplicating services provides recommendations to the Department of Finance and Procurement's contract officer for contract renewals. Staff administers and manages contracts with vendors to ensure performance services comply with terms and provisions of contracts. Staff maintains an inventory and database of information on multifunction devices that support duplicating services and coordinates placement and replacement of multifunction devices in County facilities.

This activity provides multi-functional device support services, responds to customer requests either online, telephone, or in-person and resolves and troubleshoots customer issues.

This activity supports department chargeback processes and administers the VeraSmart Call Accounting System and CentreWeb – collecting costs for enterprise imaging. Staff prepares a countywide annual schedule of chargeback costs and budget for telecommunications, copiers, and multifunction devices. This activity includes programming account codes into multifunction machines as needed and reviewing and processing payments for departmental expenses.

Service Delivery Method: County staff provides this activity.

Mandate Information: This activity is not mandated.

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

Service Level Indicators: Current service levels indicate supporting approximately 5,850 phone numbers and 380 multi-functional devices.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide telephone and Xerox services and support across the County.					
Number of phone numbers	4,933	5,752	5,749	5,849	6,000
Number of staff supporting phone system	2	2	2	2	2
Number of multi-functional devices	340	361	371	376	383
Number of staff supporting multi-functional devices	1	1	1	1	1

Information Technology: Security

Policy and Risk Management

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

Service Delivery Method: Long-term temporary staff, with additional contract support, provides this activity. Highly skilled IT security engineers are employed on a permanent and a long-term temporary basis by the County to deploy and fully manage life cycle support for County IT security service solutions. When and where appropriate, this activity engages contracted services to assist with expert guidance and deployment for new security solutions.

Mandate Information: This activity is not mandated.

Value Added: This activity provides services in support of other County departments with mandated services (e.g. HIPAA, Payment Card Industry (PCI)/Data Security Standard (DSS) compliance and routine assessments are managed through DIT's security activity). Annual financial audits include an IT security assessment, as managed through DIT's Security Program, to ensure the integrity of the County and Schools financial systems. Analyzing risk, recommending policy to mitigate risk, and evaluating compliance are key contributions of this activity. Staff (as well as contracted staff) has successfully passed background screening required by the FBI's Criminal Justice Information Systems Division, allowing them access to networks and computer systems that process or store criminal information. This certifies the staff to accompany contractors doing work in these facilities. The staff security screening also satisfies the IT audit requirements associated with the County's annual financial audit.

Service Level Indicators: Current service level indicates approximately 90 percent of employees complete security awareness training annually. Current service level includes evaluating 100 percent of vendor contracts.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain 100 percent of employees who have completed annual security awareness training.					
Percentage of employees who have completed annual security awareness training	93%	92%	89%	90%	90%
Manage vendors and associated systems to achieve 100 percent of vendors audited, contracts evaluated, and vendor annual reviews.[1]					
Number of project requests involving external vendors	n/a	n/a	20	100	200
Percentage of new vendor contracts that have been evaluated by security	n/a	n/a	55%	100%	100%
Percentage of vendors who participate in annual security reviews	n/a	n/a	0%	50%	100%

[1] Data shown as n/a indicates a measure which does not have historical data.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Manage level of accepted risk by reducing the number of systems unsupported by manufacturer or validated third party.[1]					
Number of systems that are not supported by the manufacturer or a validated third party	n/a	n/a	50	75	30

[1] Data shown as n/a indicates a measure which does not have historical data.

Information Technology: Security

Threat Management

Staff manages security threats through several methods. This activity provides email and web filtering threat management and compliance monitoring tools. Staff manages the filtering and encryption system for the County's email system and responds to requests for assistance with blocked email, malicious email outbreaks, and secure email issues. Staff responds to requests for assistance with blocked web sites and block malicious web sites identified in the course of security investigations. Staff manages firewalls to maintain the County's perimeter connections to the internet and manages the County's remote access Virtual Private Network (VPN) solutions. Staff also manages systems for network access control and discovery through the identification of devices connected to the County network and determines if the device should be allowed to connect to the County network. This activity manages the systems that control virus and malware protection for all of the County's workstations and servers and manages the encryption and controls the movement of data in and out of the County network to prevent data loss.

Service Delivery Method: This activity is provided by County staff and staff augmentation. Highly skilled IT security engineers are employed by the County to deploy and fully manage life cycle support for County IT security service solutions. When and where appropriate, this activity engages contracted services to assist with expert guidance and deployment for new security solutions. Approximately 30 percent of this activity is provided by contractual services.

Mandate Information: This activity is not mandated.

Value Added: This activity provides services in support of other County departments with mandated services (e.g. HIPAA, PCI/DSS compliance and routine assessments are managed through DIT's security activity). Annual financial audits include an IT security assessment, as managed through DIT's security activity to ensure the integrity of the County and Schools financial systems. Internet access, internal Intranet access, and access to local and state public safety systems have been designated as a mission critical service by the Emergency Management Executive Committee. Mission critical designation requires non-stop operations at the highest level of importance. In addition, without this service, Loudoun County Government and the Town of Leesburg would be unable to operate and maintain connectivity to the Internet as the security for this service is provided by this activity. Staff as well as contracted staff, has successfully passed background screening required by the FBI's Criminal Justice Information Systems Division allowing them access to networks and computer systems that process or store criminal information. This certifies the staff to accompany contractors doing work in these facilities. The staff security screening also satisfies the IT audit requirements associated with the County's annual financial audit.

Service Level Indicators: Current service levels indicate approximate 14 million emails received with 6 million threats removed. This activity blocks approximately 1.2 million web browser based attacks, managing 5,000 endpoints per engineer. Endpoints per engineer went down between FY 2019 and FY 2020 due to additional resources added to this activity in the FY 2020 Adopted Budget. This activity manages approximately 2,600 mobile devices.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Manage email related threats.					
Email received	13,714,646	14,311,690	13,396,585	14,000,000	14,500,000
Threats removed	5,792,280	8,286,111	4,655,990	6,000,000	6,500,000
Maintain endpoint related threats.[1]					
Blocked web browser based attacks	n/a	566,913	890,250	1,200,000	1,500,000
Workstation malware removed	989	4,235	3,321	4,000	4,500
Number of endpoints per engineer	n/a	n/a	6,600	5,000	4,000

[1] Data shown as n/a indicates a measure which does not have historical data.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain mobile device related threats.[1]					
Managed iOS Devices	n/a	n/a	2,285	2,600	3,000
Managed iOS Devices not on current patch level	n/a	n/a	10%	0%	0%

[1] Data shown as n/a indicates a measure which does not have historical data.

Information Technology: Project Analysis and Management

Project Portfolio Analysis

This activity provides project portfolio analysis and training for the Project Portfolio Office (P2O). Staff manages the intake process and produces change management requests, resource analysis, implementation plans, and trains County staff to ensure effective use of tools and processes.

Staff identifies new technology projects via the intake process. Through the use of portfolio management software, departments may view project requests to provide transparency throughout the organization. The intake process also helps ensure that the appropriate level of effort and funding is identified. Projects requiring additional resources and/or funding are forwarded for review and prioritization by the IT Investment Board (ITIB), and if approved are then considered as part of the internal budget deliberation process. Staff creates, enhances, and maintains processes and tools to collect, review, and approve projects throughout the intake process. Staff works with departments to ensure the intake requests provide the necessary information. The P2O team works with County department leadership to determine portfolio priorities. Staff also works with the departments of Management and Budget and Finance and Procurement to ensure projects are funded appropriately.

Staff analyzes the projects to determine the need for resources, level of effort, materials, schedule, and cost with project stakeholders and subject matter experts to successfully deliver technology projects. This analysis defines the scope of the work, activities, and deliverables required for successful completion of the project. DIT staff plans and sequences the activities and milestones. DIT staff defines and plans the resources required to complete the work and collaborates with relevant stakeholders to ensure proper allocation of staffing. This activity develops the estimated schedule and budget that includes all activities and resources, contracts, materials, and vendors.

P2O staff in Project Portfolio Analysis coordinates change activities and validates expectations. P2O staff provides reports and dashboards to DIT to manage programs and risks. Finally, P2O staff trains DIT and County staff to ensure effective use of tools and processes so staff improve management of projects and communication of results, which in turn provides better communication, products, and customer service. Staff creates documentation and training materials and provides group and personal training for project management tool training.

Service Delivery Method: County staff provides this activity.

Mandate Information: This activity is not mandated.

Value Added: This activity is necessary to strategically prioritize, plan, and allocate resources for County IT projects, many of which support the provision of mandated services and/or core County functions. Project Portfolio Analysis provides a central entry process for technology project demand intake that creates transparency and ensures proposed projects are strategically aligned to deliver specific outcomes, costs are captured, and resources are appropriately allocated.

Service Level Indicators: Current service level intakes approximately 100 requests annually. Staff develops and maintains 15 dashboards and 15 reports and provides approximately 120 hours of training annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Coordination and management the County's IT technology requests.[1]					
Number of requests processed through intake	n/a	n/a	67	100	120
Number of reports and dashboards developed and maintained	n/a	n/a	12 dashboards & 10 reports	15 dashboards & 15 reports	20 dashboards & 20 reports
Number of hours provided for training	n/a	n/a	102	120	120

[1] Data shown as n/a indicates a measure which does not have historical data.

Project Management and Implementation

The Project Management and Implementation activity of Project Portfolio Office (P2O) includes project management oversight, risk management, monitoring, and reporting.

Staff provides project management oversight to help teams execute projects and communicates with stakeholders. Staff works with project managers to use tools and processes to communicate and manage change. Staff creates templates to help document project management practices.

To manage risk, staff identifies potential problems before they occur so risk-handling activities are planned and invoked as needed across the life of the product or project to mitigate adverse impacts on achieving objectives. Staff analyzes risks that could impact successful project completion with stakeholders. With the project team, staff determines mitigating actions, including owner. This activity manages risks and issues on an ongoing basis throughout the project and reviews and updates risks already identified as well as determining any new risks. DIT is developing project scoring to categorize projects into three categories: complex, medium, and small projects. In general, capital projects would fall into the complex category.

Staff monitors projects through tracking implementation and outputs to determine when a project is following schedule and budget or when changes may be needed. Staff monitors milestones and deliverables and the actual and expected expenditures against the budget. Staff works to control project quality by identifying and monitoring quality specifications and works with vendors to communicate responsibilities and monitor milestones.

Staff manages reporting for projects through their lifespan. Staff creates reports and dashboards so DIT can measure performance and manage risks. Feedback through metrics allows DIT to monitor services and understand obstacles for continual improvement. Staff creates custom reports and dashboards for all levels of the organization to track time, resource management, status, and quality assurance of project metadata.

Service Delivery Method: One County staff member provides this service for Public Safety related projects. Other DIT staff members provide project management support in addition to their normal work tasks. Temporary staff members and contractual project management are used for capital or enterprise projects requiring time defined services in support of technology project implementations.

Mandate Information: This activity is not mandated.

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

Service Level Indicators: Current service levels indicate supporting 15 capital projects, creating and maintaining 10 project management templates, 10 reports, and dashboards.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Support the County's technology project needs.[1]					
Number of capital projects[2]	n/a	n/a	8	15	17
Number of project managers (associated to projects)	n/a	n/a	1	1	1
Number of project management templates created and maintained	n/a	n/a	5	10	15
Number of reports and dashboards created and maintained	n/a	n/a	2	10	15

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] Number of capital projects in the six-year CIP does not take into account new and facility renovations which all require project coordination and execution.

Management and Budget[1]

To provide analysis and strategic consulting services to the County in the areas of capital and operating budget management, revenue forecasting, demographic, economic and fiscal impact, long range fiscal planning, and program evaluation and improvement through the use of data.

Department Programs

Operating Budget Planning and Policy	Activities
Provides primary support to the County Administrator in development, analysis, review, implementation, and monitoring of the County's operating budget and special funds, working closely with and providing assistance to County agencies and Constitutional Offices.	• Operating Budget Development and Review • Revenue Analysis

Program Evaluation and Improvement	
Provides support in development, analysis, and execution of special projects and fiscal analysis based on best practices and data to improve program execution and outcomes. This program provides support to the organization through the provision of graduate level research support, grants coordination, and program evaluation.	• Performance Measurement • Internal Audit and Program Evaluation • Grants Coordination • Management Fellowship Program

Capital Budget Planning and Policy	
Provides primary support to the County Administrator in the development, analysis, review, planning and monitoring of the County's capital budget. Uses research methods and demographic and economic analysis to perform long-range fiscal planning.	• Capital Budget Development and Review • Long-Range Fiscal Planning • Economic and Demographic Analysis

[1] In FY 2021, the Department of Finance and Procurement and the Department of Management and Budget will be combined to create the Department of Finance and Budget.

Financial Information

FY 2020 Adopted Information[1]

	Expenditures	Revenue	LTF	FTE
Budget Planning and Policy	$1,816,476	$0	$1,816,476	25.00
Program Evaluation and Improvement	923,574	0	923,574	4.00
Capital Budget Planning and Policy	213,178	0	213,178	0.00
Total	**$2,953,228**	**$0**	**$2,953,228**	**29.00**

FY 2020 Adopted Information – Capital Projects Fund[1]

	Expenditures	Revenue	LTF	FTE
Capital Budget Planning and Policy	$437,569	$437,569	$0	3.00
Total	**$437,569**	**$437,569**	**$0**	**3.00**

[1] Sums may not equal due to rounding.

Management and Budget: Operating Budget Planning and Policy

Operating Budget Development and Review

The Budget Development and Review activity provides primary support to the County Administrator in the development, analysis, review, implementation, and monitoring of the County's operating budget to address policy and programmatic directives of the Board of Supervisors (Board). This includes the General Fund and various special revenue funds such as the Rental Assistance Program Fund and the Restricted Use Transient Occupancy Tax Fund. Staff in this activity develops and implements the County Government's annual operating budget. Budget development includes coordination and collaboration with County departments to understand resource needs and preparing recommendations for the County Administrator. It also includes consolidating, producing, and publishing the detailed budget document and an accompanying synopsis, the budget story.

Services include monthly monitoring of revenues and expenditures by department and participating in various human resources-driven processes that monitor recruitment and hiring. This includes the Authorization to Recruit (ATR) process, whereby recruitment of authorized positions is evaluated to ensure specific authority and budget availability. On a quarterly basis, expenditure and revenue projections are presented to the Finance/Government Operations and Economic Development Committee (FGOEDC). While staff in this activity is responsible for monitoring and managing departmental expenditures and revenues, priority is given to expenditure analysis. Staff in this activity create and monitor budget adjustments. Budget adjustments can move monies within a department, between departments, or appropriate new revenue and expenditures. This final type of budget adjustment requires Board approval. Staff provide information and budget impacts in an administrative item for Board approval. This activity also reviews and provides financial impact statements on all items presented to the Board for consideration. Additionally, this activity manages the County's budgeting software system, Hyperion, which is a critical tool used in the development of the County budget and the budget document.

Service Delivery Method: County staff delivers these services.

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

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

Management and Budget: Operating Budget Planning and Policy

Service Level Indicators: Current service level supports 900 budget adjustments annually, with an average processing time of less than two business days. At current service level, staff analyze and process approximately 400 ATR requests annually, with the ATR process completed in an average of five business days.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Process and approve budget adjustment (BA) requests with in two business days or less days, on average.[1]					
Number of BAs[2]	899	826	914	915	915
Average number of days to process BAs[3]	n/a	2.3	1.1	1.5	1.5
Complete Authorization to Recruit (ATR) requests within five business days, on average.[1]					
Number of ATRs requests analyzed and processed	413	362	390	400	400
Number of ATRs per analyst	59	52	56	57	57
Average number of business days to complete ATR process	n/a	n/a	5.1	5.0	5.0
Achieve a 5 percent variance or less between actual and projected General Fund expenditures.					
Percent variance between actual and third quarter expenditure projections	1%	2%	2%	2%	2%

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] Performance measure encompasses all BA types.

[3] Performance measure represents the average processing time for all BAs requiring operating management analysts and managers approval.

Revenue Analysis

The County's revenue sources continue to grow in volume and variety, as well as increase in complexity. The revenue analysis activity provides revenue forecasting and in-depth analysis. This includes departmental revenue analyses, fee analyses for programmatic revenues, and five-year revenue forecasts for future planning. This activity also provides support to the County's internal Revenue Committee.

As grant and regional revenues continue to become more significant sources of funding, and the County's major revenue sources continue to grow and increase in complexity, the revenue analysis activity provides valuable expertise and understanding of this more complex revenue environment. Economic trends, such as unemployment and personal income, can result in significant impacts to revenue sources for the County. Other analysis may include computer equipment in data centers to better understand computer equipment taxes which have grown significantly over the past several years as the number of data centers and the value of computer equipment has increased. Prior to FY 2020, revenue analysis and macroeconomic forecasting of the County's major revenue sources was a portion of the duties assigned to the Department's economist. In FY 2020, the Board approved a revenue analyst position to maintain this critical function, which is increasing in demand and complexity as the size of the County's budget increases.

Service Delivery Method: County staff delivers these services, supplemented by targeted contractual support as-needed.

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

Value Added: Revenue forecasting is a major component of the Board's annual budget process. Continual revenue monitoring and reporting can also prevent emergency situations involving revenue flow that can affect the delivery of services to residents. This activity also plays a role in maximizing non-local tax funding uses within the budget, such as fees for service, which can lower the County's dependence on tax revenue and ensure that revenue-generating programs are being used financially to the fullest extent possible. Additionally, these services play a significant role and directly contribute to the maintenance of the County's triple-AAA bond rating.

Service Level Indicators: Current service level includes analyzing approximately two sets of user fees per year. In FY 2020, the Board approved a revenue analyst position to provided dedicated staff time for user fee analyses. At current service level, the variance between actual revenues and third quarter projected revenues is approximately 4 percent.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Complete at least two user fee analyses annually.					
Number of user fee analyses planned	0	0	0	3	3
Number of user fee analyses completed	0	0	0	2	2
Achieve a variance of 4 percent or less between actual and projected General Fund revenues.					
Percent variance between actual and third quarter revenue projections[1]	1%	4%	4%	4%	4%

[1] Less use of Fund Balance.

Performance Measurement

This activity advises on and implements the County's performance measurement framework. The framework uses target objectives and programmatic performance measures to provide insight into programs and demonstrate outcomes based on service levels. This results in the use of performance metrics that are used to plan for and report within documents such as the annual budget and the Program Review.

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

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

Service Delivery Method: County staff provides these services.

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

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

Service Level Indicators: Current service level supports at least five trainings and 20 consultations each year. Due to the work related to the FY 2020 Program Review document, management analysts conducted more trainings and consultations on performance measurement in FY 2019 than the estimated amount for FY 2020.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide departments with direct support through consultation and training on performance measurement.[1]					
Number of trainings	n/a	5	15	5	10
Number of consultations	n/a	30	60	20	25

[1] Trainings and consultation occurred in FY 2017 but were not tracked.

Management and Budget: Program Evaluation and Improvement

Internal Audit and Program Evaluation

As directed by the Board, the Internal Audit and Program Evaluation activity conducts various evaluations and internal audits of the County's internal controls, processes, and programs. These audits and evaluations are separate and apart from required annual financial audits managed by the Department of Finance and Procurement and those routinely done by the Treasurer's Office. This activity results in recommendations for program and process improvements, as well as risk mitigation strategies. Audits can be department focused (e.g., audit of Housing Choice Voucher and Affordable Dwelling Unit Programs in the Department of Family Services), or countywide (e.g., audit of Countywide Policies and Procedures). Staff provides recommendations internally and to the FGOEDC for proposed audits. Audits may also be initiated and directed by the Board. Due to the limited resources available to administer this activity, internal audit projects are generally scheduled based on the planned level of detail and the staff capacity of the departments engaged.

Internal audits evaluate efficiency and effectiveness of County programs, services, and processes; strengths and weaknesses of internal controls and processes; whether existing systems and processes are operating as intended; and whether programs are in compliance or aligned with relevant regulations, requirements, and best practices. County staff works to select internal audit firms that staff audits with subject matter experts. Subject matter experts provide strategic, substantive advice on how to improve programs based on their knowledge of best practices in the field and professional expertise. Following each internal audit, Management and Budget staff works to engage department stakeholders to ensure recommendations are implemented. Department staff reports out on how recommendations have been implemented and their impacts on programs.

Service Delivery Method: This service is primary provided by contracted auditing firms. County staff conduct some program evaluations but primarily manages audit contracts, coordinates with departments to implement audit recommendations, and reports to the Board and executive management as required.

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

Value Added: This activity helps to evaluate and continuously improve County operations. Ensuring audit recommendations are implemented, this activity helps the County provide more effective and efficient services. Internal audits assist departments in analyzing issues and organizational challenges and formulating appropriate actions.

Service Level Indicators: Current service level involves conducting approximately two internal audits annually. In FY 2019, staff time was reallocated to support of the 2019 Comprehensive Plan and to support performance measurement for preparation of the FY 2020 Program Review.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Perform at least two internal audits each year to evaluate and improve County operations.[1]					
Number of audits and program evaluations completed[2]	0	2	1	2	2

[1] These internal audits are in addition to the County's required annual financial audits conducted by the Department of Finance and Procurement and the regular audits performed by the cash auditor in the Treasurer's Office.

[2] From FY 2014 to FY 2016, seven internal audits were conducted.

Grants Coordination

The Grants Coordination activity provides resources and guidance to County agencies on applying for and managing competitive grants from external sources, and administers several County-funded grant programs. Each year, the County receives millions of dollars of commonwealth and federal funds. These grant funds supplement taxpayer funds to support County initiatives and purchase capital assets. The majority of these funds come from grants that are non-competitive allocations from federal or state agencies and are funded upon application. Distribution of these funds is generally managed at the department level. Competitive grant funding requires a more extensive application and award process, as well as higher levels of post-award reporting. This activity focuses on supporting departments to apply for and monitor competitive grant funds and administration of three County-funded grant programs.

As the County's centralized grant management resource, this activity provides advice and counsel to departments in the areas of grant identification, grant application writing, and grant reporting and compliance. In addition, the grants coordinator works as a liaison with departments that have positions dedicated to grants management and more closely assists departments that do not have dedicated grants staff to help identify grant opportunities and assist with managing the grant application, administration, and reporting processes. This activity also maintains the grant identification and tracking software and conducts grant training (applying for grants, roles and responsibilities of departments, etc.) within the County.

The Grants Coordination activity also administers three County-funded grant programs: the Human Service Nonprofit Grants Program, Core Human Services Grant Program, and the Restricted Transient Occupancy Tax (TOT) Tourism Grants. The Human Service Nonprofit Grants program is a community-building program, which awards County General Fund dollars on a competitive basis to local nonprofit organizations providing human services for Loudoun's most vulnerable residents. The Core Human Services Grant Program includes services delivery for healthcare, aging and disability supports, and domestic violence intervention and prevention supports. The Restricted TOT Tourism Grants are competitively awarded to local events and activities to increase tourism-related revenue by attracting visitors from outside the County.

Additionally, this activity administers other County non-competitive funding programs as directed by the Board, such as the Conservation Easement Assistance Grant program. This pilot program, which began in 2019, provides grants to land trusts representing qualified land owners whose annual income falls within certain criteria to offset some of the costs associated with placing their land into a protected conservation easement.

Service Delivery Method: County staff delivers these services.

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

Value Added: The Grants Coordination activity provides enhanced ability to strategically apply for grants that address Board identified initiatives and key department needs. In addition, it leverages grant funding to supplement the use of local tax funding. This activity helps ensure grant requirements are met and ensures the responsible distribution of funds. The Human Service Nonprofit program provides funding for services that complement or enhance human services provided by the County and strengthens the relationship between the County and community service providers. The TOT Tourism Grant program leverages funding received from transient occupancy taxes to support the development and marketing of programs and events that will generate additional TOT revenue.

Service Level Indicators[1]: At current service level, this activity provides two grant training sessions each year, and the Grants Coordinator supports departments in identifying, writing, and monitoring approximately 20 competitive grants each year.

[1] A grant is defined as any non-County funding that requires an application or executive level approval or which is conditional upon meeting performance standards. Competitive grants are applied for without guarantee of receiving funding. The majority of County grants are non-competitive allocations from federal or state agencies which will be funded upon application. The Service Level Indicators section only tracks the grants that pass through the Department for assistance or approval.

Management and Budget: Program Evaluation and Improvement

Additionally, current service level involves reviewing and scoring approximately 55 Human Services Nonprofit Grants program applications and approximately 15 TOT Tourism Grant program applications.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Increase the number of competitive grant applications that are supported by the Department by 10 percent annually.[1]					
Number of grants for which the County applied, reviewed by the Department					
Noncompetitive	n/a	15	25	25	25
Competitive	n/a	13	16	18	20
Percent increase, year to year, in the number of competitive grant applications awarded	n/a	n/a	23%	13%	11%
Increase the efficiency and clarity of the application process for Human Services Grants Program by FY 2021.[1]					
Number of nonprofit grant applicants	46	46	55	55	55
Number of nonprofit grant applicants funded	32	33	28	28	28
Percent of nonprofit grant applicant survey respondents that agreed or strongly agreed that they were satisfied with the nonprofit grant application process.	n/a	96%	87%	90%	90%
Manage Restricted Transient Occupancy Tax (TOT) Tourism Grants program.[2]					
Number of TOT grant applications reviewed	7	3	15	15	15
Number of TOT grants awarded	3	3	9	9	9

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] TOT applicants must demonstrate their project's eligibility, provide required documentation, and meet the minimum scoring criteria to receive funding. If eligible requests exceed the amount of funding, only top scoring applications will be funded. In FY 2020, all eligible applicants received funding.

Management Fellowship Program

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

Service Delivery Method: A portion of a regular County employee manages the program and budgeted temporary staff working on a two-year assignment basis deliver these services.

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

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

Service Level Indicators: Current service level supports one to two management fellow positions, with 100 percent of fellows obtaining regular employment with Loudoun County.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Obtain placement of all management fellows into a relevant job within six months of the program end date.					
Number of management fellows	3	2	2	1	2
Percent of fellows obtaining a related job within six months of program end date	100%	100%	100%	100%	100%
Percent of management fellows obtaining regular employment with Loudoun County	33%	50%	100%	100%	100%
Provide management fellow support to County departments.					
Number of management fellow projects requested by departments	11	13	18	20	20

Management and Budget: Capital Budget Planning and Policy

Capital Budget Development and Review

This activity develops and administers the County's Capital Improvement Program (CIP), which is the six-year spending plan for the Capital Projects Fund. The first year of the CIP is appropriated by the Board; years two through six of the CIP are for planning purposes. The activity provides planning, budget, and account management expertise through all phases of developing the County's public facilities, in accordance with the County's fiscal policies. The activity develops the CIP financing plan and works closely with the Department of Finance and Procurement to ensure the County maintains its triple AAA bond rating. The activity programs cash, in-kind, and land proffers in support of the CIP and also integrates the facility needs of LCPS into the County's planning, budgeting, and development plans. Staff produces cost estimates for projects during the six-year planning period and beyond in consultation with program departments as well as the Department of Transportation and Capital Infrastructure. Staff also evaluates various revenue sources to ensure the capital plan leverages local tax funding efficiently.

In addition to managing the Capital Projects Fund, this activity also manages of other capital and capital-related special revenue funds, including the Capital Asset Preservation Program Fund, Major Equipment Replacement Fund, Public Facilities Fund, and the Transportation District Fund.

Service Delivery Method: County staff provides this service.

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

Value Added: 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.

Service Level Indicators: Current service level involves approximately 30 capital projects managed per analyst. There are over 900 budget adjustments annually, with an average processing time of approximately one business day.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Manage capital projects.					
Number of active capital projects per analyst as of July 1[1]	24	21	32	29	19
Dollar amount of active capital projects per analyst[1]	$253,188,500	$209,020,000	$132,062,000	$245,473,000	$119,096,667
Process and approve budget adjustment requests on average in two business days or less days.[2]					
Number of budget adjustments[3]	899	826	914	915	915
Average number of days to process budget adjustments[4]	n/a	0.6	0.9	1.0	1.0

[1] "Active capital projects" is defined as projects having a current year appropriation.

[2] Data shown as n/a indicates a measure which does not have historical data.

[3] Performance measure encompasses all BA types.

[4] Performance measure represents the average processing time for all BAs requiring capital management analysts and managers approval.

Management and Budget: Capital Budget Planning and Policy

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain an appropriate and balanced mix of revenue sources in the Capital Projects Fund.					
Local tax funding as a percent of the adopted Capital Projects Fund budget	9.1%	11.8%	25.6%	15.8%	24.9%
Cash proffers as a percent of the adopted Capital Projects Fund budget	7.6%	11.0%	3.0%	3.5%	2.0%
State and federal funding as a percent of the adopted Capital Projects Fund budget	16.2%	22.8%	27.9%	41.2%	22.4%
Debt funding as a percent of the adopted Capital Projects Fund budget	64.9%	53.9%	42.6%	37.3%	50.5%

Long-Range Fiscal Planning

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

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

Service Delivery Method: County staff provides these services.

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

Value Added: This activity ensures a comprehensive evaluation of the County's forecasted fiscal and economic conditions, as well as the projected needs of the population for certain facilities and services. This allows County staff and the Board to engage in an informed discussion of priorities balanced with fiscal responsibility. This activity also provides a framework by which the County can evaluate land use decisions against the needs and requirements of its population and infrastructure. This activity supports the longevity and sustainability of the County's 2019 Comprehensive Plan, which can be periodically evaluated and updated to reflect actual changes in development and land use.

Service Level Indicators: At current service level, nearly 20 legislative land development applications are analyzed at first referral per staff member each year.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Analyze legislative land development applications consistent with established Capital Intensity Factor indicators.[1]					
Number of assigned first referrals per analyst	n/a	n/a	16	18	20

[1] Data shown as n/a indicates a measure which does not have historical data.

Economic and Demographic Analysis

This activity provides economic and demographic data analysis to support the County's long-range fiscal planning, annual resource allocation decisions, legislative application reviews, and other significant fiscal matters under consideration by the Board. Economic analysis includes evaluation of economic development proposals under the County's consideration. This activity also assists in analysis and determination of economic and fiscal impact of proposed legislation at the local, state, and federal level. Demographic analysis supports countywide and region-wide population forecasting, and demographic projections are heavily used by the Fiscal Impact Committee in evaluation of its work products. Services are delivered primarily to internal customers. This activity focuses on assisting a wide range of users in the interpretation and correct use of data, including County officials, but also provides data and information to the general public. The role and responsibility of this activity has evolved with organizational needs, and time spent dedicated to special projects assigned by the County Administrator and other customers, has increased.

Service Delivery Method: County staff provide these services. Some studies and projects require the assistance of outside consultants and contracted services.

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

Value Added: This activity provides analysis of global, national, state and local economic conditions, which provide context for staff revenue forecasting. Population and other forecasting allows the County to proactively plan for service level considerations in the future. This activity also provides special project support, and research and data analysis to the Department as well as to the County as a whole in evaluating various proposals before the Board for consideration.

Service Level Indicators: At current service level, approximately 100 Virginia General Assembly bills are analyzed for economic and fiscal impact on the County each year. The addition of a FY 2020-approved revenue analyst position (see Revenue Analysis activity) in the Department's Operating Budget Planning and Policy Program impacts the service level of the economist position. Previously, the economist split duties between this activity and revenue analysis activity.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Analyze and provide feedback on draft legislation with potential economic and fiscal impact on County operations.[1]					
Bills distributed to the Department of Management and Budget for review	n/a	n/a	113	100	115

[1] Data shown as n/a indicates a measure which does not have historical data.

Treasurer

To serve the residents of Loudoun County, both commercial and private, as well as the Board of Supervisors and other government agencies, including Loudoun County Public Schools. The services provided by the Treasurer's Office affect virtually every resident of the Loudoun County.

Department Program

Administration of the Revenue	Activities
Collect County and School revenue, including real and tangible personal property taxes for the County and five of the seven incorporated towns, and serve as the depository for cash receipts for all County and School agencies.	• Administration of Revenue • Revenue Accounting and Auditing of Funds • Investment and Treasury Management of Funds • Tax System Support

Financial Information

FY 2020 Adopted Information[1]

	Expenditures	Revenue	LTF	FTE
Administration of the Revenue	$6,766,938	$18,227,974	($11,461,036)	53.00
Total	**$6,766,938**	**$18,227,974**	**($11,461,036)**	**53.00**

[1] Sums may not equal due to rounding.

Administration of Revenue

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

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

Service Delivery Method: County staff provides this activity, supplemented by contracted services for lockboxes and printing and mailing tax bills.

Mandate Information: Revenue collection is mandated by both the Code of Virginia and Codified Ordinance of Loudoun County. In accordance with Code of Virginia Chapter 58.1, the Treasurer is mandated to bill within 14 days of a due date; to collect County taxes and Town taxes[1], taking additional steps as needed if delinquent taxes exist; and to deposit County funds in a timely manner. The Code of Virginia allows for use of credit cards as a payment method and electronic billing as an alternative delivery method. Receivable administration for special tax districts is mandated in accordance with both County Ordinance and/or Code of Virginia.

Value Added: County and LCPS operations and budgeting are dependent on proper billing, collection, and safeguarding of all tax revenues, while ensuring proper accountability and financial controls are maintained at all points during the processes.

Service Level Indicators: Current service level represents semi-annual collections for real estate taxes and personal property taxes, monthly collection of fiduciary taxes, and annual collections for business license taxes. On an annual basis, the Office mails approximately 825,000 bills for real estate and personal property taxes. Current service level includes processing over 1.5 million transactions annually (excluding online transactions) and approximately 150,000 delinquent actions and responding to nearly 100,000 taxpayer inquiries.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Bill semi-annual real estate, semi-annual personal property, and annual business license taxes.					
Number of real estate bills issued	261,436	254,987	265,142	273,096	281,289
Number of personal property bills issued[2]	646,151	585,997	534,403	550,435	566,948
Process tax and non-tax (fines, permit fees, charges for service, commonwealth and federal aid) related payments.					
Number of tax related transactions processed (excluding online payments)	1,482,594	1,517,448	1,476,102	1,520,385	1,565,997
Number of non-tax related transactions processed (excluding online payments)	45,280	43,332	34,329	35,539	36,420

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

[2] The decrease in the number of personal property tax bills seen beginning in FY 2018 is a reflection of a change in the frequency for delinquency notices. In FY 2017, the Office was completing monthly billings which was not sustainable.

Treasurer: Administration of the Revenue

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Number of payments made online (in thousands)[1]	540	635	520	536	552
Tax value collected online (in millions)	$226	$240	$273	$287	$301
Take proper collection actions for any delinquent accounts. [2]					
Number of delinquent collection actions taken[3]	n/a	95,490	147,884	152,321	156,890
Provide responsive customer service by responding to taxpayer inquiries.					
Number of taxpayer inquiries	106,520	91,158	93,500	98,175	103,084

[1] The spike in online tax payments in FY 2018 is believed to be a result of increased awareness of the ability to make payments online. The subsequent decline in later years is believed to be the result of individuals linking tax accounts in the payment portal as one payment.

[2] Data shown as n/a indicates a measure which does not have historical data.

[3] Delinquent collection actions includes liens, DMV stops, bankruptcy, court filings, etc. Multiple delinquent actions can be taken for a single account if it remains uncollected. FY 2017 data are not available.

Revenue Accounting and Auditing of Funds

Revenue accounting and auditing of funds involves managing the deposit and disbursement of all County and LCPS accounts, including tax refunds and operating expenditures. This activity is responsible for the reconciliation of more than 90 bank, investment, or credit card merchant accounts related to the County and LCPS ledger. The activity also manages the outstanding checks process and the State mandated unclaimed property filing. Any mandated disbursements by Code of Virginia or County ordinance are reviewed, balanced, and processed through this program. This includes the mandatory remittance on Transient Occupancy Tax, Health Department fees, Sheriff's Department fees, State Sales Tax, Local Fees and Fines, Dulles Greenway, Metropolitan Washington Airports Authority revenue, Route 28 Tax District monthly remittance, Community Development Authority district remittance, Metro Tax District remittance, Greenlea Tax District remittance, Tall Oaks Water and Sewer District remittance, and the Dulles Industrial Park Water and Sewer District. Effective January 2019, this program also includes the collection reconciling and remittances of town real estate taxes for Leesburg, Hillsboro, Lovettsville, Round Hill and Middelburg. This program reconciles the daily and annual posting of all tax revenue and receivables that are maintained in the general ledger including working closely with the controller in the preparation of the Comprehensive Annual Financial Report (CAFR).

Service Delivery Method: County staff provides this activity, with critical reliance on the tax system, Oracle, and bank interfaces.

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

Value Added: Not providing this activity could put the fiscal health of the County at risk by jeopardizing the ability of the County to accurately report financial data. The County's AAA bond ratings are partially dependent upon this activity. If this activity were not provided, there could be an increased risk of fraud as timely reconciliation of County funds is an essential element of robust financial controls.

Service Level Indicators: Current service level supports 95 bank and investment accounts, for which 100 percent of bank reconciliations are completed within 60 days of the end of the month. Current service level also reflects processing approximately 50,000 tax refunds and 15,500 payment re-applications[1] annually. Staff completes an estimated 60 audits (internal and external) annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Monitor and verify all County disbursements and receipts by reconciling the County's bank statements to the County financial system within 60 days of month end.					
Number of bank and investment accounts reconciled	67	69	90	95	98
Average number of quarterly bank transactions (in thousands)	310	352	387	513	589

[1] Re-applications are changes to tax account payments for the purposes of reallocating payments to multiple accounts. Examples include a payment for five accounts being redistributed from one account to five or the transfer of a personal property tax payment from vehicle a to vehicle b when both vehicle a and b have the same property owner.

Treasurer: Administration of the Revenue

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Percent of bank reconciliations completed in 60 days	100%	98%	100%	100%	100%
Actively manage the outstanding checks process and the State mandated unclaimed property reporting and filing.					
Average number of outstanding checks subject to unclaimed property filing each month	8,437	9,557	11,017	11,348	11,688
Research and process payment re-applications or authorize refunds for real property and personal property.					
Number of tax refunds authorized	48,543	48,520	46,125	49,392	54,331
Number of re-applications	11,918	12,768	12,464	15,449	16,994
Complete regular internal and external audits.					
Number of internal and external audits completed	48	50	55	60	66

Investment and Treasury Management of Funds

This activity monitors the daily cash flow of both the County and Loudoun County Public Schools (LCPS), for the purpose of meeting the daily expenses for the entire County and LCPS system, including payroll and operating checks. Other duties include monitoring for check fraud; issuing County and LCPS wires, check payments, and automatic debit (ACH) transactions; administering bond proceed accounts thru Commonwealth State Non Arbitrage Program (SNAP)accounts; investing excess cash; and monitoring and reporting on the County's investments.

This activity also includes the Treasurer's Office work to obtain the highest possible yield on available County assets, consistent with constraints imposed by its safety objectives, cash flow considerations and the County's Investment Policy. This activity maintains the County's primary banking relationship and associated services. The Loudoun County Finance Board, whose members are designated by the Code of Virginia, reviews the County's investment holdings and activities and provides program guidance. This activity includes support to and coordination of the Finance Board.

Service Delivery Method: County staff provides this activity.

Mandate Information: Investment of County funds is not mandated, however, the Treasurer is required to deposit all County funds in qualified depositories, follow the County's Investment Policy, and adhere to multiple sections of the Code of Virginia. All financial institutions holding County funds must be qualified depositories, as defined by Code of Virginia Chapter 44 Virginia Security for Public Deposits Act (sec. 2.2-4400 through 2.2-4411). Investment of funds must strictly adhere to Code of Virginia Chapter 45 Investment of Public Funds Act (sec. 2.2-4500 through 2.2-4519). Code of Virginia § 58.1-3132 requires the Treasurer to pay valid warrants and other legal demand instruments and stipulates the rules for payment.

Value Added: This activity closely monitors the expense associated with banking services, minimizing the cost. Thorough review of the County's cash flow and anticipated expenses is done to maximize the ability to invest. In-house investment management provides for a cost-effective manner of investing, reducing outside management fees; while allowing for a more concise view of cash flow needs to meet the demands related to the growth of the County and LCPS. This activity also limits the County's exposure to fraud by providing additional fraud control and oversight of County and LCPS disbursements.

Service Level Indicators: Current service level reflects the management of an investment portfolio with an average dollar value in excess of $1.0 billion[1]. The Office strives to exceed the monthly benchmark rate of return. Current service level represents at least 35 percent of available funds maintained for liquidity. Staff processes approximately 12,000 ACH vendor transactions, approximately 550,000 ACH payroll transactions, and approximately 85,000 check payments (County and LCPS). It also reflects the initiation of approximately 1,000 wires annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Meet and exceed the established benchmark rate of return (identified below) for the County portfolio.					
Benchmark rate of return (12 month average)	0.65%	1.43%	2.16%	1.70%	1.50%
Average realized rate of return	0.81%	1.38%	2.41%	1.90%	1.75%
Average dollar value of investment portfolio (in millions)	$678	$797	$898	$1,012	$1,042

[1] As of August 2019, the average dollar value of the investment portfolio was $1.012 billion.

Treasurer: Administration of the Revenue

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Analyze and determine cash flows to ensure no less than 30 percent of available funds are maintained for liquidity for the purposes of meeting the County's daily needs.[1, 2]					
Average percent of available funds maintained for liquidity	44%	42%	47%	35%	35%
Number of electronic deposits (ACH)[3]	n/a	15,603	16,069	16,872	17,716
Analyze, review, and authorize disbursements and warrants, as mandated in accordance with the Code of Virginia § 58.1-3132.[2]					
Number of ACH vendor transactions (County)	9,849	9,730	11,067	11,842	12,671
Number of ACH payroll transactions (County)	n/a	n/a	517,441	553,662	592,418
Number of check payments issued (County)	34,519	58,623	58,228	56,481	54,787
Number of check payments issued (LCPS)	24,942	23,801	26,665	28,798	29,144
Number of wires initiated	804	899	916	989	1,119

[1] Actual percentages will vary depending on market conditions. A higher rate of available funds maintained for liquidity may indicate better rates of return on short-term investments.

[2] Data shown as n/a indicates a measure which does not have historical data.

[3] The number of electronic deposits is a factor in cash inflows, which impacts the amount of funds maintained for liquidity and impacts overall work flow in identifying purpose of funds.

Tax System Support

This activity provides technical support for the County's electronic tax system, including preparing reports, running queries, loading various payment files, generating bill extract files, preparing revenue extract files for County financial needs, and performing required scheduled maintenance. To provide this activity, staff works in conjunction with the Department of Information Technology, the system vendor, the Department of Finance and Procurement, and the Commissioner of the Revenue's Office. While support from the vendor is provided, day-to-day technical administration and system support is the responsibility of the Tax System Support team. Support for all revenue collection processed through the cashiering system is also provided through this activity. The support of the tax technical team is critical to the successful interfaces into the County general ledger system. Other systems that interface with the tax system include the property assessment system (including all of its supporting interfaces from Courts, Mapping and Geographic Information, and the Board of Equalization); general ledger financial system; Virginia's Department of Motor Vehicles (DMV) and Treasury system; the Court Fines system; Animal Control software; the Land Management Information System; and parking tickets system.

Data files relating to all receipting and tax administration functions are created in this joint system for upload to the County's financial system on a daily basis. This activity also provides system security oversight for all of the systems accessible through the Treasurer's Office.

Service Delivery Method: County staff provides this activity.

Mandate Information: This activity is not mandated, however, the technical support of the tax system and cashiering modules is required to meet the mandated tax administration requirements and the Treasurer's revenue collection mandate under both the Code of Virginia and the Codified Ordinances of Loudoun County.

Value Added: The functionality of the tax and cashiering system is critical to the County's ability to process, collect, and bill County and town taxes and interface other revenue collected countywide. The system security oversight provided by this activity is critical to ensuring access to private information of taxpayers is secure. This activity is an integral part of delinquent collections efforts with development of automated file generations to the Virginia DMV and Treasury Office, as well as working on customized annual court judgment process for delinquent taxpayers and supporting the Court fine collection efforts. This activity provides solutions to payment applications, web site design, and office automation needs.

Service Level Indicators: Current service level supports approximately 60,000 e-bills annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Support the Treasurer's Office in their mission to accept all deposits and disbursements.[1]					
Number of e-bills provided to citizens	n/a	38,673	58,318	60,068	61,870

[1] Data shown as n/a indicates a measure which does not have historical data.

Public Safety and Judicial Administration FY 2020 Program Review

Contents

Animal Services	2-3
Clerk of the Circuit Court	2-13
Commonwealth's Attorney	2-23
Community Corrections	2-27
Courts	2-35
Fire and Rescue	2-43
Juvenile Court Service Unit	2-85
Sheriff's Office	2-93

Animal Services

To serve the community by promoting public safety and the compassionate treatment of all animals through humane education, community outreach, sheltering, and law enforcement.

Department Programs

Animal Shelter	Activities
Provides care and treatment for all unwanted, stray, abused, abandoned, and impounded companion and domestic animals and facilities placement through a variety of adoption and alternative placement programs.	• Animal Care • Animal Placement, Outreach, and Education Services

Animal Control	
Provides for the health, safety, and welfare of the residents and animals in Loudoun County through the enforcement of both state and local animal laws; protects the public's health and safety from sick, stray, injured, rabid, or dangerous animals; and investigates and resolves reports of animal cruelty, neglect, and abandonment.	• Animal Control Officers • Dog Licensing

Financial Information

FY 2020 Adopted Information[1]

	Expenditures	Revenue	LTF	FTE
Animal Shelter	$1,917,166	$88,250	$1,828,916	19.53
Animal Control	1,800,927	453,950	1,346,977	16.00
Total	**$3,718,093**	**$542,200**	**$3,175,893**	**35.53**

[1] Sums may not equal due to rounding.

Animal Care

The Animal Care activity provides daily care and husbandry for animals housed at the facility, located near Waterford. The new facility, located in Leesburg, has an expected completion date of FY 2021, and is approximately 22,000 square feet, with specialized design to support optimal animal health and welfare and resident services. At the animal shelter, animal care activities include feeding, cleaning, administering vaccines and medications, microchip implantation, and the mandated documentation of all animal information. Animal care staff perform behavioral and medical evaluations, as well as provide exercise, socialization, and enrichment programs. Animal care staff also support foster care and transfer efforts. This hands-on team provides adoption, surrender and euthanasia counseling, and performs euthanasia while also playing an integral part of the Loudoun County disaster and emergency plans.

Administrative staff oversee purchasing, payroll, facilities management, human resources, budgeting, financial accounting, and specialized software applications.

Service Delivery Method: County staff provides these services. Contractual services are used for some veterinarian services, dependent on the type and volume of services required.

Mandate Information: Sheltering services for stray dogs, either provided by city or county government or contracted, are mandated in the Code of Virginia § 3.2-6546 B.

Value Added: Loudoun County Animal Services (LCAS) operates the only open-access facility in the County, accepting stray and surrendered domestic animals regardless of age, temperament, or health. LCAS staff provides medical care for sick and injured animals, vaccination protocols to reduce disease in the shelter, and enrichment for all companion animals to reduce stress and maximize adoptability. The care staff provides adoption counseling to individuals interested in selecting a pet, and offers surrender counseling designed to gather vital behavioral and medical information from the pet owner to find the pet the best possible outcome post-surrender. Surrender and behavior counseling can potentially result in the pet not coming into the care of LCAS by offering guidance and advice to retain and properly care for companion animals. By providing counseling, LCAS helps reduce stress placed on the animal and pet owner. As a result, this reduces the need for shelter resources when more companion animals are retained by their owners.

LCAS staff is trained in crisis situations such as large-scale animal seizures, dangerous and fractious animal handling, livestock husbandry and pet-friendly sheltering in the event of a disaster. Without these services, the Loudoun community would not be equipped to handle animal related safety and welfare concerns that arise and pets in need of refuge and residents in need of animal-related services would have limited options, if any.

Service Level Indicators: Current service level maintains a live release rate of 85 percent or higher for approximately 2,300 companion animals annually. The Department, through this function, supports the intake of approximately 2,500 animals each fiscal year, with approximately 45 percent having complex medical or behavioral challenges which require more resources to effectively manage. Current service level represents processing nearly 1,900 adoptions and returning 400 animals to their owners. Additionally, current service level provides for transfer services for approximately 500 animals. At the current service level, LCAS provides life-saving foster support services to approximately 500 animals over the course of the year, of which approximately 15 percent may require intensive behavioral or medical interventions to become foster eligible. Service level indicators are based on the current complexity of animal intakes. In the event that more complicated trends are present (such as increasing numbers of medically or behaviorally complicated animals are received at the shelter), service levels may be impacted. Service level indicators are also based on the current human population, assuming a static per capita pet ownership rate, and in the event that human population dramatically rises, or pet ownership increases, service levels may be impacted.

A shelter veterinarian was approved pursuant to the opening of the new facility to bring veterinary services into the control of the department rather than with contractors. This position provides all in-house medical care and oversight for tasks such as: wound repair, vaccination, sterilization, minor and major surgeries, animal cruelty assessments, dental

Animal Services: Animal Shelter

procedures, amputations, euthanasia, specialized feeding plans, medically addressing behavioral deterioration resulting from kenneling, and all aspects of physical and mental healthcare for approximately 2,500 sheltered animals per year.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Achieve an 85 percent or higher rate of live animal outcomes.					
Total live release rate	92%	93%	94%	89%	90%
Intake of dogs	1,011	928	987	950	1,000
Intake of cats	937	972	975	1,100	1,100
Intake of other species	462	558	446	500	500
Number of animals with complex medical or behavioral challenges	833	925	970	1,050	1,150
Number of animals adopted	1,608	1,712	1,776	1,860	1,950
Number of animals returned to owner	401	389	420	400	420
Increase feline return to owner (RTO) rate, maintaining a minimum of double the national average (2 percent).					
Feline RTO rate	10%	12%	12%	13%	13%

Animal Placement, Outreach, and Education Services

This activity expands the reach of LCAS beyond the confines of the physical structure through education, marketing, adoption promotions, and participation in community events forging meaningful community partnerships and providing front line customer service. The LCAS Animal Placement, Outreach and Education Services staff connects residents and animals to resources by developing and implementing communication and marketing efforts, as well as compiling and maintaining relevant resource information. This team provides staffing to the animal shelter's front counter, assisting customers with questions and concerns, completing the adoption application process, providing support and guidance post adoption, maintaining the department's lost and found pet database, reducing euthanasia by providing alternatives to surrender, and accepting stray and surrendered pets from Loudoun residents. In addition, the team develops community relationships that facilitate the foster and transfer programs with the goal of securing the best placement option for each animal. This activity works closely with animal-oriented businesses and nonprofit organizations to serve Loudoun residents. In partnership with Loudoun Hunger Relief and The Humane Society of Loudoun County, staff also operate the Loudoun Pet Pantry, which provides emergency food supplies for family pets in need, reducing the need to surrender these pets to the animal shelter due to financial hardship.

Service Delivery Method: County staff provides this service with the support of over 200 volunteers and countless public-private partnerships.

Mandate Information: This activity provides support to the animal sheltering services mandated in the Code of Virginia §3.2-6546 B "the governing body of each County shall maintain (or cause to be maintained) a public animal shelter…" Additionally, the Code of Virginia §3.2-6546 requires maintenance of lost and found directories and written records of each companion animal within the care of LCAS.

Value Added: The Animal Placement, Outreach, and Education Services staff provides vital, cost saving support to the department by recruiting and training volunteers. This activity also plays a key role in reducing euthanasia and the daily cost of animal care, and supporting the foster care and animal placement program.

The Department provides a low-cost vaccination and microchip program for owned pets in Loudoun County, with the goal of mitigating rabies risk, creating a healthier animal population, increasing return to owner rates for lost pets, increasing dog license compliance and connecting with the pet-owning community. The Department is expanding to targeted locations around the County to continue assisting residents with these critical services.

In addition, the animal shelter has been able to stabilize local intakes in spite of growing human populations, by providing surrender prevention counseling and lost/found services, and through employment of creative marketing techniques and education services. The LCAS education programs provide vital information to the Loudoun County community to reduce animal bites, reduce euthanasia of healthy, safe, and treatable pets, interrupt the cycle of animal cruelty, promote adoptions, prevent surrenders, and counsel pet owners.

Service Level Indicators: Current service levels support over 100 annual outreach activities and up to 200 active volunteers. At current service level, volunteers contribute approximately 13,000 hours of service at a value of nearly $350,000. Currently, volunteers are waitlisted to ensure all interested volunteers are able to receive proper animal handling and safety training.

Animal Services: Animal Shelter

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Increase presence in community through social media, online, and outreach activities.					
Number of outreach activities to promote animal service	98	102	103	110	120
Number of humane education activities	114	91	96	100	100
Number of participants attending humane education and outreach activities	15,904	17,350	14,100	15,000	16,000
Number of social media followers	11,907	14,811	18,085	19,000	20,000
Number of visits to website	802,379	1,203,303	1,083,694	1,100,000	1,200,000
Number of owned animals provided with low cost vaccination or microchip services	216	313	369	400	450
Increase the level of volunteer support through appropriate training.[1]					
Number of adult volunteers	77	89	110	110	130
Number of volunteers under 18 years of age	53	44	50	55	60
Number of volunteer hours	6,983	10,899	12,911	13,000	14,000
Value of volunteer hours	$145,206	$270,387	$342,382	$347,750	$374,500
Number of foster families	57	71	85	90	100
Number of foster care hours	11,283	14,627	14,500	15,000	15,000
Number of animals sent to foster care	332	467	450	500	500
Hours of volunteer training provided	n/a	37	81	90	100

[1] Data shown as n/a indicates a measure which does not have historical data.

Animal Control Officers

The Animal Control Officers (ACOs) activity provides for the health, safety and welfare of the public and animals in Loudoun County through the enforcement of both State and local animal laws. Services are provided 24 hours-a-day, 7 days per week for critical or emergency animal-related issues that impact the public.

ACOs protect the public's health and safety from sick, stray, injured, rabid, or dangerous animals and advocate for the welfare of animals by promoting and providing for their safe, humane, and lawful treatment. Animal Control provides assistance to public safety agencies, investigates and resolves reports of animal cruelty, neglect and abandonment, and theft, performs technical animal rescues, and participates in educational programs at local schools, community groups, and County-wide events on various animal related topics. LCAS dispatchers and ACOs provide education to the community on domesticated animal and wildlife related issues. The animal control division manages the Community Animal Resource Effort (C.A.R.E), Operation Protect Livestock (O.P.L.), and Stop Abuse and Violence Effort (S.A.V.E.) and participates in numerous humane education events each year.

Service Delivery Method: County staff provides this service.

Mandate Information: Pursuant to Code of Virginia §3.2-6555, it is mandated that "the governing body of each County or city shall, or each town may, employ an officer to be known as the animal control officer who shall have the power to enforce this chapter, all ordinances enacted pursuant to this chapter and all laws for the protection of domestic animals. The governing body may also employ one or more deputy animal control officers to assist the chief animal control officer in the performance of his duties."

Value Added: Officers are strategically deployed throughout the County and provide timely response to public requests for services. Officers successfully resolve a majority of the animal related complaints helping animal owners avoid future problems or violations. The goal of ACOs is to resolve cases through education and most cases are resolved outside of court.

Furthermore, because ACOs have unique training and ability to handle a variety of animals and emergency response scenarios, other public safety agencies are able to perform their duties in a safer, more efficient manner allowing them to focus their efforts on the people emergency while ACOs focus on the animal emergency. ACOs provide residents of all ages with humane education on proper animal care and handling designed to create a stronger human to animal bond, thereby reducing incidents requiring enforcement or officer intervention. The C.A.R.E program provides assistance to low-income pet owners, which allows pets to stay in their home and reduce the number of animals surrendered to the animal shelter due to the owner's inability to care for their pets. OPL serves to re-unite stray livestock with their owner to greatly reduce the likelihood of property damage occurring or the animal becoming injured or killed. The S.A.V.E. program is designed to facilitate the community's recognition and understanding of the dynamic connection between animal abuse and the cycle of family and societal violence.

Service Level Indicators: At current service level, 90 percent of calls are resolved outside of court through diversion, education, and enforcement efforts. Current service level involves fielding up to 24,000 phone calls annually, assuming a combination of calls related to law enforcement and general shelter operations. At current service level, staff physically respond to up to 5,500 calls for service annually and dispatchers aim to resolve over 17,000 public inquiries by phone. The service level indicators are based on animal intakes and law enforcement investigations. In the event that more complicated trends are present (such as increased rates of serious animal-related crimes), service levels may be negatively impacted. Service level indicators are also based on the current human population, assuming a static per capita pet ownership rate. In the event that human population dramatically rises or pet ownership increases, service levels may be negatively impacted.

Animal Services: Animal Control

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Improve effectiveness of call taking services through diversion, education, and enforcement.					
Number of wildlife phone calls	3,542	3,975	3,136	3,650	3,700
Percentage of wildlife calls resolved through education	57%	67%	60%	60%	60%
Number of phone calls received	22,622	23,296	22,954	22,800	23,000
Number of on-call phone calls	358	445	465	450	475
Number of animal shelter phone calls	11,693	11,692	11,623	12,000	12,200
Percentage of phone calls resolved through education (includes livestock and companion animals)	46%	52%	63%	65%	65%
Number of animal control phone calls	6,666	6,788	6,493	7,250	7,500
Provide qualifying residents with C.A.R.E. services.					
Number of animals served by C.A.R.E.	42	36	40	60	65
Number of animals spayed/neutered through C.A.R.E.	8	7	13	10	15
Sustain 90 percent resolution of calls outside of court.[1]					
Number of calls for service	4,823	5,091	5,346	5,500	5,500
Number of calls for service for dog bites	449	577	638	600	600
Percentage of dog bites resolved outside of court	90%	95%	96%	95%	95%
Number of calls for service for investigations	1,201	1,196	1,326	1,350	1,400
Percentage of investigations resolved outside of court	95%	96%	90%	90%	90%
Number of calls for service for routine calls	1,934	2,554	2,426	2,500	2,500
Percentage of routine calls resolved outside of court	98%	99%	97%	97%	97%
Number of cases resolved outside of court	4,709	7,995	5,222	5,200	5,200
Number of calls for service for wildlife calls	1,104	1,289	1,426	1,400	1,400
Number of responses needed to complete all calls for service	10,628	10,741	11,260	11,500	12,000
Achieve success rate of 80 percent or higher through court.					
Number of cases taken to court	114	96	132	130	140
Percentage of success rate for court cases (plea or conviction)	73%	78%	68%	75%	78%

[1] Calls are considered routine if no person or animal is in danger. For example, a dog running at large with no indication of it being aggressive or a traffic hazard would be considered a routine stray roam.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain an efficient response time for calls for service by ACOs.[1]					
Average response time for calls between 9 PM and 7 AM (minutes) Target Response=45 Minutes	29	41	26	35	35
Average response time for calls between 7 AM and 9 PM (minutes) Target Response= 180 minutes	164	186	174	165	165
Average response time for emergency calls, persons in danger(minutes) Target=30 Minutes	20	21	19	25	25
Average response time for animals in danger and other urgent calls (minutes) Target = 30 Minutes	25	28	25	27	27
Average response time for routine calls (minutes) Target Response = 390 minutes	326	384	323	330	330
Number of priority calls, person or animal in danger or other urgent calls	1,653	1,864	2,108	1,800	1,800
Number of routine calls for service	3,731	3,223	3,238	3,500	3,500

[1] Target response times are developed internally based on call volume and staffing levels.

Dog Licensing

The Dog Licensing activity provides dog license registration, issuance, and fee collection for Loudoun County residents. This activity processes all dog license revenue collected via mail and website transactions and answers relevant inquiries via email and telephone. The state enacted legislation in 2008 requiring local veterinarians to submit rabies certificates to the Treasurer's Office. The Department has a memorandum of understanding with the Treasurer's Office that allows for LCAS to process all rabies certificates into the Department's software system. This activity processes all rabies certificates submitted to the Department from veterinary offices and follows up with new and delinquent dog owners.

Service Delivery Method: One County staff is dedicated to this activity.

Mandate Information: This service is mandated by the Code of Virginia § 3.2-6524, which stipulates that unlicensed dogs are prohibited: "It shall be unlawful for any person, other than a releasing agency that has registered as such annually with local animal control, to own a dog four months old or older in the Commonwealth unless such dog is licensed, as required by the provision of this article."

Value Added: The dog licensing program ensures that dogs residing in the County have current rabies vaccinations and enables progressive return-to-owner programs for licensed pets. When a friendly stray pet is found by a resident, that resident may call into LCAS and dispatchers will search license records geographically to connect the finder and pet owner, either directly or through an ACO. This process eliminates the need to transport and house the animal at the shelter. The license record matching program helps ensure stray dogs are returned to their owners. An online dog licensing platform, which enables residents to purchase a dog license from their computer or smartphone, increased dog licensure revenue. The online platform provides ACOs with the most current information, reducing the number of public complaints.

Service Level Indicators: At the current service level, this activity provides licenses to approximately 45 percent of dogs in Loudoun County. Current service level is based on the current human population, assuming a static per capita pet ownership rate, and in the event that human population dramatically rises, or pet ownership increases, service levels may be negatively impacted.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Achieve 50 percent or higher of dogs licensed in Loudoun County.					
Number of dog license notices issued	40,689	42,002	44,319	45,000	46,000
Number of new and renewed dog licenses sold	25,959	25,548	26,063	26,000	27,000
Percentage of dogs licensed in Loudoun County	45%	47%	45%	45%	46%

LOUDOUN COUNTY VIRGINIA
·I·BYDE·MY·TIME·
1757

Clerk of the Circuit Court

To facilitate the orderly conduct of governmental, judicial, commercial, and quasi-legal affairs for the residents of Loudoun County by collecting the appropriate taxes and fees; processing legal documents; retaining permanent court records, land records, judgment records, and legal documents; providing public inspection of permanent records; and providing efficient administration of court cases and Clerk's Office services.

Department Program

Clerk of the Circuit Court

The Code of Virginia mandates more than 800 duties for the Clerk of the Circuit Court meaning this entity offers a wide variety of services to the citizens of Loudoun County. Some of those services include the issuance of marriage licenses, recording of deeds and land documents, coordinating juror services for jury trials, probate of wills and estates, assisting judges with courtroom proceedings, managing court files and legal documents, preserving historic court papers and many other services.

Activities

- Criminal Case Management
- Civil Case Management
- Recording
- Probate
- Judicial Services
- Jury Management
- Historic Records & Deed Research
- Administrative
- Public Services

Financial Information

FY 2020 Adopted Information[1]

	Expenditures	Revenue	LTF	FTE
Clerk of the Circuit Court	$4,885,203	$18,530,394	($13,645,191)	50.00
Total	**$4,885,203**	**$18,530,394**	**($13,645,191)**	**50.00**

[1] Sums may not equal due to rounding.

Criminal Case Management

The Criminal Case Management activity provides professional case management services to the circuit court judges, prosecutors, public defenders, attorneys, the Sheriff's Office, multiple law enforcement agencies, and residents. This activity manages all criminal court case files and all legal pleadings filed in criminal cases. Court orders and other legal papers are transmitted to appropriate public safety, mental health, and law enforcement agencies. State law requires public access to court cases and information; Criminal Case Management is responsible for providing such access. This activity manages the payment program and payment contracts for criminal defendants who owe court fines and costs as a result of a criminal conviction and performs basic accounting work related to the tracking of the payment of costs and fines. Search warrant affidavits and return of search warrants are filed with this activity for retention and record-keeping. This activity assembles all legal pleadings, orders, exhibits, and evidence when a criminal case is appealed to an appellant court and prepares an official inventory of all records for the appellant court. This activity also maintains all evidence admitted in a criminal matter and arranges for the storage and destruction of such items.

Service Delivery Method: County staff clerks provide to the Criminal Case Management activity. Some funding from the Virginia State Compensation Board is provided for staffing costs.

Mandate Information: The services provided by the Criminal Case Management activity are mandated by the Code of Virginia, including Code of Virginia §§ 16.1-133, 19.2-310, 19.2-336, 19.2-354.1, 19.2-310.2:1, 46.2-383 and 17.1-208.

Value Added: The efficiency and productivity of the Criminal Case Management activity complements the mission and objectives of other State and local public safety and law enforcement agencies. Information from this activity is disseminated to the Virginia State Police, probation and parole services including the state and local Department of Community Corrections, the Public Defender, the Sheriff's Office, the Commonwealth's Attorney, the Department of Mental Health, Substance Abuse, and Developmental Services, and numerous other agencies that use criminal case status information to execute their respective duties. The functions of this activity provide critical judicial support for criminal court cases, including digitizing criminal court records to improve the management of court case information.

Service Level Indicators: Current service level reflects preparing and disseminating approximately 8,000 criminal orders and notices annually, with approximately 1,600 orders and notices per deputy clerk.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Prepare, processing, issue, and transmit criminal conviction/sentencing orders; dismissal orders; and legal notice of fines, costs and restitution payment to counsel, litigants, public safety agencies, and other appropriate local and state agencies.					
Number of criminal orders and notices prepared and disseminated	8,052	8,722	6,556	8,000	8,500
Orders and notices per deputy clerk	1,610	1,744	1,311	1,600	1,700

Civil Case Management

This activity creates new civil court cases when a lawsuit is filed in the Circuit Court and prepares the necessary legal notices to the individuals or parties being sued. Lawsuits include but are not limited to damages for money, monetary judgment, contract disputes, land issues, zoning appeals, divorces, adoptions, name changes, out-of-state subpoenas, injunctions, seizure of real property, expungement of criminal charges, appointment of out-of-state ministers, condemnation of land or real property, appointment of guardians, and enforcement of judgments. This activity prepares court files and processes all applications for concealed handguns permits and issues gun permits. The processes related to confessing judgments, issuing subpoenas, administering oaths for ministers and celebrants, collecting celebrant bonds and civil bonds, and managing garnishment of wages cases are supported by this activity. This activity is also responsible for the storage and destruction of all civil exhibits admitted by the court.

Service Delivery Method: County staff clerks provide this activity. Some Virginia State Compensation Board funding for personnel expenditures is provided as demonstrated in the financial section of this report.

Mandate Information: The services provided by the Civil Case Management activity are mandated by the Code of Virginia, including Code of Virginia §§ 8.01-506, 8.01-466, 8.01-511, 8.01-308 and 32.1-268.

Value Added: These services allow citizens to have their disputes heard and decided by the Court as this activity manages the civil court files and all civil court pleadings and orders lodged in a civil case. This activity digitizes the civil court records to improve the management of court case information. The services offered by this activity have a direct impact on citizens seeking the appointment of a minister or celebrant to officiate a wedding or citizens seeking a gun license permitted by Virginia law. Processing of these cases in a timely fashion reduces delays that could interfere with commerce, business, finance, and the general welfare of citizens.

Service Level Indicators: Current service level reflects approximately 3,200 concealed handgun permits issued, 830 divorce cases concluded and processed, 215 garnishment cases and collections administered, and over 9,900 civil court orders processed across a staff of ten deputy clerks.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Issue concealed handgun permits within 45 days per the Code of Virginia.					
Number of concealed handgun permits issued within 45 days	3,127	3,698	3,010	3,200	3,600
Review complaints for divorce; receive and retain court filings in divorce cases; assist judges with divorce proceedings; issue legal notices and copies of court orders to counsel, litigants, child enforcement agencies, and other appropriate County and state agencies.					
Number of divorce cases concluded and processed	691	704	785	830	890
Review the filing of garnishment petitions, establish hearing dates, process and issue legal garnishment notices, collect garnishment payments from employees, and disburse garnishment collections to appropriate parties.					
Number of garnishment cases/collections administered	219	289	203	215	225
Process, index, scan and disseminate civil court orders.					
Civil court orders processed	8,682	8,132	9,281	9,931	10,626

Recording

The Recording activity plays a vital role in the local economy as all deeds and land records are recorded with the Clerk of the Circuit Court. This activity is responsible for collecting all relevant taxes and fees associated with the recording of a deed, deed of trust, or other legal document that involves real property. The activity indexes the information that is required to allow public research of land records. These records are essential and necessary to conduct legal title research when buying or selling houses and/or land in the County. Court judgments, Internal Revenue Service liens, and other liens are docketed and retained by this activity. Appropriate public access to these records is required; the Clerk enhances public access with the use of digital technologies such as a subscription-based service to access digital land records remotely. Electronic recording of deeds and land records was initiated in 2013.

Service Delivery Method: County staff clerks provide this activity. Some Virginia State Compensation Board funding is provided for personnel costs for this activity.

Mandate Information: The services provided by the Recording activity are mandated by the Code of Virginia, including Code of Virginia §§ 25.1-247, 17.1-208, 17.1-238, 8.01-446, and 58.1-801.

Value Added: Deed research and electronic recording is a vital resource to professionals in the real estate business and a valuable service to individuals who buy or sell houses or land. The technologies implemented by the Clerk provide a more effective and efficient service to clients as individuals can do business with the Clerk remotely using the online technologies. The clients who use the remote, online programs pay fees to access these services. The Clerk's Office provides secure remote access to deeds and land record documents using secure remote access (SRA) technologies. SRA to the public is provided using subscription access to public records 24 hours a day including holidays. By providing secure remote access to federal, state, and county agencies, individuals can research legal documents from this office providing considerable efficiency in government. Title examiners and other professionals who conduct research on land and legal data can more efficiently research public information from their offices and other remote locations. This service offers significant cost benefits and increased productivity for government agencies and private companies to view, research, and print land record documents without the need to travel to the Clerk's Office. SRA also benefits subscribers who can obtain land records from their personal computers, thus saving a trip to the Clerk's Office. Electronic recording allows customers to submit documents for recordation 24/7; this provides customers the ability to work remotely at any time, reduces mailing costs, and eliminates the need to wait in line at the Clerk's Office to record. Electronic recordings also reduce the steps in processing mail, scanning documents, and reconciliation errors for the Clerk's Office.

Service Level Indicators: At current service level, approximately 56,400 deeds and deeds of trust are recorded annually, with approximately 11,300 deeds and deeds of trust recorded per deputy clerk. Currently, 70 percent of all deeds and land records are transmitted to the Clerk's Office in digital format. Current service level also reflects approximately 7,850 judgements recorded.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Review the filing of all deed recordings to ensure compliance with the law, collect the appropriate amount of state and county taxes for the transactions, and properly record the deeds among the land records for public inspection.					
Number of deed and deed of trust recordings	70,815	61,329	55,256	56,360	60,000
Deed recordings per deputy clerk	14,163	12,266	11,051	11,272	12,000
Number of judgements recorded	7,313	7,516	7,680	7,850	8,000

Probate

The Clerk acts as the probate judge as the Clerk's Office adjudicates the last will and testament when presented for probate. This activity handles the probate of wills and estates. This activity ensures that there is proper legal authentication of the will, conducts hearings with witnesses, reviews all legal documents related to the will, and appoints a legal representative to administer the affairs of the estate. The Probate activity prepares all necessary legal documents and orders pertinent to the probate of the will and estate. The Probate activity transmits critical estate information to the State Commissioner of Accounts, who is responsible for enforcing the filing of mandatory financial reports on the estate. This activity determines whether a surety bond or cash bond is required and assess the value of the bond to be filed with the Clerk. The Probate activity also processes the appointment of guardians for minors and incapacitated adults and indexes and scans all legal documents in the digital probate records system.

Service Delivery Method: County staff clerks provide the Probate activity. Some Virginia State Compensation Board funding is provided for personnel costs.

Mandate Information: The services provided by the Probate activity are mandated by the Code of Virginia, including Code of Virginia 64.2-1221, 64.2-443, 64.2-444, 64.2-502, 64.2-503, 64.2-554 and 58.1-1718.

Value Added: The immediate review of legal documents is necessary to determine legal jurisdiction and evaluate the authenticity of probate legal documents. The probate website provides beneficial information to guide clients before a probate appointment or hearing. Legal forms and information are available to assist with preparation with probate clerks. Individuals can review and complete online forms and submit the completed forms to the probate staff in advance of a hearing. This enhanced service often reduces the number of meetings or probate hearings required to complete the probate process. Providing prompt probate services promotes an effective means of managing the financial affairs of an estate.

Service Level Indicators: Current service level reflects approximately 700 wills probated and 5,700 documents indexed annually, with over 2,100 wills probated and documents indexed per staff.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Probate all wills and estates as required annually by the Code of Virginia.					
Number of wills probated	641	617	632	700	720
Probate documents indexed/scanned	4,674	5,008	4,245	5,730	6,130
Wills probated and documents indexed per deputy clerk	1,772	1,875	1,626	2,143	2,283

Judicial Services

The Judicial Services activity provides direct judicial support and services to the four resident circuit court judges as well as the numerous visiting retired judges who are assigned to hear cases in the Loudoun County Circuit Court. This activity provides legal assistance to the judges during court proceedings by keeping legal papers organized for each case being heard by the court, managing the exhibits and evidence in court cases, administering oaths to witnesses who testify in cases, and tracking the case status for the judges during the proceedings. This activity is responsible for preparing a variety of court orders for the judges in criminal court cases including, but not limited to, the following types of orders: conviction, sentencing, transport of inmates, assessment of fines and costs, mental health evaluation, and probation and parole. This activity prepares rules to show cause that direct individuals to take action and/or make an appearance before the Court and prepares capias warrants, which require an individual to appear before the judge in a criminal case. Each month, staff prepare the criminal indictments that are presented to the Grand Jury. The judicial services staff enters the case disposition and outcome in the case management system.

Service Delivery Method: County staff clerks provide this activity. Some funding from the Virginia State Compensation Board is provided for this activity as demonstrated in the financial report section of this document.

Mandate Information: The services provided in criminal court cases by the Judicial Services activity are mandated by the Code of Virginia, including Code of Virginia §§ 19.2-164, 19.2-166, 16.1-69.40, 19.2-165, 19.2-336, 46.2-383, Rule 5:10 and Rule 1:3. The services provided to the judges in civil court proceedings are not mandated by the Code of Virginia.

Value Added: The assistance provided to the judges for criminal cases is mandated and provides value to the efficiency of criminal court proceedings and completion of the paperwork in criminal cases. In some jurisdictions, the attorneys prepare the criminal court orders for the judges and submit those orders to the Court. Having deputy clerks, as opposed to attorneys, prepare the criminal court orders can be more efficient as the deputy clerks can easily consult the judges if there are questions about the court orders. Additionally, if the attorneys do not agree on the content of the orders, there can be delays in completing the orders. While providing assistance to the judge in civil proceedings is not mandated, these services contribute to the efficient adjudication of civil cases and the organization of case papers filed with the Court and provides for central distribution of critical case information.

Service Level Indicators: Current service level involves preparing approximately 8,000 criminal court orders annually, with approximately 1,600 criminal court orders prepared per deputy clerk staff. Current service level also includes supporting approximately 7,900 criminal court hearings, 3,500 civil court hearings, and 400 juvenile appeal court hearings.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Support and assist the judges of the 20th judicial circuit in criminal and civil court hearings.					
Number of criminal orders and notices prepared and disseminated	8,052	8,722	6,556	8,000	8,500
Criminal orders and notices per deputy clerk	1,610	1,744	1,311	1,600	1,700
Number of criminal court hearings	5,714	6,151	6,966	7,871	8,421
Criminal court hearings per courtroom clerk	952	1,025	1,161	1,312	1,404
Number of civil court hearings	3,651	3,272	3,404	3,540	3,823
Civil court hearings per courtroom clerk	609	545	567	590	637
Number of juvenile appeal court hearings	330	231	314	361	415

Jury Management

The Clerk manages jury operations and is responsible for issuing juror questionnaires to eligible citizens to serve jury duty. The questionnaires are organized for jury commissioners who validate which citizens are eligible. Upon certification of eligibility, the jury management activity will enter juror information in a juror database which is used for randomly selecting juror prospects for the calendar year. Each month, the jury management team uses a computer program to randomly select citizens and issue jury summons for jury duty. This activity assists prospective jurors with rescheduling jury duty or processing requests to be excused from jury duty. The activity maintains the juror database and manages all aspects of juror services. A juror orientation is provided to all jurors and the activity assists the jurors during their term of service to the court. The jury management activity makes arrangements to provide meals to jurors and hotel accommodations if the jury is sequestered. The jury activity assembles jurors for all jury trials, including civil and criminal cases and the monthly grand jury. Staff work closely with the judges to manage a jury trial in accordance with the judge's mandate. The jury management activity reviews jury trial and juror information to ensure jurors are properly compensated by the County for jury service using the statutory jury fees.

Service Delivery Method: County staff clerks provide this activity. Virginia State Compensation Board funding is provided to help finance some of the personnel costs.

Mandate Information: The services provided by the Jury Management activity are mandated by the Code of Virginia, including Code of Virginia §§ 25.1-229, 8.01-345, 17.1-618, and 17.1-622.

Value Added: The work of the Jury Management activity ensures judicial efficiency for jury trials. Jury management team members provide personal assistance to jurors in preparation for the jury trial, during the trial, and following the trial to seek juror input on the experience. Jury management works closely with jurors to reschedule their dates of service if the date on the summons conflicts with work, vacation, school, or other circumstances. The Court's one day-one trial approach is less intrusive on citizens' time commitments. Jurors in Loudoun County typically serve only one day as a result of this approach.

Service Level Indicators: Current service level involves staffing approximately 90 jury trials annually. In FY 2020, the Board approved one jury management team lead to assist with a growing workload brought forward with the addition of a new judge and County growth. To ensure a sufficient pool of jurors is provided for criminal and civil jury trials, the Office issues 45,000 jury questionnaires to prospective jurors by mail. Approximately 23,900 jury questionnaires are returned to the Clerk's Office by prospective jurors. Returned jury questionnaires are evaluated and processed for determination of qualified and disqualified jurors and subsequent certification of qualified jurors.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide jury management services to support criminal and civil jury trials; Ensure a sufficient pool of jurors is provided for criminal and civil jury trials as required by the Code of Virginia.					
Jury trials held (civil and criminal)	61	76	80	90	105
Jury trials set (civil and criminal)	377	408	380	383	387
Summonses issued	14,001	12,538	11,608	11,724	11,841
Postponements requested	3,072	2,105	1,831	1,849	1,868
Excusals requested	2,665	2,080	1,602	1,618	1,635
Jury questionnaires issued[1]	45,000	40,000	45,000	45,000	45,000
Jury questionnaires evaluated and processed for determination of qualified and disqualified jurors	24,358	23,032	23,629	23,865	24,104

[1] The number of questionnaires that the Clerk's Office issues to prospective jurors by mail.

Historic Records and Deed Research

The Clerk's Office possesses a valuable collection of historic court records dating back to 1757. These records must be properly preserved and protected and the Historic Records and Deed Research activity manages all preservation and conservation programs. The Historic Records and Deed Research activity prepares grant applications for State grants to finance the preservation of papers and records. The records are available for public inspections by citizens who research history, conduct genealogical research, and research public court records. Attorneys and title companies research older deed and land records when conducting title searches or preparing land cases for trial. The activity also organizes and coordinates history programs for schools and in association with Balch Library, the Oatlands Foundation, and other historical societies and groups. The activity conducts an inventory of books and records to determine what records require preservation efforts and then implements a preservation program for those records. As part of the preservation programs, the activity digitizes documents to promote online research of historic records which reduces the handling of physical documents. The activity provides quarterly public education programs. This activity also manages the off-site records center and manages the election ballots and retention of election records

Service Delivery Method: County staff clerks perform this service. Some Virginia State Compensation Board funding is provided to offset the personnel costs.

Mandate Information: The Clerk is required to properly maintain and preserve all court records in accordance with the Code of Virginia. Some examples of mandates are Code of Virginia §§ 15.2-944, 42.1-87, 24.2-669 and 42.1-86.1. A specialized historic records program is discretionary but in order to fulfill the mandate to properly maintain and preserve the historic records, staff is needed to manage the preservation of these valuable records.

Value Added: Loudoun County has a unique collection of court records dating back to 1757. Most Clerks' Offices lost their records during the Civil War as court records were burned, stolen or lost. Out of 120 Circuit Court Clerks' Offices in Virginia only five have all of their jurisdiction's respective court records. Managing these valuable treasures requires special care, significant management, and aggressive preservation. This program adds considerable value to our culture, education, and local economy.

Service Level Indicators: Current service level reflects the preservation of approximately 31,700 historic records annually, as well as providing 31,700 copies of deeds to patrons. In FY 2019, the Board approved one historic records clerk to support the growing historic records program.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Support preservation and public access to the historic court records of Loudoun County through the use of the latest conservation, storage, and electronic technology, preserving 35,000 documents annually.					
Number of scanned images of historic court records	16,876	28,472	30,047	31,699	33,442
Number of visitors to historic records division public outreach and education programs	395	353	1,020	1,122	1,234
Copies of deeds provided to patrons	30,022	31,651	31,116	31,738	32,372

Administrative

This activity manages the office operations, budget and finance, purchasing, human resources, information technology and other management services. This activity also provides oaths of office to elected officials, State and County appointees to boards and commissions, and to law enforcement agencies. The administration activity manages the investment of court funds and handles the accounting of all taxes and fees collected by the Clerk. This activity's functions include internal financial audits and victim restitution payments are vital accounting and finance services. Preparation of the daily deposit of tax, fees and revenues, and transmission of those revenues to the State and County are functions of this activity. This activity prepares and reviews numerous financial and accounting reports that are required by State law. This activity reviews and manages all Freedom of Information Act requests and responses. The Information Technology (IT) unit of this activity provides computer systems support, maintenance and inventory services. The IT unit provides HELP desk support to staff in the Courts Complex and also manages technology programs in the Clerk's Office and in the courtrooms.

Service Delivery Method: This activity is provided by the Clerk, who is an elected constitutional officer, and County deputy clerks.

Mandate Information: All services are mandated by the Code of Virginia, but there is some discretion in terms of the level of information technology management. Some of the mandates can be found in Code of Virginia §§ 15.2-1636.18, 17.1-283, and 58.1-3177.

Value Added: Proper management of finances, budget, personnel, information technology and other programs ensures the effective and efficient delivery of services. Having an IT unit in the courts complex brings considerable value to the Clerk's Office and other court agencies. The Clerk allows this IT unit to support the IT needs of Circuit Court judges, the Court Security activity of the Sheriff's Office, General District Court, and Juvenile & Domestic Relations Court.

Service Level Indicators: Current service level reflects support to other Clerk's activities through approximately 2,600 checks issued. At current service level, staff provides IT Help Desk support for approximately 400 requests from the Clerk of Circuit Court, other agencies of the courts complex, and the Department of Judicial Information Technology at the Office of the Executive Secretary for the Commonwealth of Virginia.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Manage, disburse, and reconcile liability accounts of the Clerk of Circuit Court to include: bonds, garnishments, restitution, condemnations, escrow, and refunds.[1]					
Number of checks issued in accordance with court order	n/a	1,623	2,076	2,595	3,243
Provide IT Help Desk support to the Clerk of Circuit Court, other agencies of the courts complex and the Department of Judicial Information Technology (DJIT) at the Office of the Executive Secretary for the Commonwealth of Virginia.					
Help desk support requests for Clerk of Circuit Court	308	259	267	275	283
Help desk support requests for other agencies of courts complex	53	64	74	85	98
Help desk support requests for DJIT	16	14	18	21	24

[1] Data shown as n/a indicates a measure which does not have historical data.

Public Services

With population growth in the County, more citizens are applying for marriage licenses which are required in Virginia in order to be legally married. While this activity provides application registration online, both parties must personally appear in the Clerk's Office, as required by law, so the Clerk can verify the identification of the parties. The marriage license services offered by the Clerk of the Circuit Court require diligence and proper oversight to ensure individuals can be legally married in Virginia and to provide legal paperwork that verifies a lawful marriage is properly prepared. A monthly report is submitted to the Commonwealth of Virginia Department of Health's Office of Vital Records in compliance with the Code of Virginia. The purpose of sending these records is to allow the Department of Health's Office of Vital Records to maintain the current records of each marriage license issued.

The Governor of Virginia, through the Secretary of the Commonwealth, appoints notary publics in the Commonwealth of Virginia. A duly appointed notary public has the statutory duty to properly authenticate that an individual who is executing a legal document is the individual acknowledging said document. A notary public provides a valuable legal service in the community. The Clerk is responsible for administering the oath of office to all appointed notary publics who receive their commission in Loudoun County. This includes the collection of relevant commission fees, the administration of the oath of office, and the referral to legal information regarding the duties of a notary public in Virginia. A monthly notary commission report is submitted to the Secretary of the Commonwealth. This report provides significant details for certifying and authenticating the legal commissioning of notary public by the Clerk's Office. The notary commission report includes a listing of all notary commissions that are not claimed within sixty days. The report provides the names of each notary qualified, their registration number, the date of commission, and the date of qualification. Notaries whose commissions have expired and persons who have not yet received a commission do not have authority to act as a notary.

Service Delivery Method: County staff clerks are assigned to assist with this activity, however these deputy clerks also provide services for the Recording activity. Some Virginia State Compensation Board funding is provided for personnel costs for this activity.

Mandate Information: The issuance of a marriage license upon the filing of a legal marriage license application is mandated and other mandates related to this activity include Code of Virginia §§ 20-14, 47.1-8, 47.1-9, and 17.1-240.

Value Added: Allowing citizens to file their application or register online through the Clerk's Office website speeds up the license issuance process. Notary publics are needed in society and for business to be the legal witnesses to signatures to legal documents.

Service Level Indicators: Current service level reflects the issuance of approximately 2,200 marriage licenses and 1,300 notary commissions and oaths each year.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Review and issue marriage licenses and notary commissions and oaths.					
Number of marriage licenses issued	2,138	2,299	2,180	2,200	2,225
Number of notary commissions and oaths issued	1,227	1,344	1,261	1,280	1,299

Commonwealth's Attorney

To aid investigations and prosecute felony, misdemeanor, traffic, juvenile, and statutorily specified civil matters, which are presented by law enforcement officers and government officials from local, state, and federal law enforcement agencies and certain County departments.

Department Programs

Office of the Commonwealth's Attorney

Represent the interests of the Commonwealth of Virginia in a statutorily defined scope of duties.

- Legal Representation of the Commonwealth

Victim and Witness Assistance Program

Assist victims and witnesses of crime as they navigate the court system; seek to enhance witness safety and attempts to reduce the level of trauma often associated with criminal cases; advise victims of rights as outlined in the Code of Virginia.

- Victim and Witness Assistance Program

Financial Information

FY 2020 Adopted Information[1]

	Expenditures	Revenue	LTF	FTE
Office of the Commonwealth's Attorney	$3,392,922	$930,589	$2,462,333	28.00
Victim and Witness Assistance Program	914,459	45,000	869,459	8.00
Total	**$4,307,381**	**$975,589**	**$3,331,792**	**36.00**

[1] Sums may not equal due to rounding.

Legal Representation of the Commonwealth

This activity provides legal representation for the Commonwealth and prosecutes various cases, including felony, misdemeanor, traffic, and juvenile criminal, presented by law enforcement agencies.

An "on-duty" prosecutor is available to respond to legal inquiries from law enforcement officers and magistrates during regular business hours and an "on-call" prosecutor is available 24 hours daily to handle any law enforcement emergencies or other situations requiring immediate attention. Attorneys are also available to work with law enforcement agencies and provide legal advice as required to facilitate investigations in specific complex cases. Attorneys can be cross-designated as Special Assistant United States Attorneys to prosecute cases in the Federal Courts when necessary. Likewise, Assistant United States Attorneys can be appointed as volunteer Assistant Commonwealth's Attorneys for Loudoun County when needed to coordinate joint prosecution efforts at the state level. The use of a multi-jurisdictional grand jury is another tool often used cooperatively with neighboring jurisdictions.

The Office also coordinates with the Attorney General's Office for specialized prosecutions from their Computer Crimes Section. This activity focuses particular attention on addressing gang activity and works with the regional investigative units on these cases. Attorneys and staff regularly assist with community outreach efforts.

Service Delivery Method: County staff provide these services. Personnel costs are partially offset by State Compensation Board funding. Three full-time prosecutors are specifically assigned to concentrate on domestic violence cases.

Mandate Information: The Commonwealth's Attorney is a locally-elected constitutional officer whose duties are mandated by the Code of Virginia § 15.2-1627. There are over 300 statutory duties and responsibilities of the Commonwealth's Attorney as prescribed in the Code of Virginia. The Office is not mandated to prosecute misdemeanor cases. However, it is the Office's policy that if the defendant has an attorney, the Office prosecutes the case regardless of whether it is a misdemeanor or a felony.

Value Added: The duties of the Commonwealth's Attorney are mandated by the Code of Virginia. Absent those duties, the community would have no representation in the court system.

Service Level Indicators: Current service level reflects an average caseload of 25 open felony cases per attorney. Current service level involves a workload of approximately 470 felony pleas and 65 attorney jury trial days. In addition, current service level reflects an average caseload of 80 domestic violence cases per case manager.

Commonwealth's Attorney: Office of the Commonwealth's Attorney

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide legal representation for the Commonwealth and maintain a caseload of no more than 25 open felony cases per attorney.[1]					
Number of criminal cases	n/a	n/a	1,705	1,715	1,715
Number of adult felony cases	n/a	n/a	1,269	1,270	1,270
Number of juvenile felony cases	n/a	n/a	70	75	75
Number of misdemeanors	n/a	n/a	365	365	365
Number of probation violation hearings	549	475	506	510	510
Number of forfeiture actions initiated	14	21	19	20	20
Number of jury trials / number of attorney jury trial days	39 / n/a	46 / n/a	39 / 46	45 / 65	45 / 65
Number of felony pleas	n/a	n/a	456	470	470
Average caseload per attorney	n/a	n/a	26	25	25
Maintain a caseload of no more than 80 domestic violence cases per manager.[1]					
Average domestic violence caseload by case manager	n/a	n/a	76	80	80

[1] Data shown as n/a indicates a measure which does not have historical data.

Victim and Witness Assistance Program

The Victim and Witness Assistance Program provides an interface between the judicial system and victims and witnesses of crime. The program also plays an active role in educating the public on issues related to domestic and sexual violence, and serves as liaison to the County's Domestic Abuse Response Team, the Child Protective Committee, and the Child Advocacy Center. The Victim and Witness Assistance Program provides crisis intervention by advising victims of their rights and notifying them of the services provided by the program and the State. Services within this activity include an explanation of the court process to victims and witnesses, liaison within the criminal justice system, courtroom accompaniment, witness preparation, claims filing through the Criminal Injuries Compensation Fund, supportive services referrals, victim impact statement preparation, restitution assistance, and safety planning.

Service Delivery Method: County attorneys and case managers provide this activity. One position is partially offset by grant funding provided by the Virginia Domestic Violence Victim Fund.

Mandate Information: County attorneys and case managers provide this activity. One position is partially offset by grant funding provided by the Virginia Domestic Violence Victim Fund.

Value Added: The Program serves as an interface between the judicial system and crime victims and witnesses to help ensure victim and witness cooperation in prosecution, to increase witness safety, and to reduce the level of trauma often associated with criminal cases. Absent this activity, victims and witnesses to crimes would have no guidance or direction as to their rights throughout the criminal court process and would be left without specific direction to County and community services.

Service Level Indicators: Current service level represents providing service to approximately 100 victims and/or witnesses on an annual basis. Services could include filing of claims to the Criminal Injuries Compensation Fund and issuance of victim impacts statements. Staff refers approximately 800 individuals to the Loudoun Abused Women's Shelter (LAWS) and other programs annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide support, guidance, and information regarding the criminal justice system to victims and witnesses of crimes.					
Number of referrals to LAWS and other agencies	554	447	807	800	800
Number of claims to the Criminal Injuries Compensation Fund	64	22	21	25	25
Number of victim impact statements issued	76	136	107	100	100
Number of victim services provided	937	1,206	2,262	2,165	2,165

Community Corrections

To promote public safety and offender accountability by providing quality pretrial and probation community supervision, investigations, and intervention services for offenders referred by the Loudoun Judiciary.

Department Programs

Pretrial Services	Activities
Conducts pre-adjudication investigations, makes bond recommendations to the Courts concerning defendants' suitability for supervised release, and supervises defendants released to the custody of the Department by the Magistrate or any of the three Loudoun County Courts.	• Pretrial Services

Probation Services	
Supervises adult offenders referred for probation supervision by all three Loudoun County Courts. Probation officers supervise specialized caseloads of offenders with convictions such as domestic assault and battery, driving while intoxicated, and sex offenses. Additionally, there are designated probation officers for Spanish-speaking offenders, as well as Mental Health Docket and Adult Drug Court participants.	• Probation Services • Domestic Violence Supervision

Financial Information

FY 2020 Adopted Information[1]

	Expenditures	Revenue	LTF	FTE
Pretrial Services	1,005,135	316,894	688,242	9.92
Probation Services	1,866,680	588,517	1,278,163	18.41
Total	**$2,871,815**	**$905,410**	**$1,966,405**	**28.33**

[1] Sums may not equal due to rounding.

Pretrial Services

The Pretrial activity has two primary functions:

1) Provide daily pretrial background investigations to the Courts on recently arrested individuals; and,
2) Supervise individuals charged with a crime and released on bond.

Background investigations provide information for the Courts for informed bond decision-making. Supervision of individuals charged with a crime ensures compliance with any special conditions for the period from pretrial release until final disposition of charges.

Pretrial staff interview and investigate defendants shortly after their arrest using a validated risk assessment process. Staff also conducts criminal record checks and verify defendant information including data on participation in treatment services, the history of drug/alcohol abuse, employment history, and the status of court-ordered obligations. Each morning, pretrial staff completes background investigations and bond recommendations on individuals and defendants recently arrested and held in custody at the Loudoun County Adult Detention Center. Pretrial risk assessment and recommendation reports are then presented to the judges for consideration at daily arraignments and bond motions.

Individuals who are released on bond are frequently placed on pretrial supervision. The pretrial supervisor and five pre-trial officers provide community supervision of these defendants. Intensity and frequency of supervision generally correlates to meetings with pretrial officers on a weekly, semi-weekly, or monthly basis, depending on the risk level and seriousness of the crime for which they are charged. Special conditions, such as GPS and electronic alcohol monitoring, are ordered by the Courts and administered by department staff.

Service Delivery Method: County staff provide this activity. The cost of electronic monitoring is recovered through user fees.

Mandate Information: This activity is not mandated; however, the County is authorized to provide pretrial services and investigations pursuant to the Virginia Pretrial Services Act (PSA, Code of Virginia § 19.2-152.2) of 1995. The Virginia Division of Criminal Justice Services (DCJS) promulgates standards of practice to which each local community corrections department must adhere. The Department of Community Corrections is a DCJS designated agent to provide these services in this jurisdiction.

Value Added: This activity assists judges in making more informed bond decisions, as identified low-risk defendants can be safely supervised in the community. This allows expensive jail bed space to be reserved for violent and high-risk defendants. The Virginia Compensation Board calculates the daily per diem rate of an inmate housed in Loudoun County at approximately $211.00[1]. Without the option of pretrial supervision, many of the more than 800 defendants supervised each year would remain incarcerated pending their trial dates.

Service Level Indicators: Current service level includes completing approximately 23 weekly pretrial investigations and supervising an average daily caseload of approximately 325 offenders, or approximately 65 cases per officer. While the Department's caseload per officer is over the recommended state caseload of 40, the Board of Supervisors, in FY 2018, added an officer position, reducing the average caseload per officer. Approximately 85 percent of defendants successfully complete pretrial supervision. Current service level also includes opening an estimated 1,000 new cases each year.

[1] Based on the last available *Jail Cost Report* (FY 2017) from the Virginia Compensation Board.

Community Corrections: Pretrial Services

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain an average daily number of defendants under pretrial supervision at or below 45 per officer.					
Percent of defendants successfully completing supervision	78%	83%	87%	85%	85%
Average daily number of defendants under supervision	251	255	287	325	350
Average daily number of defendants under supervision per officer	63	51	58	65	70
New cases opened	928	893	921	1,000	1,050
Number of days defendants are on electronic and alcohol monitoring	10,448	8,851	8,411	10,000	10,500
Complete pretrial investigations to assist the Courts in making bond decisions for pretrial defendants.					
Number of pretrial defendants interviewed, evaluated, and investigated	1,005	1,101	1,167	1,200	1,250
Maintain an average daily savings compared to pretrial incarceration of $28,000.					
Daily cost of incarceration saved[1]	$26,586	$27,008	$30,384	$34,393	$36,925

[1] Savings calculated as 50 percent of the average daily caseload multiplied by the per diem cost of incarceration.

Probation Services

This activity provides supervision of adult criminal offenders referred by all of the Loudoun County Courts. Probation officers assess risk and needs of offenders. Staff refer offenders for assessments, interventions, and programs that address their risk and needs. Officers ensure completion of court-ordered programs and interventions and payment of all fines, court costs, restitution, and fees. Staff provides detailed reports and notifies the court on issues of non-compliance as well as testify in violation hearings. Probation Services also includes three weekly in-house substance abuse groups provided through a contract with Loudoun County Department of Mental Health, Substance Abuse, and Developmental Services (MHSADS). Additionally, the Department contracts with Track Group and B.I. Incorporated for GPS and electronic alcohol monitoring.

The intensity and frequency of probation supervision ranges from the least restrictive (quarterly visits or a one-time completion of a mandated program such as the Victim Impact Panel or a shoplifting class), to the most restrictive (GPS bracelet, daily alcohol monitoring, bi-weekly drug testing, weekly appointments with the probation officer). The Department has officers that are specialized in the supervision of individuals with mental illness, drug addiction, as well as Driving While Intoxicated (DWI) offenders.

The Department supports two specialty dockets in the Courts including a Mental Health (MH) Docket and an Adult Drug Court. These dockets are a collaboration between Community Corrections, MHSADS, the Loudoun County Sheriff's Office, the Commonwealth's Attorney, the Office of the Public Defender, the Clerk of the Circuit Court, and the General District or Circuit Court systems.

Service Delivery Method: County staff provide this activity. Individuals under supervision pay costs associated with groups and classes. Electronic monitoring costs are recovered through user fees.

The Department is the recipient of a continuing grant from the Virginia Department of Criminal Justice Services, of which approximately half is dedicated to probation and domestic violence supervision. Community Corrections also is the recipient of a four-year grant (FY 2019) from the U.S. Department of Justice-Office of Justice Programs for the Adult Drug Court program. Additionally, the Department is the recipient of behavioral health grants (FY 2019 and 2020) from the Virginia Supreme Court-Office of the Executive Secretary for expanding treatment options in support of the MH Docket.

Mandate Information: This activity is not mandated; however, the County is authorized to provide probation services to the local courts by the Comprehensive Community Corrections Act of 1995 (Code of Virginia § 9.1-173). Probation supervision for all misdemeanor and some non-violent felony offenses is available to the Courts in Virginia only through DCJS authorized probation agents. The Department of Community Corrections is a DCJS designated agent to provide these services in this jurisdiction.

Value Added: The Probation Services activity provides the Loudoun County Courts with sentencing options other than incarceration to address criminal conduct committed in Loudoun County. When a criminal offender can be safely supervised in the community, he or she is able to have the opportunity to seek or maintain employment and housing, remain in the community with family support, and address risk issues that contributed to his/her illegal conduct. This provides cost savings for the community and supports the rehabilitation of offenders.

Service Level Indicators: At current service level, 85 percent of offenders successfully complete probation. Current service level reflects nearly 1,700 new cases opened each year and an average daily number of offenders under supervision of 950 (73 per officer). While this caseload is 22 percent higher than the state recommended guideline of 60 cases per officer, the Board of Supervisors added more officer positions in both FY 2018 and FY 2019 to manage caseload demands. At current service level, the Department supports up to 25 MH Docket and 25 Adult Drug Court participants.

Community Corrections: Probation Services

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Promote public safety by enforcing all general and special conditions of probation for offenders.					
Percent of offenders successfully completing probation	81%	85%	78%	85%	85%
Average daily number of offenders under probation supervision	912	891	944	950	1,000
Average daily number of offenders under probation supervision per officer	91	81	73	73	77
New probation cases opened	1,612	1,507	1,719	1,700	1,750
Number of drug tests administered	4,620	4,500	6,000	6,500	7,000
Mental health assessment/treatment referrals	106	183	132	150	170
Shoplifter Group referrals	102	105	94	110	120
DWI/Victim Impact Panels referrals	436	351	514	500	500
Community service referrals	394	373	357	450	450
Substance abuse education/treatment referrals	259	422	623	650	700
Maintain daily estimated savings of $20,000 per day by offering probation as an alternative to housing offenders in the Adult Detention Center.					
Daily cost of incarceration saved[1]	$19,201	$18,779	$19,834	$20,045	$21,100
Maintain the value of community service hours worked at or above $180,000.					
Number of Community Service hours worked	17,634	14,604	16,696	17,000	24,000
Value of Community Service hours worked[2]	$132,255	$109,530	$125,220	$127,500	$180,000

[1]Savings calculated as 10 percent of the average daily caseload multiplied by the per diem cost of incarceration.

[2]This is typically calculated by the number of hours of community service performed multiplied by an hourly rate of $7.50

Domestic Violence Supervision

The Domestic Violence Supervision (DV) activity supervises adult offenders and defendants referred by the Loudoun County Juvenile and Domestic Relations District (J&DR) Court, and dating violence and intimate partner violence cases out of the General District Court and the Circuit Court. The domestic violence probation officers receive specialized training to work with these populations. Court-ordered, special conditions typically include domestic violence assessments and batterer intervention programs. Additionally, some offenders are required to undergo substance abuse and mental health assessments, and follow the resulting recommendations. The domestic violence probation officers submit domestic violence probation progress reports to the J&DR Court during the first three months of supervision, and the sentencing judge conducts a compliance review hearing. The majority of offenders in this category are referred to the Department for offenses involving assault and battery on a family member, but may also include other intimate partner-related crimes such as violation of a protective order, destruction of property, strangulation, and stalking. Victim safety and offender compliance with treatment and special conditions and accountability are primary areas of focus in these cases.

The primary supervision method involves face-to-face meetings with the domestic violence probation officer. Depending on risk level and current circumstances, an offender may be required to meet with the officer weekly, semi-monthly, or monthly. Each offender is assessed for risk and needs by staff using a validated risk assessment. The Department refers offenders to a local private counseling agency that is certified by the Virginia Batterer Intervention Certification Board. Loudoun County is a leader in the field of best practices in domestic violence offender treatment by utilizing the recently implemented best practice of a tiered Batterers Intervention structure. As part of this structure, domestic violence offenders undergo a domestic violence assessment and are placed in the appropriate 24, 36, or 52-week program, based on the seriousness of the offense, criminal history, and risk factors. The most substantial group offered in any other state locality is the minimum requirement of 24 weeks. Anger management is not an appropriate treatment modality for intimate partner violence cases; however, it is used as a sanction for non-intimate partner related offenses (siblings, parent/child, etc.). GPS and Soberlink alcohol monitoring are often used as supervision tools in these types of cases.

This activity includes staff participation in a systems-wide group that meets monthly to staff and collaborate on best practices, Loudoun Domestic Abuse Response Team (DART). This team consists of staff from local law enforcement (Leesburg Police Department and Loudoun County Sheriff's Office), the Juvenile Court Services Unit, Loudoun Abused Women's Shelter, Commonwealth's Attorney, Loudoun County Public Schools, Animal Control, Adult and Child Protective Services, MHSADS, and Atlantic Counseling Group.

Service Delivery Method: County staff provides this activity. Offenders pay for Batterer Intervention Programs, anger management, and the sex offender treatment program. Electronic monitoring costs are recovered through user fees.

Mandate Information: This activity is not mandated; however, the County is authorized to provide probation services to the local courts by the Comprehensive Community Corrections Act of 1995 (Code of Virginia § 9.1-173).

Value Added: This activity provides specialized supervision for a period one to two years for offenders accused or convicted of domestic violence offenses. The risk, needs, and behavioral issues associated with these offenders are addressed with different interventions and court-ordered special conditions, while allowing offenders to be safely supervised in the community. Probation services provide the Court and the offenders with numerous options to address and correct criminal behavior, while allowing offenders to seek or maintain employment and housing, remain with family support (where possible), and address risk issues contributing to or promoting illegal conduct.

Service Level Indicators: At current service level, approximately 90 percent of DV defendants successfully complete pretrial supervisions and approximately 80 percent of DV offenders successfully complete probation. Current service level includes more than 45 DV offenders on DV probation supervision per staff. Additionally, about 230 DV probation cases and 100 DV pretrial cases are opened each year.

Community Corrections: Probation Services

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Achieve a 90 percent successful pretrial completion rate for DV offenders under pretrial supervision.					
Percent of DV defendants successfully completing pretrial supervision	85%	90%	78%	90%	90%
Average daily number of DV cases under pretrial supervision	23	25	50	65	75
New DV pretrial cases opened	153	51	207	100	125
Achieve an 80 percent successful probation completion rate for DV offenders.					
Percent of DV offenders successfully completing probation	78%	80%	81%	80%	80%
Average daily number DV cases under probation supervision	235	220	226	235	250
Number of DV offenders under probation supervision per DV officer	47	44	45	47	50
New probation DV cases opened	269	170	246	230	250
Batterer/domestic violence group referrals	126	118	122	150	150

LOUDOUN COUNTY VIRGINIA
·I·BYDE·MY·TIME·
1757

Courts

To serve the public through support of the judicial system of Loudoun County by providing an independent, accessible, responsive forum for the just resolution of disputes. Both the State Constitution and the Code of Virginia require the County to provide suitable facilities for the Courts, including the Circuit Court, General District Court, and the Juvenile and Domestic Relations Court, and the Magistrates, although the County is not required to provide any personnel or related expenses. The County provides employees for the Circuit Court while the Commonwealth of Virginia provides the employees to staff the General District Court, Juvenile and Domestic Relations Court, and the Magistrates Office. The Commonwealth also provides the judges for the courts.

Department Programs

Circuit Court

Serves as the court of record with original jurisdiction (i.e. the matter can only originate in the Circuit Court); tries civil cases involving disputes between private parties with claims in excess of $25,000, divorces, wills and estate cases, cases involving real property, felonies, and indicted misdemeanors. Criminal and civil appeals from the General District and the Juvenile and Domestic Relations District Courts are tried de novo, as new trials, in this court; and hears appeals from various administrative agencies.

General District Court

Tries criminal, civil, and traffic court cases and arrests; holds mental health hearings; conducts community relations and community services programs.

Juvenile and Domestic Relations Court

Hears delinquent and civil cases for any person under the age of 18, as well as juvenile civil commitment hearings and adult domestic relations criminal and civil cases.

Magistrates

Conducts probable cause and bail hearings; commits and releases offenders to and from jail; and issues warrants, emergency custody orders, temporary detention orders, medical emergency detention orders, and emergency protective orders.

Financial Information

FY 2020 Adopted Information[1]

	Expenditures	Revenue	LTF	FTE
Circuit Court	$1,294,816	$0	$1,294,816	10.00
General District Court	$227,664	$20,768	$206,896	0.00
Juvenile and Domestic Relations Court	$125,213	$0	$125,213	0.00
Magistrates	$59,228	$0	$59,228	0.00
Total	**$1,706,920**	**$20,768**	**$1,686,152**	**10.00**

[1] Sums may not equal due to rounding.

Circuit Court

All residents of the community are served by the Circuit Court, which is a State court with four sitting Loudoun Circuit Court judges appointed by the Virginia General Assembly for terms of eight years. Loudoun is part of the 20th Circuit Court District, which also includes Fauquier and Rappahannock Counties. A fifth judge in the District primarily sits in Fauquier, but all judges in the 20th Circuit may be called upon to sit in any County in the circuit. In FY 2020, the Loudoun Circuit Court received a fourth judge. The state provided the funding to fill that judge position, which had been vacant since January 2017.

In civil cases, the Circuit Court has concurrent jurisdiction with the General District Court over claims from $4,500 to $25,000 and exclusive original jurisdiction over almost all claims exceeding $25,000. The Circuit Court also has jurisdiction over divorce cases, adoptions, garnishments, disputes concerning wills and estates, controversies involving real property, and concealed handgun permit applications. In criminal cases, the Circuit Court has jurisdiction over the trial of all felonies (offenses that may be punished by commitment to the state penitentiary) and of those misdemeanors (offenses carrying a penalty of not more than 12 months in jail) on appeal from district court or originally charged in the Circuit Court. The Circuit Court also has jurisdiction over juveniles aged 14 years and older who are charged with felonies and whose cases have been certified or transferred by the judge of a Juvenile and Domestic Relations District Court for trial in the Circuit Court.

The Circuit Court has appellate jurisdiction over all appeals from the General District Court and the Juvenile and Domestic Relations District Court. Appeals from these district courts are heard de novo; that is, the cases are tried from the beginning as though there had been no prior trial. The Circuit Court's appellate jurisdiction also extends to appeals from certain administrative agencies. Only in a Circuit Court is a jury provided for the trial of many of these disputes and controversies. The Circuit Court has the authority to impanel regular, special, and multi-jurisdiction grand juries.

The Adult Drug Court is a cooperative effort involving the Circuit Court; the Clerk of the Circuit Court; the Department of Community Corrections; the Office of the Commonwealth's Attorney; County Administration; the Department of Mental Health, Substance Abuse, and Development Services; and the Loudoun County Sheriff's Office. This specialty docket of the Circuit Court assists those in the criminal justice system with drug dependency issues.

Service Delivery Method: County staff support the Circuit Court bench, including four staff attorneys, four legal services specialists, a docket manager, and an office manager. In addition to the personnel expenditures for staff, the County provides funding for operational items such as staff development, books, and office supplies. The Commonwealth of Virginia funds the judges' personnel expenditures since they are State employees. The Circuit Court Judges Office has no other staff. As required by the Commonwealth of Virginia, the County provides the facilities for the Circuit Court.

Mandate Information: By Code of Virginia §15.2-1638, localities must provide suitable court facilities, but the judiciary is responsible for administering the facilities. The County provides maintenance of the grounds that surround Court facilities.

Value Added: Services provided by the Circuit Court, as the only court of record in the Commonwealth (i.e. being a court of record means that appeals to the Circuit Court from the General District Court and the Juvenile and Domestic Relations Court are heard as new trials), with land records, deeds, marriage licenses, judgments, and wills, are an important component of the State's judicial system in the County. This activity provides the community access to the legal system to resolve civil and criminal disputes.

Service Level Indicators: Current service level includes over 7,200 civil cases and 3,200 criminal cases filed per year. The Board of Supervisors approved the reimplementation of an Adult Drug Court in FY 2019 after the last program ended in FY 2013. At current service level, the Adult Drug Court is offered to up to 25 participants.

Courts: Circuit Court

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain judicious, prompt, and efficient handling of cases by concluding cases.					
Civil:					
Total number of filed civil cases[1]	7,436	7,656	7,178	7,264	7,337
Number of concealed handgun permit applications filed	3,148	3,570	3,144	3,182	3,214
Number of garnishments filed	219	265	203	205	207
Number of adoptions filed[2]	74	55	77	78	79
Number of juvenile appeals filed[3]	181	153	192	194	196
Number of other civil cases filed[4]	3,814	3,613	3,562	3,605	3,641
Criminal:					
Total number of filed criminal cases[5]	2,553	3,029	3,185	3,223	3,255
Number of indictments	483	594	656	664	671
Number of waivers[6]	426	526	496	502	507
Number of bench trials	494	513	522	528	534
Number of misdemeanor appeals	663	798	893	904	913
Number of criminal juvenile appeals	117	130	197	199	201
Number of capias/rules[7]	470	575	394	399	403

[1] This measures the following: number of concealed handgun permit applications filed (each concealed handgun permit is a separate civil case), garnishments, juvenile appeals, adoptions filed, and the other civil cases not in these four categories.

[2] These adoption cases were opened as new matters in the Circuit Court and were heard by the Circuit Court. Some adoption cases are handled and resolved at the lower court level while some adoption cases are processed by the Circuit Court.

[3] These are the Juvenile and Domestic Relations Court cases that are appealed to the Circuit Court.

[4] This measure counts all civil cases that are not concealed handgun permit applications, garnishments, juvenile appeals, or adoptions.

[5] This measures the following: number of indictments, waivers, bench trials, misdemeanor appeals, criminal juvenile appeals, and capias/rules.

[6] A waiver is an intentional, voluntary surrender of a known legal right, such as a waiver of the right to a jury trial.

[7] This is a command from the court that orders a party to show why he/she has not carried out certain acts, or why they should not be carried out.

General District Court

The General District Court, which is a State court of limited jurisdiction, has exclusive authority to hear civil cases with claims of $4,500 or less and shares authority with the Circuit Court to hear cases with claims between $4,500 and $25,000. This includes criminal, civil, traffic and mental health hearings, arrests, arraignments, community relations, community service programs, protective orders, establishing court dates, and providing general information with regard to each of these types of cases. The General District Court handles traffic violations, hears minor criminal cases known as misdemeanors, and conducts preliminary hearings for more serious criminal cases called felonies. Additionally, the General District Court processes all paperwork filed for service and courtroom paperwork and updates and issues many court processes required by law. Court staff provide information and assistance to members of the public at the General District Court's counter.

The 20th Judicial District includes three judges for the Loudoun County General District Court and one judge for Fauquier and Rappahannock Counties. The Virginia General Assembly appoints the judges for this court for a term of six years. When the courts expansion project is completed in, this court will transfer to the new courts building.

The goal of the Mental Health (MH) Specialty Docket of the General District Court is to increase public safety, reduce recidivism among high risk individuals, divert individuals with serious mental illness from further progressing through the criminal justice system, and improve clinical outcomes for individuals with serious mental illness by connecting them with evidence-based treatment. Eligible individuals with serious mental illness are on the MH Specialty Docket, which is supported by one judge. This specialty docket is a collaborative effort between the departments of Community Corrections and Mental Health Substance Abuse and Developmental Services. Other partner agencies with the General District Court include the Loudoun County Sheriff's Office, the Office of the Commonwealth Attorney, and the Office of the Public Defender.

Service Delivery Method: Support staff is provided by the State and is employed by the Commonwealth of Virginia. The County provides a pay supplement to the State salary for the General District Court's support staff. The County also provides operating and maintenance funding to support the court's operations.

Mandate Information: The County is required to provide the building and office space for the courtrooms and staff, as mandated by the Code of Virginia § 15.2-1638.

Value Added: The services provided by the General District Court are an important component of the State's judicial system in the County. This activity provides residents access to the legal system to resolve civil and criminal cases within the jurisdiction of the General District Court.

Service Level Indicators: Current service level includes more than 17,000 civil cases, approximately 7,400 criminal cases, and approximately 49,000 traffic cases concluded. Prior to 2018, this activity only counted requests for Spanish interpretation. The current service level of nearly 6,000 requests for interpretation includes all languages. Current service level represents up to 25 Mental Health Docket participants.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Ensure court cases are resolved promptly and efficiently by processing all court cases.					
Number of civil cases concluded	14,262	18,615	19,787	17,250	17,885
Number of criminal cases concluded	7,090	11,225	7,590	7,385	7,425
Number of defendant requests for interpreter	2,024	1,350	1,855	1,800	1,800
Number of traffic cases concluded	38,615	45,225	47,047	48,550	49,550

Juvenile and Domestic Relations Court

The Juvenile and Domestic Relations Court is a State court which processes all juvenile traffic and delinquent offenses, adult criminal offenses committed against minors, and domestic relations cases (both criminal and civil matters). The court processes civil filings for cases involving child custody, visitation, and support. The court maintains jurisdiction for future modifications and violations of all orders entered unless otherwise ordered. The court also is responsible for other civil cases such as abuse and neglect, foster care, Child in Need of Services (CHINS), consent to adopt and protective orders. The Juvenile and Domestic Relations Court Clerk's office serves County residents and the participants of the judiciary system in a timely and cost-effective manner, providing all court records, information, and services.

Two judges are assigned to Loudoun and one judge is assigned to Fauquier and Rappahannock Counties in the 20th District to serve in the Juvenile and Domestic Relations Court. The Virginia General Assembly appoints the judges for this court for a term of six years.

Service Delivery Method: Support staff is provided by and employed by the Commonwealth of Virginia. The County provides a pay supplement to the State salary of all of this court's support staff. The County provides operating and maintenance expenditures funding in support of the court's operations.

Mandate Information: The Code of Virginia §15.2-1638 states that the County is responsible for providing and maintaining the building for the courthouse(s).

Value Added: The services provided by the court are an important component of the State's judicial system in the County. This activity provides residents access to the legal system to resolve juvenile and domestic relations related cases.

Service Level Indicators: Current service level includes over 19,700 domestic relations and juvenile hearings. The Court processes over 3,300 new domestic relations cases and nearly 3,600 new juvenile cases each year. Most cases have multiple hearings.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide equitable access for juveniles and families in the judicial system for Loudoun County residents.					
Juvenile and domestic relations hearings	18,892	19,205	18,815	19,756	19,756
Number of new domestic relations cases	3,035	3,133	3,167	3,325	3,325
Number of new juvenile cases	4,037	3,705	3,396	3,566	3,566
Number of spouse abuse cases	342	391	384	403	403

Magistrates

The Magistrates Office serves as an entry point to the criminal justice system and provides access to the court system 24 hours per day, seven days per week, and 365 days per year. The office is open on weekends and holidays. The Magistrates provide services to the public, law enforcement, and other government agencies. These services can include the following:

- Issue arrest process and search warrants;
- Admit to bail or commit to jail in accordance with the Code of Virginia;
- Issue warrants and subpoenas;
- Issue civil processes and attachments;
- Issue Emergency Protective Orders;
- Issue Emergency Custody Orders for mental and medical emergencies; and
- Issue Temporary Detention Orders for mental and medical emergencies.

The Magistrates Office is responsible for the 20th Judicial District, which includes Fauquier, Loudoun, and Rappahannock counties. Loudoun County Magistrates are authorized to issue processes within the fourth Magisterial Region, which includes three Judicial Districts, the sixteenth, twentieth, and twenty-sixth Loudoun magistrates hear matters primarily in the twentieth Judicial District.

Service Delivery Method: These services are delivered by one Chief Magistrate and up to seven Magistrates allotted for the office, who are state employees of the Supreme Court of Virginia. The County provides the building for the office's operations and supports a portion of the Magistrates office's operating budget.

The County also provides a pay supplement to the State salary of Magistrates who were hired before July 1, 2008. One Magistrate currently qualifies for and receives the County supplement. When that Magistrate terminates employment, the County will no longer pay supplements to Magistrates. Local jurisdictions are prohibited by the State from providing pay supplements to Magistrates hired after June 30, 2008.

Mandate Information: Section 19.2-33 of the 1950 Code of Virginia as Amended established the Magistrate System in 1974 to replace the Office of the Justice of the Peace. Magistrates are vested with the same authority and duties and obligations previously vested in the Office of the Justice of the Peace. A Magistrate is required to be available to anyone seeking services of the office 24 hours per day, seven days per week.

Value Added: Not only are the services provided by the Magistrates' Office available to anyone at any time of the day or night, these services are provided in time-sensitive, high-pressure situations. Victims of crimes have immediate access to petition for emergency protective orders and criminal processes. Relatives, acquaintances, and mental health and medical professionals aware of an individual experiencing a mental health or medical crisis have immediate access to Emergency Custody Orders and Temporary Detention Orders to be issued by a Magistrate in order to authorize life-saving services and treatment. The central components to almost all processes and services provided by a Magistrate include preserving the safety of the general public while ensuring the due process and rights of those individuals subject to the orders and processes issued by a Magistrate in the County and throughout the Commonwealth of Virginia.

Service Level Indicators: Current service level involves issuing more than 22,000 processes, which include arrest warrants, summonses, bonds, search warrants, subpoenas, emergency mental and medical custody orders, temporary mental and medical detention orders, emergency protective orders, and other civil processes. In 2019, the state provided an additional Magistrate due to the increasing workload. Workload per Magistrate has not decreased because there have been several vacancies in the office and when vacancies are filled, there is an extensive onboarding process. During periods of staff turnover, providing the 24 hours/7 days per week/365 days per year service is challenging, with staff mandatory and voluntary overtime and the assistance of Magistrates from other Judicial Districts helping with coverage.

Courts: Magistrates

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide judicial services and accomplish statutory responsibilities.					
Duty hours[1]	12,209	12,138	11,242	13,500	13,500
Processes issued[2]	20,715	21,394	23,577	22,037	22,499

[1] Duty hours are the time that the magistrates are on duty providing service and available to provide services as needed on a 24 hours per day/7 days per week.

[2] Processes include arrest warrants, summonses, bonds, search warrants, subpoenas, emergency mental and medical custody orders, temporary mental and medical detention orders, emergency protective orders, and other civil processes.

Fire and Rescue

To provide residents and visitors with efficient and cost-effective fire protection, rescue, and emergency medical services. The system also responds to and mitigates hazardous materials and related life safety and property threatening incidents, utilizing state-of-the-art equipment and a staff of highly trained volunteer and career personnel located in strategically placed facilities 24 hours a day, seven days a week.

Loudoun County Fire and Rescue (LCFR) is a component of the Loudoun County Combined Fire and Rescue System (LC-CFRS). The Combined System was established by the Board of Supervisors in July 2014 and codified by ordinance in Chapter 258 of the Loudoun County, VA Code of Ordinances. This ordinance created a governance structure to coordinate Fire, Rescue, and Emergency Medical Services (EMS) service provision between LCFR and the established volunteer Fire and EMS agencies in the County. As part of the Combined System, LCFR's role includes providing operational, administrative, and logistical support for the 15 volunteer companies, as well as supporting the LC-CFRS Executive Committee and the overall LC-CFRS governance structure. Additionally, LCFR manages many functions for the Combined System, including but not limited to: financial affairs; career and volunteer human resources; health, safety, wellness, and respiratory protection programs; public information; records management and FOIA processing; facilities and apparatus support; logistics and supply distribution; and capital planning services. The Department also coordinates training, certification, and continuing education for career and volunteer providers through the Training Division at the Oliver Robert Dubé Fire and Rescue Training Academy.

Department Programs

Administrative Services	Activities
Supports the Office of the System-wide Fire and Rescue Chief, Assistant Chiefs, Public Information, and the EMS transport reimbursement program; and provides support for all program areas with administrative and management services, professional standards, financial and budget management, grants, procurement, payroll, and records management.	• Command and General Staff Services • Public Information • Budget, Finance, and Administration • Records Management • EMS Cost Recovery

Volunteer Administration	
Supports fire and rescue volunteer System members by overseeing and providing guidance in various human resource aspects including, pre-placement physicals, training, benefits, recruitment, retention, and recognition.	• Volunteer Administration

Fire Marshal's Office	
Provides critical programs to ensure a safe living and working environment for residents, workers, and travelers within Loudoun County through the development and application of fire prevention engineering, education, and enforcement.	• Fire and Life Safety Inspections • Fire and Life Safety Education and Community Risk Reduction • Explosive Ordinance Disposal • Fire, Environmental, and Explosive Incident Investigations

Communications and Support Services

Provides timely and accurate data and technologies to support local and regional interoperability and emergency response through the Emergency Communications Center (ECC), which serves as the County's Public Safety Answering Point (PSAP) for all 9-1-1 calls using the County's Enhanced 9-1-1 system (Fire and Rescue). The ECC processes all incoming 9-1-1 calls and texts through the PSAP with personnel dispatching Fire and Rescue assets for incidents that require LCFR services. Routes calls for other public safety incidents to the appropriate agency.

- Emergency Communications Center
- Communications and Technology Support Services

Operations

Provides an all-hazards response to fire, rescue, hazardous materials, water rescue, and emergency medical incidents 24 hours per day, seven days per week throughout Loudoun County. In addition to responses within Loudoun County, mutual aid is provided (and received) from surrounding jurisdictions.

- Fire and Rescue Services
- Special Operations

Emergency Medical Services

Provides professional and technical oversight for emergency medical services delivery, training, equipment specifications, and quality assurance/improvement in conjunction with the Operational Medical Director (OMD). Provides daily oversight of patient care delivery through the EMS Supervisor program and ensures compliance with applicable regulations, codes and industry standards.

- EMS Management
- Quality Assurance and Quality Improvement

Fire and Rescue Training

Provides the LC-CFRS with high quality and comprehensive certification and continuing educational programs in a variety of disciplines to facilitate excellent service to citizens and visitors.

- Fire, Rescue, and EMS Training

Personnel and Asset Management

Ensures critical support services to include planning, facilities development and management, apparatus and fleet management, logistics and supply distribution services, health, safety and wellness, respiratory protection program management, and human resources management.

- Human Resources
- Facilities
- Fleet Services
- Health and Safety
- Logistics
- Planning Services
- Respiratory Protection

Loudoun County Fire and Rescue

Financial Information

FY 2020 Adopted Information[1]

	Expenditures	Revenue	LTF	FTE
Administrative Services	$2,229,874	$0	$2,229,874	18.00
Volunteer Coordination	7,091,365	0	7,091,365	4.00
Fire Marshal's Office	3,785,521	136,650	3,648,871	25.06
Communications and Support Services	5,677,365	4,180,000	1,497,365	49.00
Operations	63,020,974	0	63,020,974	513.00
Emergency Medical Services	2,534,100	325,937	2,208,163	13.00
Fire and Rescue Training	4,989,358	1,319,281	3,670,077	23.08
Personnel and Asset Management	6,486,583	9,853	6,476,730	28.00
Total	**$95,815,139**	**$5,971,721**	**$89,843,418**	**673.14**

[1] Sums may not equal due to rounding.

Command and General Staff Services

The Command and General Staff Services activity is responsible for the management and oversight of the Department. The Command and General Staff Services Section provides strategic and day-to-day leadership and managerial direction, oversight, and accountability for the Department. The Assistant Chief of Operations oversees the Operations, Training, and Emergency Medical Services program areas, and the Assistant Chief of Support Services and Volunteer Administration oversees the Communications and Support Services, Volunteer Administration, and Personnel and Asset Management program areas. The Fire Marshal's Office reports directly to the System Chief. Both Assistant Chiefs report directly to the System Chief, along with the Fire Marshal's Office and various other functions including Public Information, Finance and Administration, and Professional Standards.

The activity also provides administrative and professional support to the Loudoun County Combined Fire and Rescue System's governance structure, including the Executive Committee, EMS Operations Committee, Fire Operations Committee, and Administrative Operations Committee. Furthermore, this section provides oversight and direction for activities within the Administrative Services program areas, including Budget, Finance, and Administration and Public Information. Professional Standards reviews applicant background investigations, and assists Human Resources and Volunteer Programs in the onboarding of applicants. In addition, at the direction of the System Chief, Professional Standards conducts administrative investigations on allegations of employee misconduct, and conducts inquiries on other emergent issues that may impact the operation or efficiency of the Department.

Service Delivery Method: County staff provides this service.

Mandate Information: This activity is directed through Chapter 258 of the Loudoun County Codified Ordinance adopted by the Board of Supervisors and implemented July 2, 2014. The ordinance was established to promote the public health, safety, and welfare by establishing a framework for governance of the Loudoun County Combined Fire and Rescue System (LC-CFRS) to include, but not be limited to system-wide discipline, financial reporting, and training and certification standards for operating members of all volunteer and career fire and emergency medical services companies.

Value Added: This activity ensures Departmental compliance with applicable state and federal laws and regulations to include those specifically addressed in the Code of Virginia, while ensuring that the Department operates in a safe, effective, and efficient manner.

Service Level Indicators: The personnel responsible for this activity oversee the overall operations of the Combined System. As of FY 2020, this activity oversees a workforce of 673.14 FTE, including 578 uniformed and 95.14 civilian positions and the $87 million Department budget (FY 2020 Adopted). This activity also coordinates with 15 volunteer companies, which have an estimated 800 regularly active operational and administrative volunteers providing fire and rescue services to the community. The Combined System provides front-line services out of 20 stations, of which 12 are volunteer-owned, and eight are County-owned. While this activity does not have its own formally adopted performance measures, as the highest level of management within the Department, this activity ensures other programs and activities meet their stated goals and objectives.

Public Information

The Public Information activity supports the internal and external communications for the entire career and volunteer System. This communication support includes acting as the official spokesperson for the System; coordinating emergency incident communications with the media; creating content for official news releases, the LC-CFRS website, social media, and other communications channels; coordinating campaigns and events; and, performing other communication-related activities in support of the System's overall communications needs, goals, and objectives.

Service Delivery Method: County staff provides this service.

Mandate Information: There are no mandates for this activity. However, Homeland Security Presidential Directive 5, the National Response Plan, National Incident Management System, and Incident Command System require local governments to manage their local Emergency Support Function 15–External Affairs (ESF 15). This activity manages ESF 15.

Value Added: The Public Information Office responds to all information requests directed toward the LC-CFRS and communicates critical life safety information and significant events within the System to members of the media, Loudoun County Government, LC-CFRS, and the community. Communications are distributed through various platforms, including written documents, website and social media content, voice and live interviews, various campaigns, and the Board of Supervisors' official quarterly significant incidents report. Additionally, Public Information staff creates digital content for the website, social media, and advertising, as well as for print collateral, such as infographics, flyers, brochures, and reports. Through these methods, the Public Information activity helps ensure LC-CFRS members and community stakeholders have timely and up-to-date information available. Additionally, in creating content and functionality for the System's website, this activity provides streamlined and prompt service to residents, while creating efficiencies for staff.

Service Level Indicators: Current service level involves distributing approximately 60 official press releases on emergency incidents, fire and life safety bulletins, and official System news to the media and the public annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide timely and accurate information the public regarding the Fire and Rescue System and emergency incidents.					
Number of press releases	65	52	55	60	60

Budget, Finance, and Administration

The Budget, Finance and Administration activity provides fiscal and budgetary oversight for the Department, timely and fiscally responsible procurement of goods and services, inventory management and control, payroll processing and reconciliation, and general clerical support. This activity also provides oversight of EMS Cost Recovery and Records Management. Budget, Finance, and Administration monitors the individual program budgets within LC-CFRS, providing projections and recommendations on how to most efficiently utilize the allocated funding to deliver the best service throughout Loudoun County, especially as the County continues to grow. This activity provides oversight and fiscal management of other funding sources, including the EMS Transport Revenue Program and state entitlement grants, including Aid to Localities (ATL) support for Fire programs, and Four for Life funds, which are provided for EMS operational needs. Budget, Finance, and Administration also provides oversight and management of other grant funds, including regional grants and competitive grants; which includes taking a lead role in pursuing new grant funding opportunities for the Department.

Service Delivery Method: County staff provides this service.

Mandate Information: This activity is mandated under the Chapter 258 of the Loudoun County Codified Ordinance, established on July 2, 2014, which includes the requirement to ensure appropriate financial and budgetary management and oversight of public funds. Staff responsible for this activity also ensures that the Department complies with procurement regulations as outlined in the Virginia Public Procurement Act, Section 2.2-4300 et seq. of the Code of Virginia, as well as regulations governing the administration of federal grant awards, under the Code of Federal Regulations 2 CFR Part 200.

Value Added: The Budget, Finance, and Administration activity provides sound oversight and implementation of the LCFR operating budget and overall LC-CFRS fiscal affairs, including County financial support for volunteer companies. This activity also manages payroll processing and procurement, thus making it vital to supporting the lifesaving services provided by LC-CFRS. Budget, Finance, and Administration serves as the essential link between LC-CFRS and the Department of Finance and Procurement, ensuring adherence to County policies governing purchasing and financial management. Grants overseen in this activity play an important role in allowing the LC-CFRS to provide its services with less of a cost to Loudoun residents.

Service Level Indicators: The Budget, Finance, and Administration activity oversees an $87 million budget with over $7 million in purchasing transactions annually, depending on grant revenue. In fiscal years 2017 and 2019, the Department implemented large-scale equipment replacements or other purchases using grant revenue. Approximately $1.4 million purchases are made on Purchasing Cards (PCards). This section also manages the Department's grant revenue with a total value of approximately $5.3 million. Current service level involves executing 100 percent of all procurements within five business days and pay 100 percent of all invoices within 30 days.

Loudoun County Fire and Rescue: Administrative Services

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Correct all payroll errors, and provide guidance to staff to minimize payroll errors due to user entry.[1]					
Number of payroll errors/problems identified and corrected[2]	n/a	148	263	100	100
Ensure that all purchasing transactions are coded accurately.[1]					
Number of improperly coded transactions identified and corrected	n/a	n/a	75	50	50
Ensure acquisition of goods and services within County-established procedures and timelines.					
Total dollar amount purchased	$14,396,245	$7,715,775	$10,995,319	$7,250,000	$7,320,000
Number of procurements	197	256	293	275	275
Percent of procurements executed on time (within 5 business days)	96%	100%	100%	100%	100%
Number of delivery receiving reports processed	805	1,100	1,286	1,190	1,190
Percent of invoices paid on time (within 30 days)	87%	92%	100%	100%	100%
Number of PCard transactions	3,281	3,648	3,884	3,750	3,750
Total amount of PCard purchases	$1,067,173	$1,318,275	$1,459,545	$1,390,000	$1,405,000
Maintain 100 percent compliance with County credit card use policy.[1]					
Percentage of transactions complying with County policy	n/a	n/a	99.8%	100%	100%
Number of noncompliant transactions	n/a	n/a	8	0	0
Maintain fiscal health of the Department through effective oversight and management of division budgets.[1]					
Number of budget reports produced	n/a	420	464	450	450
Total overtime budgeted	$3,968,678	$5,582,399	$7,145,377	$7,154,280	$7,154,280
Total overtime expended	$5,771,325	$6,418,450	$6,843,961	$7,154,280	$7,154,280
Percentage of personnel budget expended	102%	96%	94%	100%	100%
Percentage of O&M (excluding central services) budget expended	71%	77 %	85%	100%	100%
Percentage of central services budget expended	87%	96%	100%	100%	100%
Number of grant applications submitted	4	7	5	4	4
Total value of grants managed[3]	$5,106,464	$7,264,409	$7,149,761	$5,300,000	$5,405,000

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] Increase in payroll errors in FY 2019 due to transition to Orion payroll system, requiring new setup. This transition occurred in FY 2018.

[3] Total value is inclusive of all competitive, non-competitive, and entitlement grants (ATL, Four for Life). This amount includes grant funds carried over from previous years.

Records Management

The Records Management activity maintains records for the LC-CFRS, and responds to requests for subpoenas, Freedom of Information Act (FOIA) requests, 9-1-1 audio recordings, Computer Aided Dispatch notes, Fire Reports, Fire Investigations, EMS reports, and other Fire and Rescue records. In addition, personnel in this section are required to appear in court and/or sign notarized affidavits to be submitted to court as the Custodian of Record. The Records Management Office ensures that Fire and Rescue complies with all applicable laws and regulations relating to records retention and records requests. Staff provides guidance to divisions within the Department to ensure that records are maintained, stored, and destroyed in line with regulations. This activity provides customer service to residents and businesses requesting records which includes providing guidance and information on what records exist, how the Department operates, how to request records, and other general questions. The Records Management Office also coordinates solutions for Departmental electronic records storage, and serves as the Department's administrator for the Laserfiche electronic records management system.

Service Delivery Method: County staff provides this service.

Mandate Information: The Virginia Freedom of Information Act (FOIA), under Section 2.2-3700 et seq. of the Code of Virginia, requires public agencies to disclose any information requested unless it falls under an exemption. Records are provided under court-ordered subpoenas in accordance with applicable regulations and legal procedures, including consideration of notices of objections and/or motions to quash that may impact what may be released. In addition, the Virginia Public Records Act, under Section 42.1-85 of the Code of Virginia, requires records to be catalogued, stored, and destroyed in line with Library of Virginia regulations for Fire and Emergency Services agencies.

Value Added: The Records Management office ensures that the Department and the County comply with all applicable laws and regulations relating to records retention and records requests, and provides guidance to divisions within the Department and customer service to residents and businesses.

Service Level Indicators: Current service level involves receiving approximately 600 records requests annually, as well as responding to over 60 subpoenas and search warrants. Records Management also receives subpoenas for records with court-specified response times, which can vary based on the date the court sets. Search warrants are due immediately upon receipt.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain records for fire and rescue emergency incidents and respond to record requests in compliance with all applicable laws and regulations.[1]					
Number of record requests received	n/a	n/a	583	595	607
Number of subpoenas and search warrants	n/a	n/a	61	63	65
Number of checks processed	n/a	n/a	88	90	92
Total revenue collected	n/a	n/a	$1,254	$1,315	$1,380

[1] Data shown as n/a indicates a measure which does not have historical data.

EMS Cost Recovery

The EMS Transport Reimbursement Program was established by the Board of Supervisors via ordinance in 2014, and the program became operational in FY 2016. Through the EMS Transport Reimbursement Program, any individual transported to a medical facility as a result of an emergency call response will have their insurance carrier billed for reimbursement. However, no person requiring EMS shall be denied service due to a lack of insurance or ability to pay. The reimbursement rate schedule is adopted on an annual basis as part of the budget development process. Further, the revenue yielded through this program is distributed among the volunteer companies and the County based on the services provided by the respective agencies. The adopted revenue sharing formula is as follows:

EMS Station owner	20%
EMS Ambulance owner	20%
EMS Staff agency	25%
Loudoun County (Infrastructure and Training)	25%
Fire Company 1st Responder	10%

In addition, 25 percent of the net revenue is designated to maintain the County-provided infrastructure of the Combined Fire-Rescue System including technology infrastructure, facilities maintenance, renovations and additions, apparatus, equipment, replacement, debt service, and other needs required to sustain an effective Combined Fire-Rescue System.

Service Delivery Method: County staff provides this service.

Mandate Information: Chapter 1097 of the Loudoun County Codified Ordinance establishes LCFR as the primary agent for the purpose of emergency medical service transport reimbursement program management.

Value Added: The activity's administrative costs, including personnel expenses, are charged to the EMS Transport Reimbursement Fund and deducted from the total (gross) reimbursement revenue collected, prior to the distribution of revenue under the identified revenue sharing formula. As a result, no local tax funding is required to support the EMS Transport Reimbursement Program. With the addition of the EMS Transport Reimbursement Program, LC-CFRS gained access to funding that supports additional needs for equipment, apparatus, and training. The resources gained have helped support essential elements for the System to provide excellent service to the community. This revenue does not replace fundraising efforts by volunteer companies; rather, it enhances their current funding sources. The fiscal impact to our residents, visitors, and commuters is minor; most insurance companies already include ambulance transportation fees into the current plans and premiums. For those individuals without insurance coverage, there is a financial hardship policy in place; however, there is never a denial of service due to an inability to pay, nor is anyone ever turned over to a debt collector.

Loudoun County Fire and Rescue: Administrative Services

Service Level Indicators: At current service level, all EMS transport claims (nearly 15,000 annually) are processed within seven business days, on average.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Collect revenue from the EMS transport cost recovery program to support Combined Fire and Rescue System operations, including distributions to volunteer companies.[1]					
Number of claims processed	14,387	14,559	14,060	14,620	14,915
Total revenue collected	$5,050,531	$5,888,490	$5,225,385	$5,490,000	$5,600,000
Program costs as a percentage of revenue	12%	11%	12%	11%	11%
Average net revenue per patient transport	n/a	$361	$328	$360	$360
Average bill processing time in days	n/a	n/a	7	7	7
Days in Accounts Receivable: average number of days to close the balance on a patient account	n/a	n/a	82	90	90
Conduct pre-billing audits to ensure accuracy of patient care records.[1]					
Percentage of electronic patient records with errors requiring return to provider for correction	n/a	n/a	4%	4%	4%
Conduct post-payment audits of claims to ensure accuracy of billing vendor and patient accounts.[1]					
Number of post-payment claims audited	n/a	n/a	510	525	525
Percent of audited post-payment claims without errors	n/a	n/a	96%	95%	95%

[1] Data shown as n/a indicates a measure which does not have historical data.

Volunteer Administration

The Volunteer Administration activity provides strategic management to all aspects of programs and initiatives designed to ensure a robust cadre of volunteer Fire and Rescue personnel. The activity oversees all aspects of County-wide benefits programs designed for volunteer Fire and Rescue personnel, researches new and proven recruitment and retention strategies, and provides recommendations for implementation within the LC-CFRS. Volunteer Administration staff also partners and consults with the appropriate personnel in the Combined System to develop, implement, and monitor effective volunteer policies and procedures to ensure the availability of well-trained and capable volunteers.

Volunteer Administration staff communicates with stakeholders and volunteers, provides service in response to issues and inquiries involving volunteers, and works with volunteer companies and various divisions within the LC-CFRS to ensure concerns and/or interests of the volunteer community are addressed. Volunteer Administration staff coordinates pertinent application, recurrent, and exit component paperwork; entry medical physicals and related testing of volunteer members; and, components of recruitment, retention, and engagement of volunteer personnel to show trends in participation and departure from the System. This activity maintains a current personnel database for the volunteer system and works with volunteer companies to ensure consistency with application and training processes and that needs are identified and communicated. Solutions to meet demands are evaluated and implemented when possible. Volunteer Administration may administer federal, state, and local grants in support of program goals.

Volunteer Administration engages in a variety of direct and indirect activities to recruit and retain volunteers for the LC-CFRS. Staff maintains County-wide resources and guides to facilitate recruitment and coordinate and participates in a variety of community outreach events. Volunteer Administration ensures that new volunteers acquire the necessary knowledge, skills, and behaviors to become effective organizational members. This activity coordinates a monthly new volunteer orientation class to provide information on LC-CFRS system structure, station-level and legal responsibilities, and available benefits. Volunteer Administration improves individual company volunteer retention by working with committee representatives to create operating procedures, training progression paths, and organizational socialization guidelines; this assists in ensuring proper volunteer engagement and training standards. Biannual recognition ceremonies are coordinated for volunteer students completing certifications.

Service Delivery Method: County staff provides this service.

Mandate Information: This activity is directed through Chapter 258 of the Loudoun County Codified Ordinance adopted by the Board of Supervisors and implemented July 2, 2014.

Value Added: Volunteer Administration resources impact prospective, current, terminated, and retired volunteers in the system. Volunteer Administration coordinates, manages, and educates the System on the 30 benefits currently provided to volunteers and continually implements new benefits to attract and retain volunteers. Volunteer Administration also obtains grant funding for programs. The activity communicates and markets new and existing training opportunities for system volunteers to help ensure minimum operational certification and enhance volunteer advanced life support certification and officer development and enhance resource sharing. In short, this activity provides coordination and support for a variety of volunteer programs and activities.

On November 13, 2018, a study on the Value of Volunteer Providers to the Combined System was presented to the Board of Supervisors' Finance, Government Operations, and Economic Development Committee. This analysis indicated that the volunteer companies in the County contribute services (including personnel and other operating costs) valued at approximately $27.7 million each year. This compares to the approximately $9.6 million in County-provided resources and $3.2 million in state entitlement funds and EMS transport reimbursement revenue, allocated to the volunteer system each year. It was estimated that the volunteer system represents approximately an $18.1 million net return on investment for the County (or $14.9 million after accounting for entitlement and EMS transport revenues that would be redirected to the County in the absence of volunteer agencies). Therefore, in supporting the volunteer component of the Combined System, this activity assists in offsetting the need for additional local tax funding.

Loudoun County Fire and Rescue: Volunteer Administration

Service Level Indicators: Current service level maintains an 80 percent volunteer retention rate and supports a total volunteer membership of approximately 1,600 System volunteers. Annually, there are approximately 800 active[1] volunteers in the System, with approximately 80 percent of these volunteers serving in operational roles, and 20 percent serving in an administrative capacity. Staff currently recruits almost 300 new volunteers annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain a robust and well-trained volunteer base to provide Fire and Rescue Services in the County.					
Total volunteer membership (includes dual)	1,770	1,788	1,619	1,600	1,600
Administrative volunteers	353	382	414	400	400
Operational volunteers	1,417	1,406	898	900	950
Active volunteers qualifying for a LOSAP[7] service credit	781	751	775	800	800
Number of volunteer members leaving the system	181	257	366	250	250
Volunteers members in the system for five or more years	826	843	631	700	750
Volunteers entering basic certification training	199	109	177	125	150
Volunteers entering advanced certification training	134	241	65	100	100
Engage in targeted recruitment efforts to grow volunteer membership in the County.					
Community outreach and recruitment activities	50	34	41	45	45
Prospective volunteers, inquiring through the County, referred to a station	236	293	344	250	250
Percentage of inquiries that result in a new volunteer joining the system (Goal - 20%)	27%	22%	19%	20%	20%
New volunteer members (operational and administrative)	301	317	299	275	275
Percentage of new volunteer members retained after one year	88%	80%	86%	80%	80%
Implement volunteer recognition and benefit programs to enhance volunteer retention.[2]					
Recognition and retention activities performed	12	19	48	20	20
Number of volunteer tuition reimbursements awarded	36	29	31	40	40
Total dollar value of volunteer tuition reimbursements	n/a	$28,091	$42,082	$42,000	$45,000
Educational presentations on benefits provided to volunteers	10	13	22	12	12

[1] Active volunteers are defined as those receiving a service credit under the Length of Service Annuity Program (LOSAP). Volunteers receive a service credit if their volunteer activity exceeds 80 points under the point system adopted by the County.

[2] Data shown as n/a indicates a measure which does not have historical data.

Loudoun County Fire and Rescue: Volunteer Administration

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain a volunteer retention rate above the Virginia average of 68 percent.					
Volunteer retention rate	86%	88%	75%	80%	80%
Provide timely and efficient assistance to new and existing volunteers to meet System-wide needs and policies.					
Volunteers assisted with physical/immunizations/billing processing	304	548	612	400	400
Volunteer background checks processed[1]	306	298	303	300	300

[1] Background checks are required for all volunteers, inclusive of those who inquire through Volunteer Administration and those who inquire directly through a volunteer company.

Fire and Life Safety Inspections

The Loudoun County Fire Marshal's Office (FMO) is charged with enforcing the Loudoun County Fire Prevention Code. This activity provides a fire prevention and life safety inspection program, which covers Loudoun County and its seven incorporated towns.

The Fire and Life Safety Inspections activity identifies and corrects fire and related hazards in public assembly buildings such as churches and nightclubs, schools, restaurants, theatres and large tents, and provides inspections of extremely hazardous substances (EHS) facilities; commercial activities that create additional hazards due to storage or use of chemicals or processes; and multi-family occupancies. Inspections continue to increase each year with continued growth and development in the County. Many facilities require multiple visits to come into fire code compliance.

Many inspections are driven by required annual fire permits. However, this does not include the number of inspectable properties which are not required to apply for an FMO permit, but must still comply with the Loudoun County Fire Prevention Code. These include businesses such as restaurants with a commercial hood but an occupancy load under 50 (typically fast food), hospitals, nursing homes, hotels (outside of ballrooms), food trucks, home daycares, doctor's offices/urgent care centers, bed and breakfasts, and big box stores.

The FMO oversees fire watches as a result of broken and/or impaired fire suppression systems. Each fire watch requires the direct involvement of a fire marshal/fire inspector to ensure it is performed and documented and that the system is repaired. A spike in fire watches typically occurs in the winter months due to freeze breaks, but fire watches also occur year-round due to a lack of maintenance as would be required under National Fire Protection Association (NFPA) Standard 25 on the Inspection, Testing, and Maintenance of Water-Based Fire Protection Systems.

The FMO is also responsible for the enforcement of the explosive requirements related to the storage, use and transportation of explosives, blasting agents and certain energetic materials. The FMO issues permits, monitors explosive use, and investigate complaints of blasting operations with the exception of issues involving a mine or quarry (rock quarries are considered a mining operation). The FMO's investigation is principally focused on determining if violation(s) of the Loudoun County Code or Statewide Fire Prevention Code have been committed.

Additionally, the FMO receives and responds to fire prevention code complaints such as open burning, non-permissible fireworks use, overcrowding, blocked exits, and illegal discharge of hazardous materials. These require code enforcement intervention to ensure fire code compliance. This program assists the Planning Departments (the County and its Towns) with reviewing compliance with fire safety regulations. The FMO also responds FOIA requests from the public.

Since the February 2017 transfer of responsibility of the fire protection plans review from the Department of Building and Development to the Fire Marshal's Office, this activity has conducted plans review for development site plans and fire lane plans to ensure fire code compliance. The plan review ensures access for fire department apparatus and adequate water supply. This review is a large and growing component of this activity, with the number of plans reviewed and fire lanes inspected expected to continue to increase.

With a larger community and number of stakeholders, FMO staff receives continuous questions about County and state codes, inspections, permits, and fees. This process naturally occurs when buildings are occupied and/or modified.

Service Delivery Method: County staff provides this service.

Mandate Information: Chapter 1602 of the Loudoun County Codified Ordinance and the Code of Virginia § 27.94 directs this activity, which incorporates NFPA standards. Furthermore, this activity is directed through Chapter 250 of the Loudoun County Codified Ordinance.

Through Chapter 1602 of the Loudoun County Codified Ordinance, the Loudoun County Fire Prevention Code requires use permits to be obtained prior to: (i) activities involving the handling, storage or use of flammable, explosive, and/or hazardous substances, materials or devices; (ii) conducting processes which produce fire or otherwise hazardous conditions to life or property; (iii) establishing a place of assembly or (iv) multifamily residences. The Statewide Fire Prevention Code

provides that a locality may establish procedures or requirements as may be necessary for the administration and enforcement of this code, to include the collection of fees for use permits.

Value Added: This activity provides response to complaints that may or may not be determined to be a violation of the Loudoun County Fire Code. The activity also provides the technical oversight for site plans that do not go through another route of review by technical specialists and provides site plan review through in accordance with the County Facilities Standards Manual.

Current staffing levels afford the ability to concentrate work on life safety facilities and operations using flammable or hazardous materials. Night Life Safety Inspections are conducted in addition to routine inspections associated with the issuance of a fire prevention code use permit. The Night Life Safety Inspection program is intended to maintain proper egress approved occupancy loads and restrict any illegal fire prevention code activity during peak hours.

The Fire Marshal's Office regularly receives complaints that may be reported anonymously. These complaints cannot be determined to be valid violations of the Loudoun County Fire Code until an on-site visit, inspection, and research is conducted by a fire marshal.

Service Level Indicators: Current service level involves conducting 3,000 to 4,000 facility inspections annually to identify conditions that may cause fire, spread fire, interfere with firefighting, or endanger life. This represents less than15 percent of known businesses and facilities with sprinkler systems in the County. These fire and life safety inspections require over 8,000 hours annually to complete. At current service level, approximately 1,400 required fire permits are issued each year.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Conduct annual fire and life safety inspections to identify any conditions liable to cause fire, spread fire, interfere with firefighting, or endanger life for 100 percent of known businesses and facilities with sprinklers.[1]					
Total number of hours spent performing fire and life safety inspections	6,970	7,446	7,612	8,200	8,450
Total number of facility inspections	3,437	3,294	3,586	3,850	4,100
Total number of facility re-inspections	1,432	1,332	1,409	1,540	1,740
Percentage of all facility inspections that are re-inspections	41.7%	40.4%	39.3%	40%	40%
Percent of known inspectable facilities receiving an annual fire safety inspection	n/a	n/a	12.9%	13.5%	14%
Fire permit revenue	$124,980	$120,480	$143,424	$144,000	$153,000
Number of fire permits issued	1,251	1,196	1,396	1,400	1,500
Conduct plans review for all submitted development plans, and conduct plans review and field inspections for all fire lanes and fire access roads.[1]					
Total number of plans reviewed (land development and fire lanes)	n/a	877	1,085	1,250	1,440
Total hours dedicated to plans review	n/a	1,986	1,762	2,000	2,300
Total primary fire lane inspections conducted	n/a	n/a	31	100	170
Total number of fire lanes Countywide to monitor for ongoing re-inspections and compliance	n/a	n/a	14,422	14,522	14,692

[1] Data shown as n/a indicates a measure which does not have historical data.

Fire and Life Safety Education and Community Risk Reduction

Through the Fire and Life Safety Education and Community Risk Reduction activity, the FMO provides critical public education programs to ensure a safe living and working environment for residents, workers, and travelers within Loudoun County through the development and application of fire prevention engineering, education, and enforcement. The goal in this activity is to develop and coordinate a comprehensive program that targets fire and life safety issues specific to Loudoun County. The activity provides training and resource support (e.g. lesson plans, supplies, equipment, etc.) to paid and volunteer personnel, as appropriate. The public education manager (PEM) identifies effective curriculum, materials, and equipment to address the diverse needs of the County. The station captains are contacted quarterly to assess any public education needs. The PEM researches, analyzes, and records information and data quarterly in order to develop a County action plan to mitigate fire and life safety issues. The PEM maintains concise, accurate, and accessible files and data, as required, documenting program activity. The PEM also maintains productivity reports and collaborates with the Public Information Officer to provide effective information on press releases and social media posts. The PEM develops and manages the Youth Fire Setter Prevention and Intervention Program.

The PEM captures the cause of accidental fires from the Fire Marshal's Office fire investigators monthly. This data is used to develop a quarterly newsletter titled "The Fire 411" in which accidental fire data is reported along with corresponding safety and prevention messages. The newsletter is posted on the FMO's website, sent to all members of the Combined System, and presented during public education events. Based on this data, a preventative action plan to address accidental fire causes is developed and communicated to the LC-CFRS so that fire prevention education, community risk reduction, and after the fire community outreach programs will be supported and/or initiated based on this information. This endeavor includes, but is not limited to, the current "Super Safe Loudoun" smoke alarm program, "Safe Smoking" program, juvenile safety camps, the juvenile fire setter program, developmental training for children in proper use of the E-911 system, McGruff and Leesburg Safety Camps, Head Start, and senior citizen programs.

Service Delivery Method: County staff oversees the coordination and delivery of educational efforts with the assistance of career and volunteer members of the Combined System.

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

Value Added: This function is critical as residents request more information about events, safety, and emergency procedures for all types of events. Education is recognized as a best practice for fire and life safety. This activity provides residents with home safety messages through the home inspection program, residential smoke alarm inspection and installation, and a proactive means of fire and emergency preparedness. Community outreach provides education and information to persons and facilities that may not receive safety information or inspections on a routine basis. Finally, public education provides an interactive experience to train children and adults with the Life Safety trailer which can simulate smoke or severe weather scenarios.

Service Level Indicators: At current service level, this activity coordinates and oversees approximately 900 home smoke alarm inspections annually in partnership with Operations staff, resulting in over 1,300 smoke alarms being installed in homes lacking adequate alarms. The Fire and Life Safety Education and Community Risk Reduction activity delivers or supports approximately 3,600 Fire/ Life Safety Programs annually, representing over 10,000 hours of public outreach and education.

Loudoun County Fire and Rescue: Fire Marshal's Office

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Minimize fire-related deaths that could be prevented with properly functioning and installed smoke detectors.					
Number of homes inspected	383	518	603	900	900
Percentage of inspected homes with alarms requiring service or alarms not present[1]	36%	35%	35%	35%	35%
Number of alarms installed/replaced	644	822	1,063	1,300	1,300
Minimize preventable child and elderly injuries by delivering or supporting three to six thousand Fire/Life Safety Programs annually.					
Business, community, and other public outreach hours	12,501	15,448	10,518	10,000	16,000
Fire/life safety programs delivered/supported	3,049	4,566	3,622	3,600	5,100
Protect the lives and property of all residents and visitors to Loudoun County.					
Total civilian fire deaths	2	2	0	0	0
Total fire loss of real and personal property	$77,270,000	$9,520,000	$7,890,000	$8,300,000	$8,700,000

[1] FY 2020 increase due to initiative to increase residential smoke alarm inspections.

Explosive Ordinance Disposal

The mission of the Explosive Ordinance Disposal (EOD) Squad is to mitigate and provide corrective action for all terrorist or criminal use of hazardous devices, explosives, and weapons of mass destruction, activities, explosive or pyrotechnic related incidents, devices, chemicals or items suspected as such, protecting the public from the ill effects of such hazardous items. Although no mandate exists for local bomb squads, nationwide emphasis has been placed on improvised explosive device (IED) detection and mitigation programs at the local level since September 11, 2001.

Service Delivery Method: Since FY 2000, the FMO has been responsible for the Federal Bureau of Investigation (FBI) accreditation of the joint Explosives and Hazardous Devices (EHD) team or bomb team between the FMO and the Loudoun County Sheriff's Office (LCSO). The team is a collaborative effort in part to the extended and labor-intensive nature of an explosives event. Squad personnel are not assigned full-time to the unit; rather these personnel do this as a collateral duty.

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

Value Added: The squad's local presence reduces disruption to travel and reduces the time a business may be closed due to a suspicious device or activity. The bomb squad's asset inventory has been obtained primarily through Urban Areas Security Initiatives (UASI) grants, with some replacements from Loudoun County's major equipment replacement fund when feasible. This equipment is maintained in a state of operational readiness by squad personnel.

Service Level Indicators: Current service level involves responding to approximately 40 emergency incidents, and conducting 35 evaluations on possible explosive devices annually. At current service level, the EOD Squad safely destroys over 2,800 pounds of surrendered explosives annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide rapid and effective response to emergency incidents involving possible or actual IEDs or other explosive incidents and to mitigate all associated hazards.[1]					
Number of evaluations conducted on possible explosive devices	13	17	31	35	40
Number of emergency bomb squad responses	24	26	28	40	45
Pounds of surrendered ammunition, black powder, and fireworks safely destroyed by the bomb squad	n/a	n/a	2,803	2,860	2,915

[1] Data shown as n/a indicates a measure which does not have historical data.

Fire, Environmental, and Explosive Incident Investigations

The Fire, Environmental and Explosive Incident Investigations activity provides for the investigation and prosecution of all offenses involving hazardous materials, fires, fire bombings, bombings, attempts or threats to commit such offenses, possession, and manufacture of explosive devices, substances and fire bombs. The Fire Marshal's Office also responds to suspicious package calls to assist local law enforcement when an actual device or package is identified.

This activity includes the use of specialty canines to assist with the investigative process. FMO has three specialty canines: one who detects ignitable liquids, one who detects explosives, and one who tracks suspects in criminal activities. Each canine has a dedicated handler and is a single-purpose canine.

Service Delivery Method: County staff provides this service.

Mandate Information: This activity is mandated by the Code of Virginia §§ 27-31 through 27-37.1. The FMO is required by code to investigate incidents which involve suspicious fires, explosive, fire explosive, or hazardous material incidents resulting in death or injury (civilian or public safety), hazardous materials, incidents where municipal government (federal, state, county, or town) buildings, vehicles, or other property are damaged by fire or explosion, juvenile cases involving fire, explosive or hazardous materials, incidents with a significant fire loss, and a structure that may be unsafe for occupancy or otherwise presents a safety hazard (water from electrical outlets, significant drywall collapse, etc.).

Value Added: This activity helps ensure the safety of residents from fire, environmental, and explosive incidents. The investigations conducted by the FMO helps ensure the prevention of future incidents. The use of canines in this activity greatly reduces the time on-scene required of FMO staff and assists in finding evidence that humans are not able to smell or otherwise overlook.

Service Level Indicators: Current service level involves investigating approximately 225 incidents annually and spending 2,500 to 3,500 hours annually on investigation activities. At current service level, the fire's cause classification (accidental, natural, incendiary, or undetermined) is determined for 92 percent of fire investigations.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Investigate all reported fires, explosions and hazardous materials incidents, provide cause determination and pursue the identity, prosecution and conviction of persons responsible for any criminal actions.					
Total incidents investigated	269	202	172	225	225
Total hours investigated	795	678	565.5	650	650
Total cases worked	151	186	185	220	225
Total hours spent on investigation activities	2,585	3,029	3,140	3,200	3,285
Percentage of fire investigations in which the fire's cause classification was determined	91%	95%	92%	92%	92%

Emergency Communications Center

The Emergency Communications Center (ECC) provides timely and accurate data and technologies to support local and regional interoperability and emergency response. The ECC serves as the County's Public Safety Answering Point (PSAP) for all incidents using the County's Enhanced 9-1-1 system (E-911). All incoming 9-1-1 calls and texts are processed through the PSAP with personnel dispatching Fire and Rescue assets for incidents that require LCFR services. Calls for other public safety entities, including the Loudoun County Sheriff's Office, Leesburg Police Department, Middleburg Police Department, Purcellville Police Department, Virginia State Police, Loudoun County Animal Services, and the Metropolitan Washington Airports Authority, are routed to the appropriate agency for processing and dispatching of services. The FY 2020 Adopted Budget includes funds to implement universal call taking at the Emergency Communications Center – a collaboration between the Sheriff's Office and the Fire and Rescue. This initiative will ensure that all personnel in the ECC are able to answer and process 9-1-1 calls and texts; however, LCFR will remain responsible for the PSAP.

Service Delivery Method: County staff provides this service, supplemented by vendors who support the technologies utilized to provide interoperability and emergency response.

Mandate Information: Under Virginia Department of Health, Office of Emergency Medical Services, 12VAC5-31-760 requires fixed communications equipment that provides two-way voice communications between responders and the PSAP. Communications must be provided with a land mobile radio equipped with push-to-talk technology. In addition, the first responders must be able to communicate with the hospitals to which they routinely transport. Further, mutual aid interoperability must be created and maintained amongst first responders through the land mobile radio system. All agencies are required to maintain appropriate Federal Communications Commission (FCC) radio licensure for all radio equipment utilized by the agency.

Under the Code of Virginia § 56-484.16, local emergency telecommunications requirements; use of digits "9-1-1." Code mandates all localities within the Commonwealth to utilize an E-9-1-1 system on or before July 1, 2003.

Value Added: The ECC activity represents a critical service, because it serves as the PSAP for all 9-1-1 calls in the County. Emergency and non-emergency calls are processed and the appropriate fire and/or rescue apparatus are dispatched to respond. Law enforcement related calls are received and transferred to the appropriate agency. By residing in local government, first responders realize a customized dispatching system tailored to their needs. It also provides the County with flexibility in making changes in how service is provided to the first responders. Necessary changes can be rather immediate as Loudoun County is responsible for the technology and provides for its own governance through policies. The Emergency Communications activity adheres to and remains consistent with current guidelines, industry standards, requirements, and best practices to ensure proper quality management of a PSAP. The ECC must meet criteria outlined by the FCC, the Code of Virginia and the Virginia Administrative Code.

Service Level Indicators: At current service level, the ECC answers a total volume of approximately 206,000 calls annually, of which roughly half are emergency (9-1-1) calls. Of the 9-1-1 calls received, nearly 100 percent are answered within 20 seconds. Fire-related calls are processed within 64 seconds roughly 50 percent of the time; EMS-related calls are processed within 90 seconds 70 percent of the time. Processing time includes the time between when a call is answered and emergency response units are dispatched. EMS-related calls are generally expected to take longer to process due to the complexity of health-related information that often must be relayed.

Loudoun County Fire and Rescue: Communications and Support Services

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide for the prompt and efficient processing of requests for emergency fire and rescue services through the Fire and Rescue system by answering 95 percent of all 9-1-1 calls within 20 seconds, processing 90 percent of EMS calls within 64 seconds, and 90 percent of fire-related calls within 90 seconds.[1]					
Number of calls dispatched	26,425	28,270	28,456	29,025	29,606
Percentage of 9-1-1 calls answered within 20 seconds	n/a	n/a	100%	95%	95%
Percentage of fire-related calls processed within 64 seconds	n/a	n/a	44%	50%	75%
Percentage of EMS calls processed within 90 seconds	n/a	n/a	67%	70%	75%
Number of calls answered by ECC personnel	196,265	194,358	201,767	205,802	209,918
Percentage of emergency (9-1-1) calls	47%	50%	57%	55%	55%
Number of incidents created in CAD system[2]	40,229	42,766	28,978	29,558	30,149

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] Computer Aided Dispatch (CAD) System

Communications and Technology Support Services

The Communications and Technology Support Services activity supports the technologies and systems that provide for local and regional interoperability and emergency response, to include the systems at the ECC as well as other technologies that are integral to Department operations. Technologies supported include Land Mobile Radio, Mobile Data Computers (MDCs), mapping, public safety geographic information systems (GIS), and the Computer Aided Dispatch (CAD) System. The CAD system is used by dispatchers and call takers, as well as by operational personnel, and serves to initiate calls for service, dispatch emergency responders, and track the status of personnel. The specialized mapping available through GIS programs utilizes economic and population data, as well as CAD data, to assist personnel with the planning of the proper placement of future assets needed for service delivery. GIS coordination also provides updated information for the CAD system and the mapping layers for the MDCs. In addition, public safety GIS provides support to the Sheriff's Office and the Office of Emergency Management. Staff provides technical support and coordination for the Department's technology and communication infrastructure that includes MDCs used to provide real-time information to emergency responders, as well as 1,002 mobile and portable radios that are individually reprogrammed on a yearly basis to maintain the National Capital Region's interoperability requirements.

The scope of this activity continues to broaden as the number and complexity of technologies used by the Department increases. Staff in this activity area also supports the Department's staffing and scheduling management system (Orion), as well as the build-out and implementation of a comprehensive records management and volunteer staffing system for the Department (Alpine). This activity ensures stations are correctly notified of emergency incidents using the Westnet station alerting system. Finally, staff maintains the myriad interfaces that exist between the Department's various technology systems (CAD to Orion, Orion to Alpine, Orion to Oracle, etc.). These mission-critical systems must be maintained, supported, and available 24 hours per day, seven days per week.

Service Delivery Method: County staff and vendors who support the technology infrastructure provide this service.

Mandate Information: Under the Code of Virginia §56-484.16, local emergency telecommunications requirements defines the requirements of E-9-1-1 to include the Master Street Addressing Guide (MSAG). The Virginia Public Records Act, Section 2.2-4300 et seq. of the Code of Virginia governs public safety records management. National Fire Protection Association (NFPA) standard 1221 provides a standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems.

Value Added: In conjunction with the Department of Information Technology, the Communications Support Services Activity provides all of the infrastructure and technical support for the County's interoperability and emergency response. The services are critical as first responders would not be dispatched to incidents in a timely manner, nor would they be able to communicate with the County and neighboring jurisdictions.

The CAD system provides dispatchers with pertinent information on the location of incidents, which units need to be dispatched, as well as any known hazards. CAD initiates the call for service, dispatches the emergency responders, and maintains the status/situational awareness of Department personnel.

This activity provides for all of the technology used by the ECC and first responders in order to provide effective and efficient emergency services to customers. Loudoun County's emergency radio system is interoperable within the region served by the Metropolitan Washington Council of Governments Mutual Aid Operational Plan (MAOP). This activity allows for land mobile radio communications and provides MDCs mounted in first responder apparatus which provide routable directions and important supporting call information. As Loudoun County has been one of the fastest growing counties in the nation, the ability to keep up with new streets and addresses is critical. The databases are updated regularly to ensure that dispatchers and first responders are able to quickly and accurately locate those who call for assistance.

Without this activity, the County risks not having updated addresses and maps which may hamper LCFR's ability to alert first responders and provide them with an accurate location. In addition, responders may not be able to find the address once provided by the dispatcher. These scenarios could result in a delay of emergency service to residents.

Loudoun County Fire and Rescue: Communications and Support Services

Service Level Indicators: Current service levels reflect developing approximately 120 CAD reports annually, of which approximately 50 percent require in-depth development and analysis, and processing approximately 300 master street address guide updates. This activity updates, installs, repairs, or removes approximately 400 MDC and GPS units annually, spends approximately 8,200 hours on CAD mobile support and MDC imaging, and provides support for GIS-related applications approximately 160 times annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Manage and maintain the Computer-Aided Dispatch (CAD) system to coordinate responses to emergency incidents.[1]					
Number of CAD reports developed	n/a	n/a	120	120	140
Percent of reports requiring in-depth development and analysis	n/a	n/a	51%	50%	50%
Average turnaround time for report development (in days)	n/a	n/a	5	5	5
Number of updates processed to CAD and supporting systems processed	n/a	n/a	1,154	1,300	1,350
Number of 911 Master Street Addressing Guide updates processed	n/a	n/a	294	300	306
Maintain emergency communications software and equipment to ensure functionality and reliability during emergency field operations.[1]					
Number of MDC and GPS units installed, repaired, or removed	n/a	n/a	608	400	500
Number of hours spent on CAD mobile support and MDC Imaging	n/a	n/a	562	800	1,000
Number of radio units installed, repaired, or removed [2]	n/a	n/a	148	150	1,000
Number of hours spent on diagnostics and repair of emergency vehicle electronic equipment	n/a	n/a	64	100	100
Number of times support provided for GIS web maps	n/a	n/a	78	75	110
Number of times support provided for GIS-related applications	n/a	n/a	144	160	160
Number of GIS updates to the CAD system processed	n/a	n/a	11	17	18

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] LCFR has a planned replacement project for FY 2021.

Fire and Rescue Services

The Fire and Rescue Services activity provides timely and effective response for fire, rescue, technical rescue, water rescue, hazardous materials and emergency medical incidents, 24 hours per day, 7 days per week across the entire 520 square-mile area of Loudoun County. In addition to responses within Loudoun County, mutual aid is provided (and received) from Fairfax County, Metropolitan Washington Airport Authority-Washington Dulles, Prince William County, Clarke County, and Fauquier County, VA; Jefferson County, WV; Frederick County, Montgomery County, and Washington County, MD; and, the Mount Weather Emergency Operations Center.

The primary responsibility of this activity is to respond to emergency incidents. However, personnel are routinely required to complete a variety of activities which include skills certification and training; various administrative responsibilities including district and area familiarization; submitting fire reports and electronic Patient Care Reports (e-PCR's); insuring apparatus and equipment readiness; and, assisting the Fire Marshal's Office in conducting on-site building inspections and inspections of rural water supply sites. They are also responsible for completing pre-fire emergency planning, inspecting and installing residential smoke alarms, performing fire and life safety checks, and delivering life safety education and other community events for the residents of Loudoun County.

Service Delivery Method: A combination system model of County firefighter/EMTs and active operational volunteers provide this activity.

Mandate Information: This activity is directed through Chapter 258 of the Loudoun County Codified Ordinance adopted by the Board of Supervisors and implemented July 2, 2014. This activity must adhere to and remain consistent with current guidelines, industry standards, requirements, and best practices to ensure proper quality management of EMS Services and fire suppression operations. Among the industry standards required, LCFR must meet criteria outlined by the Virginia Department of Health (VDH), Office of EMS (OEMS), Occupational Safety and Health Administration (OSHA), Health Insurance Portability and Accountability Act (HIPAA), and Center for Disease Control and Prevention (CDC).

While not a legal mandate, the LC-CFRS seeks to align its service delivery with national consensus standards as published by the National Fire Protection Association (NFPA). The Department currently follows NFPA Standard 1720 - Organization and Deployment of Fire Suppression, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments, which establishes response goal standards for volunteer and combination Departments. LCFR has recently commissioned a study to evaluate the feasibility of following NFPA Standard 1710, which establishes response goal standards for career departments.

Value Added: Services are provided according to the response goals described in the Loudoun County Fire and Rescue Service Plan adopted by the Board of Supervisors on December 6, 2005. Recommendations to update the 2005 service plan are currently being considered and are expected to be presented to the Board in FY 2020. Studies from the National Institute of Standards and Technology (NIST) show that flashovers, which create an untenable environment inside a room, occur as early as three to four minutes after a fire begins. Once a fire has progressed to flashover, the fire increases at a geometric rate each minute thereafter. Fire suppression must intercede in a timely manner if persons are to survive in a fire. Likewise, emergency medical services must begin on a patient who is not breathing and does not have a pulse within this general time period. Intervention must occur within six to eight minutes, in most cases, if the patient is to survive.

Service Level Indicators: Current service level involves responding to over 7,000 fire-related incidents and over 21,500 EMS incidents annually. Additionally, personnel complete approximately 1,100 fire and life safety surveys annually for commercial buildings in the community.

Loudoun County Fire and Rescue: Operations

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Protect the lives and property of all residents and visitors to Loudoun County.					
Number of fire incidents	6,347	6,888	7,642	7,098	7,240
Career Firefighters/EMTs per 1,000 residents	1.30	1.21	1.20	1.21	1.18
Total number of EMS incidents	21,303	21,585	20,805	21,655	22,090
Complete 100 percent of building fire and life safety surveys assigned by the County Fire Marshal's Office.					
Building fire and life safety surveys to complete	1,723	1,146	919	1,100	1,100
Percent of fire and life safety surveys completed	100%	100%	100%	100%	100%
Conduct ongoing training and drills for incumbent personnel to ensure preparedness for fire and rescue incidents.[1]					
Average number of Fire and Rescue industry training hours per career firefighter/EMT	n/a	141	140	140	140
Average number of physical training hours per career firefighter/EMT	n/a	99	104	100	100

[1] Data shown as n/a indicates a measure which does not have historical data.

Special Operations

The Special Operations activity coordinates readiness and effective emergency response for a variety of hazards with a special focus on swift water rescue, hazardous material response, Metro incident response, and other incident types requiring a technical or specialized rescue response (e.g., building collapses, trench or excavation entrapments, above or below grade incidents requiring rope access, serious vehicle accidents, and confined space entrapments). Cross training in Special Operations disciplines is provided to Operations staff.

Service Delivery Method: County staff provides this service.

Mandate Information: This activity is directed through Chapter 258 of the Loudoun County Codified Ordinance adopted by the Board of Supervisors and implemented July 2, 2014. This activity must adhere to and remain consistent with current guidelines, industry standards, and best practices to ensure effective emergency response to incidents involving a variety of hazards. Among the industry standards required, LCFR must meet criteria outlined by the VDH, OEMS, Occupational Safety and Health Administration (OSHA), Health Insurance Portability and Accountability (HIPAA) Act, and Center for Disease Control and Prevention (CDC).

While not a legal mandate, the National Fire Protection Association (NFPA) developed standards for efficiently and effectively conducting operations at technical search and rescue incidents. These include NFPA 1670, Standard on Operations and Training for Technical Search and Rescue, and NFPA 1006, Standard for Technical Rescue Personnel Professional Qualifications. These standards cover swift water, ice rescue, structural collapse, trench rescue, rope rescue, confined space rescue, and vehicle extrication. NFPA Standards 472, 473, 475, and 1072 identify and establish levels of functional capability and professional qualifications to ensure the ability to effective and efficiently respond to Hazardous Materials and Weapons of Mass Destruction incidents.

Value Added: Responding to incidents involving one of the Special Operations disciplines necessitates an advanced level of training and equipment. This advanced level is crucial to achieving positive patient outcomes and ensuring responder safety. Similar to the critical need of providing EMS care to patients without a pulse in six to eight minutes, the ability to provide personnel with advanced training to Special Operations incidents is crucial to patient survival and property conservation.

Service Level Indicators: Current service level involves responding to approximately 270 technical rescue incidents and 90 hazardous materials incidents annually. Metro's Silver Line, which expands service to Loudoun County, is anticipated to begin service in calendar year 2020.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide for technical rescue services, mitigation of hazardous materials incidents, and other specialized emergency response needs through the Special Operations unit.[1]					
Number of technical rescue incidents	n/a	253	275	269	275
Number of hazardous materials incidents	n/a	90	81	87	89
Number of Metro-related incidents	n/a	n/a	n/a	1	10
Number of hours of training for Metro-related incidents [2]	n/a	200	22	200	100

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] General workforce Metro training was completed in FY 2018 and an officer training program anticipated in FY 2020.

Emergency Medical Services (EMS) Management

The EMS Management activity provides professional and technical oversight of emergency medical services delivery, training, equipment specifications, and quality assurance and improvement in conjunction with the Operational Medical Director (OMD). In addition, the EMS Management activity provides daily oversight of patient care delivery through the EMS Supervisor program and ensures compliance with the regulations of the Virginia Department of Health (VDH), Office of EMS as promulgated under the Code of Virginia. The activity also manages the system-wide bloodborne, airborne pathogen/infectious control program to ensure compliance with OSHA.

Service Delivery Method: County staff provides this service, working closely with an OMD who consults with the Department on a contractual basis.

Mandate Information: This activity is directed through Chapter 258 of the Loudoun County Codified Ordinance adopted by the Board of Supervisors and implemented July 2, 2014. This activity must adhere to and remain consistent with current guidelines, industry standards, requirements, and best practices to ensure proper quality management of EMS Services. Among the industry standards required, LC-CFRS must meet criteria outlined by the VDH, Office of EMS, National Fire Protection Association (NFPA), OSHA, HIPAA, and CDC.

- Emergency Medical Service delivery in the Commonwealth falls under the statutory authority of the Code of Virginia, Title 32.1 and the Virginia Administrative Code Chapter 31 – Virginia Emergency Medical Services regulations.
- The System-wide bloodborne, airborne pathogen/infectious control program is mandated by OSHA regulations -29 CFR 1910.1030 - Bloodborne Pathogens Standard.

Value Added: Through this activity, the LC-CFRS ensures that adequate medical attention (basic and advanced life support) is provided during every emergency medical call, in accordance with industry standards and best practices. This activity helps keep Loudoun County residents safe.

Service Level Indicators: Current service level involves providing supervision for approximately 1,600 incidents annually, 50 percent on scene within 10 minutes. EMS Management also provides professional and technical oversight for approximately 21,600 EMS incidents annually, of which approximately 11,700 require Advanced Life Support (ALS)-level care.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide delivery of EMS to the community.					
EMS incidents – ALS	11,605	11,410	11,378	11,695	11,930
EMS incidents – Basic Life Support	9,698	10,175	9,427	9,960	10,160
Total Number of EMS incidents	21,303	21,585	20,805	21,655	22,090
EMS incidents per 10,000 residents	555	535	503	512	511
EMS hospital transports	14,735	14,655	14,319	14,860	15,155
Ensure that on-scene EMS supervision and management is provided to EMS providers within ten minutes at 80 percent of critical and large incidents.					
Percentage of calls EMS Supervisor on scene within ten minutes	22%	38%	48%	50%	50%
Number of incident responses by EMS Supervisor	1,117	1,247	1,525	1,555	1,585
Total number of incidents requiring on-scene EMS supervision	1,467	1,337	1,560	1,590	1,620

Quality Assurance and Quality Improvement

The Quality Assurance and Quality Improvement (QA/QI) activity is a significant component of EMS. Working together with the OMD, QA/QI provides mechanisms to assure that providers are delivering the best possible care for patients. QA/QI is tasked with helping to identify areas of improvement to positively impact EMS service delivery. QA/QI also reviews complex cases and facilitates knowledge sharing and education of providers. The QA/QI area is responsible for the oversight of electronic patient care reporting (e-PCR) which requires constant monitoring, upkeep, and upgrading to give the providers the reporting tools that are needed. QA/QI also oversees the mentoring and releasing of new ALS providers into the system.

Service Delivery Method: County staff provides this service.

Mandate Information: This activity is directed through Chapter 258 of the Loudoun County Codified Ordinance adopted by the Board of Supervisors and implemented July 2, 2014. While not a legal mandate, this activity must adhere to and remain consistent with current guidelines, industry standards, requirements, and best practices to ensure proper quality management of EMS Services.

Among the industry standards required, LC-CFRS must meet criteria outlined by the VDH, Office of EMS, National Fire Protection Association (NFPA), OSHA, HIPAA, and CDC. As an EMS agency, Loudoun County is required to have a QA/QI program under 12VAC5-31-600 Quality Management of the Virginia OEMS Regulations. EMS Service delivery in the Commonwealth is regulated under the authority of the Code of Virginia, Title 32.1 and the Virginia Administrative Code Chapter 31 – Virginia Emergency Medical Services regulations.

Value Added: The office of QA/QI is one of the most integral components of EMS Operations and works closely with the OMD to evaluate service delivery and recommend continual EMS service delivery improvements. The program also has identified needs for improvements in the system. The success of this program has allowed for the expansion of skills at the discretion of the OMD, which has resulted in improved care for residents. A robust and proactive QA/QI process is important for providing for continual improvements to EMS service delivery and keeping up with technological advances.

Service Level Indicators: At current service level, QA/QI reviews 100 percent of selected categories of critical incidents, including all cardiac arrests (approximately 180 annually) and opioid overdose incidents (approximately 160 annually).

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Ensure quality of patient care by reviewing records for 100 percent of cardiac arrest incidents, incidents involving advanced practice provider skills, and opioid overdose incidents; as well as 25 percent of all EMS incidents.[1]					
Number of cardiac arrest patients	n/a	171	177	181	184
Percentage of cardiac arrest patients surviving to discharge from hospital	n/a	11%	11%	11%	11%
Number of confirmed opioid patients administered naloxone	n/a	167	143	158	161

[1] Data shown as n/a indicates a measure which does not have historical data.

Fire, Rescue, and EMS Training

The Fire, Rescue, and EMS Training activity provides recruit training, basic and advanced Fire and EMS training, continuing education and recertification training, and other technical training. The Recruit Training Section coordinates and delivers a 30-week recruit school for new career recruits. These entry level employees take courses in Firefighter I and II, hazardous materials operations, emergency medical technician, and several other core classes needed to fulfill employment obligations. The Fire Training Section provides volunteer Firefighter I and II and other fire-related courses to include driver/pump operator, aerial operations, and heavy and tactical rescue. Fire Training also provides professional development programs, including the Officer series, Fire Instructor series, and various National Fire Academy strategy and tactics classes. The EMS Training Section provides courses at both the basic life support and advanced life support levels and offers continuing education and recertification classes. EMS Training runs a nationally accredited paramedic training program through the Committee on Accreditation of Educational Programs for the EMS Profession (CoAEMSP) through the Commission on Accreditation of Allied Health Education programs (CAAHEP). The Training Academy hosts the Command Competency Lab, a technology-driven simulation center designed to improve performance through immersion for both EMS and Fire Suppression operations. The Training Academy also supports Loudoun County Public Schools with the Fire and EMS programs at the Academies of Loudoun by supplying daily use of training facilities, apparatus, and classroom and office space during the school year. Further, the Training Academy remains the host site of choice for training programs developed, instructed, and supervised by other Department divisions.

Fire and rescue incumbent training programs are generally held throughout the year at the Training Academy. While some training and drill activity occurs at the station level, the bulk of programs are held at the Training Academy. The Academy was built to provide a centralized location to house appropriate resources for conducting certification training to meet local, state and federal requirements. Classes for new career members and certain professional development courses, are held during the Monday-Friday daytime hours. Courses for new volunteer members and numerous other professional development courses are taught during weeknight evening hours and on weekends. Thus, classes are on-going most every day and evening throughout the calendar year.

Service Delivery Method: County staff and a cadre of part-time and volunteer instructors provide this service.

Mandate Information: This activity is directed through Chapter 258 of the Loudoun County Codified Ordinance adopted by the Board of Supervisors and implemented July 2, 2014. While not a legal mandate, this activity must adhere to and remain consistent with current guidelines, industry standards, requirements, and best practices to ensure proper quality management of training. Among the industry standards required, LCFR must meet criteria outlined by the VDH, OEMS, Virginia Department of Fire Programs (VDFP), National Fire Protection Association (NFPA), OSHA, HIPAA, and CDC.

- Emergency Medical Service delivery in the Commonwealth falls under the statutory authority of the Code of Virginia, Title 32.1 and the Virginia Administrative Code Chapter 31 – Virginia Emergency Medical Services regulations.
- The system-wide blood-borne, airborne pathogen/infectious control program is mandated by OSHA regulations - 29 CFR 1910.1030 - Blood borne Pathogens Standard.
- NFPA 1001 Firefighter I and II Certifications
- NFPA 1021 Fire Officer Certification
- OSHA 1910.120 and NFPA 472 Hazardous Materials First Responders Awareness-Technician

Value Added: This activity is a critical component of the LC-CFRS because it is responsible for the initial training, continuing education, recertification, and professional development of all System members. The full service Training Academy provides an excellent learning environment for System members. LCFR's direct oversight of educational programs ensures that programs delivered are of the highest quality. Students who complete these programs are the individuals who will protect lives and property and respond to medical emergencies to serve the residents of the County. Since 2006, the LC-CFRS is the first fire and rescue system in the Commonwealth of Virginia to receive national accreditation for its Paramedic program.

Loudoun County Fire and Rescue: Fire and Rescue Training

The Training Academy serves as a regional site for numerous programs offered by the Virginia Department of Fire Programs. The Commonwealth mandates regular re-certification for EMS on an annual, bi-annual and four-year cycle, depending upon the skill addressed. While no formal re-certification requirements for fire service training exists in the Commonwealth, on-going annual programs are implemented for structural firefighting, Mayday operations, and hazardous materials and offered to ensure skills maintenance. Without training, qualified personnel would not be available to adequately staff fire and rescue apparatus throughout the County.

Service Level Indicators: The Training Academy holds approximately 50 Fire and Special Operations classes, representing approximately 1,700 hours of instruction, and approximately 55 EMS classes, representing 2,500 hours of instruction annually. Due to growing demand for EMS training, up to 30 students are expected to be turned away from over-enrolled EMS courses annually at current service level. The Training Academy generally holds two recruit schools per year, adding approximately 45 new career members to the workforce annually. Additionally, System members complete approximately 5,100 online courses annually. Online training is used for a variety of purposes including EMS state recertification, new initiatives, and division-specific training needs across the Department.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide comprehensive Fire and Special Operations training programs consistent with local, state, and national standards.[1]					
Number of classes held - Fire and Special Operations training	n/a	37	54	50	50
Total scheduled class hours - Fire and Special Operations training	1,023	2,930	1,787	1,700	1,700
Number of classes cancelled due to low enrollment	n/a	9	8	8	8
Number of students turned away from classes due to over-enrollment	n/a	n/a	0	10	10
Number of class enrollments by career personnel	n/a	610	337	350	350
Number of class enrollments by volunteer personnel	n/a	669	468	500	500
Provide comprehensive EMS training programs consistent with local, state, and national standards.[1]					
Number of classes held - EMS training	n/a	51	65	55	65
Total scheduled class hours - EMS training	1,185	2,875	2,709	2,500	3,000
Number of classes cancelled due to low enrollment	n/a	2	0	2	2
Number of students turned away from classes due to over-enrollment	n/a	n/a	13	30	30
Number of class enrollments by career personnel	n/a	610	362	350	400
Number of class enrollments by volunteer personnel	n/a	669	810	600	600
Train new firefighter/EMTs to meet the operational needs of the County's Fire and Rescue System.[1]					
Number of recruit schools completed	n/a	3	1	2	1
Percent of new hires successfully completing recruit school	73%	76%	74%	75%	75%
Number of career firefighter/EMTs added to the workforce	n/a	71	28	45	25

[1] Data shown as n/a indicates a measure which does not have historical data.

Loudoun County Fire and Rescue: Fire and Rescue Training

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Assist with callback training for on-duty personnel to ensure operational readiness. [1]					
Fire/Special Operations callback training – career completions	n/a	n/a	385	700	700
Fire/Special Operations callback training – volunteer completions	n/a	n/a	14	100	100
EMS callback training – career completions	n/a	n/a	522	650	700
EMS callback training – volunteer completions	n/a	n/a	634	650	650
Provide Fire and Rescue training that promotes sound tactics in a safe, comfortable, and positive learning environment as evidenced by an overall satisfaction rate of 90 percent or higher. [1]					
Overall satisfaction rating for all Training Academy classes	90%	98%	95%	95%	95%
Total number of Training Academy injuries	22	41	24	25	25
Provide for continuing education of system members through online training.[1]					
Online courses uploaded - Fire and Special Operations training	n/a	5	22	20	25
Online courses uploaded - EMS training	n/a	10	15	20	25
Online courses uploaded - Other	n/a	4	8	5	10
Total number of online courses uploaded	n/a	19	45	45	60
Online courses completed – Fire and Special Operations training	n/a	n/a	1,681	1,600	1,600
Online courses completed – EMS training	n/a	n/a	2,854	3,200	3,500
Online courses completed – Other	n/a	n/a	367	350	400
Total number of online courses completed	n/a	n/a	4,902	5,150	5,500

[1] Data shown as n/a indicates a measure which does not have historical data.

Human Resources

The Human Resources activity oversees the hiring and promotion of personnel, compensation and leave issues, policy development, performance reviews, and works with the Department of Human Resources to facilitate employee relations. This activity directly manages and coordinates all Departmental human resource matters, including compensation, benefits, leave, Family Medical Leave Act (FMLA), Fair Labor Standards Act (FLSA) compliance, Americans with Disability Act (ADA) requests, and workers compensation and disability claims. This activity further coordinates policy and procedure development and updates, personnel issues, discipline, records maintenance and general maintenance of employee information, bonus nominations, and special pay band increases. It also handles all Departmental recruitment and hiring of personnel, as well as the development and administration of promotional processes. The Department conducts pre-employment selection tests for uniformed personnel in accordance with NFPA standards and, as such, is required to ensure that the testing and selection process is in compliance with the Equal Employment Opportunity Commission's (EEOC) Uniform Guidelines on Employee Selection Procedures.

Service Delivery Method: County staff primarily provides this service. However, the Department contracts out the following human resources functions: background verifications, polygraphs, and promotional process administration. Entry level written testing for firefighters, EMTs, and call takers are purchased from and graded by an outside vendor.

Mandate Information: While not a specific legal mandate, this activity is directed through Chapter 258 of the Loudoun County Codified Ordinance adopted by the Board of Supervisors and implemented July 2, 2014. Furthermore, the Department is required to comply with the Firefighter Procedural Guarantee Act (Code of Virginia, §9.1-300 et seq.) and federal regulations for wages, hours, and recordkeeping as outlined in the Fair Labor Standards Act (FLSA).

Value Added: Without the LCFR Human Resources activity, the burden would be shifted to County Human Resources staff.

Service Level Indicators: This activity coordinates human resource processes and needs for a workforce of 673.14 FTE, including 579 uniformed and 95.14 civilian positions. Current service level involves processing over 500 employee action (EA) forms annually to ensure up-to-date employee records.

Loudoun County Fire and Rescue: Personnel and Asset Management

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Manage a human resources system to meet Departmental staffing needs by maintaining turnover rates of less than 10 percent for civilian and uniformed personnel.[1]					
Employee turnover rate	6.7%	6.5%	6.5%	6.5%	6.5%
Turnover rate - uniform positions	n/a	6.2%	6.2%	6.2%	6.2%
Turnover rate - civilian positions	n/a	7.9%	8.0%	8.0%	8.0%
Average tenure at time of departure (in years)	n/a	n/a	3.3	3.3	3.3
Average tenure at time of departure - uniform positions (all)	n/a	n/a	3.7	3.7	3.7
Average tenure at time of departure – uniform positions (excluding recruits)	n/a	n/a	7.9	7.9	7.9
Average tenure at time of departure - civilian positions	n/a	n/a	1.5	1.5	1.5
Position vacancy rate	n/a	n/a	4.8%	4.8%	4.8%
Vacancy rate - uniform positions	n/a	n/a	4.2%	4.2%	4.2%
Vacancy rate - civilian positions	n/a	n/a	8.8%	8.8%	8.8%
Average time to hire in days for civilian positions (date of authorization to recruit to start date for new hire)	n/a	n/a	97	90	90
Ensure accuracy of personnel and financial records through timely updates to employee information.					
Number of employee action (EA) forms processed	450	341	608	547	615

[1] Data shown as n/a indicates a measure which does not have historical data.

Facilities

The Facilities activity ensures that new Fire and Rescue stations and other Departmental facilities are programmed, sited, designed, constructed and outfitted in accordance with the County's endorsed Capital Facilities Standards, which stipulate public safety needs based on population factors. In addition, this program ensures that the 32 existing worksites comprising approximately 380,000 square feet are maintained in a state of uninterrupted operational readiness 24 hours per day, seven days per week; this also includes the 12 stations owned by volunteer companies that receive limited support from the Department of General Services. This program provides essential infrastructure to ensure the reliability of public safety service delivery.

Service Delivery Method: County staff provides this service.

Mandate Information: There are no mandates for this activity.

Value Added: Facilities staff supports the effective delivery of Fire and Rescue service countywide, 24 hours per day, seven days per week, by operationalizing and maintaining readiness of mission-critical facilities. No other County department provides this level of support. This includes providing direct repair/oversight of contract work for in-station technologies; evaluating whether new facilities are sited strategically and timed appropriately to balance service delivery goals and budgetary implications; providing fire service/organization-oriented subject matter expertise during scope identification, design, construction, and post-construction warranty period of new facilities to optimize resultant functionality and eliminate unnecessary cost; and, coordinating with the Department of General Services to ensure Departmentally-operated facilities owned/leased by the County provide uninterrupted operations. Additionally, personnel in this section serve as liaisons to the volunteer Fire and Rescue companies to develop and implement strategies for improving and maintaining existing volunteer-owned worksites, respond to related facilities emergencies, and provide counsel to volunteer leadership to facilitate uninterrupted operations in facilities the companies own and operate.

Service Level Indicators: Current service level involves maintaining approximately 480,000 square feet of facilities, which is expected to increase as new and expanded worksites become operational. LCFR Facilities also assists with the implementation of a Capital Improvement Plan with nearly $100,000,000 in active projects.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain existing facilities and worksites in a state of readiness to ensure a safe and productive work environment for Department employees and volunteer personnel.[1]					
Total square footage of facilities maintained	n/a	n/a	382,953	478,953	533,068
Number of facility enhancement projects	n/a	n/a	25	12	12
Provide oversight and Fire and Rescue industry expertise for new facility construction and other capital projects.[1]					
Total dollar value of projects in progress	n/a	n/a	$65,070,163	$96,890,163	$87,315,000

[1] Data shown as n/a indicates a measure which does not have historical data.

Fleet Services

The Fleet Services activity ensures that new Fire and Rescue apparatus and fleet are programmed, designed, fabricated, and outfitted in accordance with Capital Facilities Standards, Fire and Rescue Commission policy, Fire and Rescue Service Plan Recommendations and relevant codes and standards. Furthermore, this activity ensures that the Department fleet of over 180 vehicles, including 66 County-owned Fire and Rescue response apparatus, is maintained in a condition of minimally interrupted operational readiness 24 hours per day, seven days per week. This program provides essential infrastructure that ensures the reliability of public safety service delivery.

Fleet Services staff supports the effective delivery of Fire and Rescue service countywide, 24 hours per day, seven days per week by operationalizing and maintaining readiness of essential emergency response vehicles. This includes providing contract management; coordinating design, fabrication, and equipping all capitalized vehicles (Fire and Rescue apparatus) budgeted and authorized by the Board; serving as a liaison point-of-contact to County Fleet Services for maintenance and repair of all small platform vehicles operated by the Department; maintaining a comprehensive inventory that ensures accountable distribution of vehicle-specific small parts; and, performing emergency response to mitigate vehicle break-downs/accidents to inspect damage, launch repair efforts, and, where necessary, facilitating the immediate assignment of reserve fleet apparatus to preclude service delivery gaps.

Service Delivery Method: County staff provides this service.

Mandate Information: There are no mandates for this activity.

Value Added: Fleet Services ensures consistency and adherence with Loudoun County apparatus standards as provided and approved by the Executive Committee, and provides subject matter expertise and support to volunteer Fire and Rescue companies with selection, procurement, maintenance, and repair of apparatus they own.

Service Level Indicators: Current service level reflects maintaining and repairing approximately 180 vehicles each year, including heavy apparatus and associated Fire and Rescue equipment. This includes completing approximately 800 maintenance repairs and coordinating approximately 750 vendor work orders for repairs. To provide this level of service, Fleet Services currently utilizes 6,000 of overtime annually due to the limited number of technicians currently dedicated to this program on a full-time basis.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Support uninterrupted delivery of Fire and Rescue Services through regular maintenance and repair of fleet vehicles and associated equipment.[1]					
Number of vehicles under management	n/a	n/a	172	179	182
Number of heavy vehicles	n/a	n/a	63	66	69
Number of light vehicles	n/a	n/a	109	113	113
Number of maintenance tickets completed by Fleet Services	n/a	n/a	764	785	810
Number of vendor work orders managed for contracted mechanical repairs [2]	n/a	n/a	720	740	765
Number of hours of overtime	n/a	n/a	7,035	6,000	6,180

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] Measure used in FY 2020 Budget was originally projected at 1,200 in FY 2020 due to an estimate from limited sampling. FY 2019 was the first time data was collected for this measure and actuals were lower than originally estimated.

Loudoun County Fire and Rescue: Personnel and Asset Management

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain reserve apparatus to ensure continuity of front-line operations.[1]					
Average number of reserve engines deployed per day (current reserves: 5)	n/a	n/a	3.4	3.6	3.8
Average number of reserve tankers deployed per day (current reserves: 2)	n/a	n/a	1.4	1.5	1.6
Average number of reserve aerial units deployed per day (current reserves: 2)	n/a	n/a	1.1	1.2	1.4
Average number of reserve ambulance units deployed per day (current reserves: 5)	n/a	n/a	2.8	3.2	3.5
Average number of reserve heavy rescue units deployed per day (current reserves: 1)	n/a	n/a	0.7	0.8	0.9
Number of days front-line service impacted by lack of available reserves	n/a	n/a	12	15	18
Procure and outfit fleet vehicles in line with County policies and industry standards.[1]					
Number of vehicles purchased and outfitted	n/a	n/a	4	10	10
Number of fleet staff days spent offsite on procurement-related activities	n/a	n/a	79	55	60

[1] Data shown as n/a indicates a measure which does not have historical data.

Health and Safety

The Health and Safety activity provides oversight of safety on emergency incidents, System member injuries and accident investigations; monitors personnel on Workers Compensation in conjunction with County Risk Management; schedules physicals for both career and volunteer members; develops System health and wellness programs; and, works with the third party medical administrator. Additionally, this activity contains the Behavioral Health program (approved for FY 2019), which links personnel to behavioral health resources specific to the needs of emergency responders, and the Department's Wellness initiative (approved for FY 2020), which will provide a comprehensive fitness and wellness program intended to proactively reduce injuries and lost work time, as well as oversee operations at the Fire and Rescue Wellness Center (which is slated to open in FY 2020 on Miller Drive).

The activity provides additional supervision on significant incidents to ensure safe practices and risk reduction measures are in place. Other responsibilities include the oversight of the Occupational Health and Wellness Program, Worker's Compensation Program, Fit-Testing Program, Vehicle Accidents and Personal Injury Investigation, Safety and Health Training, Risk Management Program, and a Facility Safety Inspection Program.

Service Delivery Method: County staff provides this service except for National Fire Protection Association medical physicals which are contracted out and managed by the County's Department of Human Resources.

Mandate Information: While not a specific legal mandate, this activity is directed through Chapter 258 of the Loudoun County Codified Ordinance adopted by the Board of Supervisors and implemented July 2, 2014. This activity must adhere to and remain consistent with current guidelines, industry standards, requirements, and best practices to insure proper quality management of fire and rescue health and safety. Among the industry standards required, LCFR must meet criteria outlined by the Virginia Department of Health (VDH), Office of EMS (OEMS); National Fire Protection Association (NFPA) including NFPA 1500, NFPA 1521, NFPA 1582, and NFPA 1583; Occupational Safety and Health Administration (OSHA); Health Insurance Portability and Accountability (HIPAA) Act; and Center for Disease Control and Prevention (CDC). Among the federal and state regulations, 29 CFR (Code of Federal Regulations) 1910.120 and 1910.134 OSHA, mandate the Department to develop and maintain a comprehensive health, safety, fitness, and wellness program.

Value Added: This activity reduces County expenditures related to workers compensation and property damage. This activity lowers the County's exposure to controllable risk both in emergent and non-emergent instances.

Service Level Indicators: Current service level involves responding to approximately 1,200 emergency incidents, with a Safety Officer on the scene within 10 minutes approximately 50 percent of the time. In addition, this activity investigates over 100 on-duty injuries and coordinates approximately 1,500 employee NFPA 1582 physicals annually. Beginning January 1, 2019, all operational volunteers are required to undergo annual physicals, thus increasing the volume substantially.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Have a Safety Officer on the scene of all incidents with significant hazards within 10 minutes, 80 percent of the time.[1]					
Number of Safety Officer responses	n/a	1,226	1,195	1,235	1,259
Number of incidents Safety Officer not available to respond	n/a	106	92	101	103
Percentage of time Safety Officer on scene within 10 minutes	n/a	51%	51%	50%	50%
Provide annual physical exams to all System members and exams for candidates to ensure compliance with NFPA 1582.[1]					
Number of physical exams performed	n/a	915	1,505	1,505	1,555

[1] Data shown as n/a indicates a measure which does not have historical data.

Loudoun County Fire and Rescue: Personnel and Asset Management

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Minimize on-the-job injuries and accidents.					
Number of LCFR on-the-job injuries	137	117	110	125	115
Number of lost time injuries	61	53	20	45	40
Number of accidents involving LCFR drivers	45	43	45	40	40

Logistics

The Logistics activity coordinates purchasing, inventory management, and distribution of the Department's protective gear and uniforms, firefighting and emergency medical care tools, and other equipment and supplies. This activity manages deliveries of nearly 20,000 items annually from the Department's logistics warehouse to the 32 Fire and Rescue worksites throughout the County to ensure staff are equipped with the resources they need to effectively perform their duties.

The Logistics activity supports the effective delivery of Fire and Rescue service countywide, 24 hours per day, seven days per week through inventory management and goods distribution that ensures uninterrupted "supply lines" are maintained. The Logistics Warehouse operates Monday through Friday but is accessible to authorized personnel during nights, weekends, and holidays. This activity ensures that all personnel are professionally uniformed and outfitted with personal protective equipment commensurate with their duties and anticipated job-related hazards; maintains an effective inventory of patient care and firefighting equipment and supplies to ensure that all County Fire and Rescue vehicles are consistently stocked and prepared to deliver emergency services; manages several service and vendor contracts for uniforms, turnout gear, turnout gear cleaning, etc.; and, ensures that all goods received by the Department are delivered within three working days to the 32 Fire and Rescue worksites.

Service Delivery Method: County staff provides this service.

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

Value Added: This activity supports and protects the personnel performing their duties to ensure they can effectively provide services to Loudoun County residents.

Service Level Indicators: Current service level delivers approximately 22,500 items annually, including equipment, tools, and supplies to the 32 Fire and Rescue worksites throughout the County. This activity also coordinates the cleaning, inspection, and repair of turnout gear, with approximately 1,130 sets submitted annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide for the health and safety of firefighters through regular cleaning, inspection, and repair of turnout gear.					
Number of sets of turnout gear submitted for cleaning, inspection, and repair	1,003	1,028	983	1,130	1,195
Total cost of cleaning, inspection, and repairs	$116,110	$121,217	$113,161	$130,000	$140,000
Provide weekly deliveries of equipment, tools, and supplies to stations to ensure all personnel are properly equipped for duty.[1]					
Number of items delivered	n/a	12,539	24,025	22,500	23,175

[1] Data shown as n/a indicates a measure which does not have historical data.

Planning Services

The Planning Services activity manages and evaluates development applications and other land-use activities to mitigate negative prospective impacts on the effectiveness of Fire and Rescue service delivery. This function includes the thorough analysis of the impacts of development applications including prospective service response times, provision of effective firefighting water supply, acceptability of effective site circulation, and the applicability of proffers to ensure adequacy of fire and rescue response assets. In addition, this activity provides sound planning and analysis to inform strategic placement of facilities and apparatus, implementation and maintenance of rural water supply functions, forecasts challenges to effective service delivery, and serves as an influential Fire and Rescue System liaison for on-going risk assessment to private and government entities.

This activity supports the effective delivery of Fire and Rescue service countywide, 24 hours per day, seven days per week through ongoing community risk analysis and mitigation planning. This includes collaborating with Department of Planning and Zoning staff, other designated referral agencies, and the volunteer Fire and Rescue community to analyze emergency service-related dynamics of proposed development; completing and submitting coordinated referrals that incorporate all stakeholder input; collaborating with staff and the development community to identify alternatives that balance achievement of service delivery goals and mitigation of risk; actively pursuing appropriate proffers to diminish the fiscal impact of new growth on the County's budget; and, providing project management and deliverables related to standards-of-coverage, forecasting of service delivery demand intensity, and trending growth and development for the strategic placement of Departmental assets in order to optimize response reliability and efficiency.

Service Delivery Method: County staff provides this service.

Mandate Information: Although there are no specific legal mandates for this activity, it does contribute to the enforcement of the Revised 1993 (2007) Loudoun County Zoning Ordinance.

Value Added: This activity ensures the provision of public safety to the community by resolving potential issues involved with facility access, water supply, and station location analysis, among other items. This activity provides ongoing risk assessment to private and government entities. As noted above, this activity contributes to the enforcement of the Revised 1993 (2007) Loudoun County Zoning Ordinance.

Service Level Indicators: In FY 2020, this activity is anticipated to review approximately 250 development plans. The number of development plans reviewed varies based on the level of development activity in the County and the number of applications submitted for legislative approval.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Analyze the impact of proposed development on the provision of fire and rescue services.[1]					
Number of development plans reviewed	n/a	n/a	n/a	250	250
Percent of referrals and opinions issued within deadlines	n/a	n/a	n/a	90%	90%

[1] Data shown as n/a indicates a measure which does not have historical data.

Respiratory Protection

The Respiratory Protection activity provides responders with a safe and dependable source of breathing air, oversees the purchasing and maintenance of the Department's Self-Contained Breathing Apparatus (SCBA), ensures that respirators are properly selected and used by system members, trains staff on proper respirator use, and ensures breathing air quality.

Service Delivery Method: County staff provides this service.

Mandate Information: This activity must ensure Department compliance with Occupational Health and Safety Administration standards for respiratory protection as outlined in federal law, including 29 CFR 1910.134 and 29 CFR 1926.103, In particular, 29 CFR 1910.134 mandates the Department to develop and maintain a comprehensive fit testing program. Additionally, while not legally mandated, this activity seeks to ensure compliance with National Fire Protection Association (NFPA) standards for respiratory protection, as outlined in NFPA 1981, NFPA 1982, NFPA 1852, and NFPA 1989. This activity also ensures mandated record keeping of all components.

Value Added: System personnel may be exposed to a variety of hazards including, but not limited to, smoke, heat, toxic gases, and oxygen deficient atmospheres, any of which may result in an environment that is immediately dangerous to life and health. This activity protects responders by providing SCBA and training. With respiratory protection in place, responders can focus on providing services to County residents. Safe fire fighters can respond to emergency situations and protect residents.

Service Level Indicators: The Respiratory Protection activity is responsible for the nearly 600 SCBA units, approximately 1,200 face pieces, and 15 breathing air compressors that firefighting staff use anytime they are or are potentially presented with an environment that is immediately dangerous to life and health. Current service levels involves performing nearly 600 SCBA flow tests and certifications and completing 500 repairs to respiratory equipment annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide reliable respiratory protection to personnel responding to fire incidents, in compliance with all occupational safety standards.[1]					
Number of SCBA units and Rapid Intervention (RIT) Packs in service	n/a	n/a	591	625	625
Number of repairs to respiratory equipment	491	350	300	500	500
Number of SCBA units receiving an annual flow test and certification	642	450	575	575	575
Percentage of SCBA units in service receiving an annual flow test and certification	n/a	n/a	71%	100%	100%

[1] Data shown as n/a indicates a measure which does not have historical data.

Juvenile Court Service Unit

To serve the Loudoun County Juvenile and Domestic Relations Court by allowing individuals access to the court to resolve domestic relations matters. The Juvenile Court Service Unit (JCSU) is a statutorily mandated agency that also assists the Virginia Department of Juvenile Justice (DJJ) with the protection of the public by preparing court involved youth to be successful citizens through professional supervision and services to juvenile offenders and families.

Department Programs

Intake	Activities
Receives and reviews delinquency complaints 24 hours a day. Determines whether a delinquency petition is to be filed with the juvenile court and, if so, whether the youth should be released to family or detained. Provides diversion and referrals to other community resources for first-time offenders; determines jurisdiction, venue, and controversy in domestic relations matters.	• Intake • Diagnostic Services

Probation and Parole Services	
Provides probation supervision. Virginia juvenile probation strives to achieve a "balanced approach," focused on the principles of community protection, accountability, and competency development. Provides parole services to help transition offenders back to the community. Initiates transitional services, provides case management, and monitors the offender's re-entry to ensure a smooth transition to the community. Provides referrals for family and individual counseling and other resources, including vocational or specialized educational services.	• Probation and Parole Services

Intervention Programs	
Intervention programs assist juveniles and their families prior to Court involvement. Program participation can also be court-ordered.	• Intervention Programs

Financial Information

FY 2020 Adopted Information[1, 2]

	Expenditures	Revenue	LTF	FTE
Intake	$620,333	$0	$620,333	4.53
Probation and Parole Services	958,572	0	958,572	7.00
Intervention Programs	821,634	0	821,634	6.00
Total	**$2,400,539**	**$0**	**$2,400,539**	**17.53**

[1] Sums may not equal due to rounding.

[2] All financial and FTE information reflects the County budget and FTE for JCSU, which also has a State budget and FTE.

Intake

Intake is the point of entry for Juvenile and Domestic Relations District Courts across the Commonwealth of Virginia. In Loudoun County, the intake unit accepts and processes juvenile status complaints, delinquency complaints, and domestic relations requests. Intake activities include the completion of an intake interview, determination of probable cause or domestic relations controversy, consideration for the issuance of a petition (a request to appear in court), consideration for diversion or referral away from court, and brief crisis intervention in some instances. Specific domestic relations services include issuing petitions for paternity, custody, visitation, and desertion/non-support, as well as requests for protection matters. The family abuse officer provides civil case management services in response to domestic violence in Loudoun County. This activity operates 24 hours a day, 7 days a week, with staff on-call to respond to juvenile delinquency matters that occur after traditional business hours.

Service Delivery Method: County and State staff provide this service.

Mandate Information: Pursuant to the Code of Virginia, § 16.1-260 "…all matters alleged to be within the jurisdiction of the Juvenile and Domestic Relations Court shall be commenced with the filing of a petition…complaints, requests, and the processing of petitions to initiate a case shall be the responsibility of the intake officer."

Value Added: The intake unit provides a mechanism for the filing of petitions, as mandated by state law. The unit and intake process allows for juvenile status and delinquency complaints to be routed through juvenile justice professionals, rather than the court system. Routing through professionals allows the Court to focus on adult criminal behavior, and it allows the intake unit to complete their investigation and implement responses that are "liberal and remedial" in nature, as mandated by the Code of Virginia, § 16.1-227. These responses reduce the scheduling strain on the Court's docket and allows for the Court's response to domestic relations matters. Furthermore, the intake unit is able to provide information and a formal response to litigants representing themselves in domestic relations matters.

Service Level Indicators: At current service level, about 3,900 complaints are received each year, averaging 550 complaints accepted and processed per staff member. About 45 percent of juvenile complaints are diverted from court. At current service level, average intake wait time is around 20 minutes.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain a 40 percent or higher diversion rate for juvenile complaints.[1]					
Number of complaints received	4,875	3,923	3,714	3,900	4,095
Domestic relation complaints issued	2,560	1,844	1,963	2,061	2,164
Civil domestic violence complaints issued	540	555	557	585	614
Juvenile criminal complaints issued	1,775	1,524	1,194	1,254	1,317
Number of complaints accepted and processed per staff[2]	n/a	762	597	550	525
Percent of juvenile complaints diverted[3]	n/a	41%	53%	45%	45%
Maintain an average intake wait time of 15 minutes or less.[1]					
Number of intakes	n/a	2,856	2,654	2,790	2,930
Number of intakes per staff	n/a	952	885	930	977
Average wait time for intake (minutes)	n/a	17	19	20	20

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] An individual case can involve multiple complaints.

[3] Diversion involves a plan or process where a complaint is redirected from further penetration into the justice system.

Diagnostic Services

The Department uses the evidence-based Youth Assessment and Screening Instrument (YASI) to help determine if youth are low, moderate, or high-risk offenders. This activity writes the initial YASI report, including social history based on interviews with the juvenile and family, previous court involvement, and contact with the school and other service providers. Staff submit the reports to the judge with recommendations. The social history report then goes to the probation case manager to conduct case planning and monitoring.

Specially trained staff conduct screening assessments, use motivational interviewing techniques, and collect information from other service providers to create the social history report for the court. These activities take place in the office, outside of court, and through home and school visits in the community.

Service Delivery Method: County and State staff provide this service.

Mandate Information: Pursuant to the Code of Virginia, § 16.1-273, the court may require an investigation, that must include "a social history of the physical, mental, and social conditions, including an assessment of any affiliation with a criminal street gang, and personality of the child and the facts and circumstances surrounding the violation of law." Such investigation reports must be provided to the courts 96 hours prior to disposition.

Value Added: This activity ensures that each juvenile who comes before the Loudoun County Juvenile and Domestic Relations District Court receives the appropriate supervision and services to prevent further offending/criminal activity in Loudoun County.

Service Level Indicators: At current service level, approximately 120 Comprehensive Pre-Dispositional Reports are completed each year, averaging approximately 60 reports per officer.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain a caseload of 100 Comprehensive Pre-Dispositional Reports (social history reports) or less per officer.[1]					
Number of social history reports completed	n/a	103	112	118	125
Number of reports completed per officer	n/a	52	56	59	63

[1] Data shown as n/a indicates a measure, which does not have historical data.

Probation and Parole Services

The Probation and Parole Services activity assists juveniles on a pre- and post-dispositional basis and strives to achieve a balance of public safety and offender service delivery in a community setting. The activity uses the risk, need, and responsivity model and the YASI instrument to identity risk levels associated with offending and determine service levels. Probation officers provide services using the Juvenile Detention Alternative Initiative (JDAI) model to enable services in the least restrictive environment possible (as an alternative to detention or further penetration into the justice system), with community and family partnerships to ensure appropriate outcomes. Parole officers assist juveniles with transitioning from the custody of the Department of Juvenile Justice to the community by providing reentry services, including employment, housing, education, mental health, and health care. Juvenile Court Service Unit (JCSU) probation and parole officers follow the Effective Practices in Community Supervision (EPICS) model. This model requires frequent contact with higher risk offenders, focuses on situations likely to cause criminal behavior, and helps clients modify their negative thought patterns and beliefs.

Specialized work within the probation and parole services activity include the Serious Habitual Offender Comprehensive Action Program (SHOCAP) and the Sex Offender Program. SHOCAP provides intensive probation services to high-risk offenders in the community. The Sex Offender Program provides services that consist of assessment (psychosexual), therapeutic intervention (individual, group, and family) counseling, and polygraphs to help validate accuracy of perceived risk and honesty in reference to treatment and probation guidelines. All services are "in house," meaning that all clients and families meet jointly with the sex offender probation specialist and treatment provider at the JCSU branch in Ashburn on a weekly basis.

Service Delivery Method: County and State staff provide this service, supplemented by contract services for treatment of probation/parole cases and sex offenders.

Mandate Information: The Code of Virginia §16.1-233 and § 16.1-237 requires probation officers to monitor compliance with court orders and probation rules.

Value Added: The probation and parole services activity provides a high level of accountability to the public. Probation services provide options for youth in lieu of detention or further penetration into the justice system. Parole services allow offenders to be released from custody for observation, monitoring, and treatment in a community setting. Additionally, the Sex Offender program provides a more appropriate alternative to costly residential treatment centers for those youth whose risk is amenable to community treatment. Staff help ensure public safety for County residents and the efficacy of intervention/prevention programs in reducing delinquent behavior in Loudoun County.

Service Level Indicators: At current service level, this activity manages 220 cases annually, with an average caseload per officer of 12. Current service level includes approximately 8,600 contacts; 1,260 contacts at home, 1,860 contacts at school, and 5,480 contacts at the office each year.

Juvenile Court Service Unit: Probation and Parole Services

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain the state-recommended average caseload of 15 or less per officer.[1]					
Average caseload per officer	14	33	16	12	10
Total number of cases	206	231	258	220	180
Number of high risk cases	51	52	57	50	40
Number of moderate risk cases	114	119	149	115	90
Number of low risk cases	41	60	52	55	50
Total number of contacts	n/a	6,075	8,192	8,602	9,032
Contacts at JCSU office	n/a	n/a	5,222	5,483	5,757
Contacts at the client's home	n/a	n/a	1,197	1,257	1,320
Contacts at school	n/a	n/a	1,773	1,862	1,955

[1] Data shown as n/a indicates a measure, which does not have historical data.

Intervention Programs

The Intervention Programs activity assists juveniles and their families before intake and can be court-ordered. Services include restorative justice conferencing, the Shoplifting Deterrent Program, the Supervised Release Program (SRP), and the Truancy Program. This activity also includes the Evening Reporting Center (ERC) and Gang Response Intervention Team (GRIT).

Restorative justice conferencing is a victim-sensitive approach to addressing "wrong doing" in a variety of ways that stress accountability, competency development, and community safety. Court-ordered cases, as well as cases diverted from Court at intake, can be referred to the anger management and shoplifting groups, which provide information and possible consequences to youth and parents.

SRP is a detention alternative program available to the Loudoun County Juvenile and Domestic Relations District Court. It may be used as a pre-dispositional detention alternative placement. The Court may also order Supervised Release as a post-dispositional intensive supervision placement. This program provides an array of monitoring services on a continuum of least restrictive to very restrictive.

The Truancy Program is comprised of a dual-pronged approach that incorporates both diversion and formal court involvement. The Juvenile Court Service Unit collaborates with Loudoun County Public Schools and other Loudoun County child serving agencies in the implementation of this program.

ERC is a multi-agency program for youth in the juvenile justice system. It is a structured, non-restrictive program designed to provide an alternative to detention or treatment for youth on probation or informal supervision. The program provides highly structured and well-supervised group activities between 4:00 p.m. and 8:00 p.m. to develop skills in youth to support pro-social behaviors.

JCSU chairs the GRIT, which is a collaboration of federal, state, County, and local agencies. GRIT meets on a monthly basis to provide intervention and prevention services to at-risk youth and suppression strategies to combat gangs in Loudoun County. Law enforcement continues to identify gang members, although they may not be currently on probation. MS-13 continues to be the most prevalent gang in Loudoun County. Unaccompanied minors entering Loudoun County from Central America continue to be exploited by MS-13 to become potential gang members. JCSU has seen several cases in which at-risk female youth from Loudoun County have been targeted for sex trafficking by MS-13. The GRIT Team Coordinator conducts Gang Awareness/Human Trafficking presentations.

Service Delivery Method: County and State staff provide this service, supplemented by contract services for electronic monitoring equipment.

Mandate Information: Pursuant to the Code of Virginia, § 16.1-227 "…Juvenile and Domestic Relations Court law shall be construed liberally and as remedial in character. Furthermore, this law shall be interpreted and construed so as to effectuate the following purpose(s)… divert from or within the juvenile justice system, to the extent possible, consistent with the protection of the public safety, those children who can be cared for or treated through alternative programs."

Value Added: This activity provides information to the Court, which is critical to the disposition of cases, as well as to probation staff which supports supervision criteria. These services are all designed to protect our community while providing treatment and an opportunity for positive change to our clients. They provide a continuum of supervision and resource provision to our clients, based on the seriousness of offenses.

Service Level Indicators: At current service level, the rate of recidivism while participants are in the SRP program is 1 percent or less. Current service level reflects about 895 diversion cases/activities (which includes restorative justice and truancy programs) and about 400 youth served each year in the SRP. Current service levels include about 3,670 days each year of equipment usage and about 2,990 days of house arrest served.

Juvenile Court Service Unit: Intervention Programs

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain a rate of recidivism while in the SRP at or below 3 percent.[1]					
Percent of juvenile recidivism while in SRP	0%	1%	0%	1%	1%
Number of youth served by SRP	346	375	380	400	420
Electronic monitoring - number of days equipment usage	3,697	3,850	3,495	3,670	3,850
House arrest - number of days served	2,780	2,500	2,850	2,990	3,140
Outreach program - number of days served	404	650	562	590	620
Number of completed shoplifting deterrent program participants	89	140	119	130	140
Number of diversion cases/activities	449	575	856	895	940
Successful diversion cases (agreement made and completed)	188	220	326	340	355
Number of restorative justice cases	n/a	n/a	144	150	158

[1] Data shown as n/a indicates a measure which does not have historical data.

Sheriff's Office

To continuously improve safety and law enforcement services to all members of the community through the Step-Up Strategy of improved service, technology, efficiency and professionalism. The Sheriff's Office works interactively with federal, state, and other local law enforcement authorities to enforce criminal laws by sharing capabilities, strategies and assets. The Sheriff's Office partners with community service groups and human services agencies to implement strategies that improve the quality of life for County residents, businesses and visitors.

Department Programs

Criminal Investigations	Activities
Provides comprehensive follow-up investigation of criminal cases referred from other Divisions within the Sheriff's Office, other County Departments, and other federal, state, and local law enforcements partners.	• Crimes Against Persons • Financial Crimes • Tactical Enforcement Unit • Forensic Services Unit
Field Operations	
Responds to all calls for service and patrols in the County 24 hours a day, 365 days a year. Provides community policing through outreach programs in each area of the County.	• Field and Station Support • Special Operations Section (SOS) • Special Events • Community Policing • Station Enforcement Team (Station Detectives) • Field K-9 Unit
Operational Support	
Provides support services through Traffic Safety and Enforcement, Field Operations Support, Response Teams, Juvenile Education and Services, and Adult Crime Prevention. Emergency Management provides support through the Operational Support Division.	• Operational Support Programs • Traffic Section • Juvenile Programs • Explosive Detection K-9 Unit • Collateral Support Programs
Emergency Communications	
Provides Sheriff's Office emergency 911 dispatch services and non-emergency and administrative calls for service. Enables 24/7 access to all Loudoun County law enforcement activity.	• 911 Emergency Communications

Corrections

Manages the Adult Detention Center (ADC) and Work Release Program.

- Adult Detention Center
- Work Release Program
- Adult Detention Center Transportation
- Adult Detention Center K-9

Court Services

Provides the Civil Process and Court Security Programs for the Courts.

- Courthouse Security
- Civil Process

Administrative and Technical Services

Provides support functions to Sheriff's Office divisions related to records management, property and evidence management, accreditation and training, human resources, IT support, and finance and administration.

- Administrative and Technical Services Operations
- Property and Evidence
- Records Management
- Technology Services Section
- Training and Accreditation
- False Alarm Reduction Unit (FARU)

Office of the Sheriff

Provides senior command and leadership for the Sheriff's Office.

- Office of the Sheriff

Financial Information

FY 2020 Adopted Information[1]

	Expenditures	Revenue	LTF	FTE
Criminal Investigations	9,531,647	1,443,247	8,088,400	71.30
Field Operations	29,815,607	4,663,453	25,152,154	248.56
Operational Support	11,110,305	3,093,258	8,017,047	87.99
Emergency Communications	4,387,381	4,180,000	207,381	42.00
Corrections	23,465,845	7,662,242	15,803,603	183.00
Court Services	5,926,511	507,907	5,418,604	58.00
Administrative and Technical Services	9,990,090	957,576	9,032,514	56.63
Office of the Sheriff	1,754,795	390,477	1,364,317	11.00
Total	**$95,982,180**	**$22,898,160**	**$73,084,020**	**758.48**

[1] Sums may not equal due to rounding.

Crimes Against Persons

This activity provides intensive follow-up investigations for serious crimes committed against persons. These investigations are primarily conducted by the Robbery-Homicide, Special Victims, and Domestic Violence Units within the Criminal Investigations Division.

The Robbery-Homicide Unit primarily investigates homicides, suicides, accidental deaths, suspicious deaths, and unexplained deaths that cannot be resolved by a patrol deputy. In these cases, Robbery-Homicide detectives serve not just as criminal investigators, but also as liaisons for the Office of the Chief Medical Examiner. Additionally, the Robbery-Homicide Unit is responsible for investigating death threats, bomb threats, missing adults, robberies, stalking cases, and other cases as directed.

The Special Victims Unit primarily investigates sexual offenses, child abuse and neglect offenses, and runaway offenses; all of which originate in or progress within Loudoun County. Special Victims Unit detectives work closely with multiple external partners, including but not limited to: medical professionals, the Child Advocacy Center, Child Protective Services, and the Office of the Commonwealth's Attorney.

The Domestic Violence Unit primarily investigates serious assaults, strangulations, and protective order violations involving family and household members, as defined by the Code of Virginia (§16.1-228). This unit consists of a Sergeant who acts as the Domestic Violence Coordinator and one detective. This unit liaises with the Domestic Abuse Response Team (DART), the Domestic Violence Steering Committee, the Loudoun Abused Women's Shelter (LAWS), medical professionals, and several other county and external partners.

Crimes Against Persons cases are received through several different methods, including:

- "Turned Over To" (TOT) - Cases referred from other Sheriff's Office Divisions, primarily Field Operations.
- Call Out - Cases requiring immediate attention for victim safety or to meet evidence collection guidelines.
- Self-initiated - Cases generally developed during the course of an investigation where additional victims, suspects, or crimes are identified.
- Referrals - Cases assigned after review of Loudoun County Child Protective Services or Adult Protective Services referrals, or cases referred from the FBI or other federal law enforcement agencies that would not meet thresholds for federal prosecution.
- Assist Other Jurisdiction - Cases where other jurisdictions request assistance with victims, suspects, or witnesses located in Loudoun County.

The investigation of Internet Crimes Against Children (ICAC) cases is primarily the responsibility of the Virginia State Police ICAC Task Force. The Special Victims Unit maintains one full-time detective on the (ICAC) Virginia State Police task force to investigate computer-based child exploitation offenses, which originate in or progress within Loudoun County. This task force detective maintains Virginia State Police powers and can engage in ICAC-related investigations statewide. The unit also maintains a detective as a liaison between the Sheriff's Office and the FBI's Child Exploitation Task Force.

Crimes Against Persons detectives participate in various Community Outreach programs to enhance public awareness regarding these types of crimes, including ways to stay safe and ways to identify and report suspicious activity. Additionally, they provide victims with resources and referral information to numerous victim advocacy groups.

Service Delivery Method: The services of the Special Victims Unit are provided by forensically trained detectives who specialize in the delicate art of interviewing children and victims of crimes of a personal nature. In addition, the Sheriff's Office is a member of the Loudoun County Multidisciplinary Team, which is a collaboration of professionals whose purpose is to ensure that all aspects of victims' needs are met.

The services of the Robbery-Homicide Unit are provided by detectives trained to investigate the unique circumstances surrounding homicides, suspicious death cases, cold cases, and robberies.

The Domestic Violence Unit personnel are specifically trained in the investigation of crimes related to abusive and/or stalking domestic relationships.

Mandate Information: The Sheriff's Office is required to investigate criminal offenses that occur within our jurisdiction. However, there are no Federal or State mandates that require a separate Special Victims Unit, Robbery- Homicide Unit, or Domestic Violence Unit within the Criminal Investigations Division.

Value Added: The specialized training and protocols required of persons assigned to the Special Victims Unit serve both juvenile and adult members of the community by providing comprehensive investigation of specific criminal acts. Members of this unit are trained in conducting forensic interviews and participate actively with the Child Advocacy Center and a multi-disciplinary team, which includes many other state and local departments. Reported incidents are thoroughly investigated in a holistic manner ensuring all victims' needs are addressed. The unit's focus is on restoring a victim's quality of life with an aggressive response to these invasive and mentally destructive crimes. The successful prosecution of these types of cases is contingent upon this specific unit. Without a specialized and properly trained Special Victims Unit, case closures, arrests, successful prosecution, and the needs of the Community are not met.

No other single entity within Loudoun County is able to provide the comprehensive services currently provided by the Robbery-Homicide Unit. The Virginia State Police maintains a Bureau of Criminal Investigations capable of investigating any criminal activity. However, their responsibility covers a multi-county area. Cases would not receive the detailed attention or follow up that the Robbery-Homicide Unit is able to provide to Loudoun County residents. Federal agencies are called upon to assist in Sheriff's Office investigations, but they typically are not responsible for leading investigations due to staffing limitations, thresholds, and jurisdictional issues.

The investigation of serious domestic-related offenses requires a significant investment of time and resources, as victims of these offenses often need significant amounts of assistance from multiple sources to help them restore or extricate themselves from these relationships. Members of the Domestic Violence Unit have the training, experience, and resources to investigate these offenses and assist victims as they navigate these difficult situations. Without a specialized and trained Domestic Violence Unit, the burden would fall on patrol deputies to investigate these situations, which would significantly reduce the time, resources, and personalized attention the Sheriff's Office would be able to provide to victims of domestic violence.

Loudoun County currently enjoys the lowest Part 1 crime rate of all 22 law enforcement members of the Metropolitan Washington Council of Governments. A crucial element to keeping the crime rate low is aggressive enforcement of the law, through the services of well-trained and experienced detectives in the Robbery-Homicide and Special Victims Units. Perhaps most significantly, victims of violent crimes and their families deserve justice and expect the highest level of service from the Loudoun County Sheriff's Office in the investigation of their cases.

Service Level Indicators: Current service level for the Crimes Against Persons activity is approximately 58 robbery/homicide cases per detective and approximately 58 special victims unit crimes per detective.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain annual caseloads per detective below 75 cases to ensure adequate time to investigate cases related to crimes against persons.					
Number of robbery/homicide unit cases	299	331	353	347	354
Number of robbery/homicide cases per detective	50	55	59	58	59
Number of Special Victims Unit crimes cases	613	554	499	523	533
Number of Special Victims Unit crimes cases per detective	68	61	62	58	59

Sheriff's Office: Criminal Investigations

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Reduce the number of high-risk domestic violence cases.					
Number of domestic abuse/assault cases investigated by the Domestic Violence Coordinator	183	87	185	172	175
Number of Protective Violations for all service areas	48	49	87	78	79

Financial Crimes

The Financial Crimes Unit is charged with coordinating and investigating criminal acts such as check offenses, frauds or "scams", mortgage and loan fraud, embezzlement, credit card offenses, counterfeit bills, identity fraud and intellectual property crimes (fake goods). These types of cases are often complex and require many hours of document analysis to identify criminal violations.

The Financial Crimes Unit receives cases through several different methods. Most cases are reported directly to field deputies from the victims. Field deputies then generate the report and turn over all cases involving financial crimes to the Financial Crimes Unit. Cases consist of both felony and misdemeanor offenses. Additionally, the Sheriff's Office allows citizens to file reports through the online report system. All online reports that are financial in nature are reviewed by the supervisor of the Financial Crimes Unit. Once reviewed, cases that warrant further investigation are assigned to a Financial Crimes detective. The remainder are processed by the supervisor of the Financial Crimes Unit and are either inactivated or closed, based on each individual situation. On occasion, cases are reported directly to a detective.

Service Delivery Method: The Financial Crimes Unit delivers service through specially trained detectives assigned to investigate the complex nature of financial crimes. The unit also maintains detectives assigned to the United States Secret Service-Metro Area Fraud Task Force.

Mandate Information: There are no Federal or State mandates that require a Financial Crimes Unit within the Criminal Investigations Division.

Value Added: Financial crimes are widespread and often have serious and long-term consequences on those who have been victimized. Victims include private individuals, companies, organizations, and even governments. Those who commit such crimes are equally as varied. According to many studies and news articles, financial crimes are the number one growing crime in the world. Additionally, technological advances are now hindering the ability to investigate these crimes fully.

The Financial Crimes Unit detectives work closely with all law enforcement agencies, federal agencies, and banking institutions in order to solve, reduce and prevent such crimes from occurring. Many of the cases investigated at the local level do not reach the parameters required for federal investigation and prosecution. Therefore, it is imperative that local jurisdictions, like the Loudoun County Sheriff's Office, have a group of detectives specifically trained and dedicated to these investigations. Additionally, the Financial Crimes Unit works with the Sheriff's Office Public Information Officer to provide valuable information to the public regarding the latest trends in financial crimes in efforts to prevent financial crimes proactively.

Service Level Indicators: Current service level for the financial crimes activity is approximately 323 cases annually or 46 cases per detective.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain an annual caseload of financial crimes cases below 75 cases per detective to ensure an effective ability to investigate cases.					
Number of financial crimes unit cases	553	387	335	323	329
Number of financial crimes unit cases per detective.	79	55	48	46	47

Tactical Enforcement Unit

The Tactical Enforcement Unit (TEU) conducts narcotics, gang, vice, and organized crime investigations. These cases generally originate in Loudoun County, but can be regional or nationwide. The TEU receives their cases through several different methods. Cases are referred by the Field Operations Division, citizen complaints and tips, as well as anonymous telephone and computer complaints. Narcotics cases are also proactively self-initiated by TEU detectives utilizing intelligence recovered from sources of information and confidential informants.

Service Delivery Method: This activity is provided through the TEU, which includes one 2nd Lieutenant, two Sergeants, a crime analyst, and fifteen detectives. One of the detectives is assigned to the Northern Virginia Regional Gang Task Force, one detective is assigned to a regional taskforce of the federal Drug Enforcement Administration (DEA), one detective is assigned in a part-time status to a DEA Diversion task force, and one detective is specifically tasked with investigating prescription fraud. The remainder of the detectives provide intensive investigation of all narcotics, gang, vice, and organized crime cases within Loudoun County. The crime analyst is directly assigned to the unit for the purpose of mapping crime data trends specific to these types of investigations and facilitating the direction of resources.

Additionally, the Tactical Enforcement Unit works closely with the LCSO's Heroin Operations Team, a collaborative program involving numerous other departments and agencies, including, but not limited to: Loudoun County Mental Health, Substance Abuse and Developmental Services (MHSADS), Loudoun County Fire & Rescue (LCFR), Loudoun County Public Schools (LCPS), the Community Services Board (CSB), and other local and state law enforcement agencies.

Mandate Information: There are no Federal or State mandates that require a specified unit for the purpose of investigating narcotics, gang, vice, and/or organized crime cases within the Criminal Investigations Division. However, having detectives who specialize in these investigations greatly improves the successful outcome of these types of investigations.

Value Added: Loudoun County is not immune from narcotics, gangs, vice offenses, and organized crime. Working in conjunction with surrounding jurisdictions, the LCSO has been able to address these challenging problems. The TEU is the most proactive branch of the Criminal Investigations Division, routinely generating their own investigations based upon intelligence information. The TEU also works closely with federal partners to address narcotics and gang crimes, providing a clear picture of the regional trends. Utilizing specially trained and dedicated detectives in this area facilitates a beneficial working relationship with the Sheriff's Office and the victims of these crimes.

Both illicit and prescription narcotics abuse affects all facets of society. The long-term consequences include not only the subject abusing the drugs but also those with whom they come into contact. Narcotics abuse is also tied to numerous other crimes including property crimes, domestic violence, violent assaults, robbery, and homicide. Without a fully staffed and specially trained group of detectives in the TEU, Loudoun County residents could experience a rise in narcotics overdoses and both violent and non-violent crimes.

Service Level Indicators: For the tactical enforcement unit activity, current service level is approximately 212 vice/narcotic cases annually, at an average of 16 vice/narcotic cases per detective.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain a case threshold of 35 annual cases per detective to ensure the ability to investigate the cases adequately.					
Number of Vice/Narcotic cases	211	205	358	212	216
Number of Vice/Narcotic cases per detective	16	15	30	16	17

Forensic Services Unit

The Forensic Services Unit (FSU) activity is comprised of three units: Crime Scene Investigations (CSI), Digital Forensics Unit (DFU), and the Biometric Examination Unit (BEU). The FSU responds to crime scenes, and collects and processes the evidence in criminal matters. They are requested through dispatch, the Emergency Communication Center (ECC) by patrol, the Criminal Investigations Division, and other jurisdictions (e.g., Leesburg, surrounding Counties, and State/Federal partners).

Crime Scene Investigations (CSI) is comprised of sworn deputies specially trained in the collection and processing of evidence recovered from crime scenes or related to criminal investigations. They receive advanced training in crime scene photography, fingerprint and DNA collection, specialized evidence collection techniques, and crime scene measurement and mapping.

The Digital Forensics Unit (DFU) receives and examines digital devices (cell phones, computers, tablets, video, etc.) for evidence of criminal activity. Typically, cell phones, computers, and other devices are brought to the Digital Forensics Unit by patrol deputies or Criminal Investigation detectives. These devices are either seized by search warrant in criminal matters or provided by consent by the owner (e.g., victim) who has agreed to the search of the data on the device for evidence of crimes (sexual offenses, drug trafficking, hacking, etc.). The Digital Forensics Unit also responds to scenes to assist with seizure of electronic digital evidence.

The Biometric Examination Unit (BEU) receives ten-print fingerprint cards from the Adult Detention Center (ADC) of Loudoun County arrestees for processing. The paper cards are recorded and filed while the actual fingerprints are entered digitally into the Northern Virginia Regional Identification System (NOVARIS) and the regional Automated Fingerprint Identification System (AFIS) for comparison and availability to other National Capital Region agencies (Prince George's, Montgomery, Arlington, Fairfax, and Prince William Counties as well as Washington, D.C. and Alexandria). The BEU also receives, analyzes, and houses all of the unknown latent fingerprint cards, which are lifted by deputies and crime scene technicians at crime scenes. Further, the BEU handles the court-ordered expungement of fingerprint records.

Service Delivery Method: CSI services are provided by sworn Loudoun County deputies. They are also augmented by sworn deputies in the Field Operations Division (identification technicians) who are specially trained in crime scene processing.

The services of the Digital Forensic Unit (FSU) are provided by two detectives and two non-sworn civilian digital forensic examiners.

The services of the Biometric Examination Unit (LPU) are provided by one full-time civilian latent print examiner, and a part-time, pooled, latent print examiners position. The part-time position is a pooled position allowing multiple employees to utilize a maximum of 1,040 hours per year. The Sheriff's Office currently has two part-time latent print examiners who occupy this position.

Mandate Information: There are no Federal or State mandates that require the collection and processing of criminal evidence. However, the collection of evidence is governed by the Fourth Amendment to the U.S. Constitution regarding search and seizure. The Code of Virginia §19.2-392.2 provides for the expungement of criminal records (fingerprints) and mandates that Counties establish processes as well. Furthermore, there is specific language in the Code of Virginia mandating how juvenile fingerprint records are to be housed and handled (§19.2-389.1).

Value Added: The collection and processing of evidence in criminal investigations is integral to the detection, identification, apprehension, and prosecution of the perpetrators of criminal acts. These criminal acts range from burglary to murder. Evidence gathered at crime scenes cannot determine who committed the crime, but can rule out or exonerate other individuals. Forensic evidence must be collected, processed, maintained, and presented in court by governmental law enforcement authorities, in accordance with the rules of evidence (as established by Federal and State authorities), in order for appropriate criminal charges of defendants to be lawful. There are no other governmental law enforcement entities in the County (other than the Sheriff's Office and municipal police departments within the County) authorized by law to provide

these services. Not collecting evidence of crimes to determine who committed illegal acts would result in ineffective investigation of criminal matters.

The collection and examination of electronic digital devices has become a vital part of all criminal investigations. Most crimes, including from child pornography, narcotics, homicide, and fraud involve the seizure and examination of multiple devices such as cell phones and/or computers. In addition, digital devices have facilitated the proliferation of new crimes such as identity theft, hacking (computer intrusion), sexting, and cyber bullying. The collection and examination of these devices, and their data, involves criminal law and only governmental law enforcement authorities can carry out this collection and examination. The failure to collect this new form of electronic digital evidence could result in the non-identification and non-prosecution of perpetrators in important criminal matters.

Fingerprints remain a valuable form of criminal evidence collected at crime scenes and are a vital part of many criminal investigations. Furthermore, the handling of arrestee ten-print fingerprint cards can lead to the identification of criminals in unsolved cases by making them available to many jurisdictions through electronic regional identification systems such as NOVARIS, AFIS, and the FBI's Next Generation Identification (NGI). The Biometric Examination Unit (BEU) handles this type of evidence, facilitates processing and handling, and provides assistance to criminal investigators in fingerprint matters. As with the other forms of evidence, the County governmental law enforcement entity must be the handler of this evidence to substantiate any criminal charges. Not providing these services to detectives, patrol deputies, and other jurisdictions would result in the misidentification of perpetrators. The BEU handles thousands of ten-print arrestee fingerprint cards per year by entering them into the regional electronic identification system for the National Capital Region (NOVARIS), as well as analyzing and housing the unknown latent fingerprint lifts from crime scenes and processing court-ordered expungements of fingerprint records.

Service Level Indicators: Current service level for the forensic services unit activity involves approximately 1,450 requests for forensic services processing, 306 computer examinations, 388 cell phone/tablet examinations, and 94 forensic video examinations. For the Digital Forensics Unit, current service level involves an average of 815 hours of video or data processing per staff member.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain annual requests to perform crime scene and evidentiary processing on location and within the agencies crime lab setting at no more than 250 requests per investigator.[1]					
Number of requests for forensic services unit processing including field ID techs	659	1,060	1,176	1,450	1,478
Number of requests for crime scene unit processing per investigator	n/a	n/a	n/a	242	246
Maintain an average annual workload of less than 900 hours of data and video processing time per member of the Digital Forensics Unit.[1]					
Number of computer examinations	68	245	182	306	312
Number of forensic cell phone/tablet examinations	321	277	446	388	395
Number of forensic video examinations	46	75	105	94	96
Number of hours of video and data processing per DFU member	n/a	n/a	n/a	815	831

[1] Data shown as n/a indicates a measure which does not have historical data.

Field and Station Support

The Field and Station activity is responsible for the initial response to all calls for service and patrols in the county 24 hours a day, 365 days a year. Included in those responses are criminal and traffic investigations, arrests, community relations, warrant services, mental health services and proactive patrols. Included in the Field Operations Division are the Patrol Deputies, Station Administrative staff, Criminal Analyst, the Executive Detail Unit, and Dulles Town Center Mall deputies. These programs work closely with the Patrol Deputies in order to meet community service demands using various problem-solving techniques. Additionally, support is provided to the Purcellville, Middleburg, and Leesburg Police departments; Loudoun County Animal Control, Metropolitan Washington Airport Authority Police, Virginia Department of Alcohol Beverage Control, and various Federal law enforcement agencies.

Service Delivery Method: This service is provided to the citizens of Loudoun County with both full-time, sworn personnel and civilian employees 24 hours a day for 365 days a year. Additionally, employees build and develop professional relationships with key stakeholders and community leaders to enhance communication to better meet service demands. Occasionally, personnel utilize volunteers as well as county, state, and federal agencies to assist with projects within the communities.

Mandate Information: This activity is mandated by Code of Virginia §15.2-1609, The Sheriff shall enforce the law or see that it is enforced in the locality from which they are elected; assist in the judicial process as provided by general law.

Value Added: The value of this service is public safety. Patrol deputies provide an emergency response to citizens 24 hours per day, 365 days per year. Investigation, suppression, and interdiction of criminal activity would not occur if services were not provided. Citizens would have no law enforcement response to emergency services. Civilian staff assigned to the Field Operations Division, which include administrative assistants and customer service assistants, assist in the efficiency and daily operations. The crime analysts provide case support to the deputies and often have training in analytical programs that Community Policing deputies do not. By having training and access to specific crime and analytical programs they assist the deputies in developing crime trends or patterns and suspects on criminal cases. In addition staff assigned to the four geographically dispersed stations provide services to the community which otherwise would require them to obtain services from administrative offices. This would include local records checks, good conduct letters, fingerprints for employment, etc.

Service Level Indicators: For the field and station activity, current service level involves an average countywide response time for emergency calls of about 9 minutes and 25 seconds, and for non-emergency calls of approximately 22 minutes and 3 seconds. For the Dulles Town Center Mall, Dulles Eastern Plaza, and Dulles Crossing Plaza current service level involves an average of 1,311 calls responded to overall, or 483 per deputy. For the Eastern Loudoun Station, current service level is approximately 57,067 calls for service, or 1,352 per deputy. Current service level for the Ashburn Station involves 53,043 calls for service, or 1,266 per deputy. For the Western Loudoun Station, current service level is 25,564 calls for service overall, or 861 per deputy. At the Dulles South Station, current service involves about 38,837 calls for service, or 1,261 calls per deputy.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide safe, effective and efficient service of all Emergency Custody Orders (ECO) and Temporary Detention Orders (TDO).[1]					
Number of mental health cases assigned	466	644	594	595	596
Number of hours spent on ECO/TDO incidents	n/a	n/a	n/a	4,656	4,744
Average number of hours spent on each ECO/TDO incident	n/a	n/a	n/a	7	7

[1] Data shown as n/a indicates a measure which does not have historical data.

Sheriff's Office: Field Operations

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain an average county wide response times of less than 10 minutes to emergency calls for service and 30 minutes for non-emergency calls for service.					
County wide average response time for emergency calls (min:sec)	11:31	9:56	10:33	9:26	9:37
County wide average response time for non-emergency calls (min:sec)	18:44	18:45	19:07	22:03	22:56
Maintain safety and security of employees and patrons for Dulles Town Center (DTC) Mall, Dulles Eastern Plaza (DEP), and Dulles Crossing Plaza (DCP). Maintaining a goal of less than 60 percent allocated time on scene to ensure sufficient time for administrative tasks, proactive patrols, and enforcement within the DTC, DEP, and DCP.					
Annual number of calls responded to at the DTC Mall, DEP and DCP	1,267	1,469	1,322	1,311	1,336
Annual number of calls responded to DTC mall, DEP and DCP per deputy	456	489	529	483	493
Eastern Loudoun Station: Maintain a response time of less than 10 minutes to emergency calls for service and under 30 minutes for non-emergency calls for service. Ensure that less than 60 percent of each deputy's time is allocated for being on scene of calls to ensure sufficient time for administrative tasks, proactive patrols, and traffic enforcement.[1]					
Annual calls for service in the Eastern Loudoun Station Service Area	34,303	52,295	49,887	57,067	57,067
Annual average calls for service per deputy in the Eastern Loudoun Station Service Area	917	1,385	1,467	1,352	1,425
Average response time for emergency calls in the Eastern Loudoun Station service area (min:sec)	8:49	7.55	9:07	8:30	8:30
Average response time for non-emergency calls in the Eastern Loudoun Station service area (min:sec)	16:07	16:02	17:00	13:30	13:30
Number of walk-in requests	n/a	n/a	n/a	1,800	2,000
Population served by Eastern Loudoun Station Service Area	81,505	81,782	81,899	82,339	83,985
Ashburn Station: Maintain a response time of less than 10 minutes to emergency calls for service and under 30 minutes for non-emergency calls for service. Ensure that less than 60 percent of each deputy's time is allocated for being on scene of calls to ensure sufficient time for administrative tasks, proactive patrols, and traffic enforcement.[1]					
Annual calls for service in the Ashburn Station Service Area	29,206	50,613	47,862	53,043	55,043
Annual average calls for service per deputy assigned to the Ashburn Station	862	1,597	1,665	1,266	1,343
Average response time for emergency calls in the Ashburn Station service area (min:sec)	9:43	9:32	8:21	8:00	8:00
Average response time for non-emergency calls in the Ashburn Station service area (min:sec)	18:30	18:36	18:29	14:00	14:00

[1] Data shown as n/a indicates a measure which does not have historical data.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Number of walk-in requests	n/a	n/a	n/a	840	900
Population served by the Ashburn Station service area	92,613	94,067	94,209	97,043	98,984
Western Loudoun Station: Maintain a response time of less than 10 minutes to emergency calls for service and under 30 minutes for non-emergency calls for service. Ensure that less than 60 percent of each deputy's time is allocated for being on scene of calls to ensure sufficient time for administrative tasks, proactive patrols, and traffic enforcement.[1]					
Annual calls for service in the Western Loudoun Station service area	12,986	19,804	22,823	25,564	25,564
Annual average calls for service per deputy assigned to the Western Loudoun Station service area	558	943	1,268	861	890
Average response time for emergency calls for Western Loudoun Station service area (min:sec)	14:06	12:53	14:41	14:20	14:20
Average response time for non-emergency calls for Station Western Loudoun service area (min:sec)	20:55	22:26	22:44	19:20	19:20
Number of Walk- in Requests	n/a	n/a	n/a	720	750
Population served by Western Loudoun Station Service Area	49,273	50,771	44,075	53,904	53,904
Dulles South Station: Maintain a response time of less than 10 minutes to emergency calls for service and under 30 minutes for non-emergency calls for service. To ensure that less than 60 percent of each deputy's time is allocated for being on scene of calls to ensure sufficient time for administrative tasks, proactive patrols, and traffic enforcement.[1]					
Annual calls for service in the Dulles South Station service area	22,625	37,908	41,024	38,837	39,337
Annual average calls for service per deputy in the Dulles South Station Service Area	818	1,648	1,641	1,261	1,461
Average response time for emergency calls in the Dulles South Station service area (min:sec)	11:05	10:56	10:01	10:27	10:27
Average response time for non-emergency calls in the Dulles South Station service area (min:sec)	17:45	14:14	18:16	14:40	14:40
Number of Walk- in Requests	n/a	n/a	n/a	840	900
Population served by Dulles South Station service area	102,112	108,852	109,856	123,694	126,438

[1] Data shown as n/a indicates a measure which does not have historical data.

Special Operations Section

The Special Operations Section (SOS) is a team of fifteen deputies assigned to the Patrol Division. These deputies are highly trained in the use of specialized weapons and have advanced training to respond to high-risk incidents. The Unit supports Patrol and the Criminal Investigations Division on multiple tasks such as surveillance operations, high-risk arrest warrants, interdiction, and current criminal activity trends.

Service Delivery Method: This service is provided by full-time sworn personnel. Their schedule varies depending on service needs and crime trends.

Mandate Information: This activity is a part of the Patrol Division mandated by the Code of Virginia §15.2-1609, "The Sheriff shall enforce the law or see that it is enforced in the locality from which [they are] elected; assist in the judicial process as provided by general law".

Value Added: The Special Operations Section provides an immediate resource to patrol deputies that are highly skilled and trained with the use of specialized weapons and tactics. They provide support for emergency-related incidents that develop rapidly with the potential threat of loss of life for the citizens of the County. This service is essential to the division as the members of SOS have additional tactical skills and capabilities above a patrol deputy. SOS members have the ability to adjust schedules as well as operational components allowing them to quickly move from covert surveillance functions to a tactical emergency response. In addition to responding to emergency-related incidents, the SOS deputies engage in proactive policing, the practice of deterring criminal activity by providing a visible presence and interactions with the public with the intended goal of preventing crime from ever occurring. Their schedule allows them to be extremely flexible based on trends in crime or suspicious activity.

Service Level Indicators: Current service level for the special operations section activity involves 15 specially trained deputies assigned to the Patrol Division who provide support to both the Patrol and Criminal Investigations Divisions though the use of specialized training and equipment. Starting in FY 2020 and future fiscal years, performance measures will include the number of tactical and investigation operations, the average number of operational hours per deputy of SOS, and the number of man-hours spent on proactive policing and patrol assistance.

Special Events

The Sheriff's Office event coordinator schedules deputies to be present and provide services for a variety of public and private special events and activities. The event coordinator works with agencies, businesses, event coordinators, and individuals who are requesting billable law enforcement services from the Sheriff's Office provided by off duty deputies. The Sheriff's Office event coordination activity is staffed by one full-time civilian employee who works directly with County agencies, the Virginia Department of Transportation (VDOT), businesses, schools, organizations and individuals to plan and organize events, functions, and details.

Service Delivery Method: This service is delivered by one full time civilian employee who works with the event planners to coordinate, plan, and find off-duty deputies to work the event.

Mandate Information: These services are not mandated by the Federal or State government, nor directed through an ordinance that has been adopted by the Board of Supervisors.

Value Added: This allows the Sheriff's Office to provide law enforcement services to community and business above and beyond the normal patrol function for specialized events.

Service Level Indicators: Current service level is approximately 2,467 specials events scheduled and worked. It also involves about 90 percent of billable event requests being approved for law enforcement coverage by off-duty deputies.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Ensure the safety and security of Loudoun County residents and visitors by providing law enforcement services for special events occurring in Loudoun County, with a goal of approving 90% of billable requests.[1]					
Number of billable events scheduled/worked	2,326	1,443	1,742	2,467	2,487
Percent of requests for billable events approved	n/a	n/a	n/a	90%	90%
Number of non-billable events scheduled/worked	105	605	784	600	600

[1] Data shown as n/a indicates a measure which does not have historical data.

Community Policing

Community policing provides the platform to build relationships within communities. Nine Community Resource deputies partner with Home Owners Associations (HOA), community organizations, local business owners, and residents to provide a direct link to the Sheriff's Office. Community Resource Deputies also host events and partner with other government and private entities that benefit the community and build relationships. Community Resource Deputies execute proactive operations targeting ongoing nuisance and criminal activities in the community. Community Resource Deputies use the partnerships formed with community and civic groups to effectively target ongoing quality of life issues and foster a sense of ownership within the community. In addition to these duties, Community Resource Deputies support patrol, the Operational Support Division (OSD), and the Criminal Investigations Division (CID) with other activities of the Sheriff's Office.

Service Delivery Method: This service is met through the use of full-time sworn personnel. These deputies routinely interact with civilian analysts and administrative staff as well. Community Resource Deputies routinely work directly with residents and business owners, community leaders, county departments, and other federal, state and local law enforcement agencies.

Mandate Information: This activity is a part of the Patrol Division mandated by the Code of Virginia §15.2-1609, "The Sheriff shall enforce the law or see that it is enforced in the locality from which [they are] elected; assist in the judicial process as provided by general law".

Value Added: Community Resource Deputies focus on building a strong, ground level relationship with members of the community. This program builds trust between local businesses, community leaders and residents, specific to their individual community. This program offers the community an educational component through monthly meetings with members of the community on how to deter and prevent crime. Finally, by assigning a dedicated deputy to specific communities, this allows the deputy to learn the specific needs of that area. Building trust with the community fosters a positive working relationship and opens communication between citizens and law enforcement. The public perception of law enforcement is under heavy scrutiny at the national level. By building relationships with the community, this allows law enforcement to educate civilians on the daily operations and functions. Additionally, law enforcement learns and better understands the needs of the community.

Service Level Indicators: Current service level for the Eastern Loudoun Station Service Area involves an average of 341 hours spent on community policing per deputy. For the Ashburn Station and Western Loudoun Station Service Areas it is 271 and 183 hours of community policing per deputy, respectively. In the Dulles South Station Area, current service level involves approximately 193 hours of community policing per deputy.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Ensure availability and effectiveness, the goal is to maintain an average number of hours spent on Community Policing incidents per deputy below 900 annually.					
Number of hours spent on Community Policing incidents in the Eastern Loudoun Station Service Area	593	535	630	1,023	1,023
Number of hours spent on Community Policing incidents in the Eastern Loudoun Station Service area per deputy	298	268	315	341	341
Number of hours spent on Community Policing incidents in the Ashburn Station Service Area	554	828	396	812	850
Number of hours spent on Community Policing incidents in the Ashburn Station Service area per deputy	277	414	198	271	283
Number of hours spent on Community Policing incidents in the Western Loudoun Station Service Area	236	174	145	366	374
Number of hours spent on Community Policing incidents in the Western Loudoun Station Service area per deputy	236	174	145	183	187
Number of hours spent on Community Policing incidents in the Dulles South Station Service Area	299	169	337	385	400
Number of hours spent on Community Policing incidents in the Dulles South Station Service area per deputy	150	85	169	193	200

Station Enforcement Team (Station Detectives)

The Station Enforcement Team consists of ten detectives assigned to the patrol stations based on service demands. The station level detectives are assigned to the Field Operations Division and investigate long-term criminal cases. These cases include but are not limited to: burglaries, larcenies, frauds, destruction of property and auto theft. In addition, the station detectives are assigned inspection and enforcement services related to pawn shops, scrap yards, business licenses and tow ordinances.

Service Delivery Method: This service is provided through the use of both full-time sworn detectives and civilian staff. Detectives work with civilian analysts on a daily basis to review and analyze crime trends and patterns. Additionally, detectives work directly with other local, state and federal law enforcement partners for criminal investigations. Detectives routinely seek to develop strong working relationships with business owners and community leaders for crime prevention efforts.

Mandate Information: This activity is a part of the Patrol Division mandated by the Code of Virginia §15.2-1609, "The Sheriff shall enforce the law or see that it is enforced in the locality from which [they are] elected; assist in the judicial process as provided by general law".

Value Added: This team of detectives specializes in theft and destruction of property cases. Specialized training in this area provides an extensive follow up investigation that a patrol deputy is unable to accomplish due to scheduling and responding for calls for service. The detectives have specialized training in search warrants and interviewing techniques that assist to successful prosecution of property crimes cases. This team has been valuable to delivering quality investigations of assigned cases. Station detectives are a necessity as they work burglaries, destruction of property cases, fraud complaints, and theft cases, and as they offer investigative support to CID detectives on major cases such as homicides.

Service Level Indicators: Current service levels for the station enforcement team (station detectives) activity involves approximately 58 property crimes per detective in the Eastern Loudoun service area, 67 per detective in the Ashburn service area, 47 per detective in the Western Loudoun service area, and 71 per detective in the Dulles South service area.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Ensure efficient and effective investigation of property crimes cases by maintaining annual caseloads per detective below 75.					
Number of property crimes cases in the Eastern Loudoun Station service area	166	152	134	175	180
Number of property crimes cases per detective for the Eastern Loudoun Station service area	55	51	60	58	60
Number of property crimes cases in the Ashburn Station Service Area	137	154	120	201	205
Number of property crimes cases per detective for the Ashburn Station Service Area	69	77	53	67	68
Number of property crimes cases in the Western Loudoun Station Service Area	61	59	53	93	98
Number of property crimes cases per detective for the Western Loudoun Station service area	61	59	42	47	49
Number of property crimes cases in the Dulles South Station Service Area	117	117	106	142	146
Number of property crimes cases per detective for the Dulles South Station service area	59	59	53	71	73

Field K-9 Unit

The Sheriff's Office Field Canine Unit responds to incidents where a crime is in progress, or has just occurred. K-9 Teams assist with building and area searches, narcotics detection, tracking fled suspects, lost or missing persons, and conducting public demonstrations. A key component to the Sheriff's Office K-9 program is the ability to use a canine in lieu of a deputy during situations where the added risk of serious injury or death is possible.

Service Delivery Method: Each team handles a canine trained for tracking, criminal apprehension and narcotics detection. K-9 teams are on duty between the hours 0830 and 0400, seven days a week, 365 days a year (except during times of annual leave, mandatory training, etc.). These specifically trained and highly mobile K-9 teams operate countywide, in addition to working with all divisions of the Sheriff's Office; they routinely provide assistance to the Town of Leesburg, Town of Purcellville, Town of Middleburg, and the Virginia State Police. Sheriff's Office K-9 teams will also provide mutual aid to surrounding jurisdictions and states, when requested.

Mandate Information: The K-9 Unit/Program is not mandated, but the Sheriff is mandated to investigate all crimes and enforce all laws (Code of Virginia, §15.2-1609).

Value Added: The Sheriff's Office K-9 Unit plays a vital role in the day-to-day assistance to their fellow deputies and citizens alike. The Unit is available to support all the divisions of the Sheriff's Office, as well as requests for mutual aid, by locating narcotics, and human beings. There is no greater need of canine than during situations of officer safety. By having canines present during these situations, it reduces the number of deputies required, and the number of officer related injuries.

By deploying a canine in search of missing persons, or fleeing suspects, the canines can use their keen sense of smell to locate people. If the canine is unavailable, locating suspects or missing persons takes additional manpower and expensive resources such as helicopters and thermal imagers. Building searches, warrant services, and tracking fleeing suspects are just some of the more dangerous incidents where the canine is an essential locating tool.

The use of the canine to locate illegal narcotics is a critical asset to deputies working in the field and the citizens they serve. The relationship between narcotics, weapons, and violent crime is clearly established. Having the availability of a canine that can detect the presence of illegal narcotics provides deputies with the ideal tool for reducing and solving crime.

The Patrol K-9 Unit is an essential element of policing. The assistance provided during officer safety situations, while detecting illegal narcotics, and while assisting in searches are just the highlights. The Unit is involved in many other aspects including public demonstrations, large crowd events, school searches, as well as educational interaction with community groups, children's events, and awareness programs.

Service Level Indicators: For the field K-9 unit activity, current service levels consist of 350 calls for scene security and searches and 340 narcotics searches per year.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Support all divisions within Sheriff's Office and outside jurisdictions as requested and needed.					
Calls for scene security and searches	257	140	275	350	400
Community relations demonstrations	6	12	3	14	14
Narcotics searches	132	110	66	340	340
Average number of full-time LCSO Field Operations K-9s	4	4	4	6	6
Tracks followed by K-9s	34	37	14	65	65

Operational Support Programs

The Operational Support Programs activity consists of the Operational Support Division command staff, the Adult Crime Prevention Unit, and the emergency management activity.

The Operational Support administrative staff is responsible for the administration, supervision, and support of the full-time and part-time collateral programs such as the Search and Rescue Team, Underwater Evidence Recovery Team, Bike Team, Crisis Negotiation Team, that make up the Operational Support Division.

The Adult Crime Prevention activity provides a high level of expertise in crime prevention and community relations. This unit is focused on expanding and maintaining a valid and active Neighborhood Watch program in the spirit of homeland security. This effort goes hand in hand with the unit's home and business security surveys, senior citizen safety, and burglary and theft prevention programs. Citizen awareness and education are a primary focus of the unit. The Crime Prevention Unit personnel are responsible for presenting the Internet Safety Program to both parents and teens. A secondary responsibility is assisting the Juvenile Crime Prevention Program.

The emergency management activity provides assistance to the Office of Emergency Management with operational activities and planning initiatives, maintaining the County of Loudoun emergency plans and the Sheriff's Office Severe Weather Plan, and serves as the agencies' Weapons of Mass Destruction coordinator.

Service Delivery Method: The Operational Support administrative staff consists of full-time sworn and civilian personnel, a Division Commander, a Captain, a First Lieutenant, and an Administrative Assistant.

The Adult Crime Prevention activity is provided by two full-time sworn deputies who work directly with other divisions, County agencies, schools, businesses, and individuals to provide crime prevention services.

The Emergency Management activity entails the assignment of one full-time, sworn deputy at the rank of first lieutenant who acts as a liaison to the Loudoun County Office of Emergency Management.

Mandate Information: The Operational Support Program is not mandated, but the Sheriff is mandated to investigate all crimes and enforce all laws (Code of Virginia, §15.2-1609).

Value Added: The command and support staff of the Operational Support activity provides vital direction and assistance in the day-to-day operations of this division. These personnel seek to build partnerships with local, state, and federal agencies to leverage existing available resources for deployment during incidents and emergencies. The Operational Support Division seeks to build partnerships with other Loudoun County agencies, Fairfax County (and other surrounding counties), the Virginia State Police, the Federal Emergency Management Agency (FEMA), the Federal Bureau of Investigation (FBI), the United States Secret Service, and other organizations for response equipment, technology, and resources for operational deployment during incidents and emergencies.

The Adult Crime Prevention activity provides crime prevention and community education and their specialized training and experience in this field allows for a higher level of service delivery than is available from other entities. Citizen awareness and education are a primary focus of the unit, by providing home and business security surveys, senior citizen safety, and burglary and theft prevention and other educational programs.

Service Level Indicators: Current service levels for the operation support programs activity and the Adult Crime Prevention Unit (ACPU) consist of an average of 200 meetings and presentations per year. The ACPU also provides 30 safety/security evaluations each year and responds to 100 percent of requests from community groups and members.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain crime prevention awareness by conducting presentations/security assessments within two months of receiving the request to provide increased information dissemination, safety/security evaluations, safety presentations and improved neighborhood watch involvement.[1]					
Number of safety/security evaluations	22	15	28	30	35
Number of requests completed within two months of receipt	n/a	n/a	n/a	22	25
Number of meetings and presentations	123	97	91	200	220
Number of attendees/crime prevention awareness	12,717	8,812	4,863	5,000	5,000
Active neighborhood watch programs	89	89	61	90	92

[1] Data shown as n/a indicates a measure which does not have historical data.

Traffic Section

The Traffic Section activity provides comprehensive highway incident management to include education and enforcement for Loudoun County. The components of this activity are the Motor Unit, Accident Reconstruction Unit, Truck Safety Unit, and the Crossing Guards Unit.

The Motor Unit enforces traffic laws, examines and researches roadway hazards and design issues, provides statistics, and supports the Traffic Hotline complaint program. These programs are supported using the Speed Monitoring Awareness Radar Trailer (SMART) equipment, the All Traffic Solutions data gathering system, and variable message boards that are deployed for educational and enforcement efforts. Additionally, this unit is tasked with providing traffic direction and control, escorts, and handling special events.

The Accident Reconstruction Unit investigates accidents involving fatalities and serious injuries. They use specialized equipment and training to reconstruct accident scenes to reach a correct determination of what occurred. These personnel also conduct traffic enforcement and special assignments.

The Truck Safety Unit manages commercial motor carrier safety inspections and weight enforcement to increase the safety of the public by ensuring compliance with the Federal Motor Carrier Safety regulations. The Federal Motor Carrier Safety Regulations (FMCSRs) provide the LCSO the ability to regulate operations of commercial vehicles. This unit also conducts traffic enforcement, accident investigation, and special assignments.

The Crossing Guards Unit provides safety for students walking to and from school. Staffing crossing guards for elementary and middle schools depends upon the location of the school, along with other considerations that are assessed in conjunction with the Loudoun County Public Schools Pupil Transportation Department.

Service Delivery Method: The Motor Unit is staffed by full time Sheriff's Office personnel that consists of nine sworn deputies, which includes one supervisor (Sergeant), and one civilian employee (Traffic Safety Analyst).

The Accident Reconstruction Unit is staffed by five full time sworn deputies including one supervisor (Sergeant).

The Truck Safety Unit is staffed by five full-time sworn deputies.

The Crossing Guard Unit is staffed by full-time and part-time personnel, to include two full-time employees (Program Manager and Assistant Program Manager) and 48 part-time employees (Crossing Guards).

Mandate Information: The Traffic Safety Section is not mandated, but the Sheriff is mandated to investigate all crimes and enforce all laws (Code of Virginia, §15.2-1609).

Value Added: The Motor Unit provides an enhanced level of traffic enforcement and traffic complaint follow-up. This unit's specialized training and equipment allows for a higher level of service delivery than is available from other entities. The focus of this unit allows the Field Operations Division personnel more time to concentrate on non-traffic related incidents, service requests, and proactive patrols.

The Accident Reconstruction Unit provides a high level of expertise in crash investigation, as well as traffic enforcement. Their specialized training, equipment, and experience in crash reconstruction allows for a higher level of service delivery than is available from other entities. A secondary responsibility of this unit is traffic enforcement and incident management, which allows field operation personnel more time to concentrate on non-traffic related incidents, service requests, and proactive patrols. Providing accident reconstruction services assists the public with a proper determination of fault in property damage and personal injury accidents. Without these thorough investigations, traffic and/or criminal charges may not be effectively placed or prosecuted. The Truck Safety Unit provides an enhanced level of motor carrier safety enforcement and traffic complaint follow up, along with their specialized training, equipment and training allow for a higher level of service delivery than would otherwise be provided.

Crossing guards are civilian personnel, which allows sworn personnel more time to focus on their essential job functions instead of staffing crossing guard posts. The personnel of this unit are responsible for ensuring the safe crossing of children in

and around the Loudoun County Public Schools. Without this service, the safety of the children would fall on the parents or the children themselves.

Service Level Indicators: Current service levels for the traffic section activity include 6,932 traffic summons issued overall. Additionally, it includes an annual average of 1,250 traffic complaints overall with 100 percent responded to within five business days. Current services also include 53 operational crossing guard posts for the cross guards function and 1,750 truck safety inspections completed overall with 437 per deputy.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Manage number of fatal, personal injury and property damage accidents by proactive and reactive enforcement efforts.					
Annual sobriety checkpoints	8	9	9	12	10
Number of traffic summons issued	6,530	6,534	6,404	6,932	7,140
Average number of traffic summons issued per deputy	502	447	490	533	549
Number of accidents investigated	1,600	1,370	1,216	1,426	1,440
Number of calls handled not related to primary duties	1,423	1,302	760	1,500	1,500
Respond with resources to traffic complaints within five business days.[1]					
Number of traffic complaints	869	790	1,200	1,250	1,300
Percentage of traffic complaints responded to within five business days	n/a	n/a	100%	100%	100%
Number of hours worked on complaint	n/a	n/a	3	3	3
Provide crossing guard coverage at all posts and designated schools. Also, cover all posts without incident and maintain coverage despite difficulty in maintaining staffing levels in hiring and retaining employees.					
Number of crossing guard posts	54	54	53	53	54
Number of schools with assigned crossing guards	34	34	34	38	36
Maintain annual average number of truck inspections at 500 per deputy.					
Number of truck safety inspections completed	1,706	1,152	734	1,750	2,000
Average Number of truck inspections per deputy	426	287	230	437	400
Number of trucks taken out of service	719	532	382	750	754

[1] Data shown as n/a indicates a measure which does not have historical data.

Juvenile Programs

The Juvenile Programs activity provides law enforcement, security, and educational programs in the Loudoun County Public School system. The School Resource Officer (SRO) Unit provides the law enforcement and security services in the schools. The SROs in the high schools serve as an educational resource and the middle school SROs provides Drug Abuse Resistance Education (DARE) Program instruction to sixth graders. The Juvenile Resource Officers (JRO) provide DARE Program instruction in the elementary schools within the County, including the towns of Purcellville and Leesburg.

The Loudoun County Sheriff's Office places a high emphasis on the safety and security of the schools within the County. Each high school and middle school is assigned a specific SRO. Each elementary school is also assigned to an SRO depending on the cluster in which it falls. The SROs visit these schools frequently to address any issues occurring at the elementary school level. The high school SROs instruct the students at their schools on basic laws concerning alcohol, drugs, gang participation and certain laws pertaining to driving a vehicle. The middle school SROs ensure that the DARE program is provided to all sixth graders at their schools throughout the year, as well as their other duties as an SRO.

JROs provide instruction on the DARE Program to the fifth grade classes at all elementary schools within the County. Each instructor teaches the program to a minimum of seven schools and visit schools throughout the week. JROs are dedicated to teaching juvenile crime prevention programs and focus on many safety topics, which are presented to children from preschool through high school. They participate in proactive activities, such as safety fairs, scouting, and other types of juvenile organization meetings throughout the year giving lectures on bike safety, Stranger Danger, and other safety programs needed by youth. During the summer months, the JROs and SROs conduct the McGruff Safety Camps for three weeks. Each week a different camp begins that teaches youth about laws, bike safety, fire safety, water safety, and other safety topics.

Service Delivery Method: The SRO Unit has an SRO assigned to each high school and middle school outside the Town of Leesburg. The number of schools covered by the SROs and the number of students are: 15 high schools and two instructional schools with 21,050 students, 14 middle schools with 16,092 students, and 50 elementary schools outside the Town of Leesburg with 32,226 students. These SROs are supervised by a team of Sergeants who visit each school and SRO in person.

The JRO Unit is staffed by a team of deputies supervised by a Sergeant. The JROs meet with each of their schools prior to the first day of school to ensure that the DARE Program is scheduled for those schools. The total number of schools the JROs instruct is 59 schools and number of students instructed is 6,097 students.

Mandate Information: This activity is not mandated. The Sheriff's Office and Loudoun County Public Schools (LCPS) have a Memorandum of Understanding to provide the SROs in the schools. The LCSO and LCPS also have an agreement to provide the DARE Program to all the elementary schools within the county.

Value Added: The Juvenile Programs activity provides additional security in the schools and community to protect and educate the youth in LCPS. The Sheriff's Office places emphasis on protecting LCPS facilities, students, and employees. Additionally, emphasis is placed on educating those students regarding the dangers of alcohol, drugs, gangs, and other issues they will experience.

Service Level Indicators: The current service level for the juvenile programs activity consist of 5,040 calls for service at the middle and high schools overall (for high school and middle school SROs), or an average of 168 calls for service per SRO. For elementary schools, the current service level includes 3,700 drug prevention presentations per year with 463 average presentations per JRO.

Resources approved by the Board in FY 2020, including one SRO, enabled LCSO to maintain service levels of one SRO per middle and high school. Similarly, an additional SRO Sergeant enabled LCSO to maintain an appropriate span of control for the SRO program. Two JROS enabled the Sheriff's Office to continue delivering DARE-related programming in County elementary schools while reducing the need for the middle school SROs to leave their middle schools to provide DARE instruction at the elementary schools.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
School Resource Officer: Effectively maintain safety and security of middle and high schools through the School Resource Officer (SRO) program, each School Resource Officer should maintain the percentage of time out of their assigned school at or below 20 percent.[1, 2]					
Average calls per SRO	467	726	191	168	176
High Schools-number of calls for service	6,045	9,698	3,039	3,600	3,840
Middle Schools-number of calls for service	5,361	8,716	2,482	1,440	1,440
Percentage of time SRO out of assigned school for court	n/a	n/a	n/a	10	10
Percentage of time SRO devoted To Threat Assessment	n/a	n/a	n/a	10	15
Percentage of time SRO spent on investigations	n/a	n/a	n/a	15	15
Number of High School programs and presentations	112	163	156	140	170
Number of Middle School programs and presentations	n/a	n/a	n/a	126	126
Youth Crime Prevention: Ensure adequate time for preparation and presentation to raise awareness of drug abuse among juveniles, each Juvenile Resource officer should maintain their school presentations at or below 470 per year.					
Number of attendees at drug prevention presentations	14,536	46,555	55,749	47,490	54,000
Number of drug prevention presentations	3,194	3,071	3,229	3,700	3,200
Average number of drug prevention presentations per JRO	532	511	538	463	400

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] The measures related to calls for service were modified starting with FY 2019 to track law enforcement-related calls for service only, not all law enforcement and non-law enforcement calls for service as was done in prior fiscal years.

Explosive Detection K-9 Unit

The Sheriff's Office Explosive Detection Canine Program (EDCP) provides an effective search capability to the Sheriff's Office, and its law enforcement partners, for explosives and Improvised Explosive Devices (IEDs) utilizing a canine and handler trained in this discipline by a certified EDC organization; in Bomb Squad call-outs and preventative sweeps at special events and upon request; as well as evidence searches (firearms and shell casings).

Service Delivery Method: This activity is staffed by two full-time Explosive Detection Canine (EDC) handlers. This service is provided by positions that are budgeted under other programs. One position is funded by the Operational Support Division and one is funded by the Field Operations Division. When the handlers are not engaged in dog handling duties (operational, training, or other), they respond to patrol calls and handle traffic responsibilities. EDC handlers frequently conduct preventative searches and assist other jurisdictions as part of mutual aid agreements for surrounding jurisdictions and states. With the expected arrival of the Metro Rail system in Loudoun County, the EDCP response to suspicious and unattended packages is expected to substantially increase.

Mandate Information: The K-9 Unit/Program is not mandated, but the Sheriff is mandated to investigate all crimes and enforce all laws (Code of Virginia, §15.2-1609).

Value Added: The Sheriff's Office EDCP Unit plays a vital role in the day-to-day assistance to their fellow deputies and citizens alike. The unit is available to support all the divisions of the Sheriff's Office, as well as requests for mutual aid, by locating explosives and IEDs. There is no greater need of canine than during situations involving officer safety. By having canines present during these situations it reduces the number of deputies required, and the number of officer related injuries.

The ability of the canine to detect explosives and other dangerous materials is essential to public safety. When the Sheriff's Office receives a report of a bomb threat, the absence of the canine would create a dangerous, labor intensive, and difficult task for responding deputies. Even if the entire area where the reported incident was hand searched, an explosive that is disguised could go undetected. The canine is the best tool for these incidents.

The EDCP Unit provides an effective search capability to the Sheriff's Office that allows the LCSO and its law enforcement partners to respond to explosives or IEDs, to address Bomb Squad needs and sweeps, and to assist with securing special event sites (upon request). The use of specially-training canines ensures the safety of the public as well as law enforcement officers through accurate detection efforts for dangerous explosives.

Service Level Indicators: Current service levels for the Explosive K-9 Detection unit activity entails approximately 1,400 calls for explosive detection canines not related to primary duties and 60 calls related to building or area searches.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Support all divisions within the Sheriff's Office as well as other jurisdictions with explosive device detection.					
Number of calls for explosive detection canine not related to primary duties	600	1,282	1,391	1,400	1,500
Number of calls for explosive detection canine for building/area searches	44	100	71	60	80
Number of calls for explosive detection canine for assistance to other jurisdictions	16	43	20	16	35

Collateral Support Programs

The Operational Support Collateral Support Programs activity include the following specialty teams: Underwater Search and Evidence Recovery Team, Explosive Ordinance Disposal, Bike Patrol, the Civil Disturbance Unit, Command Unit Operations, Honor Guard, Search and Rescue/Project Lifesaver, the Auxiliary Unit, and the Crisis Negotiation Unit. These Collateral Support Programs or specialty teams consist of part-time programs that are activated when needed to address incidents that cannot be handled by a regular Patrol Unit or other needs outside of normal day-to-day operations.

Service Delivery Method: The Operational Support Collateral Support Programs is provided by specialty teams that are made up of deputies that have volunteered for a specific team and have gone through a selection process to become a member. The following teams consist of full-time sworn deputies who participate on a team, or teams, on a part-time basis in addition to their full-time assignment: Underwater Search and Evidence Recovery Team, Explosive Ordinance Disposal, Bike Patrol, Civil Disturbance Unit, Mobile Command Unit, Honor Guard, Search and Rescue/Project Lifesaver, and Crisis Negotiation Unit. These deputies receive special training in that team's specialty and equipment, if needed.

The Auxiliary Unit is staffed by citizen volunteers who have completed a background investigation and receive specialized training to provide support to all divisions within the Sheriff's Office. These personnel are required to volunteer at least ten hours per month, but most accrue more hours than the minimum. The authorized compliment of the Auxiliary Unit is 25 participants. The Auxiliary Unit completed over 1,000 assignments/training events for calendar year 2018.

Mandate Information: The Collateral Support Programs activity is not mandated, but the Sheriff is mandated to investigate all crimes and enforce all laws (Code of Virginia, §15.2-1609).

Value Added: The Operational Support Division collateral teams provide a high level of expertise in their respective programs and maintain continual operational readiness. The unit's specialized equipment, training, and experience allow for a higher level of service delivery than is available from other law enforcement entities in the County.

The Sheriff's Office collateral teams also provide mutual aid to surrounding jurisdictions and states, when requested. These units also participate in community oriented demonstrations and presentations to increase awareness and understanding of the benefits and capabilities of the programs. These teams participate in the Annual Child Safety Day, National Night Out, Citizen's Police Academy, McGruff Safety Camp, community and school events, and other public special events.

Service Level Indicators: Current service level for the collateral support program activity consists of an average of 1,900 calls for service each year.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Support and respond to calls from the Sheriff's Office and outside agencies as requested or needed.					
Calls for service	1,856	1,689	1,825	1,900	1,950

Sheriff's Office: Emergency Communications

911 Emergency Communications

The Emergency Communications Center (ECC) is a 24 hour per day, mandated component of the Sheriff's Office. The primary objective is the management and delivery of law enforcement service requests in Loudoun County. The realization of this mission requires activity in three key areas: telecommunications, radio communications, and administrative duties. The telecommunications responsibilities include answering all emergency (E-911), non-emergency and administrative telephone lines dedicated to the Sheriff's Office and answering emergency and non-emergency calls made to the Purcellville and Middleburg Police Departments. The radio communications activities include monitoring and recording the location of on-duty deputy sheriffs/police officers, taking 911 and non-emergency calls for service, performing driver license and wanted persons queries, assigning case numbers and recording case notes, using computers and computer-aided dispatch, monitoring law enforcement radio traffic, operating law enforcement radios, dispatching patrol deputies to calls for service, and providing assistance to officers by contacting other services as needed. The administrative duties involved securing and maintaining required licensing for the Virginia Criminal Information Network, answering Freedom of Information Act (FOIA) requests, conducting mandated training, and performing system maintenance.

Service Delivery Method: The Loudoun County Sheriff's Office ECC is staffed by Sheriff's Office personnel, including a civilian manager and sworn command staff member who manages all aspects of the ECC. A civilian training coordinator ensures that mandated training is completed for all dispatchers and sworn personnel. The training coordinator also manages the shift Communications Training Officers. The systems manager performs duties as a special projects team member and leader relevant to the maintenance operation of the Loudoun County Computer Aided Dispatch (CAD) System. The systems administrator acts as system manager during his absence. This position also maintains CAD and related issues including data input, corrections and updates. Additionally, this position functions as the terminal agency coordinator, which oversees the Criminal Justice Information System in the Sheriff's Office.

Mandate Information: The following statutes mandate this service: Code of Virginia §§52-12 through 52-15, Code of Virginia §§52-16 through 52-19, and Code of Virginia § 15.2-1726.

Value Added: The ECC is frequently the first point of contact for citizens needing law enforcement assistance and/or services. For those citizens experiencing an emergency, the ECC staff is frequently their true first responders. Immediate or easy access during these times is considered vital and potentially lifesaving. While the 911-emergency component of the ECC is important, the staff also provides non-emergency, informational services. This again provides the citizens of Loudoun County a central access point to address issues that they may be experiencing. The ECC staff process telephone calls and track incidents with a consistent level of efficiency and effectiveness. Compliance to this is verified by random monthly Quality Assurance checks and supervisors directly monitoring daily operations. The ECC positions are not able to be performed by contract employees, due to legal limitations and restrictions concerning confidential information and databases.

Sheriff's Office: Emergency Communications

Service Level Indicators: Current service levels for the 911 emergency communications activity consist of approximately 215,000 overall CAD incidents processed. Service volumes, with current resources, involve an average of 47,020 telephone calls to 911 and 156,948 non-emergency calls, with non-emergency calls having an average hold-time (00:45).

In FY 2020, the Board approved funding and staff (including dispatchers) for the Universal Call Taker's project, which is a multi-year initiative to improve call-taking processes in the Emergency Communications Center.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Ensure that all incidents are documented according to Standard Operating Guidelines accurately and in a timely manner using all criminal information databases. Ensure the average number of CAD incidents per dispatcher does not exceed 6,500 incidents.					
Number of CAD incidents	214,602	215,481	210,738	215,000	225,000
Average number of CAD incidents processed per dispatcher	5,502	5,525	5,404	4,300	4,500
Maintain an average ring time of less than 0:10 for non-emergency calls and an average hold time of less than 0:45 for non-emergency calls.					
Average hold time for non-emergency phone calls (min:sec)	0:47	0:47	0:44	0:45	0:45
Average ring time for non-emergency phone calls (min:sec)	0:06	0:07	0:17	0:08	0:08
Number of 911 telephone calls (landline and cellphone)	38,093	34,895	48,984	47,020	48,131
Number of non-emergency telephone calls	149,122	138,440	129,733	156,948	161,656

Sheriff's Office: Corrections

Adult Detention Center

The Adult Detention Center (ADC) ensures the security, safety, health, and welfare of persons incarcerated in Loudoun County. ADC personnel are also responsible for maintaining and reporting records on inmate population to the Compensation Board and the Department of Corrections. This activity also ensures that policies comply with standards set by the state Board of Corrections.

Service Delivery Method: The ADC consists of 156 sworn and 16 civilian LCSO personnel that continuously provide and ensure the security of the facility and are responsible for the safety of an incarcerated population. The LCSO also relies on volunteers and various community-based programs to provide educational, religious, and life skills learning opportunities for incarcerated individuals. In addition to inmate programming, the ADC offers 24/7 contracted medical coverage and a partnership with Loudoun County Mental Health to provide assessments, follow-up meetings, psychiatric services, substance abuse education, stabilization services, and release planning.

Mandate Information: This activity is mandated. The operation of the ADC is in continuous compliance with the Virginia Department of Corrections Minimum Standards for Jails and Lockups. In addition to the minimum standards, the LCSO is governed by established federal and state regulations (including the Code of Virginia (§§ 53.1-68 through 53.1-133.10), as well as local regulations and guidelines.

Value Added: The ADC provides and maintains a safe and secure environment by ensuring all security measures, practices, and policies are performed efficiently. The safety of those who are incarcerated and those who work and visit the facility are paramount. Various types of programming are made available to incarcerated individuals to help reduce recidivism and increase awareness in the areas of mental health, religion, education, and pre-release planning to help prepare for a smoother transition back into the community.

Service Level Indicators: Current service levels for the ADC consists of an estimated 4,500 inmate bookings per year. It also includes an estimated average daily inmate population of 415 at an average daily cost per inmate of $21.50.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Protect individuals in custody care by providing a safe and humane environment in the most cost effective manner possible.					
Average daily cost per inmate	$16.08	$16.43	$19.23	$21.50	$22.25
Average daily inmates housed in Loudoun County	373	420	403	415	428
Daily food cost per inmate housed at Loudoun County	$2.63	$2.82	$2.91	$3.50	$3.75
Daily health cost per inmate housed at Loudoun County	$13.45	$13.61	$16.32	$18.00	$18.50
Number of inmate bookings per year	4,124	4,264	4,552	4,500	4,500

Work Release Program

The Work Release Program activity is comprised of three separate community-based programs that afford incarcerated individuals the opportunity to work within the community, prepares them for release, and helps to reduce the recidivism rate. The three programs are the Community Work Force Program, the Work Release Program, and the Home Electric Monitoring Program.

The Community Work Force Program activity allows incarcerated individuals to work throughout the community under direct supervision of a Deputy Sheriff. This program provides labor jobs to Loudoun County and non-profit businesses. They provide services such as grass mowing, road clean-up, and community service projects.

The Work Release Program activity provides opportunities to incarcerated individuals to gain lawful employment throughout Loudoun County, which allows them to prepare financially for their release.

The Home Electronic Monitoring Program allows offenders to reside at their residence and activities are monitored through electronic GPS.

Service Delivery Method: This program is managed by a team of 11 sworn staff comprised of one sergeant and 10 deputies. The Sergeant is the supervisor and Program Coordinator, and eight deputies are assigned to the Work Release Center, which houses both the Work Release and Work Force Programs. The team monitors the Home Electronic Incarceration program; and supervises, trains, and provides guidance to the inmates on the program. The Work Force program is comprised of two sworn deputies to provide supervision to the inmates that are authorized for the Work Force program.

Mandate Information: This activity is not mandated. However, the Code of Virginia, §53.1-131 states that the courts may assign suitable candidates that have been charged with a criminal offense to a Work Release program under the supervision of the Sheriff. The code also states that any person who has been sentenced to confinement in a jail may be assigned to the Work Release Program under the supervision of the Sheriff.

Value Added: This program provides valuable opportunities to those incarcerated to prepare themselves for return back into the community through work and financial saving. The success rate of those on the program is above the 90th percentile. Those on the program also attend mandatory classes to assist in financial planning, job interviews, parenting, and being a role model for others. This program, through the work of the Work Force program provides an estimated annual savings of $50,000 to the County.

If this program were not provided, the rate of recidivism would likely increase and incarcerated individuals would have a difficult time successfully reentering into the community, which could cause a rise in the crime rate throughout the entire county.

Service Level Indicators: Current service levels for the Work Force Program include 8 inmates enrolled in the program. At present and with current resources, the program is able to deliver a success rate of 90 percent, while also delivering approximately 8,825 hours of labor annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Increase the Work Force Program to provide cost reductions to the County by providing a variety of services to include, but not limited to, trash pick-up, painting, landscaping, mowing, and moving.					
Number of inmates in the Work Force Program	8	9	6	8	8
Recovered cost by inmates for services provided to the County	$46,590	$62,118	$53,623	$54,000	$55,733
Work Force annual hours of labor	9,719	8,818	7,935	8,825	8,825

Sheriff's Office: Corrections

Adult Detention Center Transportation

The Adult Detention Center Transportation activity primary function is to transport inmates from other jails located around the State of Virginia to Loudoun County to appear in court. After the inmate has appeared in court, the transportation section returns the inmate to the original jurisdiction. The Transportation Section transports any person, adult or juvenile, arrested in another jurisdiction on Loudoun County charges only, back to either the Loudoun County Adult Detention Center or the Loudoun County Juvenile Detention Center. The Transportation Section also transports inmates housed at the Loudoun Adult Detention Center to the local doctor, dental, mental health appointments, or any court ordered programs around the State of Virginia. Inmates sentenced by the courts to serve time in prison are transported to one of the numerous prisons located around the state. If the Juvenile Detention Center deems a juvenile as high risk, the Transportation Section will transport them to a local doctor, dental, mental health appointments, or court ordered programs.

Service Delivery Method: The Transportation Section consists of three transport deputies. The sergeant is the supervisor of the section. The transportation liaison takes all the transportation orders from the various entities, and formulates the most productive plan to transport the inmates to and from the various locations. The three transport deputies and the one fugitive deputy work in teams of two and conduct the transportation and extradition of fugitives. On average, the transportation section travels over 10,000 miles per month within the state of Virginia. The Transportation Section extradites an average of eight fugitives per month.

Mandate Information: This activity is mandated. Code of Virginia, §53.1-31.1 dictates who must transport prisoners and for what reasons. Code of Virginia, §§19.2-84 through 19.2-118 outlines the rules and procedures for extraditing prisoners from other states across the nation. Some extraditions require the transporting deputies to fly while armed. Federal Code 49 Code of Federal Regulations 1544.219 (a) (1) (iv) "Carriage of Accessible Weapons" dictates the rules and training associated with flying while armed. Code of Virginia, §37.2-829 dictates the rules for transporting mental health subjects for treatment. Code of Virginia, §16.1-254 dictates the responsibility for and limitations on the transportation of children.

Value Added: The transportation of inmates from other jurisdictions allows the courts to conduct hearings with the inmates present and thus allows fines and restitution to be levied. Subjects are transported to mental health facilities in order to obtain treatment for mental illness. The transport of inmates to court ordered programs ensures that the inmate arrives at drug and alcohol treatment facilities. The transporting of prisoners to medical facilities allows for the treatment of illnesses not treatable by the nursing staff within the ADC. These transports allow people to get treatment, which ultimately helps to reduce recidivism.

Service Level Indicators: Current service level for the ADC Transportation activity consists of an average of 1,200 transports annually for court, medical treatments, and extraditions. Current service level also entails an overall average annual cost for the transport of inmates of approximately $461,000.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide safe and timely transportation of inmates to local and statewide correctional facilities.					
Annual cost of transporting inmates	$406,093	$365,589	$444,091	$461,855	$480,329
Average transportation cost per inmate	$422.00	$393.30	$383.83	$383.92	$383.96
Number of transports/extraditions[1]	968	927	1,157	1,203	1,251

[1] Beginning in FY 2020, transports and extraditions will be tracked together. Prior to FY 2020, the data only included transports within the state of Virginia.

Adult Detention Center K-9

The Adult Detention Center canine activity assists in the detection and deterring of narcotics from being introduced into the facility. The canine is trained and certified in narcotics detection and tracking. The canine team is also utilized with the Search and Rescue Program to assist in locating missing and endangered persons.

Service Delivery Method: This service is provided by one sworn deputy and one canine. This team is required to maintain certification through a national police working dog association, while performing a minimum of sixteen hours of training monthly.

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

Value Added: The canine team within the Corrections and Court Services Division has been invaluable. The canine team provides randomly scheduled searches of all areas of the Adult Detention Center, Courthouse, and Courthouse grounds. Since the inception of this activity, the ADC has experienced a reduction of narcotics activity in the facility due to the effectiveness of K-9s detecting the presence of a substance.

This canine team is certified to perform tracking. This is utilized through the Search and Rescue Team when attempting to locate missing and/or endangered persons. This team is trained to provide immediate tracking in the event an incarcerated individual were to escape custody, which would aid in the quick apprehension of the escapee(s).

Service Level Indicators: For the ADC K-9 activity, the estimated service level consists of 150 housing unit searches, 50 random cell searches, and 50 perimeter security checks at the ADC annually. Additionally, it also includes 50 courthouse security searches per year.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide security support to the Adult Detention Center and Court Complex.[1]					
Number of Housing Unit searches	n/a	n/a	n/a	150	150
Number of Random cell searches	n/a	n/a	n/a	50	50
Number of outside perimeter and parking lot security checks	n/a	n/a	n/a	50	50
Number of Courthouse searches	n/a	n/a	n/a	50	50

[1] Data shown as n/a indicates a measure which does not have historical data.

Sheriff's Office: Court Services

Courthouse Security

The Courthouse Security activity is provided through three separate sections that provide the Courthouse facility with a safe and secure environment. Courtroom Security deputies are primarily assigned to specific courtrooms and the corresponding judges. Courthouse Security deputies are primarily assigned to the entrance screening posts, the Courthouse interior, the grounds, the parking lots and to perimeter patrols. These positions respond to assist the Executive Detail with incidents at the County Government Center. Detention Operations deputies transport prisoners to and from the courthouse to detention centers within Loudoun County. They also ensure the security of the court hearings, court appearances, and off-site custody mental health hearings at Loudoun Adult Medical Psychiatric Services (LAMPS).

Service Delivery Method: These services are provided by 50 sworn full-time positions and two civilian positions to help ensure the safety of the Courthouse, employees, and the citizens of Loudoun County.

Mandate Information: This activity is mandated by the Code of Virginia §53.1-120, which requires the Sheriff to ensure that courthouses, courtrooms, and court grounds be free from violence and disruption. It also requires that the Sheriff provide proper staffing to accomplish the same, for every court be it Circuit, Criminal, Civil, Traffic, Juvenile and Domestic Relations courts. This includes off site reviews, hearings, and visitations by judicial members for the purposes assigned by §53.1-120 to include the "Special Justices".

Value Added: This activity provides the security for all of the physical facilities, valuable documents or artifacts, and staff within the Courthouse complex. This service helps to ensure the safety of the citizens of Loudoun County, employees, and valuable documents and artifacts located within the Courthouse. These services are required by code and cannot be conducted by contractual services.

Service Level Indicators: Current service levels for the Courthouse Security activity consist of approximately 100,000 court cases annually with 273,000 overall security screenings on individuals visiting the Courthouse complex. Current service level also involves the Courthouse Security deputies encountering approximately 310 contraband items seized per year. Detention Operations deputies transport an average of more than 6,500 overall inmates per year and experience no critical incidents during transports. In FY 2020, the Board approved the first phase of a multi-phase staffing project related to the Courthouse Expansion Project.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide safety to the Courthouse complex by conducting security screenings of all visitors and employees who enter the Courthouse complex.					
Number of contraband seized during screening	283	374	290	316	325
Number of persons screened	263,426	268,231	265,812	273,786	282,000
Ensure "0" critical incidents for all inmates transported to and from the courthouse complex from the Adult Detention Center.					
Number of critical incidents reported	0	1	0	0	0
Number of inmates transported to court	5,581	6,432	6,551	6,700	6,800
Serve outstanding warrants and protective orders mandated by the Commonwealth of Virginia.					
Number of Protective Orders Served	1,307	1,164	1,128	1,300	1,400
Number of Arrests and Warrants Served	1,165	1,037	838	1,200	1,300
Number of Fingerprints Collected	1,168	1,184	1,364	1,300	1,400

Civil Process

The Civil Process activity is responsible for the service of civil documents in Loudoun County. Various types of civil process documents include writs, notices, processes, or orders of the Commission. The Unit executes other documents to include notices and evictions, tax summonses, warrants in debts, garnishments, and warrants of distress. Also included are property levies, show cause/rules, summons in unlawful detainer, various out-of-state documents, DMV notices, seizure orders, and many types of subpoenas.

Service Delivery Method: This activity is performed by six sworn staff and two civilian staff. These positions require specialized training that is recurrent with mandatory advanced training every two (2) years. These services are completed in accordance with applicable code(s) and require many different types of service ranging from personal service, posting, or substitutive process to a family member or registered agent.

Mandate Information: This activity is mandated. There are several codes of the Commonwealth that require the Sheriff or his designated deputies to serve process to include §15.2-1616, §15.2-1704, and §§ 8.01-285 through 8.01-327.2. Only a Sheriff or his deputies may seize property or person and prevent it/them from fleeing the Commonwealth of Virginia.

Value Added: The efficiency of the Civil Enforcement section ensures the service of all civil process documents and the execution of those services prior to the hearing dates, as mandated by code. Failure to comply is the financial, civil and potential criminal liability burden of the individual deputy performing the described duties. This mandated service requires deputies to traverse the entire county, Monday through Saturday, conducting these services as well as visiting each court clerk's office once per day when the courts are open for business.

Service Level Indicators: For the civil process activity, current service levels allow for approximately 34,500 papers to be served overall annually by the civil process sworn staff. This is achieved with an average of 35,500 attempts to serve those papers. In addition, there are approximately 1,450 eviction papers received each year.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Execute and serve civil process papers mandated by the Commonwealth of Virginia.					
Number of papers served by Civil process deputies annually	31,468	32,287	33,598	34,500	35,362
Average number of papers served per Civil Process deputy annually	5,245	5,381	5,600	5,740	5,927
Average number of attempts required to serve papers by Civil process deputies[1]	40,518	40,731	41,417	35,500	36,387
Average number of papers served per day per Civil Process deputy	21	21	28	23	24
Number of eviction papers received	1,217	1,398	1,429	1,450	1,500

[1] This number contains the total number of service attempts. This is both successful service and unsuccessful attempts to service. A percentage of papers requires personal service and will require the deputy to return numerous times to serve the paper successfully.

Administrative and Technical Services Operations

The Administrative and Technical Services Operations activity (Admin/Tech) facilitates the daily operations of the Sheriff's Office and oversees the operations of the other sections within the Administrative and Technical Services Division. The Admin/Tech Division includes Customer Service Assistants (CSAs) and Records and Warrant personnel. It also includes staff associated with the following teams/functions: Evidence, Quartermaster, Technology (IT), Employment Services, Budget/Payroll, Human Resources (HR), Buyer, Accreditation and Training, and Crisis Intervention.

The budget personnel are responsible for the daily financial transactions and operations for the department's budget, asset forfeiture funds, and grants. The budget personnel prepare and submit the agency's annual budget. Payroll is responsible for reviewing, correcting, and submitting all of the agency timesheets to the County's Payroll Division.

Human Resources personnel handle all agency related personnel issues in conjunction with the Loudoun County Department of Human Resources. The HR staff is responsible for preparing Employee Action forms, responding to HR inquiries from Sheriff's Office employees, and tracking employee leave statuses, including Worker's Compensation, Family Medical Leave Act (FMLA), Temporary Restricted Duty (TRD), Short-Term Disability (STD), and Long-Term Disability (LTD). HR staff is also responsible for preparing recruitment and hiring documents, and managing vacant position postings on the County web page for job advertisements.

The buyer works with all divisions within the Sheriff's Office for all matters involving contracts and purchasing. The buyer is the liaison between the Sheriff's Office and the Loudoun County Procurement Division for purchase orders and contracts.

The Recruitment (Employment Services Section) activity focuses on hiring the most qualified individuals through a comprehensive background process. The sworn, civilian, and volunteer applicants are held to the highest standard in their personal and professional lives while being assessed for a position with the Sheriff's Office. Applicant Investigators review each applicant's financial records, criminal history, personal references, neighborhood references, and previous employers. The following testing criteria are for sworn applicants (some testing criteria are modified for civilian and volunteer applicants): physical abilities test, panel interview, polygraph examination, psychological examination, medical exam, and a thorough background investigation. The Employment Services Section provides consistent and fair hiring practices for all positions within the agency.

This inclusive background investigation ensures that applicants who are hired to fill vacant positions are of the highest moral and ethical character, and can be trusted on a daily basis throughout the community.

Service Delivery Method: The Administrative and Technical Services Operations activity provides services with a staff of sworn supervisors and civilian personnel.

The Recruitment (Employment Services Section) activity is provided by full-time and part-time Sheriff's Office personnel, including five sworn deputies and five civilian employees. During portions of the background investigation process, the Employment Services Section uses contracted services to conduct medical and psychological screenings, and some polygraph examinations.

Mandate Information: This activity is not mandated. The Recruitment (Employment Services Section) activity follows the Code of Virginia (§15.2-1705), which provides minimum qualifications and standards for background investigations when hiring a person to fulfill law enforcement duties.

Value Added: The Sheriff's Office authorized staffing is approximately 750 personnel. The individuals that work within the Admin/Tech Division provide services that are specific to the law enforcement mission. This activity provides services to departmental personnel 24 hours per day, seven days per week. The operations within the division help to ensure consistency in the Sheriff's Office and ensures the daily operations of the Sheriff's Office without interruption. The Sheriff's Office is able to effectively serve the citizens of Loudoun County by ensuring that the deputies have access to needed services in order to perform their duties. The sheer number of personnel employed by the Sheriff's Office creates a need for many of the positions within the Division to support the law enforcement mission.

The Recruitment (Employment Services Section) activity conducts background investigations that not only ensure that the most qualified individuals are hired, but declares that new-hires are of sound moral and ethical character. This essential function provides the Loudoun County community with exceptional law enforcement services and partnerships with residents, business owners, and large corporations. Failure to conduct comprehensive background investigations results in a higher number of employee behavioral issues and the public distrust.

In closing, approximately three percent of all applicant background reviews result in successful employee hiring. This statistic shows that the Sheriff's Office employs strict hiring practices while maintaining vigilance as mandated by law, such as the Americans with Disabilities Act (ADA) and Equal Employment Opportunity Commission (EEOC) standards.

Service Level Indicators: The Administrative and Technical Services section consists of the administrative areas of the department. The current service levels for the buyer consist of 100 purchase orders created annually. The Human Resources staff processes an average of 825 employee action forms (EAs) annually. The Employment Services staff complete an average of 175 background investigations cases per year with an average of 25 per investigator.

In FY 2020, the Board approved of the conversion of four temporary, part-time background investigators to four permanent positions to maintain current service levels for the recruitment/employment services section.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Process all purchase requests within one week of receipt of the request.					
Number of purchase orders created by buyer	103	116	77	100	110
Average turnaround time in days for purchase requisitions[1]	1.78	0.88	1.53	2.00	2.00
Provide safety and security for the Crisis Intervention Team Assessment Center.					
Number of clients handled at the Crisis Intervention Team Assessment Center	892	898	1,002	1,000	1,100
Process Employee Action forms for all new employees and current employee changes to ensure accurate employee classification and compensation.[2]					
Total Employee Action Forms processed	784	670	813	825	830
Total number of Temporary Restricted Duty (TRD) requests	n/a	n/a	62	72	76
Total number of leave requests processed (FMLA, STD, LTD, Worker's Comp)	n/a	n/a	n/a	300	300
Ensure adequate time to properly process assigned cases, each investigator should process no more than 35 cases per year.[2]					
Number of applicants processed	2,567	2,394	1,584	1,800	2,000
Number of polygraph exams administered	112	114	137	140	150
Number of applicant investigations completed[3]	179	149	160	175	175
Average number of applicant investigations cases assigned per investigator	n/a	n/a	23	25	25
Number of applicants hired	74	64	80	75	80

[1] Calculated as the number of days from RQ approval to PO approval per Procurement

[2] Data shown as n/a indicates a measure which does not have historical data.

[3] Beginning in FY2019, this includes all cases assigned including Tier 4.

Property and Evidence

The Property and Evidence activity is separated into two areas: the Quartermaster Property section and the Evidence section.

The Quartermaster Property Section oversees the ordering and deployment of all police equipment and uniforms to both sworn and civilian employees. On a daily basis, staff researches vendors and creates purchase requests for items to be ordered to maintain stock of uniforms, weapons, ammunition, badges, and other essential equipment used by the Sheriff's Office. They also maintain an up-to-date inventory of all items stored and equipment that has been issued to employees.

The Evidence Section is responsible for receiving, storing, and maintaining inventory of all evidence submitted by deputies. Evidence Technicians are responsible for retrieving evidence located at the various stations throughout the County and delivering it to one central location, transporting evidence to and from the Northern Virginia State laboratory, and transporting evidence to the courts when subpoenaed. The technicians are responsible for processing found and seized property, illegal contraband, and evidence for criminal cases. They spend a substantial amount of time away from their office duties in order to comply with subpoenas by appearing in court to testify for chain of custody issues. Inventories and audits are conducted periodically throughout the year to ensure all items are accounted for and can be located in a timely manner. Drug destructions are completed at least bi-annually per court order and all unclaimed property is turned over to the state annually. All items within the evidence section are labeled with a barcode and entered into an evidence tracking software.

Service Delivery Method: This activity is provided by the Loudoun County Sheriff's Office Quartermaster Property and Evidence Sections, which consist of six full-time civilian staff. A Supervisor oversees day-to-day operations of both the Quartermaster Property & Evidence Sections and provides assistance as needed. A Quartermaster Property Technician conducts day-to-day operations for that section. A Quartermaster Property Assistant assists with the day-to-day operations. Two Evidence Technicians conduct the daily operations for the evidence section. An Evidence Technician/Runner collects evidence from stations, transports evidence to the Northern VA laboratory, testifies in court, and provides assistance to both section when available.

Mandate Information: The property and evidence management is mandated by the Code of Virginia, §19.2-187, §19.2-386.23, §15.2-1719, §15.2-1721 and the Uniform Disposition of Unclaimed Property Act (Code of Virginia §55.1-2500 et seq.).

Value Added: These Sections serve as a central repository for all evidence as well as provide for the efficient management of police supplies, and equipment issued by the agency. The agency has a legal obligation to store and protect items of evidence and property in its custody, and equally important, an obligation to legally restore property to the owner and/or dispose of the property in accordance to law. The function allows for the effective prosecution of criminal offenders.

Service Level Indicators: Current service levels for the property and evidence activity consist of approximately 8,500 pieces of evidence submitted and entered and 13,500 pieces of evidence destroyed or disposed of each year. Similarly, current service levels also include the overall management of 55,000 pieces of evidence. Additionally, current service levels also involve approximately 1,100 hours spent out of the office by section staff transporting evidence to or from Court.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Ensure that all evidence is located, entered into CAD, available for court or transport at the time of the request, returned or destroyed as required, and handled in accordance with the Code of Virginia.[1]					
Hours out of the office to transport evidence/appear in court	898	830	622	1,100	1,200
Percentage of time out of the office to transport evidence/appear in court	n/a	n/a	8%	15%	16%
Number of walk-in requests to release evidence - citizen/deputy	3,019	3,464	3,463	3,600	3,700
Pieces of evidence destroyed/disposed	7,750	12,692	9,801	13,500	14,000
Pieces of evidence submitted and entered	8,021	7,693	7,210	8,500	8,800
Pieces of Evidence being stored/kept by Sheriff's Office due to pending disposition	55,311	52,218	53,866	55,000	60,000
Ensure that sworn and civilian employees are issued the proper police supplies and equipment. These supplies are updated and replenished as needed.[1]					
Number of Walk-in to retrieve equipment/uniforms from the Quartermaster	n/a	n/a	3,558	3,600	3,700

[1] Data shown as n/a indicates a measure which does not have historical data.

Records Management

The Records Management activity is the central repository for all of the agency's records and reports. This section inputs a variety of relevant documents and information into the agency records management system as well as the Virginia Criminal Information Network (VCIN) and the National Crime Information Center (NCIC). These documents include: warrants, protective orders, incident/offense reports, arrest reports, accident reports, towed/abandoned vehicle sheets, and Virginia Uniform Traffic Summons.

The Records Section is also responsible for front-line customer service at the Sheriff's Office Headquarters building. They provide support to other Sheriff's Office employees as well as a variety of services to citizens; these types of services include: fingerprinting, criminal history checks, Letters of Good Conduct, Concealed Handgun Permit, Solicitor/Peddler Permits, Massage Therapist/Technician Permits, copies of accident reports, summary coversheets for incident reports, Conservator of the Peace requests, Freedom of Information Act (FOIA) requests, Expungement Orders, and Subpoena Duces Tecum requests.

Service Delivery Method: The Loudoun County Sheriff's Office Records Section consists of 12 full-time civilian staff. Each are divided in the following manner:

A Program Manager that manages the Records Section, Quartermaster Property Section, and the Evidence Section. They are responsible for processing all subpoenas requests, Freedom of Information Act (FOIA) requests for the Sheriff's Office, and act as the LCSO Records Retention Manager.

A supervisor oversees the day to day operations of the Records Section, processes expungement orders, and provides back-up assistance to staff where needed.

There are two Customer Services Specialists that assist the public in person as well as over the telephone. They prepare and distribute all incoming and outgoing mail for daily pick-up the County courier, US Mail, and mail for stations and other divisions within the Sheriff's Office.

There are five Records Specialists that are responsible for the data entry of all incident/offense, accident, arrest reports, towed and abandoned vehicle reports and citations. They provide assistance to the public over the phone, in person, and by mail.

There are three Warrant Specialists that process warrants, protective orders, arrest reports, and validation of all wanted and protective order entries into VCIN/NCIC monthly. They also complete the destruction of unexecuted warrants on a quarterly basis.

Mandate Information: The records management activity is not mandated. However, the LCSO provides this service based on the following governing statutes: Code of Virginia, §16.1-301, §15.2-1722, §19.2-187, §19.2-386.23, §15.2-1719, §15.2-1721, the Uniform Disposition of Unclaimed Property Act (Code of Virginia §55.1-2500 et seq.),§19.2-76.1, §§63.2-1606 to 1613, §19.2-392.2,the Virginia Freedom of Information Act (§2.2-3700 et seq.), and the Code of Federal Regulations title 28, part 20, section 37 (28 CFR 20.37).

Value Added: This Section serves as the central repository for all of the agencies records and reports ensuring accurate reporting of crimes to the Virginia State Police and the FBI. It also provides intelligence-based policing by creating a uniform method of preparing, storing, and retrieving information. The clerks input a variety of relevant documents and information into the computer aided dispatch (CAD), VCIN/NCIC, and the Records Management System (RMS) in a timely manner to ensure that reports (daily/monthly reporting), warrants (daily/72hr deadline), and orders of protection (daily deadlines) are accurate and all the statistics are up to date. They provide a variety of services to citizens in person, over the telephone, and by mail. They process expungement orders as well as FOIA requests (five business days to respond) and Subpoena Duces Tecum requests (court orders/deadlines vary) for records.

Service Level Indicators: Current service levels for the records management activity, involves approximately 21,000 offense reports approved into the RMS, 5,675 arrest reports approved in the RMS, and 1,000 citations manually processed in the RMS. Similarly, it includes an average of 7,700 warrants entered into the system and 2,400 protective orders processed as wells as 1,600 tow sheets processed. Current service levels entail about 2,250 requests from the Commonwealth Attorney's Office processed, and 570 Subpoenas Duces Tecum and Freedom of Information Act (FOIA) responses collectively processed. Additionally, it includes 3,500 concealed handgun permit requests processed.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Process offense reports, arrest reports, traffic citations and accident reports within 10 days of receipt, tow sheets within 24 hours of receipt, and warrants within 72 hours of receipt.[1]					
Number of accident reports processed.	n/a	n/a	672	960	1,000
Number of arrest reports approved by Records Specialist in RMS	4,122	5,189	5,312	5,675	6,000
Number of citations manually entered into RMS	22,485	20,184	8,143	1,000	500
Number of offense reports approved in RMS	20,991	21,176	20,300	21,000	22,000
Number of warrants entered into RMS/processed to patrol	6,424	7,302	7,039	7,700	8,000
Number of Master records merged with RMS	n/a	6,053	3,669	7,500	8,000
Number of tow sheets processed	1,323	1,397	1,182	1,600	1,700
Process requests from the courts and Commonwealth Attorney's office.1					
Number of protective orders processed	2,160	2,109	2,363	2,400	2,500
Number of requests from the C/A's office processed	2,054	2,227	2,634	2,250	2.270
Number of expunged orders processed	190	165	169	220	240
Number of subpoenas processed	397	474	589	120	120
Number of Driving Transcripts requested	n/a	n/a	12,696	12,500	12,500
Number of Concealed Handgun Permits requests processed	n/a	3,442	2,760	3,500	3,750
Respond to residents' requests in a professional manner.[1]					
Number of Service Requests- walk-in	9,839	6,898	6,511	7,000	7,500
Number of FOIA requests processed[2]	n/a	n/a	n/a	450	500
Number of Service Requests- mailed in	4,111	4,521	4,258	5,000	5,200
Number of Solicitor Permits Issued	n/a	253	266	220	240

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] Up through FY19, this number was reflected in the data for the number of subpoenas since this measure was previously tracked together with subpoenas.

Technology Services Section

The Loudoun County Sheriff's Office Technology Services Section supports the law enforcement specific technology needs of the agency. This includes law enforcement specific hardware and software used in both the field and office applications. This equipment includes Computer-Aided Dispatch (CAD), Records Management System (RMS), Personnel Management System (PMS), Mobile Data Computers (MDC), tablet computers, multi-factor authentication, RADAR, LIDAR, mobile phones (iPhone), in-car cameras, body-worn cameras, license plate readers, Alco-sensors, tint meters, surveillance cameras, radio systems, GPS, audio-visual equipment, technology on the Command Bus, and various hosted software solutions utilized by agency personnel. Additionally, the Technology Services Section assists the Department of Information Technology (DIT) with supporting and troubleshooting agency computers and equipment. The section is also responsible for collecting, maintaining, and managing all in-car and body-worn video. This includes providing copies to the Commonwealth Attorney's Office, FOIA requests (with redactions), and court-ordered subpoena responses.

Service Delivery Method: The Loudoun County Sheriff's Office Technology Services Section delivers service through a staff that consists of one full-time sworn supervisor that manages all IT related projects and supervises section employees; one full-time sworn deputy that coordinates IT related hardware maintenance; one full-time civilian technician that manages all computers assigned to operations (500+); one full-time civilian systems administrator that manages multiple law enforcement systems and access, one full-time civilian who manages in-car and body worn video systems including install, configuration and fulfilling FOIA requests, one permanent part-time employee to manage and fulfill all video requests for the Commonwealth Attorney, and internal staff, one permanent part-time employee to manage all day to day technology related requests and walk-in customers. Deputies assigned to temporary restricted duty (TRD) are used on an as-needed basis. All positions are funded through Loudoun County. Loudoun County Sheriff's Office maintains professional relationships with other county departments, vendors and public safety agencies.

Mandate Information: This activity is not mandated.

Value Added: The Technology Services Section provides 24/7 technology support to the Sheriff's Office. The section ensures the technology used by employees of the Sheriff's Office increases service and efficiencies. Without the Technology Services Section, the Department of Information Technology would be required to provide 24/7 technical law enforcement support. If these services were outsourced, the familiarity with law enforcement technology needs would be lost. In FY 2018, the Technology Services Section opened 6,746 service requests and closed 6,037. Only 6 percent of the service requests opened by the section were referred to DIT for further action. The section closed 94 percent of the 6,746 requests in less than eight hours. Additionally, the section copied 6,103 in-car videos for court purposes.

Service Level Indicators: Current service levels in the Technology Services Section consist of an average of 7,000 service requests processed each year. Of these, 90 percent are processed within 8 hours. For video evidence processing, approximately 5,100 overall video copies are processed each year. It is estimated that 90 percent of video copies are processed within 10 business days.

In FY 2020, the Board approved the conversion of temporary, part-time positions to permanent, part-time positions to maintain current service levels involving technology service requests and video evidence processing.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Complete 90 percent of technology related service requests in 8 hours for court, internal review, FOIA, and subpoenas.					
Number of Service Requests opened	6,592	6,746	7,061	7,000	7,200
Percentage of Service Requests completed within 8 hours	94%	94%	92%	90%	92%
Number of Service Requests handled by Technology staff.	5,551	6,037	6,728	5,670	5,500
Number of service requests processed per Technology staff	793	862	961	810	786
Complete at least 90 percent of video copies requests within 10 business days.[1]					
Number of evidentiary video copies processed	3,208	6,103	4,952	5,100	5,500
Percentage of video copies processed within 10 business days	n/a	n/a	n/a	90%	90%

[1] Data shown as n/a indicates a measure which does not have historical data.

Training and Accreditation

The Training and Accreditation activity schedules and facilitates all training for all Sheriff's Office employees, to include in-house and out-of-state specialized training. The Training Section provides and facilitates training on a broad spectrum of topics, including initial and semi-annual firearms qualifications, less-lethal weapons training, leadership training, decision-making training, criminal investigation training, vehicle operation training, and personal protective equipment training. The Training Section supervises all new deputies as they attend the required basic training and facilitates the field training component of each new deputy's initial training. The Training Section is also responsible for maintaining detailed and accurate training records for each employee.

The Training Section is responsible for ensuring that all members of the community are provided a variety of law enforcement services by highly trained and professional deputies.

Service Delivery Method: The Training and Accreditation activity is provided by full-time County staff, including sworn deputies and one civilian employee. The Training Section supports the Sheriff's Office, which is a member agency of the Northern Virginia Criminal Justice Training Academy (NVCJA), the regional police academy that provides all basic police training for new employees and some in-service training for existing employees.

Mandate Information: This activity is not mandated. However, the LCSO follows a variety of mandates regarding the training and recordkeeping of law enforcement training. The Virginia Department of Criminal Justice Services (DCJS) is the state governing body that mandates the initial and on-going qualifications for law enforcement officers. The Virginia DCJS is granted its authority by state law (Code of Virginia §9.1-102), and all law enforcement agencies are required to abide by the standards set forth by the Virginia DCJS by state law (Code of Virginia §15.2-1706). In addition to basic training requirements, all sworn deputies are required to attend a minimum of 40 hours of training every two years (four hours of legal updates, two hours of cultural diversity training, and 34 hours of general subjects – Virginia Administrative Code 6VAC20-30-30). There are also federal training mandates, such as the Federal Emergency Management Agency's (FEMA) National Incident Management System NIMS) Training Program.

The recordkeeping function of the Training Section is governed by the Library of Virginia who sets the regulations for training records that must be maintained, and the retention schedules for training records (Library of Virginia's General Schedules, GS-03, GS-08, and GS-17).

Value Added: It is imperative to the safety and security of the community that the Sheriff's deputies serving and protecting them on a daily basis are qualified and prepared. It is the responsibility of the Training Section to ensure that all employees meet or exceed the minimum training requirements as required by Virginia DCJS. The Training Section strives to ensure that the citizens of Loudoun County are served by highly trained and professional deputies.

Service Level Indicators: Current service levels for the Training Section involve an average of 8,000 instructor hours used for weapons training. Additionally, current service level for the training section activity is to processes approximately 6,000 registrations for training, conferences, or academy attendance.

In FY 2020, the Board approved resources to staff the new Public Safety Firing Range. The approved resources enable the maximum use of the new facility, including flexibility in the delivery and scheduling of instruction resources for deputies.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide required training to all sworn and non-sworn personnel; provide bi-annual, new hire and remedial firearms training; and process all training requests and travel arrangements associated with training.[1]					
Deputy recruits graduating from NVCJA/Skyline	38	41	58	50	50
Number of instructor hours used for weapons training	4,338	3,363	7,933	8,000	8,500
Number of Instructor Hours used for emergency vehicle operations center (EVOC) training	n/a	n/a	n/a	1,500	1,500
Number of instructor hours used for Taser training	n/a	n/a	n/a	150	150
Number of registrations processed for training/conferences/academy	5,916	5,626	5,476	6,000	6,100

[1] Data shown as n/a indicates a measure which does not have historical data.

False Alarm Reduction Unit (FARU)

The primary responsibility of the False Alarm Reduction Unit (FARU) is to reduce the number of false burglar alarm occurrences. This objective is accomplished through user education, alarm industry standards, and site inspections. The secondary responsibility of the FARU is the enforcement of the Loudoun County False Alarm ordinance through a system of fines. The FARU processes alarm registrations and false alarm violations for the Town of Leesburg and the Town of Middleburg in addition to Loudoun County.

Service Delivery Method: This activity is provided through the False Alarm Reduction Unit, which includes a staff of one full-time civilian employee and occasional use of deputies on temporary restricted duty as needed. Additionally, the LCSO maintains relationships with the alarm companies to help prevent false alarms.

Mandate Information: Loudoun County Ordinance 655 defines the requirements of the False Alarm Reduction Unit. The Board of Supervisors approved the creation of the FARU in FY 2005. The FARU is tasked with enforcing the ordinance and ensuring that alarm companies and alarm users are compliant.

Value Added: The FARU mission assists in the reduction of false burglar alarms that take deputies away from more serious incidents. It also allows deputies to efficiently utilize their time for proactive law enforcement duties. The False Alarm Reduction Unit allows for a better relationship with citizens and businesses through community education of proper alarm use. The outsourcing of the FARU would introduce a third party that is not familiar with the County and LCSO operations. Failure to provide this service would likely increase the number of false burglar alarms and would result in an increased number of calls for service.

Service Level Indicators: With current resources, service level for the FARU activity consists of an average of 8,220 false alarm notifications each year. It also involves approximately 3,100 new alarm registrations and an average of 29,100 alarm registration renewals/updates annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Implement a False Alarm Reduction Program that includes a combination of education, fines, and fees to reduce the number of false alarms.					
Number of new alarm registrations	2,707	2,489	1,996	3,100	3,200
Number of renewal/updates to registrations	27,385	20,602	16,105	29,100	29,300
Number of false alarm calls	7,899	8,275	7,144	8,220	8,230

Office of the Sheriff

This activity is comprised of multiple areas: Portfolio Management, Internal Affairs, and the Public Information Office.

The Portfolio Management area applies senior executive portfolio management and supervision of all programs within the Sheriff's Office.

The Internal Affairs Unit is primarily responsible for handling complaints against members of the agency. Ensure the prompt and thorough investigation of incidents to clear the innocent, establish guilt, safeguard the rights of employees who are the subject of such investigations, and facilitate suitable disciplinary action, policy revision, or applicable training.

The Public Information Office creates maximum agency visibility and community engagement through communications technologies, applications, and resources available through traditional and non-traditional media. Accurate and timely information is paramount in messaging and disseminating during crisis management situations, employee relations, crime updates, media interaction, press release placement, and in partnerships with local, state, and federal governments. The Media and Communications Unit is committed to developing and promoting content that engages the public, keeps them informed, and builds community goodwill.

Service Delivery Method: The Portfolio Management activity services are provided by two sworn staff holding the rank of Lt. Colonel, reporting directly to the Sheriff, delivering portfolio management expertise to deliver all public safety services in the County.

The Internal Affairs Unit is provided by one sworn deputy who handles the complaints that are presented to the Sheriff's Office. Complaints can be delivered by several different methods to include: the Sheriff's Office website, the County's Fraud and Abuse hotline, over the phone directly to Internal Affairs, through the Emergency Communications Center, any of the Sheriff's Office stations, as well as being called in to the Sheriff's Office Administration. Written complaints can arrive via U.S. Mail, interoffice mail or any form of writing.

The Public Information Office is provided by two civilian personnel, reporting to the Deputy Chief of the Administrative Bureau, delivering strategic and internal messaging to 750 agency personnel and external messaging to over 350,000 residents.

Mandate Information: These services are not mandated by the Federal or State government, nor directed through an ordinance that has been adopted by the Board of Supervisors. Rather, it is an industry best practice. In regards to Internal Affairs there are "best practices" that are outlined by the Department of Justice in its report entitled Standards and Guidelines for Internal Affairs, recommendations from a Community of Practice* (U. S. Department of Justice Office of Community Oriented Policing Services 1100 Vermont Avenue, N.W. Washington, DC 20530). Release of information from open records is mandated by the Virginia Freedom of Information Act (FOIA) (Section 2.2-3700 et seq.) of the Code of Virginia.

Value Added: The Portfolio Management activity allows for focused and efficient command and control of the various programs within the Sheriff's Office.

The Internal Affairs Unit has a mission to protect the public trust and to maintain the integrity of the Loudoun County Sheriff's Office. The policy of the unit is to conduct thorough, fair, and objective investigations. The Internal Affairs Unit provides a needed service to the community and citizens of Loudoun County along with the employees of the Sheriff's Office. The Loudoun community, government entities, businesses, residents are all served by the Internal Affairs Unit whether it be through complaints, issues involving procedures, or other such feedback presented to the Sheriff's Office.

The Public Information Office is responsible for accurate and timely information and is paramount in messaging and disseminated during crisis management situations, employee relations, crime updates, media interaction, press release placement, and in partnerships with local, state, and federal governments to help ensure that the residents of Loudoun County are provided important information.

Service Level Indicators: Current service levels for the Office of the Sheriff consist of 1,900 media or public inquiries (to include FOIA requests), 210 press releases issued related to crimes or major incidents, and 5,250 social media updates.

Sheriff's Office: Office of the Sheriff

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
With current resources, ensure that the public is informed through media outlets regarding Law Enforcement Activity.					
Number of media/public inquiries to include FOIA requests	1,749	1,375	1,721	1,900	1,900
Number of press releases on crimes and major incidents	191	203	177	210	215
Number of messages/alerts issued through Alert Loudoun	490	478	450	500	500
Number of social media updates	3,517	6,472	4,554	5,250	5,500

LOUDOUN COUNTY VIRGINIA
·I·BYDE·MY·TIME·
1757

Health and Welfare
FY 2020 Program Review

Contents

Extension Services 3-3

Family Services 3-15

Health 3-53

Mental Health, Substance Abuse, and Developmental Services (MHSADS) 3-63

Extension Services

To improve Loudoun's social, economic, and environmental sustainability by linking County residents and County government employees and departments to Virginia's land-grant universities and research-based education programs relating to agriculture, animal husbandry, agronomy, horticulture, forestry, agroforestry, natural resources conservation, youth development, food safety, human nutrition, and community viability.

Department Programs

Agriculture and Natural Resources	Activities
Provides education programs and technical information relating to production agriculture, recreational farming, horse ownership, commercial horticulture, community horticulture, agronomy, pesticide application safety, natural resource conservation, water quality management, and soil health.	• Animal and Crop Science Education • Commercial Horticulture Education • Community Horticulture Education

4-H Youth Development	
Provides hands-on, experiential learning in the areas of science, healthy living, and citizenship to help Loudoun youth (ages five to eighteen) develop life skills.	• 4-H Youth Development

Family and Consumer Sciences	
Provides education and technical information related to food safety and human nutrition for County commercial and residential audiences.	• Food Safety Education • Supplemental Nutrition Assistance Program Education

Financial Information

FY 2020 Adopted Information[1]

	Expenditures	Revenue	LTF	FTE
Agriculture and Natural Resources	$301,979	$0	$301,979	5.00
4-H Youth Development	175,151	0	175,151	2.00
Family and Consumer Sciences	76,811	0	76,811	1.00
Total[2]	**$553,940**	**$0**	**$553,940**	**8.00**

[1] Sums may not equal due to rounding.

[2] 3.00 FTE are primarily State-funded positions.

Animal and Crop Science Education

This activity's focus areas include—but are not limited to—the following: agricultural economics; aquaculture, aquaponics and hydroponics; beginning farmer education; conventional and organic farm production methods and practices; equestrian husbandry; farm and farm equipment safety; hay, grain, and other crop production; livestock production; marketing for retail and wholesale; pesticide application certification and safety; plant disease and pest insect identification; pond maintenance; and worker protection. The Virginia Cooperative Extension (VCE) agent tailors programs to these focus areas and provides in-person, telephonic, and online consultations with residents regarding their livestock and row-crop production information needs.

This activity serves multiple internal customers, such as other County departments, and external customers, including County residents and businesses. The largest customer group consists of the County's residents. This activity involves developing and presenting programs in coordination with stakeholder organizations, including:

- Agribusiness organizations; for example, Southern States and Farm Credit
- Agricultural organizations; for example, Loudoun County Farm Bureau
- Commercial food, fiber, fleece producers, and commodity groups
- Federal, State and Local agencies; for example U.S. Department of Agriculture (USDA), Virginia Department of Agriculture and Consumer Services, and Loudoun Soil and Water Conservation District
- Commonwealth of Virginia land-grant universities: Virginia Tech and Virginia State University
- Environmental groups; for example, the Loudoun Environmental Stewardship Alliance
- Loudoun County Government departments and Loudoun County Public Schools (LCPS), particularly the Academies of Loudoun and educational institutions such as the Northern Virginia Community College.

Instruction presentation types can include: individual and group meetings, workshops, field days, tours, and demonstrations. Information is disseminated in-person, telephonically, electronically (email), and using mass media.

Service Delivery Method: The VCE agent also serves as the Department's Director and as a Virginia Tech faculty member supporting Loudoun County. The agent's salary is cooperatively funded by the County and the VCE. Professional training is provided by VCE, Virginia Tech, Virginia State University (VSU), and the County Government. Administrative support is provided by the County's information services technician and the administrative manager. Additional state funding is provided through learner fees collected on a not-for-profit basis to offset the cost of supplies, food, and guest speaker honoraria. Program instruction is primarily provided by staff, with a small amount of assistance from outside professionals and approximately 10 percent assistance from volunteers.

Mandate Information: The Code of Virginia § 23-132.1. Virginia Cooperative Extension and Agricultural Experiment Station Division authorizes the establishment of VCE and identifies its program areas. Specific mandated activities for Loudoun agent are the following:

- Providing a member to the Loudoun Soil and Water Conservation District Board of Directors (Code of Virginia § 10.1-529).
- Providing weekly Crop Progress and Condition reports to USDA through the National Agriculture Statistics Service (7 U.S.C. 5925c).
- Serving as the County's expert for disaster preparedness, disaster impact, and disaster response relating to food production (Code of Virginia § 3.2-503).
- Developing and present pesticide applicator certification training (Federal Insecticide, Fungicide, and Rodenticide Act (FIFRA) (7. U.S.C. § 136 et seq.)).
- Advising the County Government and residents regarding agriculture practices to protect the Chesapeake Bay (Chesapeake Bay Protection and Restoration Act (33 U.S.C. 1251 et seq.)).

Extension Services: Agriculture and Natural Resources

Value Added: This activity helps sustain the profitability of agricultural production in the County and enhance the quality of Loudoun's natural resources. Staff are directed to interpret and communicate the Commonwealth's land-grant university research relating to livestock and row-crop production. The resulting benefits from this translation of academic information into practical application are improved social, economic, and agricultural conditions.

The agent collaborates with Virginia Tech's College of Agriculture and Life Sciences to compete for grant funding associated with beginning farmer education programs, local food promotion, and community viability initiatives to foster understanding between rural and suburban residents. These programs are instrumental to agriculture in Loudoun by developing local food production that meets the demands of the growing suburban population. Although several nonprofit organizations exist to promote agriculture in Loudoun, none of those organizations have ready access to the scientists and infrastructure existing in the State's land-grant universities. Moreover, none are mandated by Federal and State laws.

Service Level Indicators: Current service level represents approximately 10,000 agricultural or horticulture program or consultation participants. Ninety percent of participants indicate that they will adopt best management and/or safety practices following participation in programs or consultation. Loudoun County has a traditional agricultural industry composed mostly of grains, forage, sheep and cattle, though many of the large scale animal feeding operations are being replaced with smaller, pasture-based operations to meet demand for local, grass-fed meat. There has been an increasing demand for education programs related to barley production.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Increase awareness of best management and safety practices associated with agriculture and horticulture.					
Percentage of participants who indicated they will adopt a best management and/or safety practice following their participation in an agricultural or horticulture program/consultation	96%	95%	95%	95%	95%
Number of participants in an agricultural or horticulture program/consultation	8,722	9,250	13,097	10,000	10,000

Commercial Horticulture Education

The Commercial Horticulture Education activity's programs are developed in coordination with VCE, but County staff tailors programs to Loudoun's varied soil, vegetation, climate, and commercial horticulture-production communities. The County's horticulture industry is composed mostly of vegetable, fruits, nursery products, and greenhouse products. Loudoun County is one of the top two grape producing counties in the Commonwealth. This activity provides in-person, telephonic, and online consultations with residents regarding their commercial horticulture information needs relating to the following:

- Agronomy
- Beginning Farmer Education
- Bilingual Worker Protection Standards
- Berries, Cane Fruit, Grape, and Tree Fruit Production
- Christmas Trees
- Cut Flowers
- Crop Damage Reports
- Ethnic Crops
- Farm Safety
- Good Agricultural Practice Certification
- Green House/High Tunnel Production
- Green Tea
- Harvest and Postharvest Methods
- Hops
- Horticultural Economics
- Hydroponics
- Marketing: Retail and Wholesale
- Mushrooms
- Organic Farm and Traditional Production Methods & Practices
- Pesticides: Applicator Certification and Safety
- Plant Disease and Pest Insect Identification
- Plant and Weed Identification
- Postharvest Activities
- Root Stock Selection
- Vegetable Production
- Water Quality: Irrigation

Loudoun's Commercial Horticulture education programs serve multiple customers internal and external to the County government. The largest customer group consists of the County's residents. This activity involves developing and presenting programs in coordination with stakeholder organizations, many of which are identified in the list below:

- Commercial Producers
- Agribusiness organizations; for example, Southern States and Farm Credit
- Agricultural profit and nonprofit organizations; for example, Loudoun County Farm Bureau
- Federal, State, and Local Agencies; for example, USDA, Virginia Department of Agriculture & Consumer Services, National Institute of Food and Agriculture, Natural Resource Conservation Service, and Loudoun Soil and Water Conservation District
- Commonwealth of Virginia Land grant universities: Virginia Tech and VSU
- Environmental Groups; for example, Loudoun Environmental Stewardship Alliance
- Loudoun County Government departments and LCPS, particularly the Academies of Loudoun and educational institutions, such as the Northern Virginia Community College.

Instruction presentation types can include: individual and group meetings, workshops, field days, tours, and demonstrations. Information is disseminated in-person, telephonically, electronically (email) and using mass media.

Service Delivery Method: A County horticulture specialist primarily provides this activity. Outside professionals and volunteers provide minimal assistance with programs. Administrative support is provided by the County's information services technician and the administrative manager. Additional funding is provided through learner fees collected on a not-for-profit basis to offset the cost of supplies, food, and guest speaker honoraria. Funding from Federal or State grants may be available, but is not guaranteed. The commercial horticulturist's training is provided through Loudoun County Government, VCE, VA Tech, and VSU.

Extension Services: Agriculture and Natural Resources

Mandate Information: The Code of Virginia § 23-132.1. Virginia Cooperative Extension and Agricultural Experiment Station Division authorizes the establishment of VCE and identifies its program areas. Mandated activities relating to commercial horticulture in support of VCE include:

- Providing weekly Crop Progress and Condition reports to the USDA through the National Agriculture Statistics Service (7 U.S.C. 5925c).
- Serving as a County's advisor for disaster preparedness, disaster impact, and disaster response relating to food production (Code of Virginia § 3.2-503).
- Developing and presenting pesticide applicator certification training (FIFRA (7. U.S.C. § 136 et seq.)).
- Advising the County Government and residents regarding agriculture practices to protect the Chesapeake Bay (Chesapeake Bay Protection and Restoration Act (33 U.S.C. 1251 et seq.)).

Value Added: Commercial horticulture education programs help sustain the profitability of commercial horticulture production in the County and enhance the quality of Loudoun's natural resources. Commercial horticulture production, like livestock and row-crop production, is vibrant in Loudoun. Working in direct support of VCE, the County's horticulture specialist is the only County employee authorized to interpret and communicate the Commonwealth's land-grant university research relating to commercial horticulture production. The resulting benefits from this translation of academic information into practical application are improved social and economic conditions associated with horticulture.

Opportunities to expand the production of horticulture items abound particularly in the local food industry serving Loudoun's growing suburban population and agri-tourism visitors. Extension Services facilitate this expansion through non-formal education programs and partnership grants with other government agencies. Although several nonprofit organizations exist to promote horticulture in Loudoun, none of those organizations have ready access to the scientists and infrastructure existing in the state's land-grant universities. Moreover, none are mandated by federal and state laws.

Service Level Indicators: Current service level represents approximately 150 farm business management programs or consultation participants. Ninety percent of participants indicate that they will adopt or modify a farm business management practice as a result of attending a program or receiving consultation. In recent years, there has been an increasing demand for education programs related to hops production as a beverage industry input.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Increase awareness of the resources required to start or sustain a farm operation.					
Percentage of participants who indicated they will adopt or modify a farm business management practice as a result of attending a program/consultation	86%	100%	93%	90%	90%
Number of participants in a farm business management program/consultation	98	132	177	150	150

Community Horticulture Education

This activity is a VCE initiative implemented through volunteers. These volunteers educate Loudoun County residents about safe, effective, and sustainable landscape management practices, community gardens, and residential vegetable gardens. Services include: help-desk support, school farm-to-table and community garden support, pond assessments through site visits, a demonstration garden, speaking engagements, community events, and participation in County led focus groups. In addition, this activity supports Loudoun County Government's efforts to address stormwater run-off, Virginia's Phase III Watershed Implementation Plan, and attainment of Chesapeake Bay Total Maximum Daily Load (TMDL) mandates.

Service Delivery Method: A County community engagement coordinator supports this activity that is implemented through volunteers.

Mandate Information: This activity is not mandated, however volunteers support Loudoun County Government's activities to comply with all Federal or State laws and regulations governing water quality.

Value Added: There are three primary beneficiaries of the department's volunteer efforts. First, residents and businesses benefit from receiving research-based information in response to their questions regarding community horticulture. Second, the County Government which enjoys the expertise and knowledge gained from the Commonwealth's land-grant universities in supporting County-led initiatives. Third, volunteers, who are residents, benefit from participating in training classes that provide personal knowledge relating to plants and horticulture through hands-on activities and excellent quality training materials. Although several nonprofit organizations and clubs exist to support community horticulture in Loudoun, none of those organizations have ready access to the scientists and infrastructure existing in the state's land-grant universities.

Service Level Indicators: At current service level, the estimated value of volunteer-contributed services is approximately $485,000. In FY 2020, the Board added a community engagement coordinator to support community horticulture education. Current service level represents approximately 250 program or consultation participants in rural TMDL-related soil conservation, water quality, or nutrient management practices. Eight-five percent of participants indicate that they will adopt or modify a soil conservation, water quality, or nutrient management practice as a result of participation.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maximize programming impact using grants, organization, partnerships, volunteers, and inter-departmental collaborations.					
Value of grants or cost share contributions received from other departments or organizations	$2,260	$15,625	$8,442	$10,000	$10,000
Number of in-kind support contributions received from other departments or organizations	32	25	33	30	30
Number of in-kind support contributions provided to other departments or organizations	62	35	83	80	80
Value of volunteer community outreach initiatives	$493,269	$525,039	$475,092	$485,000	$485,000

Extension Services: Agriculture and Natural Resources

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Increase awareness of natural resources conservation practices that help the Loudoun County Government attain its mandated TMDL goals.[1]					
Percentage of participants who indicated they will adopt or modify a soil conservation, water quality, or nutrient management practice as a result of participating in a program/consultation.	92%	91%	85%	85%	85%
Number of participants in rural TMDL related-soil conservation, water quality, or nutrient management practice as a result of participating in a program/consultation.	n/a	351	250	250	250

[1] Data shown as n/a indicates a measure which does not have historical data.

4-H Youth Development

The mission of 4-H is to provide meaningful opportunities for youth and adults to work together to create sustainable community change. The 4-H Youth Development activity provides hands-on, experiential learning programs for County youth from ages five to 18 years. Programs focus on helping the youth develop valuable life skills such as teamwork, decision making, responsibility, communication and public speaking, and problem solving. The United States Department of Agriculture issued three, specific mission mandates for 4-H programming: citizenship; healthy living; and science, technology, engineering, and mathematics. Each 4-H program also focuses on one of the following research-based curriculum areas: animal science, natural resources, careers and economic education, communications and expressive arts, family sciences, or plants, soils, and entomology. Programs are achieved by developing youth-adult partnerships through project-based and community clubs, in-school and afterschool programs, educational workshops, and camps.

Service Delivery Method: The State's VCE 4-H Extension Agent, County 4-H program assistant, the information services technician, and administrative manager, and trained, adult volunteers provide this activity. In addition, grant funds and in-kind donations and public-private partnerships support this activity.

Mandate Information: The 4-H program falls under VCE, mandated by § 23-132.1 of the Code of Virginia.

Value Added: The 4-H program provides hands-on learning experiences at little to no cost for the youth of Loudoun County. Not only do these programs serve as an educational vehicle for youth, but they also help develop them into contributing citizens of their community. According to the Tufts University study of Positive Youth Development, 4-H members are two times more likely than other youth to make contributions to their communities, and are more likely to score highly on measures of active and engaged citizenship.

Service Level Indicators: Current service level reflects 4-H programing in approximately 80 schools with approximately 15,000 4-H in school participants.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Develop and present 4-H youth development programs, activities, and workshops that promote life skill development.					
Number of 4-H in-school participants	12,501	11,000	19,099	15,000	15,000
Number of Schools provided with 4-H programming	53	55	81	80	80
Number of 4-H camping programs	4	4	4	4	4
Number of youth participants in a 4-H camping program	384	450	431	460	470
Number of 4-H clubs in Loudoun County	23	24	25	26	26
Number of youth enrolled in a Loudoun 4-H club	370	377	395	395	400
Number of 4-H educational events	231	288	291	215	225
Number of youth participants in a Loudoun 4-H educational event	4,500	8,171	9,335	9,000	9,000

Food Safety Education

This activity provides food safety programs for residential and commercial audiences in Loudoun County. Target audiences include food entrepreneurs, farmer's markets, other direct market venues, as well as wholesaler and retailer producers, retail food establishments, consumers, and home food preservers. Opportunities for collaborative, multi-dimensional programming are emphasized. Examples of collaborative educational programming include a farmer's market vendor food safety and marketing workshop with a VSU marketing and agribusiness expert; and a Ramadan food safety and nutrition workshop with a Virginia Tech adult human nutrition specialist. This activity provides ServSafe, food safety certification program, and executes one manager-level course. This activity provides information, programming, training and assistance relating to the following:

- Farmers Market best practices
- Food preservation (canning, dehydrating, fermentation, freezing, etc.)
- Food safety certifications (ServSafe, Good Agricultural Practices (GAP), Good Handling Practices (GHP), Cooking for crowds, etc.)
- Food science consultations (pH testing, cleaning and sanitizing, etc.)
- Water quality testing (household and irrigation)

Loudoun's Food Safety Education activity serves multiple internal and external communities. The largest customer group consists of the County's residents. Other customers include:

- Agribusiness organizations
- Agricultural organizations
- Commercial food producers
- Commodity groups
- Commonwealth of Virginia agencies; for example, Virginia Department of Agriculture & Consumer Services Food Safety Program
- Commonwealth of Virginia land-grant universities: Virginia Tech and Virginia State University
- Environmental groups; for example, Piedmont Environmental Council
- Federal Government Agencies; for example, USDA, the National Institute of Food and Agriculture, and the Food and Drug Administration
- Loudoun County Government Departments, particularly those in the Economic Development Cluster and Health Department, and LCPS

This activity involves the development and presentation of programs in coordination with stakeholder organizations. Instruction presentation types can include: individual and group meetings, workshops, tours, and demonstrations. Information is disseminated in-person, telephonically, electronically, and using mass media.

Service Delivery Method: A state Food Safety Agent (FSA), assigned to Loudoun County, provides this activity. The FSA's salary is cooperatively funded. Professional training is provided by VCE, VA Tech, VSU and the Loudoun County Government. Federal and State grant funding may cover program costs whenever possible. Additional funding is provided through learner fees collected on a not-for-profit basis to offset the cost of supplies, food, and guest speaker honoraria.

Mandate Information: Code of Virginia § 23-132.1. Virginia Cooperative Extension and Agricultural Experiment Station Division authorizes the establishment of VCE and identifies program areas. Specific mandated activities for the FSA are:

- Serving as the County's expert for disaster preparedness, disaster impact, and disaster response relating to food production (Code of Virginia § 3.2-503)
- Providing information and knowledge on subjects related to agribusiness, home economics, community resource development, and subjects relating hereto (Code of Virginia § 23-132.1, 1994, c. 433).

Value Added: In addition to human costs, foodborne illness can result in the loss of customers and sales, loss of reputation, negative media exposure, lawsuits and legal fees, increased insurance premiums, and staff retraining. In Loudoun County, reported foodborne outbreaks occurred in restaurants, private homes, assisted living facilities, convenience stores, a college, a school (K-12), and a group residential setting, indicating the need for training catered to a variety of audiences and situations.

The U.S. Food and Drug Association's 2011 Food Safety Modernization Act emphasizes proactive food safety efforts that prevent illness rather than respond to it. The FSA has access to the scientists and infrastructure existing in the State's land-grant universities. The educational programming and technical information provided by the FSA for a variety of commercial and residence audiences in Loudoun County can mitigate the common factors of foodborne illness, such as purchasing food from unsafe sources, failing to adequately cook and store food, using contaminated equipment and supplies, and poor personal hygiene, in turn, reducing the incidence of illness. In addition, the FSA supports County and state food regulatory agencies by providing assistance with technical applications to clients. This activity complements the Health Department's food safety activities.

Service Level Indicators: Current service level reflects providing food production or safety programing or consultation to approximately 175 commercial participants and 150 residential participants, with 90 percent of all participants indicating that they will adopt or modify a food production best management or safety practice as a result of attending a program or receiving consultation.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Increase knowledge of safe food handling practices and methods for preventing food-borne illnesses.[1]					
Percentage of participants who indicated they will adopt or modify a commercial food production best management or safety practice as a result of attending a program/consultation	33%	85%	93%	90%	90%
Number of participants in an Extension commercial food production or safety program/consultation	19	50	201	175	175
Percentage of participants who indicated they will adopt or modify a residential food production best management or safety practice as a result of attending a program/consultation	n/a	85%	89%	90%	90%
Number of participants in an Extension residential food production or safety program/consultation	n/a	25	154	150	150

[1] Data shown as n/a indicates a measure which does not have historical data.

Supplemental Nutrition Assistance Program Education

The Family Nutrition Program (FNP) brings nutrition and healthy lifestyle education to low-income residents. Low income is defined as families living at or below the 185 percent federal poverty guidelines. This activity provides education on the following topics: Welcome to Eating Smart·Being Active; Plan, Shop, Save; Get Moving! (physical activity); Fruits and Veggies: Half Your Plate; Make Half your Grains Whole; Go Lean with Protein; Build Strong Bones; Make Change; and Celebrate! Eat Smart and Be Active.

Programs are delivered in English and Spanish at various settings including, nonprofits, food banks, libraries, religious organizations, and educational settings. Organizations that already serve low-income Loudoun County families are liaisons between those families and FNP. This activity has existing partnerships with Women, Infants, and Children, Head Start, Loudoun Hunger Relief Fund, INMED Partnerships for Children, and Sterling Library. Programs are delivered at each of these locations after partnerships have been established. Information is disseminated in-person over a series of sessions. In these sessions, nutritional and healthy lifestyle information is presented to participants through worksheets, handouts, and visuals. In each of sessions, participants get a reinforcement exercise to practice the new set of skills learned. Nutritional, healthy lifestyle information can also be provided in-person at one-time events, such as health fairs. Regardless of the type of event, all of the nutrition and healthy lifestyle education program is presented to our clientele in-person.

Service Delivery Method: A FNP assistant provides this activity. All programing is offered at no-cost to participants.

Mandate Information: This activity is not mandated.

Value Added: This activity provides education to help families make healthier food choices and become better managers of available food resources. By making heathier food choices, families are able to achieve their best health and growth. FNP is beneficial to the Loudoun County community because it reduce healthcare costs. The health of residents is improved by providing them with the tools they need to make healthier food choices and engage in a more active lifestyle.

In addition, FNP helps reduce socioeconomic disparities. Higher income and educational attainment are associated with better health. While lower income and educational levels are associate with poorer health outcomes. FNP works towards the achievement of the Healthy People 2020 goal of "creating social and physical environments that promote health for all".

Service Level Indicators: At current service level, approximately 100 people participate in nutritious food or healthy diet programing or receive consultation. Of those participating, approximately 70 percent indicate that will adopt or modify their food selection or food preparation practice following participation in a program or receiving consultation.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Increase knowledge of nutritious food choices as one aspect of family health and community wellbeing.[1]					
Percentage of participants who indicated they will adopt or modify a food selection or food preparation practice following their participation in a program/consultation	n/a	n/a	60%	70%	80%
Number of participants in a nutritious food or healthy diet program/consultation	n/a	n/a	60	100	100

[1] Data shown as n/a indicates a measure which does not have historical data.

Family Services

To support all individuals and families in the community to live their best lives. To also protect and advocate for those most vulnerable in the community. To partner with community groups, businesses, nonprofits, faith communities and other County partners to develop an array of high quality human services, housing and employment resources that help build a diverse, inclusive, engaged, connected and livable community for all.

Department Programs

Clinical Programs and Protective Services	Activities
Provides adult and child protective services, foster care and adoption, juvenile detention center, and services to support at-risk youth to improve the safety and well-being of children.	• Adult and Aging Services • Children's Services Act • Child Protective Services • Intake • Foster Care and Adoptions • Family Connections • Juvenile Detention Center • Youth Shelter and Group Home

Community Services and Outreach	
Links County residents to local programs and resources; provides financial assistance and supportive services to eligible individuals and families for food, shelter, medical, employment, and other basic human needs; and facilitates the community's awareness of county health and human services related programs and services.	• Public Benefits • Community Services • Homeless Services • Information and Referral

Housing and Community Development	
Provides programs to increase affordable housing opportunities; improve the living environment of Loudoun's low- to moderate-income households; and provide no-cost resources and equipment to both job seekers and businesses.	• Housing Policy • Housing Finance • Housing Choice Voucher • Affordable Dwelling Unit • Workforce Resource Center

Administration, Finance, and Quality Development	
Ensures efficient and effective operations of the Department of Family Services by ensuring the units within the Department have the resources, materials, and data necessary to fulfil their missions and all facilities under the Department are fully operational.	• Administration, Finance, and Quality Development

Financial Information

FY 2020 Adopted Information[1,2]

	Expenditures	Revenue	LTF	FTE
Clinical Programs and Protective Services	$14,837,034	$5,451,059	$9,385,975	110.42
Community Services & Outreach	8,616,058	3,814,230	4,801,828	73.53
Housing & Community Development	13,012,906	10,854,705	2,158,201	30.00
Administration, Finance, and Quality Development	6,611,180	2,298,095	4,313,085	27.28
Total	**$43,077,178**	**$22,418,089**	**$20,659,089**	**241.23**

FY 2020 Adopted Information – Children's Services Act Fund

	Expenditures	Revenue	LTF	FTE
Clinical Programs and Protective Services	$9,301,500	$9,301,500	$9,301,500	0.00
Total	**$9,301,500**	**$9,301,500**	**$9,301,500**	**0.00**

[1] Sums may not equal due to rounding.

[2] Financial information includes the General Fund, State and Federal Grants Fund, and Rental Assistance Fund.

Adult and Aging Services

The Adult and Aging Services activity includes Adult Protective Services (APS) and Adult Services (AS). APS includes 24/7 on-call services to receive, investigate, and intervene in reports of abuse, neglect, and exploitation of adults ages 60 and older and disabled adults. APS is the intermediary for the filing of guardianship reports for the Circuit Court and ensures that the reports are filed annually and that they are complete and appropriate pursuant to state requirements. AS also is responsible for the provision of companion services that provide in-home assistance to vulnerable, income-eligible adults ages 60 and older and disabled adults between the ages of 18 and 59 to assist them in remaining safely in their homes and to prevent out-of-home placements in facilities such as nursing homes. Such services include assistance with meal preparation and feeding, personal care (bathing, dressing, and toileting), grocery shopping, and light housekeeping.

AS helps adults remain in the least restrictive and safe setting (home and with family); prevent premature institutionalization; and, as necessary, assist in seeking placement in an adult living facility or nursing home. Medicaid in-home prescreening for nursing homes and adult living facilities as well as prescreening for the Elderly and Disabled Waiver are conducted to determine if the adults meet the functional criteria for such services and, if so, the level of care that is needed. When appropriate, placement or in-home services are facilitated.

The primary goal of these services is to support individuals remain in their community and maintain a quality of life. "Aging in place" means a person can remain safety in his or her own home and community with appropriate supports as he or she ages.

Service Delivery Method: County staff provides these services. County staff determines eligibility for companion services; however, all direct client services are provided by a private provider through a contract with the County.

Mandate Information: APS investigations are mandated by Code of Virginia § 63.2-1605, "to the extent that federal or state matching funds are made available to each locality", for any complaint of abuse, neglect, or exploitation of an adult age 60 or older or an adult age 18 or older if the individual is incapacitated when such complaint meets the State criteria for a valid complaint. Mandates require that investigations be initiated within 24 hours of the time the report is received, or 5 days depending on priority level. While mandates do not indicate a timeline for completion of the investigation, state guidelines are that 100 percent of investigations should be completed within 45 days from when the complaint was received.

Code of Virginia § 64.2-2020 outlines the mandates for guardianship reports. Guardians are required to submit annual reports. The department must then file the report, along with additional information as required by State code, with the circuit court that appointed the guardian within 60 days. Additionally, state code requires that twice each year, local departments file a list of all guardians who are more than 90 days delinquent in filing their annual report.

Code of Virginia § 63.2-1600 mandates the delivery of home-based services such as the Companion Care Program "to the extent that federal or state matching funds are made available to the locality."

Code of Virginia § 63.2-1602 identifies mandates for other adults services including nursing home pre-admission screenings and assisted living facility assessments. While state code does not identify the timeline in which screenings and assessments must be completed, state guidelines indicate that 90 percent of screenings should be completed within 30 days.

Value Added: This activity serves vulnerable adults ages 60 and older and disabled adults between the ages 18 and 59 who are impaired by mental illness, intellectual and developmental challenges, physical illness or disability, or other causes to the extent that they may lack sufficient understanding or capacity to communicate or carry out responsible decisions concerning their well-being. The provision of this service is vital to allowing individuals to age in place. Aging in place provides social, behavioral, and health benefits as older residents maintain connections to family and friends in their community, which may lessen costs to government and health systems. As the population of older adults continues to grow in Loudoun, the demand for these services will also increase.

Service Level Indicators: Current service level reflects 100 percent of Medicaid pre-screenings completed within 30 days and 100 percent of APS investigations completed within 45 days. Additionally, the Department can support up to 125 individuals

in the Companion Care program with an estimated 55,000 service hours delivered each year and reviews an estimated 350 guardianship reports each year. The average APS worker monthly caseload is 25 cases per worker, and the average AS worker monthly caseload is 31 cases per worker.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Complete 90 percent of Medicaid nursing home personal care pre-screenings and adult pre-screenings within 30 days as required by the Virginia Department of Medical Assistance Services.					
Number of pre-screening requests	269	365	328	440	490
Percent of pre-screenings completed within 30 days	100%	100%	100%	100%	100%
Respond to abuse and/or neglect complaints within mandated timeframes as determined by the risk assessment.					
Average response rate (days)	5	5	5	5	5
Percent of complaints responded to within mandated timeframes	100%	100%	100%	100%	100%
Complete 100 percent of investigations for valid[1] APS complaints/reports within 45 days. [2]					
Number of complaints/reports deemed valid (investigation opened)	n/a	547	454	560	560
Percent of investigations completed within 45 days	100%	100%	100%	100%	100%
Average APS worker monthly caseload[3]	n/a	26	32	25	25
Provide companion services to eligible older and/or disabled adults so that 80 percent of adults receiving services maintain or regain independence.[2]					
Number of clients receiving services	160	162	119	122	122
Total number of service hours delivered	47,974	51,808	55,600	55,000	55,000
Percent of clients who were at imminent risk of institutionalization without services	21%	23%	22%	29%	29%
Percent of clients who maintained or regained independence	79%	77%	79%	80%	80%
Average number of adults on the waitlist	n/a	62	75	85	85
Average time on the waitlist (in months)	8	8	4	6	6
Review 90 percent of guardianship reports within 10 days. File 90 percent of guardianship reports with the Circuit Court within 60 days of receipt.[2]					
Number of guardianship cases	276	353	388	430	450
Number of guardianship reports reviewed	n/a	246	338	344	360
Percent of reports reviewed within 10 days	n/a	n/a	n/a	90%	90%
Percent of reports filed within 60 days	n/a	100%	100%	100%	100%

[1] A valid complaint, as defined by criteria outlined in the Code of Virginia, is a complaint that requires further investigation.

[2] Data shown as n/a indicates a measure which does not have historical data.

[3] Prior to FY 2020 and the additional resources added for the APS unit, APS workers carried a caseload of both adult services ongoing cases and adult protective services investigations.

Children's Services Act

The Children's Services Act (CSA) uses a state-local match formula to purchase services such as private educational services, foster care, services to prevent foster care placements, services for court-involved youth, and services to maintain students in the least restrictive educational placement. This activity includes contract compliance, quality assurance, program effectiveness, utilization management, purchase of services, and parental co-pay assessment. Mandated populations served include Foster Care Prevention, Foster Care, Less Restrictive Educational Placements, and Special Education/Individualized Education Program (IEP) driven Services. High-risk non-mandated youth are also served by CSA.

County utilization review analysts monitor the quality of care through on-site review, review of clinical documentation, and standards compliance with contracted provider entities. Outcome data, face-to-face interviews, Child and Adolescent Needs and Strengths assessments, and chart reviews are used to assure contract compliance, quality of services, and treatment plan compliance.

CSA is governed by a mandated local interagency body, the Community Policy and Management Team (CPMT), whose role is to manage cooperative efforts serving the needs of youth and their families and to maximize the use of State and community resources. The CPMT is composed of the directors of the departments of Family Services; Mental Health, Substance Abuse, and Developmental Services; the Juvenile Court Services Unit (JCSU); the Health Department; County Administration representing the Board of Supervisors (Board); Loudoun County Public Schools (LCPS); and parent and private provider representatives.

Service Delivery Method: County staff provides all administrative support for CSA including accepting referrals, determining the mandate type of referral, setting up Multi-Disciplinary Team meetings, completing individualized family service plans, and ensuring all invoices are paid timely and correctly. All direct services to children are provided by private providers under contract with the County. CSA is funded, in part, by State funds and local matching funds. Local match rates vary by the type of service provided.

Mandate Information: This activity is mandated by the Children's Services Act for At-Risk Youth and Families (1992), Code of Virginia § 2.2-5200. Requirements in the Code of Virginia include creation of CPMT, the process of referrals for CSA services, and the process for use of CSA funds as well as eligibility criteria.

Value Added: This activity is required to maintain compliance with the Code of Virginia. CSA requires agencies to work cooperatively to address the needs of the most at risk youth in the community. Staff coordinates and provides oversight of funds used to purchase services for at-risk children. CSA was established to create a collaborative system of services and funding that was child-centered, family-focused, and community-based when addressing the strengths and needs of troubled and at-risk youth. CSA services target youth or at risk of developing emotional and/or behavioral problems in an effort to improve outcomes for youths and their families.

Service Level Indicators: Current service level reflects the ability to support approximately 230 CSA cases annually, representing an average monthly caseload of approximately 36 cases per utilization review (UR) analyst. Less than 20 percent of CSA cases are supported with congregate care services, including residential treatment centers (RTCs) and group homes.

Family Services: Clinical Programs and Protective Services

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Less than 20 percent of children will be supported by congregate care services through CSA.[1]					
Number of new referrals	124	100	127	115	120
Number of children served	225	244	217	228	239
Percent of cases receiving congregate care services (RTC & group home)	21%	18%	20%	20%	20%
Percent of cases receiving community-based services	79%	82%	80%	80%	80%
Average monthly caseload per UR analyst	n/a	n/a	34	36	38
Divert 90 percent of children from foster care through CSA-funded services for foster care prevention.					
Number of youth receiving Foster Care Prevention under CSA	20	28	26	28	30
Number of youth diverted from foster care	20	27	25	27	29
Percent of youth diverted from foster care	100%	96%	96%	95%	95%
At least 90 percent of youth participating in Intensive Care Coordination will not enter residential or group home services within 6 months or 12 months after initiation of services.[2]					
Percent not in residential settings 6 months after services began	100%	89%	99%	90%	90%
Percent not in residential settings 12 months after services began	100%	89%	100%	90%	90%
Less than 10 percent of active CSA cases will have recidivism for CSA Services.					
Percent of cases with more than one case opened for CSA services	6%	7%	3%	5%	5%
Of the students receiving CSA-funded support services for the purposes of remaining in public school, at least 80 percent will not require a higher level IEP-driven and/or clinical service within six months of wraparound intervention.					
Percent of students not requiring a higher level of care within six months	71%	100%	100%	100%	100%
Number of private education day placements	63	56	61	59	64

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] Data is reflective of children who receive intensive care coordination (ICC) services and then enter congregate care. It does not include children who were in congregate care and then received ICC services as a step-down service.

Child Protective Services

Child Protective Services includes an investigations/assessment (I/A) team, an ongoing team, and a prevention team. The Child Protective Services (CPS) activity receives allegations of abuse and/or neglect through the CPS hotline. Intake workers screen complaints based on criteria outlined in policy and State Code to determine the validity of the complaint and then refer the case to the appropriate intervention, investigation, or family assessment. It is at this point that a case is referred to the I/A team if the complaint rises to the level of requiring an investigation, family assessment, or to the prevention team if the complaint does not require an investigation, or family assessment, but could benefit from preventative services.

The I/A team is responsible for child interviews, assessment and documentation of injuries, decision-making regarding the safety and well-being of the family, family partnership meetings/multi-disciplinary, and court preparation and testifying. During the investigative process, workers must determine if a child is at "imminent risk" for abuse or physical danger. If a child is deemed to be at imminent risk, action must be taken to remove the child from harm and the child placed in a safe environment. CPS staff work with law enforcement and conduct joint interviews when deemed appropriate. Investigations are typically required to be completed within 45 days; some exceptions do exist and workers can request an extension to 60 days.

Post-investigation, cases may be referred to the ongoing team for additional support services to ensure the safety of the child. These ongoing CPS services are designed to mitigate risk, maintain children safely within the family whenever possible, and reduce the need for foster care or out-of-home placements. CPS ongoing services also focus on delinquency, prevention and provisions of services to teen parents. These services focus on the goal of continuing education and strengthening parenting skills to prevent the need for Foster Care.

In some cases, a complaint does not meet the State criteria for investigation but the family could benefit from additional support services to prevent future incidents. Intake refers these complaints to the Engagement and Preservation Services (EPS). EPS prevention services are designed to foster proactivity within the family structure through engagement, education, and empowerment, thus reducing the likelihood of child abuse and neglect within the community.

Family Partnership Meetings (FPMs) are often an integral part of CPS. An FPM is a process by which Virginia Department of Social Service defines the importance of family engagement in major decisions regarding a child encountering child welfare services or services via the Children's Services Act. Meetings are facilitated at various decisions points as identified by State guidelines.

Service Delivery Method: All investigation, assessment, ongoing and prevention services are provided by County staff. Staff will initiate purchased services such as home-based services, and counseling through CSA if needed.

Mandate Information: The Child Abuse Prevention and Treatment Act (CAPTA) is a federal law that lays the foundation for all state CPS programs. Code of Virginia § 63.2-1503 mandates that local departments provide child protective services and requires local departments to be capable of receiving reports or complaints and responding to them promptly on a 24-hour-a-day, seven-days-per-week basis. This Code sections also mandates that local departments determine the validity of such reports and make a determination to conduct an investigation/family assessment.

Code of Virginia § 63.2-1505 mandates that local departments determine if a complaint is founded or unfounded within 45 days of receipt of the complaint. Departments can submit written requests to extend this period up to 60 days. If the investigation is being conducted in cooperation with a law enforcement agency and both parties agree, a written request can be submitted to extend the investigation period to 90 days.

Value Added: The safety of children is the primary responsibility of Child Protective Services. Social workers intervene to ensure the child's safety and to prevent further harm from abuse or neglect. Social workers support families to enhance their ability to provide proper care and nurturance for the children within the home, preserve and reestablish safety with the family, and prevent separation of the child from the family when possible. In the event that a child must be removed from the home, workers work with the family to find stable, permanent alternative placements and work to reunify children with their families as soon as possible.

Prevention services are targeted to families who may be experiencing difficulties that do not rise to the level of abuse or neglect. Prevention services include guidance on how to address complex issues in the community as well as general parenting and coping skills. Provision of prevention services can reduce the incidence of cases escalating to abuse or neglect.

Service Level Indicators: Current service level reflects average caseloads of 12 cases per worker in prevention, 15 cases per worker in investigations and assessments, and 16 cases per worker in ongoing services. An estimated 90 percent of prevention cases meeting the Family in Need of Services criteria are completed within 45 days, and an estimated 85 percent of CPS I/A cases are completed within 45 days. In FY 2020, the Board approved two additional I/A workers to support the Department meeting this target. Ongoing services workers are completing service plans for new cases within 30 days of opening a case 80 percent of the time and are providing at least one face-to-face visit each month for 90 percent of ongoing cases. In FY 2020, the Board approved four additional ongoing workers to support the Department in meeting this target. With the additional facilitator approved by the Board for FY 2020, the Department also supports an estimated 300 FPMs annually for CPS.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Receive and assess all complaints that meet the criteria for a Family in Need of Services[1] with 90 percent of such prevention cases completed within 45 days.[2, 3]					
Number of cases assigned to prevention	n/a	n/a	6	36	36
Average prevention worker caseload	n/a	n/a	2	12	13
Percent of cases completed within 45 days	n/a	n/a	100%	90%	90%
Complete investigations for at least 95 percent of all CPS abuse and/or neglect complaints within 45 days of complaint.[4, 5]					
Number of reports/complaints deemed valid (investigation opened)	1,209	1,258	1,080	1,348	1,395
Number of founded dispositions	18	30	20	34	35
Number of cases	1,290	1,487	1,219	1,332	1,398
Percent of investigations completed within 45 days	34%	40%	26%	85%	85%
Average investigative/assessment worker monthly caseload	17	17	14	15	15
Complete at least 95 percent of first contacts within mandated timeframes.[6]					
Percent of first contacts completed within mandated timeframes	82%	86%	81%	90%	90%

[1] Calls that do not meet state criteria for investigation are screened for the criteria of a Family in Need of Services.

[2] CPS Prevention Services were approved by the Board for FY 2019. The team became fully operational in FY 2020.

[3] Data shown as n/a indicates a measure which does not have historical data.

[4] Mandates require that CPS investigations/family assessments be completed within 45 days of receiving the complaint. State guidelines provide that this is done 95 percent of the time. Extensions can be granted, up to 90 days, based on written requests.

[5] The FY 2020 Adopted Budget includes the addition of 2.00 FTE for two CPS investigative/assessment workers and 4.00 FTE for four CPS ongoing workers. Data provided for FY 2020 and FY 2021 reflect these additional resources.

[6] State guidelines for first contact are: 24 hours, 48 hours, and five days as dictated by the Structured Decision Making to Risk Assessment completed by Intake. State guidelines provide that this first responses are completed within mandated timeframes 95 percent of the time.

Family Services: Clinical Programs and Protective Services

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Less than 5.4 percent of families will receive a second complaint within one year of receiving ongoing services.					
Percent of families receiving a second complaint within one year	14%	13%	11%	10%	10%
Provide at least one face-to-face visit each month for at least 90 percent of CPS ongoing services cases.[1]					
Number of ongoing services cases	52	85	70	191	198
Percent of cases receiving at least one face-to-face visit monthly	n/a	n/a	73%	90%	90%
Average ongoing services worker caseload	18	5	8	16	16
Average duration of ongoing services	n/a	n/a	9 months	9 months	9 months
Complete 90 percent of service plans for new CPS ongoing cases within 30 days of the case being opened.[1]					
Number of ongoing services cases opened	52	85	70	191	191
Percent for which service plans were completed within 30 days	n/a	n/a	81%	85%	85%
Conduct Family Partnership Meetings (FPMs) for 100 percent of families identified as high or very-high risk that are transitioning to CPS Ongoing services within 30 days of completing a service plan.					
Number of FPMs conducted [2]	24	24	16	300	375
Number of children participating in family partnership meetings	41	41	26	600	750

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] The FY 2020 Adopted Budget includes 1.00 FTE for a family partnership meeting facilitator for the purposes of providing a dedicated resource to conducting FPMs. As a result, the number of FPMs is anticipated to increase beginning in FY 2020.

Intake

Child Protective Services (CPS) and Adult Protective Services (APS) are mandated to maintain the ability to receive and respond to reports alleging abuse or neglect of children and adults. The Intake Unit receives allegations of abuse and or neglect through the CPS/APS hotline. Referrals are received from Loudoun County Public Schools (LCPS), law enforcement, medical providers, and other units within the department, community partners, and residents of Loudoun County. Intake workers screen complaints based on criteria outlined in policy and State Code to determine the validity of the complaint and then refer the case to the appropriate intervention, investigation, or family assessment. State and federal guidelines mandate response times of 24-hours, 48-hours, and five working days for CPS allegations depending on risk assessment and 24-hours and five working days for APS allegations depending on risk assessment. Timeliness of the initial response is calculated from the date and time the referral was received and must be documented in the state mandated system.

Service Delivery Method: County staff performs all the duties for the CPS/APS Hotline during normal business hours. After normal business hours, calls are answered by the Virginia State Hotline or Law Enforcement and information transferred to the on-call worker.

Mandate Information: Code of Virginia § 63.2-1503 mandates that the local department of social services (LDSS) maintain the ability to receive and respond to reports alleging abuse or neglect of children. Code of Virginia § 63.2-1605 and § 63.2-1606 mandates the ability to receive and respond to reports alleging abuse or neglect of adults.

Value Added: The Intake Unit serves as a gateway to both APS and CPS Units with timeliness of response being a critical component to successfully meeting the mandates for each. The hotline is available Monday through Friday during business hours to accept reports of potential abuse or neglect. Having a dedicated intake unit, as opposed to CPS and APS workers receiving complaints directly is valuable in that these workers have the expertise to determine which reports constitute valid complaints and can focus directly on reports to the correct workers within each unit – i.e. EPS, CPS or APS. This also allows workers to focus on service delivery. Staff connects callers with the appropriate resources in the department to ensure the safety of the community.

Service Level Indicators: Current service level reflects nearly 5,500 reports of abuse received per year. With current resources, the Department is able to process and assign reports received of abuse/neglect in real time, provide crisis intervention during the screening process, and meet all state, local, and federal requirements for case record organization, documentation, and procedures.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Respond to abuse and/or neglect reports when calls are received.					
Number of alleged child abuse/neglect reports	3,375	2,494	3,038	3,190	3,349
Number of alleged adult abuse/neglect reports	2,051	2,128	2,192	2,300	2,300

Foster Care and Adoptions

The Foster Care and Adoption activity is mandated to serve children placed into the custody of the Department of Family Services by the Juvenile and Domestic Relations Court and, on rare occasions, entrusted by their parents. Staff is tasked with making placements and ensuring that children achieve permanency. The program works with the birth family toward reunification or another permanent plan. Foster Care workers are responsible for providing case management services to ensure that children are physically protected and permanency is attained. Staff is responsible for recruitment of prospective foster and adoptive homes and for conducting the required training to become a certified Foster/Adoptive home. Each prospective foster parent must attend the Parent Resources for Information, Development, and Education (PRIDE) training. The PRIDE curriculum is an evidence-informed, competency-based model of practice that is state approved.

Foster Care services are defined as the provision of a full range of casework, treatment and community services for a planned period of time to a child who has been abused or neglected. Services must be provided to assist older teens in acquiring skills to become self-sufficient and transitioning from foster care to independence. All youth, ages 14 or older, regardless of their permanency goal, must have an independent living plan which describes the services that will be provided to prepare them for independence. Foster Care services can extend beyond the age of 18 through the Fostering Futures Program. If youth decide to participate in the program and provided that they meet the requirements, they will receive supportive services as well as a monthly stipend until the age of 21.

Service Delivery Method: County staff performs all the duties in the foster care and adoption activity.

Mandate Information: This activity is mandated by PL-96-272, the Adoption Assistance and Child Welfare Act of 1980; the Adoption and Safe Families Act of 1997; the Fostering Connection to Success and Increasing Adoption Act of 2008; the Chafee Independence Act of 1999; the Child and Family Services Improvement Act of 2006.

At the state level, these services are governed by Code of Virginia Chapter 63.2. Code of Virginia § 63.2-900.1 mandates that local department first seek out kinship care options to keep children out of foster care and as a placement option for those children already in foster care if it is in the child's best interest. Searches for kinship options are mandated at the time of first placement and at least annually thereafter and prior to any subsequent changes to the child's placement setting. Code of Virginia §63.2-904 lays out the mandates for investigation, visitation, and supervision of foster homes or independent living arrangements as well as removal of a child. Specific mandates in this section include a home study prior to placement of a child to ensure suitability of the placement for the child; visitations as often as necessary to protect the interests of a child in placement, and supervision over homes or independent living arrangements.

Value Added: In instances where a child can no longer safely remain in his/her home, foster care services provide for placements and services that afford the best alternative for protecting a child's welfare. Kinship care options – placement with other family members – are the first priority for placements in accordance with State Code. Home studies, regular visitation, and placement re-certifications are vital to ensuring that a placement continues to be in the child's best interests.

Service Level Indicators: Current service level reflects an average caseload of 12 cases per social worker, supporting over 80 children annually. With current resources, annually the Department is able to place 85 percent of children under the age of 18 in a family home setting (rather than congregate care) and to achieve a permanent living situation for 86 percent of the children discharged from the custody of the department.

Family Services: Clinical Programs and Protective Services

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Support all children placed into the custody of the Department of Family Services.					
Number of children in foster care under the age of 12	35	35	35	37	39
Number of children in foster care between the ages of 12 and 18	24	33	29	33	33
Number of children in fostering futures between the ages of 18 and 21	19	23	16	20	22
Average caseload per foster care worker[1]	12	12	15	12	13
Average duration of support[2]	3 years	2 years	1 year	1.5 years	1.5 years
Place 85 percent of children in the foster care program who are under the age of 18 in an approved family home setting as opposed to congregate care.[3, 4]					
Number of children in foster care under the age of 18	59	68	64	70	72
Percent placed in a family home setting	n/a	83%	82%	85%	85%
Percent placed in congregate care	n/a	17%	18%	15%	15%
At least 50 percent of children discharged from Foster Care (ages 0-21) will achieve a permanent living situation.[5]					
Number of youth in Foster Care	79	91	80	90	94
Number of new placements	28	33	22	23	25
Number of certified foster homes	35	50	49	55	60
Number of youth discharged[6]	22	33	24	25	27
Number of discharged youth achieving a permanent living situation	15	22	21	23	25
Percent of discharged youth achieving a permanent living situation	68%	67%	88%	86%	89%

[1] In FY 2019, 1.00 caseworker position was added. FY 2019 actuals reflect an increased caseload prior to onboarding additional resources.

[2] Average time in foster care is determined once a child has been discharged from the program.

[3] Congregate care is defined as placement in a group home, residential facility, juvenile detention center, hospital, or youth shelter.

[4] Data shown as n/a indicates a measure which does not have historical data.

[5] Permanent Living Situation is defined as returning home, placement with a relative, or adoption.

[6] Youth are considered discharged when they age out of the program (reach age 21) or have achieved a permanent living situation.

Family Connections

Family Connections provides services to high-risk adolescents and their parents. Services are client-driven, trauma-informed, focused on safety, and take into account a family-systems perspective. The program focuses on helping teens remain safely in their homes and diverting the need for foster care, juvenile court, Child Protective Services (CPS) involvement, and/or detention. The program begins with a multi-model approaches to supporting at risk youth and their families. Groups are led by program staff and co-facilitated by trained parent and teen volunteers. Teens and families have the opportunity to discuss issues and receive feedback from other participants as well as the facilitators. Families that have completed the multi-model programing may continue to meet weekly in the Alumni Group with other families to reinforce advances made within the family. In addition, three staff provide support through intensive case management for families in the program that continue to experience conflict that may hinder their progress. Families are referred to the program by the Department of Family Services (with priority given to families involved with CPS and those with youth in Foster Care), Loudoun County Public Schools, Juvenile Court Services Unit, Mental Health, Substance Abuse, and Developmental Services, the Courts, and self-referrals from within the community.

Service Delivery Method: County staff and trained adult and teen volunteers provide Family Connections services.

Mandate Information: There are no current state or federal mandates for this program, however, the program provides significant support to mandated programs such as CPS and Foster Care.

Value Added: Families often come to Family Connections as a last resort or their situations are such that they are compelled to participate as a result of legal or court involvement. Family Connections helps families understand the barriers and behaviors that may be impacting the family dynamic and focuses on parenting styles, adolescent development, and healthy coping strategies to help improve communication, create mutual respect, and develops a family safety plan. Without this program, many families may need more resources which may need more intensive services and supports.

Service Level Indicators: Current service level reflects an ability to support 72 families annually in the Family Connections Program with the support of approximately 50 volunteer teens, parents, and other adults. An estimated 90 percent of participating teens will not require a higher level of care. Higher level of care includes: hospitalizations, residential treatment center (RTC) placement, Juvenile Detention Center (JDC) placement, involvement with the Juvenile Court Services Unit, involvement with CPS, and CSA. Current service level also supports the management and support of over 35 alumni peer support group sessions. The average caseload for intensive case management is five to seven cases per worker.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
At least 85 percent of teen participants completing the program will not require a higher level of care one year after termination of service.[1]					
Number of alumni peer support sessions	46	49	38	36	36
Number of family counseling sessions held	319	523	357	475	500
Number of families participating multi-model program	66	79	67	72	80
Number of families successfully completing the program[2]	31	56	46	61	68
Percent of families successfully completing the program	47%	71%	69%	85%	85%

[1] The Department leveraged interns in FY 2018 to support family counseling sessions. The number of sessions decreased in FY 2019 as a result of staffing changes within the program.

[2] Completion of the program is defined as attending five of the seven sessions (based on reduced recidivism rates).

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Percent of teens not requiring a higher level of care[1]	81%	97%	95%	90%	90%
Expand the Family Connections support network for program participants.					
Number of volunteer hours	613	1,374	831	750	750
Value of volunteer hours[2]	$16,398	$36,755	$22,229	$20,063	$20,063

[1] Higher level of care includes CSA residential services and placement at the youth shelter, group home, or JDC one year after completing the Family Connections Program.

[2] The value of volunteers is calculated using the hourly rate identified for 2017 ($26.75) by the Virginia Office on Volunteerism and Community Services.

Juvenile Detention Center

The Juvenile Detention Center (JDC), licensed by the Virginia Department of Juvenile Justice, provides secure detention services 24/7 to youth detained by the Juvenile and Domestic Relations Court. The JDC is a community-based, residential facility that provides temporary care for youth requiring secure custody pending court disposition or placement, or who are placed in the facility by the court as a sanction once found guilty of an offense. While detention is meant to be a short-term pre-dispositional placement, youth participate in structured programs, including school, recreational activities and therapeutic services. All youth at the JDC are required to receive 5.5 hours of educational instruction daily which is provided by Loudoun County Public School (LCPS) teachers assigned to the facility. Within the JDC a Post-Dispositional Program is also available to court ordered youth. This program is an educational, treatment, and behavioral based alternative program through community based programming and services to affect pro-social change to support the youth and family. This program is provided by an interagency team which includes the LCPS; the Department of Mental Health, Substance Abuse, and Developmental Services; the Juvenile Court Services Unit; the Department of Parks, Recreation, and Community Services; and the Department of Family Services.

The JDC has a Memorandum of Understanding with the Department of Parks, Recreation, and Community Services to provide meals and snacks to the youth at a per meal cost. Neighboring Rappahannock and Fauquier Counties do not operate juvenile detention facilities and instead contract with Loudoun County for bed space.

Service Delivery Method: County staff provides all administrative and direct care services. The County contracts for physician services to provide onsite physician consultation a minimum of two hours each week and is on call 24/7 for emergencies. Contracts with Fauquier and Rappahannock counties, along with approximately $650,000 in State aid, offset the amount of local tax funding used for the operation of this facility.

Mandate Information: Localities are not mandated to operate juvenile detention centers. As a licensed facility by the Department of Juvenile Justice, the JDC is required to meet standards promulgated by the Board of Juvenile Justice. Regulations governing juvenile detention center can be found in 6 Virginia Administrative Code 35-10.

Value Added: If there were no detention center in Loudoun County, the County would be required to purchase bed space in other localities for each youth in need of detention, as ordered by the court. The closest facilities are in Winchester and Staunton. As such, the County would incur an additional expense to the Sheriff's Office for transporting detainees back and forth for court purposes. If detainees were housed out of county, it would be much more difficult for probation officers, social workers and other professionals to provide the appropriate level of services to the youth and their families as well as reduce the amount of family engagement time possible which is critical to the success of a youth.

Service Level Indicators: Current service level reflects the ability to support as many as 24 children daily at the Juvenile Detention Center; actual daily population averages 12 youth daily. The average length of stay is approximately 23 days. While housed at the Center, youth continue to receive educational services in addition to any services identified as part of their mental health assessment. Youth are encouraged to participate in community service events and to receive visitors to maintain their engagement with their family and community.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Operate the JDC within State mandates and licensure requirements.					
Average daily population	13	8	6	12	12
Number of child care days	4,869	3,514	1,705	2,000	2,000
Average length of stay (days)	33	25	23	23	22

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide school programming for children.[1]					
Number of industry certifications completed	n/a	25	8[2]	20	25
Number of youth served in special education	n/a	20	15	20	20
Number of IEP amendments/reviews	n/a	20	11	20	20
Number of community service hours completed in school program	n/a	600	310	600	600
Less than 10 percent of youth in the JDC will not require the use of restraints.					
Percent of youth requiring restraints	0%	0%	6%	5%	5%

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] FY 2019 actuals reflect fewer children participating due to shortage of 1 teacher.

Youth Shelter and Group Home

The youth shelter, licensed by the Virginia Department of Social Services for 14 beds, provides short-term shelter to youth ages 12 through 17. The primary purpose of the program is to provide a safe environment for youth when they cannot safely remain in their own home. Placements are based on a documented need which verifies that no other placement is recommended or appropriate for the child at the time of admission and there is an established plan by the admitting or referring agency to secure a more permanent placement for the child. Referring agencies include the Department of Family Services; the Department of Mental Health, Substance Abuse, and Development Services; the Juvenile Court Services Unit; and the Juvenile and Domestic Relations Court.

The group home, licensed for 12 beds, provides youth with therapeutic support for behavioral issues for youth ages 15 to 18. The program is a trauma informed, unlocked, supportive environment. The group home is intended for stays of at least three months but not more than 12 months. The focus of the program is to facilitate effective skill development in key areas of relational development including: the capacity to interact with the community from a safe and trusting stance; the ability and willingness to use positive verbal and interactional problem solving skills that includes sensitivity to the needs of others as well as self; to effectively engage in positive self-supportive activity such as school, work, recreational activities, and social relationships.

Service Delivery Method: The County contracts with a private provider to operate the youth shelter and group home.

Mandate Information: Localities are not mandated to operate a youth shelter or a group home. As a licensed facility under the Virginia Department of Social Services, the facility is required to meet the standards established for licensed children's residential facilities. Code of Virginia Chapter 18 of Title 63.2 identifies code requirements for facilities and programs of child welfare agencies.

Value Added: The group home and youth shelter provide local service reducing the need for youth to be placed outside of their community; youth in need of shelter or longer-term residential care and treatment would be placed in other localities in the Commonwealth of Virginia. Residential placements are often difficult to find and are a long distance away; this prevents professionals, and more importantly families, from being connected with their child and receive services which are intended to support the reunification of the family. Additionally, when youth are placed outside the area, the County is charged a bed rate per day, which is more costly, and/or a more restrictive placement might need to be used which is not trauma-informed and is more costly.

Service Level Indicators: Current service level reflects an ability to support approximately 168 youth annually in the youth shelter based on a daily population of 14 and an average length of stay of one month. Approximately 90 percent of youth are discharged into a less restrictive setting. The group home can support up to 12 youth at one time.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Operate a youth shelter to allow children to remain within their community.[1]					
Average daily population	9	11	7	9	9
Maximum licensed capacity	26	144	14	14	14
Number of youth admitted	162	160	89	90	90
Average length of stay (days)	24	28	30	28	26
Annual utilization rate	56%	68%	56%	65%	65%

[1] In FY 2019, the 26-bed Youth Shelter was converted to a 14-bed youth shelter and 12-bed Group Home. Therefore figures for FY 2019 for the Youth Shelter will decrease (fewer beds) and no data will be available for the Group Home prior to FY 2019.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Operate a group home to allow children to remain within their community.[1]					
Average daily population	n/a	n/a	n/a	10	11
Maximum daily population	n/a	n/a	n/a	12	12
Total number of youth admitted	n/a	n/a	4	10	11
Average length of stay (months)	n/a	n/a	n/a	10	9
Annual utilization rate	n/a	n/a	n/a	83%	100%
At least 90 percent of youth will be discharged from the Youth Shelter to a less restrictive setting.[1]					
Number of youth discharged into a less restrictive setting	n/a	n/a	88	100	100
Percent of youth discharged into a less restrictive setting	90%	90%	90%	90%	90%
At least 90 percent of youth will remain in the shelter for less than 45 days.					
Number of youth staying at the shelter less than 45 days	149	157	88	100	100
Percent of youth discharged in less than 45 days	90%	78%	75%	90%	90%

[1] Data shown as n/a indicates a measure which does not have historical data.

Public Benefits

The Public Benefits Unit manages the following six Federally-mandated, public assistance programs: Temporary Assistance to Needy Families (TANF), Medicaid, FAMIS (Virginia's health insurance program for children), Supplemental Nutritional Assistance Program (SNAP), Energy Assistance, and the Refugee Program. The unit is responsible for interviewing applicants, reviewing and processing applications, and determining eligibility for these programs. Most programs have specific standards related to the length of time required for processing. Standards include requirements to determine eligibility for benefits within specified timeframes, often 30 or 45 days depending on the program. The federal standard is 100 percent of the program's eligibility determination must meet timeliness standards. The state's informal standard is 97 percent.

Virginia Initiative for Employment not Welfare (VIEW) offers case management and support services to Loudoun County residents who are or have been, within the last 12 months, recipients of Temporary Assistance for Needy Families (TANF). This program provides case management and support services, such as employability assessments, coordination of educational and training opportunities, job search support and crisis intervention, so that families can gain and maintain stability.

Service Delivery Method: County staff provides this service. While staff manages the programs, financial disbursements are primarily funded at the state and federal levels.

Mandate Information: The SNAP program is regulated by the Food and Nutrition Act of 2008, 7 Federal Code CFR Parts 271-283 and the 2014 Farm Bill. The TANF program is regulated by the Social Security Act-Title IV-A, 45 Federal Code CFR Parts 260-265, and the Code of Virginia Chapter 6 of Title 63.2. The Medicaid program is regulated by Title XIX of the Federal Social Security Act (Federal). In 2018, the General Assembly approved Medicaid Expansion which broadened Medicaid eligibility criteria. The FAMIS program is regulated by Title XXI of the Social Security Act. The Energy Assistance Program is regulated by the Energy Policy Act of 2005, Public Law 109 – 58, 45 Federal Code CFR Part 96 Subparts A – F (Federal). The County's Refugee Settlement Program is regulated by the U.S. Immigration and Naturalization Act and the Refugee Act of 1980 (Public Law 96-212), 45 Federal Code CFR Part 400, and the federal Refugee Resettlement Program.

At the state level, the state has identified targets for determination of eligibility and processing of applications for benefits. Typical standards are to complete 97 percent of each program's eligibility determinations within 45 days.

VIEW is mandated by Virginia's TANF Program and is based on Title IV-A of the Social Security Act as amended by the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) of 1996, the TANF State Plan. PRWORA allows states to establish program requirements in any manner which will reasonably accomplish the purpose of TANF.

Value Added: Staff participates on several inter-agency and community groups to provide education and outreach to Loudoun residents who may be eligible for public assistance programs, including the Community Foundation Food Insecurity Day, the Prevention of Child Obesity Task Force, and aiding local Farm Markets to become approved vendors for SNAP which allows individuals and families to purchase fresh food. VIEW supports families by providing employment, education, and training opportunities to recipients of TANF in order to help them progress to self-sufficiency.

These programs assist individuals and families as they transition from dependency on public assistance programs to self-sufficiency. Additionally, these programs ensure a healthier community by providing the financial means for low-income individuals and families to access foods and health care. Approximately $12.5 million in SNAP benefits are distributed to 8,500 recipients in Loudoun County. Based on data from the USDA, this equates to an estimated return on investment of $23 million. Approximately $130 million in Medicaid benefits are distributed to 29,000 individuals in Loudoun County each year.

Service Level Indicators: Current service level supports nearly 20,000 benefit cases through various programs, at an average caseload of nearly 600 cases per FTE. Applications for benefits are processed within mandated timeframes 97 percent of the time. Approximately 300 individuals receive support under VIEW.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Process at least 97 percent of all new program applications according to timeliness standards.[1]					
Number of new applications received	14,615	13,139	16,411	17,000	17,000
Number of new SNAP applications approved	2,093	3,762	1,927	2,000	2,000
SNAP timeliness rate	97%	99%	98%	97%	97%
Number of new Medicaid applications approved	3,805	6,480	5,243	11,300[2]	11,300
Medicaid timeliness rate	99%	97%	85%	97%	97%
Number of new TANF applications approved	186	266	100[3]	100	100
TANF timeliness rate	97%	97%	99%	97%	97%
Identify the return on investment to the County based on the provision of SNAP and Medicaid payments to recipients.					
Value of SNAP benefits distributed (millions)	$13.37	$13.14	$12.45	$12.50	$12.50
Number of SNAP recipients[4]	11,109	9,427	8,544	8,580	8,580
Average monthly SNAP benefit per recipient	$100.27	$116.24	$121.43	$121.40	$121.40
Number of SNAP households	4,462	4,318	4,143	4,150	4,150
Average monthly SNAP benefit per household	$249.65	$253.80	$251.00	$251.00	$251.00
Return on investment[5] (million)	$24.60	$24.18	$22.41	$23.00	$23.00
Total Medicaid benefits distributed (millions)	$101.98	$101.91	$150.04	$180	$180
Number of Medicaid recipients	20,463	22,735	25,937	29,000	29,000
Average annual Medicaid benefit per recipient	$4,984	$4,483	$5,324	$4,613	$4,813
Manage all benefit cases to assure compliance with program requirements.					
Number of SNAP cases	4,462	4,312	4,143	4,150	4,150
Number of Medicaid cases	11,516	12,528	14,454	15,500	15,500
Number of TANF cases	210	181	169	170	170
Number of other benefit cases	71	52	46	70	70
Total number of cases	16,259	17,073	18,780	19,890	19,890
Total FTE	24.50	27.50	33.50	33.50	33.50
Average caseload per FTE[6]	664	621	561	594	594

[1] SNAP timeliness standards are seven, 30, or 60 days depending on the type of application. Medicaid timeliness standards are ten days for pregnant women, 45 days for regular applications, and 90 days for applications requiring a disability determination. TANF timeliness standards are 30 days.

[2] Eligibility criteria for Medicaid were expanded by the State effective January 1, 2019.

[3] Metric calculation was adjust FY19 and beyond to reflect applications approved. Metrics prior to FY19 reflect total applications received.

[4] As the economy improves and unemployment decreases, the number of SNAP recipients also typically decreases.

[5] According to the USDA, every $5 in new SNAP benefits generates as much as $9.20 in economic activity.

[6] Caseload data is determined using the total number of benefit cases divided by the total number of benefit workers responsible for managing cases. This calculation excludes supervisory positions.

Family Services: Community Services and Outreach

Community Services

Community Services includes the Childcare Daycare Assistance Program, the Virginia Quality Rating and Improvement System (VQRIS), and community support services.

The Childcare Assistance Program administers child daycare programs that provide financial assistance to eligible families with adults who are working and/or pursuing education or training. The state-funded program provides recipients of Temporary Assistance for Needy Families (TANF), TANF Transitional, Virginia Initiative for Employment not Welfare (VIEW), and VIEW Transitional with subsidies to cover costs associated with income eligible and head start day care as long as funds are available. Additionally, the program offers information and resources to both parents seeking childcare for their children and to childcare providers and centers. The local funding for childcare, referred to as the Bridge program, supports families who are involved with Child Protective Services (CPS). The program covers childcare expenses for families referred by CPS workers. The childcare staff work collaboratively with CPS workers, to support these vulnerable families and children. Case management includes participating in meetings, such family partnership, multi-disciplinary team and staffing with CPS and working with referral sources and developing service plans with the families.

VQRIS is a state grant-funded program created to assist child care and preschool programs in providing high quality early care and education services to families. The staff member is this role provides training and support to local childcare and preschool providers.

Service Delivery Method: County staff provides services related to childcare assistance, VQRIS, and community support services. Childcare services are purchased through contracts with approved, licensed daycare centers and providers.

Mandate Information: Childcare assistance is mandated by the Child Care Development Block Grant Act of 1990 (42 USC 9801 et seq.) as amended by the Personal Responsibility and Work Opportunity Act of 1996 (Public Law 104-193) and the Balanced Budget Act of 1997; as implemented in regulation at 45 Federal Code CFR Parts 98 and 99 as well as generally in Code of Virginia § 63.2-319 and more specifically in Code of Virginia § 63.2-611, § 63.2-616, and § 63.2-620.

Value Added: Childcare assistance services are child-centered, family-focused services that support the family goals of economic self-sufficiency and child development by providing for the supervision, protection and well-being of the child in affordable and high quality child care while the parent is participating in an approved educational and or training activity. In addition, the childcare services supports the education and training of childcare and preschool providers.

Service Level Indicators: Current service level reflects 600 children receiving services through the childcare assistance programs of the Department. Under the VQRIS grant, the Department provides training to approximately 980 childcare providers; at least 90 percent of those providers report that they feel they are better able to deliver quality childcare as a result of the training.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide state-funded childcare subsidies to at least 500 children annually to support their parent(s)' capacity to maintain full-time employment or meet educational and/or training goals towards self-sufficiency. [1]					
Number of children receiving state-funded childcare assistance	602	539	589	600	630
Number of parents employed full-time or receiving education/training	n/a	n/a	n/a	223	223

[1] Data shown as n/a indicates a measure which does not have historical data.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
At least 90 percent of households receiving childcare subsidies from the Bridge program will not receive a valid CPS report within 6 months of enrollment, in an effort to protect children and preserve families.[1]					
Number of children receiving childcare from the Bridge Program	n/a	120	82	89	89
Percent who have not received a valid CPS[2] report within 6 months of enrollment	n/a	n/a	n/a	90%	90%
At least 90 percent of providers receiving training under VQRIS will report that they feel they are better able to deliver quality childcare as a result of the training.[1]					
Number of local childcare providers who attend Virginia Quality (VQ) training annually	n/a	n/a	n/a	980	980
Percent of providers who report they are better able to deliver quality childcare as a result of training	n/a	n/a	n/a	90%	90%

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] A valid complaint, as defined by criteria outlined in State Code, is a complaint that requires further investigation.

Homeless Services

The Homeless Services programs provides assistance to individuals and families experiencing homelessness and housing instability through three primary programs: the Homeless Services Center, Permanent Supportive Housing Program (PSH), and Rapid Re-Housing (RRH).

The Homeless Services Center provides short-term housing accommodation to single adults and families to resolve an immediate housing crisis. Level of need is assessed and case management assistance is provided with the goal of helping to facilitate stable housing. The 44-bed shelter can accommodate families with children and single women (31 beds), and single men (13 beds).

PSH pairs housing with case management and supportive services, and is targeted to adults who meet the U.S. Department of Housing and Urban Development's (HUD) definition of chronic homelessness. HUD defines chronic homelessness as pertaining to an individual living with a disability, or families with an adult member who has a disabling condition, who have had multiple episodes of homelessness in the past or have been continuously homeless for at least one year. The PSH program provide eight (8) on-site units at the Homeless Services Center and in FY 2019, nine (9) units were available in the community. The County is awarded approximately $180,000 in federal funding each year in support of the PSH program.

RRH is a proven and effective Housing First strategy for addressing homelessness. Studies completed nationwide show 80 percent or more of RRH clients successfully transition to permanent housing. RRH focuses on rapidly placing clients into permanent housing, while continuing to provide case management and services on a scaled, client-driven basis. Rapid Re-Housing programs provide short-to-medium term rental assistance (often 3 to 6 months), giving the person time to stabilize in their new housing as they become fully responsible for making payments on their lease. The three core components involved are housing identification, rental assistance, and case management.

The Department also provides two additional programs to support residents who are experiencing homelessness: Cold Weather Shelter and Drop-In Services. In response to predictions of bitter cold temperatures, the Cold Weather Shelter operates each night between November 15 and March 31 with the goal of reducing and/or eliminating exposure and weather-related deaths. This program serves single men and women age 18 and older. The Cold Weather Shelter provides a safe, warm place to sleep for the night and a hot meal. Drop-In Services, which are available throughout the year at the Homeless Services Center, provide access to showers, laundry facilities, bagged meals, and case management for the single adult population.

Service Delivery Method: The Homeless Services Center programs are operated by a nonprofit under contract with the County. The Homeless Services Center and the permanent supportive housing units in the community are County-owned.

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

Value Added: The primary contributing factors of homelessness are a combination of low wages and a lack of available, affordable, or adequate housing. Lack of income relative to cost of living, disabling conditions, domestic violence, and sudden income loss are common issues that result in individuals losing housing.

A total of 169 persons were experiencing homelessness in Loudoun County during the 2019 Point-in-Time (PIT) Count (one day of the year, a count of all homeless residing in the county is completed). Of those, 120 were single adult households and 15 were identified as family households. There were 24 children and 25 adults represented in the 15 family households. These numbers represent a 26 percent increase in the number of households that were homeless compared to the 2018 PIT Count. Overall totals for the 2019 PIT Count increased from previous years. There are several reasons that may have contributed to the increase, most notably is the increase in the number of service providers that contributed to this year's outreach efforts. The majority of the homeless population in Loudoun continues to be employed; it can take time for individuals and families to stabilize enough to acquire permanent housing. Thus, the services provided by the Homeless Services Center help families to enter stable housing situations.

Family Services: Community Services and Outreach

Service Level Indicators: Current service level reflects an ability to support an estimated 250 individuals each year at the Homeless Services Center, with an average stay of approximately 50 days. Approximately 24 individuals are served each year under the Permanent Supportive Housing program offered under a federal grant program.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
At least 50 percent of family households and 25 percent of single households admitted to the Loudoun County Homeless Services Center[1] will be discharged from the Center into permanent housing. [2]					
Number of family households admitted	143	130	143	130	130
Number of single households admitted	40	36	39	40	40
Number of individuals admitted	299	235	284	250	250
Average length of stay (in days)	47	51	45	50	50
Percent of family households discharged into permanent housing	57%	36%	61%	50%	50%
Percent of single households discharged into permanent housing	43%	42%	37%	25%	25%
At least 85 percent of participants will remain permanently housed at least 6 months after admission.					
Number of individuals served by PSH[3]	26	25	24	24	24
Percent of participants housed at least 6 months after admission	96%	100%	100%	100%	100%

[1] Services of the Homeless Services Center were relocated between October 2018 and April 2019 while the facility was closed for repairs and maintenance.

[2] Permanent housing refers to stable housing.

[3] Permanent Supportive Housing refers to programs that support access to housing in addition to provision of wrap around services such as case management and mental health services.

Information and Referral

Information and referral (I&R) provides a coordinated response to requests for health and human service-related information and resources in Loudoun County. I&R staff conducts screenings to determine requestors' needs and provide linkages to county and community programs to meet those needs. Staff provides not just a phone number or web link, but rather a "warm handoff" to ensure that residents are connected to the most appropriate programs and resources. Residents are connected to the Department of Family Services programs, including childcare assistance services, community support services, homeless services, on-demand transportation and services offered by other County departments, including the Mental Health, Substance Abuse and Developmental Services, Health, and Parks, Recreation, and Community Services as well as Loudoun County Public Schools and a multitude of nonprofit, civic, and faith-based organizations.

Staff uses Call Point software to capture requestor information, maintain a robust resource database, send electronic referrals, and track outcomes. Staff also conducts community outreach, provide presentations and public education, and build partnerships with county and community groups. In the context of I&R, partnership is defined as an ongoing and meaningful relationship evident through joint events, shared programming, mutual initiatives, or other significant collaboration.

Community support services (CSS), formerly known as Emergency Support Services, is a locally funded program that provides financial and brief case management services to residents requesting assistance with basic needs, such as rent, medical and dental visits, prescriptions, utility assistance, and transportation assistance. To receive assistance, a resident must qualify based on income, the nature of the emergency, and the availability of resources. CSS staff responds to calls and in-person visits. Staff conducts an assessment and provide short-term case management to assist county residents with meeting requests for basic needs.

I&R staff coordinate requests for transportation services for medical appointments through the program's on-demand transportation service. Residents must meet income eligibility criteria and have no other resources available. The program primarily serves older adults, individuals with disabilities, and individuals suffering from chronic illness such as diabetes, heart disease, and kidney disease requiring dialysis. I&R staff receives referrals for on-demand transportation services from health and human service-related county departments and community organizations. Staff verify income eligibility and arrange for the most appropriate and cost effective modes of transportation, including taxi cabs, vans for wheelchair transport, and shared rides.

Service Delivery Method: County staff provides I&R services and community support services. All transportation is provided by local vendors under contract with Loudoun County.

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

Value Added: Information and referral is a critical component of the human services sector. Successful I&R reduces frustration, increases customer satisfaction, decreases duplication of effort across the human service delivery system, streamlines resource allocation, and produces better outcomes. On-Demand transportation services facilitate residents' capacity to attend critical medical appointments for ongoing care, prevents emergency room visits, and supports the independence and quality of life of vulnerable county residents.

Community support services provides a wide range of services which assist eligible Loudoun County residents in meeting basic immediate needs.

Service Level Indicators: Current service level reflects an ability to answer 11,520 calls annually, with callers waiting for an average of two minutes before the call is answered. Current service level reflects an ability to successfully link 85 percent of the calls with resources.

Family Services: Community Services and Outreach

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
At least 85 percent of calls will be accurately assessed so linkages to appropriate program and/or resource(s) are completed.[1]					
Number of phone calls received [2]	n/a	n/a	n/a	11,520	11,520
Average wait time until call is answered (minutes)	n/a	n/a	n/a	2	2
Percent of calls successfully linked to resources	n/a	n/a	n/a	85%	85%
Increase awareness of agency programs and services by conducting at least six community public education presentations and participating in at least six community outreach events annually. [1]					
Number of community public education presentations	n/a	n/a	n/a	7	9
Number of community outreach events	n/a	n/a	n/a	7	9
At least 90 percent of requests for transportation services will be screened for eligibility within three business days of receipt of referral.[1, 3,4]					
Number of eligible client referrals received for transportation assistance	n/a	n/a	2,452	1,250[4]	1,250
Percent of referrals screened for eligibility within three business days	n/a	n/a	n/a	90%	90%
Number of rides provided	3,016	3,478	2,514	2,500	2,500
At least 50 percent of eligible households will receive financial assistance to meet their basic needs.[5]					
Number of eligible households requesting assistance with basic needs[6]	2,482	2,688	2,880	1,533[7]	1,533
Number of eligible households receiving case management services to support them in meeting their basic needs[7]	1,015	990	551	600	600
Percent of eligible households receiving financial assistance to meet basic needs	n/a	73%	49%	50%	50%

[1] The I&R Unit was established in FY 2019; no data are available for prior years.

[2] In FY 2019, as the recruitment efforts were underway for the new I&R positions, I&R calls were answered by the community services team.

[3] While the I&R unit was not established until FY 2019, On-Demand transportation services have been offered in the past under Community Support Services.

[4] A new methodology was established in FY 2020 to reduce repetitive counts of the same client requesting multiple rides.

[5] Data shown as n/a indicates a measure without historical data.

[6] Basic needs include assistance with food, housing (rent), utilities, medication, and transportation.

[7] Previously, calls came directly to CSS. With the implementation of I&R, referrals are anticipated to decline as callers are provided with options based on their needs, and they may select to be referred to community-based organizations other than CSS.

Housing Policy

The Housing Policy activity actively participates in policy development and identifies potential programmatic approaches to address unmet housing needs, vets approaches with the appropriate advisory board or committee, initiates new housing programs, and facilitates legislative review and action. Staff supports efforts to address unmet housing needs and proffer implementation, oversees Program activities including Housing Finance and Production, which manages the Affordable Multi-Family Housing Loan program, the Affordable Dwelling Unit program, the Workforce Resource Center, the Housing Choice Voucher program, Home Improvement, Homebuyer Assistance, and the Community Development Block Grant program. Staff supports several Board of Supervisors (Board)-appointed advisory committees including the Affordable Dwelling Unit 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, and posting agendas and meeting summaries to ensure public access. Staff works cooperatively with other jurisdictions, the Virginia Housing Development Authority Northern Virginia Advisory Committee, and the Metropolitan Washington Council of Governments Housing Directors Committee to encourage regional affordable housing solutions. Staff supported the Board's Affordable Housing Stakeholders Group (HSG) evaluation of County housing programs and is assisting in HSG recommendations implementation. Staff also supports the Unmet Housing Needs Strategic Plan. Housing Policy staff are also responsible for coordinating responses to FOIA requests as they relate to housing programs.

Service Delivery Method: County Housing Policy staff—in coordination with other County departments, nonprofits, and affordable housing developers—provides these services.

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

Value Added: 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. From 2000 to 2017, the area median income for the Washington Metropolitan area increased by 25 percent, compared to a 116 percent increase in the median existing home price and 75 percent increase in rental prices for Loudoun County. This activity's efforts are vital to the economic stability and prosperity of the County. This activity provides a comprehensive, coordinated approach to developing programs that address the County's unmet housing needs and implementing proffers, provides the Board with wide-ranging perspectives and recommendations in addressing unmet housing needs through the work of its advisory boards, and ensures that the advisory boards are fully FOIA compliant, have access to information, and provide proper public access.

Service Level Indicators: Current service level reflects support to an average of 30 advisory board meetings and 20 items for consideration by the Board per year.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Facilitate the legislative process on housing issues discussion, policy and program development, and implementation in full compliance with FOIA requirements.[1]					
Number of advisory boards, Planning Commission, and Board meetings supported	n/a	n/a	66	36	36
Number of FOIA requests	n/a	n/a	3	4	5
Number of regional meetings supported	n/a	n/a	14	16	16
Number of developer meetings supported	n/a	n/a	19	25	30

[1] Data shown as n/a indicates a measure which does not have historical data.

Housing Finance

The housing finance activity works with the private sector to develop housing opportunities that are affordable and meet the needs of County citizens and the workforce; obtain additional private sector, federal, and state funding to support housing initiatives, stabilize communities through homebuyer initiatives; housing improvements; neighborhood revitalization; federal grant programs; and partnerships with nonprofit and for profit entities.

The housing finance team administers federally funded Community Development Block Grants (CDBG). These 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 the remaining funds are used for housing rehabilitation, the Loudoun County Home Improvement Program (LCHIP), which includes the Emergency and Accessibility Repair grant program, 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.

The LCHIP program provides low-interest loans and grants to low- to moderate-income homeowners for the purpose of funding major system repairs such as furnaces, roofs, plumbing, etc. The Emergency and Accessibility Repair program provides grants up to $5,000 to low-income homeowners who are at least 62 years of age and/or persons with disabilities for the purposes of emergency home repairs and accessibility improvements. As noted, both of these programs are grant funded under CDBG.

Housing Finance also oversees the locally-funded Eastern Loudoun County Home Revitalization Program (LCHRP) which provides revolving loans for moderate-income, eastern Loudoun homeowners for the purposes of funding major system repairs. Those looking to access other locally funded housing programs in the County are required to attend one a six-hour class to learn about homeownership, lending and mortgage practices, budgeting, insurance, taxes, and other obligations of homeowners.

Additionally, the team oversees the use of the Loudoun County Affordable Housing Trust which funds the Affordable Multi-Family Housing Loan Program, the Down Payment/Closing Cost Assistance Program (DPCC), and the Public Employee Grant for Homeownership (PEG) program. The Affordable Multi-Family Housing Loan Program was established by the Board in July 2018 for the purpose of providing competitive loans for the production of affordable housing. The program focuses on the provision of rental housing for households earnings up to up 60 percent of area median income. 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. DPCC 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. PEG provides forgivable loans up to $10,000 (20 percent forgiven for each year for five years) to moderate-income, public sector employees so they can live where they work.

Service Delivery Method: County staff generally administers these services. However, community educational seminars are often conducted by contracted realtors and lenders and home improvement services are provided by private providers under contract with the County. County staff reviews applications for the Affordable Multi-Family Housing Loan Program but construction is completed by the applicant.

CDBG funds must be distributed in accordance with the Board's adopted Annual Action Plan. CDBG funds 1.75 positions in Housing Finance.

Mandate Information: The County is identified as an entitlement community; Federal Code CFR 24 Title 24 part 570 CDBG regulations govern the use and distribution of funds under the CDBG program. Chapter 1460 Grants or Loans for the Production and Repair of Rental Property, Loudoun County Codified Ordinances governs the various home improvement

programs. Chapter 256 Public Employee Grants for Homeownership, Loudoun County Codified Ordinances governs PEG. Homebuyer education, and DPCC are not mandated.

Value Added: 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. From 2000 to 2017, the Area Median Income for the Washington Metropolitan area increased by 25 percent, compared to a 116 percent increase in the median existing home price and 75 percent increase in rental prices for Loudoun County.

Home improvement and revitalization programs preserve affordable housing by helping low- to moderate-income homeowners keep their homes up to code, maintain property values and the values of the surrounding neighborhood, and help older homeowners and persons with disabilities age in place.

Over 11 years, CDBG funds have been used to purchase land and help renovate and build affordable housing, help build playgrounds, bus shelters, and sidewalks in low-income neighborhoods as well as many other community development projects. The County has funded a nearly 150 projects and services through FY 2019 and over 3,200 people have benefited from CDBG programs.

Homeownership programs provide financial support to help moderate-income homebuyers purchase a home in the County and provides critical information and training to help first-time homebuyers and homeowners.

As of April 2019, the Board has approved four loans from the Housing Trust. These loans total $13.6 million and will result in the development of 400 rental units targeted to households with income below 60 percent of area median income. Applications will continue to be accepted under the competitive Affordable Multi-Family Housing Loan program so long as funds are available in the Housing Trust. Prior to the inception of this program, developments were considered for funding on an ad hoc basis. This loan program was created to ensure the County was funding the projects that best suited the needs identified in the Housing Needs Assessment. The loan program provides consistent review criteria and a specific timeline to ensure Board program awareness and to encourage participation.

Service Level Indicators: Current service level reflects an ability to review approximately 40 applications for the DPCC and PEG programs and 12 applications for rehab programs including LCHIP, and HRED. All applications for CDBG programs are reviewed and recommendations are presented to the Board for final approval subsequent to a public hearing.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Review at least 30 loan applications under the PEG and DPCC programs annually.					
Number of applicants for PEG / Number approved	10 / 9	18 / 15	22 / 8	27 / 15	27 / 15
Number of applicants for DPCC / Number approved	15 / 14	20 / 14	31 / 7	15 / 10	15 / 10
Average loan amount for DPCC[1]	$8,664	$8,307	$7,965	$9,000	$9,000
Average loan recipient household income PEG / DPCC	$54,598 / $59,236	$56,219 / $59,951	$54,222 / $47,739	$53,000 / $56,000	$53,000 / $56,000

[1] Loans issued under the PEG program are always for $10,000.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Review at least 20 grant/loan applications for homeowner housing rehabilitation projects annually.					
Number of applications / Number approved (LCHIP and HRED)	12 / 11	12 / 10	8 / 3	12 / 6	16 / 6
Average loan/grant amount for LCHIP[1]	$26,495	$0	$30,000	$30,000	$30,000
Average grant amount for HRED[2]	$4,570	$4,794	$0	$4,900	$4,900
Number of applications approved for loans (LCHRP)	0	0	0	2	2
Retain at least 20 percent of CDBG funding to initiate County housing projects; distribute at least 85 percent of CDBG funding to capital projects; distribute at most 15 percent of CDBG funds to community development/public service projects.[3]					
Annual CDBG Allocation	$1,110,235	$1,148,986	$1,334,299	$1,324,740	$1,300,000
Percent of allocation awarded to County projects	20%	20%	20%	20%	20%
Percent of allocation awarded to capital projects[4]	85%	86%	85%	85%	85%
Percent of allocation awarded to community development/public service projects[5]	15%	14%	15%	15%	15%

[1] Public service projects are identified by HUD as those projects that provide services to low- to moderate-income persons. These activities can include employment, heath, and youth services. HUD limits these projects to a maximum of 15 percent of the annual CDBG allocation.

[2] Grants approved under HRED programs cannot exceed $5,000.

[3] No more than 20 percent of the annual CDBG allocation can be reserved for administrative expenses.

[4] Capital projects are defined by HUD as those projects that fund housing rehabilitation, public facility improvements, and other housing and economic development activities.

Housing Choice Voucher

The housing choice voucher (HCV) activity provides 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). As rents in the County increase, the number of families or households the activity can support decreases as more subsidy is required per unit. 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 (gain or lose employment, new family member, etc.).

Within the HCV program, there are four voucher types: project-based vouchers, mainstream vouchers which assist 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, and Veteran Administration Supportive Housing (VASH) vouchers which support veterans. Additionally, the County may accept Port-in vouchers which are vouchers from other jurisdictions that are transferred to Loudoun based on the chosen home, but are reimbursed by the issuing agency. There are 15 project-based vouchers at the Shreveport Ridge and Levis Hill House apartments. The County has committed an additional 30 vouchers to the Ashburn Chase, Birchwood at Brambleton, and Mt. Sterling apartments, currently under development. Vouchers that are not project-based can be used for rental options at any apartment that accepts the HCV program.

HCV 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. Each participating family has an FSS contract of participation, typically for a period of five years. 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 the family needs to take as well as the resources they can access to achieve the identified goals.

Service Delivery Method: County staff 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 – approximately 2 percent of the HCV budget for FY 2020.

Mandate Information: While the HCV program is not mandated, the Board has determined that Loudoun County will operate a HCV program. 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 the administrative policies. FSS regulations are found in Federal Code CFR Title 24, Chapter 9 Part 984.

Value Added: HCV assists extremely low-income families, older adults, and persons with disabilities to maintain affordable, safe, and sanitary housing in the private market. Average monthly expenses for the program are estimated at $675,000 of which $628,800 supports rental assistance payments to landlords while $47,500 supports County program staff. Without this program, the County's lowest income and most vulnerable families could not afford rental payments. Many of these families would be forced to live in over-crowded and/or substandard conditions. Mainstream vouchers support up to 75 households, project-based vouchers will support up to 45 households, VASH vouchers support up to 5 households, and FUP vouchers support up to 10 households. Approximately 30 voucher holders participate in the County's FSS program.

Service Level Indicators: Current service level provides assistance to 575 households monthly, including 415 households that include persons with disabilities and/or persons aged 62 or older, and a waitlist of approximately 800 households. The average annual income of families receiving vouchers is approximately $24,000 and the average amount of monthly rental assistance is approximately $1,200. 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 95 percent of

annual re-certifications and interims within required timeframes. Current service level also reflects serving 35 individuals annually in the FSS Program.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Distribute federal funds received for the HCV program to eligible households.[1]					
Amount of federal funding	$8,197,268	$8,206,195	$8,238,776	$8,612,876	$8,612,876
Average monthly rent	$1,118	$1,137	$1,199	$1,220	$1,235
Average number of households receiving a voucher each month	585	573	578	575	575
Number of households on waitlist	552	540	514	800	800
Number of elderly/disabled	n/a	n/a	392	415	430
Average annual per capita income for participants	$6,094	$6,026	$8,500	$8,500	$8,670
Inspect at least 98 percent of HCV/Rental Assistance Program units annually.[1]					
Number of rental units inspected	549	488	585	578	550
Percent of timely home inspections	100%	100%	100%	100%	100%
Percent of units that pass the first inspection	n/a	n/a	93%	95%	95%
Percent of inspections with violations requiring follow-up inspections [2]	n/a	n/a	7%	5%	5%
Complete 100 percent of annual eligibility re-certifications for HCV participants within 30 days of due date.[1]					
Average number of re-certifications completed (monthly)	n/a	n/a	96	96	96
Average number of re-certifications per counselor (monthly)	n/a	n/a	16	16	16
Percent of re-certifications completed by deadline	n/a	n/a	100%	100%	100%
Percent re-certified for program eligibility	n/a	n/a	99%	99%	99%
Complete 95 percent of interims[3] **for HCV programs within 30 days of notification of a change in household circumstances.**[1]					
Average number of interims (monthly)	n/a	n/a	112	112	112
Average number of interims per counselor (monthly)	n/a	n/a	19	19	19
Percent of interims completed within 30 days	n/a	n/a	100%	100%	100%
Number of FSS participants	32	31	33	35	35

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] Units that fail inspection may require multiple follow-up inspections to ensure violations are corrected. These follow-up inspections tend to require staff time.

[3] Interims are re-certifications that are completed as a result of a change in income or family/household size for the purposes reevaluating the rent subsidy amount. Interims can occur multiple times within a 12-month timeframe depending on employment and family stability.

Family Services: Housing and Community Development

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Percent that complete FSS after 5 years in program	100%	33%	100%	75%	95%
Percent of participants completing FSS with a higher education level or training certificate	100%	100%	100%	100%	100%
Percent of participants completing FSS as a result of increased income	80%	100%	100%	100%	100%

Affordable Dwelling Unit

The Affordable Dwelling Unit (ADU) activity 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 and purchase housing for the workforce. Article 7 of the Zoning Ordinance requires that every development of 50 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 and for rent with affordable prices being set by the Affordable Dwelling Unit Advisory Board. The program 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 day Ordinance-prescribed timeframe to certificate-holders, and coordination with Board-designated nonprofits.

Service Delivery Method: County staff determines participant income-eligibility, provides program education, distributes the waitlist of certified applicants to the builder, and distributes marketing materials about ADUs for sale or rent to the wait list. The Department relies on public-private partnership with the ADU builders and landlords and Board designated nonprofits to facilitate the sale and purchase of ADUs.

Mandate Information: The Board mandated this program by local ordinance - Article 7, Administration and Regulation of Affordable Dwelling Unit Developments, of the County of Loudoun Zoning Ordinance. Chapter 1450 of the County Code governs the program administration.

Value Added: In Loudoun County, housing costs have risen considerably faster than incomes. From 2000 to 2017, the Area Median Income for the Washington Metropolitan area increased by 25 percent, compared to a 116 percent increase in the median existing home price and 75 percent increase in rental prices for Loudoun County. The ADU program provides moderate-priced housing, having facilitated the sale of more than 2,600 ADUs and the rental of more than 2,000 ADUs to households representing a variety of employment sectors including retail, education (LCPS), healthcare, and air transportation. Since the program facilitates the sale/rental of ADUs from builder to homebuyer/renter, its success fluctuates with the market, depending on unit production and the availability of favorable financing to support new homebuyers. 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 on line, although the wait list has remained relatively stable at approximately 90 households. As fewer large developments greater than 50 units are zoned, the number of required ADUs is gradually decreasing; the ADU purchase waitlist, however, continues to increase to a sustained level of about 370 households. With the adoption of amendments to Article 7 providing developers with the ability to substitute Affordable Housing Units (AHUs) financed with the 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.

Service Level Indicators: Current service level reflects an ability to provide housing opportunities to approximately 100 families/households seeking homeownership annually, approximately 80 families/households seeking rental homes annually, and maintaining a waitlist of approximately 535 families/households for the two programs. 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. Current service level also reflects an ADU rental occupancy rate of at least 99 percent.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Facilitate the purchase of affordable homes for moderate-income households.					
Number of families purchasing new ADUs	107	134	96	100	100
Average household income for purchasers	$47,854	$47,201	$49,566	$47,000	$47,000
ADU purchase waitlist	237	365	379	400	425

Family Services: Housing and Community Development

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Facilitate the rental of affordable homes for moderate-income households.					
Number of new ADU renter households	123	114	101	80	80
Average household income for ADU renters	$34,516	$35,042	$35,980	$36,000	$36,000
Number of ADU rentals available	336	331	325	288	263
Number of households on the waitlist[1]	96	88	136	135	150
Assure that at least 90 percent of ADU rentals will be filled each month.					
Number of ADU Rentals	336	331	325	288[2]	263
Average percent filled (not vacant)	91%	94%	95%	99%	99%

[1] A waitlist for ADU rentals may exist despite vacant units. Households on the waitlist may need a larger unit than what is vacant or vacant units may be beyond the household's affordability.

[2] The number of ADU Rentals will decrease in FY 2019 as a result of a community exiting the program effective August 1, 2019.

Workforce Resource Center

The Loudoun Workforce Resource Center (WRC) provides no-cost resources and equipment to both job seekers and businesses. The mission is to connect businesses and job seekers so that both can achieve their employment goals. Services include: information sessions, employment counseling, labor market information, basic computer skills training, no-cost job readiness workshops, interactive computer-based learning, and Workforce Investment Opportunity Act (WIOA) eligibility screenings. Intensive case management and training must be provided to those individuals that are found eligible for services. The Center provides assistance with resume development, including access to resource materials, writing assistance and critiquing, workshops addressing job seeking and retention, mock interview practice and online job preparation skills training. The Center also provides assistance with job searches, including providing local job leads, free newspapers, computers, faxing, scanning and copying equipment, monthly "meet the employer" events with on-site recruiting, bi-monthly Job Seeker Support Group, and Job/Career Fairs. The program works collaboratively with workforce partners and volunteers to provide services. Career assessments, employment coaching and goal setting/counseling is offered to all job seekers. Job ready candidates are connected to employment opportunities with the Centers' business customers. Resource navigation and referral assistance is offered to customers experiencing obstacles to employment, such as lack of transportation or childcare, disability and accommodation needs, limited English proficiency and background issues. Employers benefit from recruiting and hiring assistance, labor market information, on-the-job training initiatives, information on tax incentives, layoff assistance, business consultations, and free job postings.

Service Delivery Method: Through a resource sharing agreement, Loudoun County staff and Fairfax County Department of Family Services staff provides these services. Community partners and volunteers are also used in providing these services.

Mandate Information: Localities are not mandated to operate a workforce resource center; however, since the County has chosen to operate one, there are legal requirements that must be met. These legal requirements are identified under Public Law 113-128 – Workforce Investment Opportunity Act.

Value Added: The WRC provides services to all job seekers regardless of income or resources as well as businesses in Loudoun County. At a time of low unemployment rates, the WRC is able to assist individuals in learning new skills and improving existing skills in order to gain a competitive edge in recruitment processes. As individuals gain employment or gain higher level employment, they will move away from public assistance payments and towards self-sufficiency. Lives are improved as more individuals are able to access employment.

Additionally, employers benefit from the services offered at the WRC by being able to identify the employment gaps they see and working with the WRC to train, recruit, and advertise for these positions. Connecting employers with employees with the right skills is key to economic development in the County.

Service Level Indicators: Current service level reflects support to 35 individuals annually with training programs; at least 68 percent attain occupational credentials as a result of these programs. Current service level also reflects an ability to connect an estimated 225 job seekers with employers.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
At least 68 percent of customers in training programs will attain occupational credentialing.					
Number of individuals enrolled	28	34	29	35	35
Percent who attain occupational credentialing (overall)	49%	59%	72%	68%	68%
Connect a minimum of 200 job seekers with employers annually.					
Number of job seekers connected with employers	160	137	213	225	225

Administration, Finance, and Quality Development

The administration, finance, and quality development activity includes finance and budgeting, human resource management, development and wellness, customer service, record storage, research and management information systems. Staff is responsible for the management of all funding received by the Department from federal, state, and local governments, grant, donations, and other contributions. Staff performs routine audits of all department operations and reconciles all housing loan payments. Staff also performs audits of community organizations awarded CDBG program funds. Staff monitors and tracks the Children's Services Act (CSA) budget of approximately $10 million and the HCV budget of approximately $8 million. This unit is responsible for insuring that all the Department's state and county computers are functioning properly. Staff supports all software programs and applications used by the agency (currently there are 23 state programs and seven county programs). Staff developed and supports the Harmony information system which is a comprehensive, department-wide information and financial system. Staff provides all training and support for this system.

The customer service staff manages all incoming calls, as well as the reception function for clients and residents who walk into the agency. Staff provides translation for documents, applications, and other critical communications. The customer service staff also provides interpretation for clients coming into the agency with limited English proficiency.

The Human Resources Coordinator serves as liaison with the County Human Resources department and the central point of contact for the department on all human resource matters.

Service Delivery Method: County staff provides these services.

Mandate Information: The Food Stamp Act of 1977: Title IV of the Civil Rights Act of 1964 requires recipients of Federal dollars (Family Services) to provide services for persons with limited English proficiency by providing translation or interpretation as needed.

Value Added: The finance and budgeting personnel provide various levels of support to the public, clients, departmental staff, and granting agencies at the federal, state and local levels and County Administration for both mandated and non-mandated programs and services. The Department's budget, including the CSA Fund, exceeds $50 million for FY 2020 and is highly complex. Staff manages several different finance and budget systems, both state and local. Processes and procedures are in place to ensure that dollars are spent appropriately and have varying levels of oversight.

All personnel issues are managed through one central point which establishes consistency, efficiency, accuracy, and compliance. Record keeping is consistent and includes all required documentation and an appropriate paper trail for each action.

Service Level Indicators: Current service level reflects support to an operating budget of over $50 million, of which approximately 40 percent is supported by state and/or federal funding. Additionally, staff support the Loudoun County Housing Trust – estimated at $38.5 million for FY 2020. Current service level reflects support to over 240.00 FTE.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Support the budget, finance, and human resource needs of the Department.					
Adopted Expenditure Budget (General Fund)	$24,661,991	$25,894,606	$28,366,682	$32,238,590	$33,024,425
Adopted Expenditure Budget (Other Funds)[1]	$18,548,287	$18,581,622	$19,065,745	$20,140,088	$20,164,290
Authorized Staffing[2]	196.90 FTE	201.84 FTE	215.23 FTE	241.23 FTE	241.69 FTE
Turnover Rate	15%	17%	17%	15%	15%

[1] Other operating funds includes the Children's Services Act Fund, the Rental Assistance Program Fund, and the State and Federal Grant Fund.

[2] Data for FY 2021 includes 0.46 FTE approved by the Board of Supervisors in June 2019 as a mid-year adjustment and reflects an increase above the staffing level approved in the FY 2020 Adopted Budget.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Achieve 90 percent of DFS quality targets and objectives.[1]					
Number of external audits	n/a	n/a	n/a	50	50
Number of findings against external audits	n/a	n/a	n/a	20	15

[1] Data shown as n/a indicates a measure which does not have historical data.

Health Department

To provide services that protect and enhance the health and well-being of all people in Loudoun County.

Department Programs

Community Health

Provide communicable disease surveillance and prevention, direct patient care and nutrition services, and emergency preparedness and response.

- Communicable Disease Surveillance and Prevention
- Direct Patient Care
- Emergency Preparedness

Environmental Health

Provide for rabies surveillance and education, death certificates, restaurant and pool inspections, public health nuisance complaint investigations, and well and septic system evaluations.

- Rabies and Complaint Investigation
- Restaurant, Hotel, and Pool Safety
- Onsite Water and Sewage
- Central Administration

Financial Information

FY 2020 Adopted Information[1]

	Expenditures	Revenue	LTF	FTE
Community Health	$3,814,618	$0	$3,814,618	44.00
Environmental Health	2,080,009	189,429	1,890,580	47.00
Total	**$5,894,627**	**$189,429**	**$5,705,198**	**91.00**

[1] Sums may not equal due to rounding.

Communicable Disease Surveillance and Prevention

The Communicable Disease Surveillance and Prevention activity helps identify, prevent and respond to diseases that can be spread from animals to people or from person to person. Staff responds to and/or examines reportable diseases within the county, conducts active surveillance to identify diseases early, investigates potential outbreaks and provides immunizations to prevent the spread of disease. The Health Department tracks the number of reportable diseases in the county, including the number and types of outbreaks, the number of vaccinations provided, and the number of targeted community vaccination events.

Service Delivery Method: This service is provided by both State and County Health Department employees, which are funded primarily with a combination of State and County tax funds. These services are also funded with State revenue earned from charges for certain immunization services, the use of federally funded vaccinations, and a federal immunization grant, which are administered by the State.

Mandate Information: The Code of Virginia requires the Health Department to provide surveillance and investigation of diseases (§ 32.1-35 and § 32.1-39), childhood immunizations (§ 32.1-46 and § 63.2-603), tuberculosis (TB) control screening, diagnosis, treatment, and surveillance (§ 32.1-49 et seq. and 32.1-50.1), and HIV/AIDS surveillance and investigation (§ 32.1-36, 32.1-36.1, and 32.1-39). This service is also required by local government agreement between the State and County for operation of the Health Department.

Value Added: Communicable disease service helps identify existing and emerging public health threats, such as an Ebola outbreak, Lyme disease or influenza pandemic, a bioterrorist attack or an outbreak of disease such as measles or meningitis, and helps to minimize morbidity and mortality through isolation, quarantine and vaccination, as appropriate. This activity is critical to the Health Department's mission of ensuring and enhancing the health of Loudoun County's residents. Not providing this service would increase the risk of the spread of communicable diseases in Loudoun County. This activity serves people who live in, work in, or visit Loudoun County as all are at risk of being exposed to or exposing others to communicable diseases.

Service Level Indicators: Current service level reflects tracking approximately 275 residents with TB infections, investigating 85 potential TB cases, and providing 4,000 vaccination visits annually. The number of reports for vaccine-preventable diseases is typically 145 annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide directly observed therapy to 100 percent of active tuberculosis cases.					
Number of TB infections	309	232	229	275	280
Number of residents suspected or confirmed to be sick with TB	53	95	86	85	85
Percent of Active TB cases observed	100%	100%	100%	100%	100%
At least 95 percent of diseases required by law to be reported to the Health Department will have public health control measures initiated within the appropriate timeframe, as measured by the Virginia Electronic Disease Surveillance System (VEDSS).[1]					
Number of selected reportable diseases	n/a	n/a	96	100	110
Percent of selected reportable diseases with measures initiated within timeframe	98%	90%	95%	95%	95%

[1] Data shown as n/a indicates a measure which does not have historical data.

Health: Community Health

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Prevent and improve awareness of Lyme disease in Loudoun County.					
Number of Lyme disease cases	215	223	146	225	225
Provide vaccinations to limit the number of vaccine-preventable diseases.					
Number of reports of vaccine-preventable diseases	91	141	143	145	150
Rate of vaccine preventable diseases (per 100,000 population)	23.68	35.84	35.75	24.36	26.29
Number of vaccination visits	3,726	3,957	4,036	4,000	4,000

Direct Patient Care

The Health Department provides and/or assures basic direct patient care services primarily to low income Loudoun County women and children. Services include maternity care, family planning, the prevention and treatment of sexually transmitted infection, Women Infants and Children (WIC) nutrition, immunizations, and children's dental care.

Service Delivery Method: This service is provided by both State and County Health Department employees funded through a combination of State and County tax funds. Services are also funded with State revenue earned from administering charges on a sliding scale basis and federal immunization, maternity and family planning grants, administered by the State. The Health Department has a state-administered contract with HealthWorks for Northern Virginia for provision of family planning services and works with medical providers throughout Loudoun County to facilitate access to care in the private sector. In addition, the Health Department has an agreement with INOVA Loudoun Hospital to provide eligibility services and referral to the hospital for prenatal care for income eligible pregnant women from the county.

Mandate Information: The Code of Virginia requires the Health Department to provide or assure direct medical services at no charge to medically indigent residents (§ 32.1-11 (B)). The Health Department is required to provide or assure family planning, WIC and maternity services by Public Law 108-265 as amended, Child Nutrition Act of 1966; Child Nutrition and WIC Reauthorization Act 2009, and by Services for Children with Special health care needs Title V, Social Security Act, respectively. This service is also required by local government agreement between the State and County for operation of the Health Department.

Value Added: The limited direct care services help improve the health of Loudoun County's most vulnerable residents, ensure healthy babies are born to healthy women, and children receive basic services to stay healthy. Not providing this service would significantly impact access to care and would result in increased risk of disease and poor birth outcomes for our most vulnerable populations.

Service Level Indicators: Current service level represents serving approximately 1,500 children in the dental clinic, providing 600 corrective care visits, and 1,050 preventive care visits. Through the WIC program, the Department provides services to over 4,800 participants, which includes over 800 appointments for pregnant women. At current service level approximately 98 percent of the more than 450 nursing home screenings are completed within 30 days.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide dental services to children of low-income households to ensure good dental health.					
Number of children receiving dental care	1,431	1,443	1,368	1,500	1,500
Number of children receiving corrective dental treatments	674	597	456	600	600
Number of children receiving preventative dental care	907	1,030	1,031	1,050	1,050
Keep the average time on wait list for dental, WIC, and immunization visits at under two weeks.[1]					
Average waitlist for dental visits	n/a	n/a	2 weeks	2 weeks	2 weeks
Average waitlist for WIC visits	n/a	n/a	1-3 days	1 week	1 week
Average waitlist for immunizations visits	n/a	n/a	<2 weeks	1 week	1 week
Ensure 95 percent of nursing home screenings will be completed within 30 days.					
Number of nursing home screenings	388	445	379	480	500
Percent completed within 30 days	58%	74%	97%	98%	98%

[1] Data shown as n/a indicates a measure which does not have historical data.

Emergency Preparedness

The Emergency Preparedness activity is focused on ensuring Loudoun County is prepared for a widespread outbreak of disease, either manmade or due to a terrorist attack, including maintaining continuity of operations for other essential Health Department activities. It includes epidemiology, emergency planning, and maintaining a robust volunteer Medical Reserve Corps (MRC) program.

Service Delivery Method: This service is entirely funded by a federal grant for State employees as well as volunteer support. The MRC is comprised of approximately 1,400 volunteers who are medical or non-medical professionals that are trained to assist the Health Department in case of an event.

Mandate Information: The Health Department is required to provide this service as a condition of accepting federal emergency preparedness grants and by the local government agreement between the State and County for operation of the Health Department. This role is also part of Loudoun County's Emergency Operations Plan (EOP).

Value Added: This activity serves people who live, work or visit Loudoun County as all are at risk of being exposed to or exposing others to a widespread outbreak of disease. A core function of the Health Department is keeping Loudoun County residents safe in a public health emergency. This is particularly important given the County's geographic proximity to the nation's capital, the presence of Dulles International Airport, and the County's history with such issues as anthrax, Ebola and pandemic influenza. Not providing this service increases the risk of widespread outbreaks of disease in Loudoun County, with resultant increases in hospital admissions and deaths due to the spread of communicable diseases. Each year, the Health Department tracks the readiness of the Loudoun MRC, the community's participation in emergency preparedness exercises, and that its plans have been reviewed and updated, as needed.

Service Level Indicators: Current service level meets Loudoun County's responsibilities for Emergency Support Function (ESF) #8 Public Health and Medical Services. The number of Loudoun County residents in the MRC is over 1,400. The MRC holds at least one emergency preparedness exercise a year. Volunteers participate in approximately 80 events a year and provide over 1,500 hours of service, valued at approximately $40,000.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Recruit and train at least 50 new Loudoun Medical Reserve Corps (MRC) members each year.					
Number of Loudoun residents in the MRC[1]	1,399	1,422	1,420	1,450	1,500
Number of new recruits	74	128	120	120	125
Have an engaged MRC that serves the community.					
Number of emergency preparedness exercises	1	1	1	1	1
Number of volunteer events participated in	141	18	59	80	80
Number of volunteer hours provided	489	2,071	2,030	1,500	1,500
Dollar amount of volunteer hours	$31,904	$55,835	$54,902	$40,000	$40,000

[1] Represents the net change in MRC strength, from new recruits and those lost to the MRC, such as due to moving out of the County.

Rabies and Complaint Investigation

The Rabies and Complaint Investigation activity investigates potential human and domestic animal exposures to rabies and complaints related to potential public health nuisances, as defined in Loudoun County Ordinance, or other issues under Health Department oversight.

Service Delivery Method: This service is primarily provided by State employees, which are funded through both State and County tax funding. Additional State and County staff provide on call coverage outside normal working hours on a rotating schedule.

Mandate Information: The Health Department is required to administer Loudoun County's rabies ordinance (612.18), nuisance ordinance (648), and by the local government agreement between the State and County for operation of the Health Department.

Value Added: This activity serves people who live, work, or visit Loudoun County as all are at risk of being exposed to rabies or to a potential public health nuisance. This service plays a significant role in addressing quality of life issues in Loudoun County and preventing rabies in human or domestic animals. Responding to nuisance complaints addresses any concerns from Loudoun County residents, businesses, and visitors on any issue dealing with public health.

Service Level Indicators: Current service level meets the demand for timely follow-up of animal exposure and complaint reports. Both of these services are population dependent and the demand for services is expected to continue to grow. Staff investigate approximately 450 health complaints each year. Approximately 270 complaints are investigated annually relating to restaurant and food. Staff investigates approximately 90 complaints annually for septic and trash combined.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Prevent and improve awareness of rabies in Loudoun County while responding to 95 percent of rabies animal exposure reports within one business day.					
Number of rabies animal exposure investigations	814	850	983	900	950
Number of positive rabies samples	13	22	19	22	25
Percent of animal exposure reports responded to within one business day	100%	100%	100%	100%	100%
Respond to health complaints.					
Number of complaints investigated[1]	348	421	526	450	460
Number of restaurant and food complaints	174	210	281	269	269
Number of septic system complaints	47	30	52	53	53
Number of trash complaints (health concern)	26	48	42	40	40
Number of other nuisance complaints	25	19	19	20	20
Number of other complaints	175	152	132	150	150

[1] The complaint subcategories are not all inclusive and do not equal the total number of complaints.

Restaurant, Hotel, and Pool Safety

The Health Department issues permits and inspects food establishments, hotels, and commercial and community pools to help assure the health and safety of everyone who lives, works, or visits Loudoun County.

Service Delivery Method: State and County employees provide this service, through both State and County tax funding, within the Health Department. These services are also funded with State revenue earned from restaurant and hotel permits, and County revenue earned from pool permits.

Mandate Information: The Code of Virginia requires Health Department regulation of hotels (§ 35.1.13) and restaurants (§ 35.1.14). Loudoun County ordinances require Health Department oversight of swimming facilities (838) and food concessions (807). These functions are also required by local government agreement between the State and County for operation of the Health Department.

Value Added: These services are critical to the health of anyone who eats at a Loudoun County restaurant, sleeps in a Loudoun County hotel, or swims in a community or commercial swimming pool. This service helps to ensure the safe construction and management of these covered facilities.

Service Level Indicators: Current service level meets the demand for safe and timely oversight of food establishments, hotels, public and private schools, and community pools. These services are population dependent and the demand for services is expected to continue to grow. There are approximately 1,350 permitted food facilities in the County. Staff respond to approximately 475 complaints each year, with 95 percent completed within two days. Approximately 100 foodborne illness investigations are conducted each year by staff. Staff inspects nearly 200 temporary events and provide approximately 165 temporary event permits annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain the rate of inspections of food establishments, public and private schools, public swimming pools, hotels, campgrounds, temporary events and tourist establishments to protect the public from environmental and communicable disease hazards.					
Number of permitted food facilities	1,196	1,219	1,292	1,350	1,400
Average number of inspections per permitted food facility	2.6	2.5	2.4	2.5	2.5
Number of permitted pool facilities	251	267	273	280	288
Average number of inspections per permitted swimming pool facility	1.8	2.9	2.6	3.0	3.0
Number of complaints investigated	346	398	496	475	500
Percent completed within timeframe	96%	95%	96%	95%	95%
Number of foodborne illness investigations	58	92	87	105	110
Number of temporary event inspections	214	410[1]	161	180	200
Number of temporary event permits	108	162	161	165	165
Provide at least two inspections of each public school cafeteria per year.					
Number of cafeteria inspections per school	2	2	2.2	2	2
Number of schools	83	86	90	92	94

[1] FY 2018 was an anomalous year as the state instructed the department to inspect farmers markets. In FY 2019, these inspections were conducted by a different state agency. Additionally, a different approach to the frequency of inspections was implemented in FY 2018; this slightly reduced the number of inspections required per event permit.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Initiate 90 percent of onsite investigations of environmental health complaints within 2 days to protect the public from environmental and communicable disease hazards.					
Percent completed within timeframe	100%	100%	100%	100%	100%

Onsite Water and Sewage

This activity issues permits and inspects private individual onsite well water and sewage disposal systems in Loudoun County in support of County and State requirements to protect the surface water, ground water, and health of those exposed to this water and wastewater.

Service Delivery Method: State and County employees provides this service, through both State and County tax funding, within the Health Department. These services are also funded with State revenue earned from well and septic system permits.

Mandate Information: The Code of Virginia requires Health Department regulation of onsite sewage disposal (septic) systems (§ 32.1-163 et seq.), private wells (§ 32.1-176.2 et seq.), summer camps (§ 35.1.16) and campgrounds (§35.1.17). Loudoun County ordinances require Health Department oversight of water wells (1040), private sewage disposal systems (1066) and alternative onsite sewage disposal systems (1067). These functions are also required by local government agreement between the State and County for operation of the Health Department.

Value Added: As Loudoun County grows, a significant proportion of the population remains on well water and onsite septic systems, and many new homes are constructed with onsite systems. Preventing well water contamination and septic system failures requires considerable customer focused oversight of these systems and those who work to install them. Preserving the health of water for residents is a life and safety issue for the County.

Service Level Indicators: Current service level meets the demand for safe and timely oversight of the County's onsite water and sewage program. Of the more than 2,100 alternative septic systems in the County, at least 95 percent are inspected annually. The County has nearly 13,000 conventional septic systems. Each year, there are about 200 newly installed conventional septic systems and over 130 newly installed wells. Each year, around 250 conventional onsite sewage system deficiencies occur, while there are approximately 650 alternative onsite sewage system deficiencies. At least 90 percent of these deficiencies are corrected within that year.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
At least 95 percent of alternative onsite septic system owners will have their systems inspected and deficiencies corrected each year.					
Number of alternative systems	1,782	1,929	1,835	2,127	2,233
Percent inspected	99%	98%	99%	98%	98%
Meet the demand for processing new onsite septic systems and wells and oversee existing systems.					
Number of newly installed septic systems	195	210	158	200	200
Number of conventional septic systems	12,889	12,755	13,078	12,900	13,050
Number of newly installed wells	139	294	181	139	139
At least 93 percent of known failing onsite sewage disposal systems are correct annually.					
Number of conventional onsite sewage system deficiencies	264	235	215	245	245
Number of alternative onsite sewage system deficiencies	530	542	559	645	650
Number corrected	498	502	525	606	638
Percent corrected	94%	93%	94%	94%	93%

Central Administration

The Central Administration activity provides administrative support within the Health Department and is responsible for purchasing, accounts receivable, accounts payable, human resource activities, and Freedom of Information Act (FOIA) compliance. Staff is also responsible for overseeing the provision of copies of death certificates, birth certificates, marriage licenses, and divorce attestations.

Service Delivery Method: State employees primarily provides these administrative services are primarily, by which are funded through both State and County tax funding. Clerical support is a combination of County and State personnel.

Mandate Information: The Code of Virginia requires collection of accounts receivable (§§ 2.2-4800 and 2.2-4806) and compliance with FOIA requests (§ 2.2-3700 et seq.). The Health Department is also required to maintain compliance with Federal, State and local laws and regulations governing human resources. The Health Department also must comply with State financial regulations promulgated by the Virginia Department of Accounts and is subject to regular financial audits by the Virginia Department of Health and the Virginia Auditor of Public Accounts.

Value Added: This activity is critical to the internal operations of the Health Department, ensuring staff are able to successfully accomplish the Department's other activities. Not providing this service adequately could result in loss of revenue to the department, increased staff complaints and turnover, inefficient use of local tax funds and loss of grant funds which would impact the Health Department's ability to provide services.

Service Level Indicators: Current service level meets the demand for responding to FOIA and death certificate requests. Starting in FY 2020, the Health Department provides copies of birth, marriage, and divorce records; it is not known at this time what the demand for this new expanded vital records service will be. Staff receive approximately 1,000 FOIA requests annually, providing responses within mandate timeframes 100 percent of the time. Approximately 9,000 death certificates are provided to the public annually. Staff turnover is less than 10 percent.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Respond to FOIA requests within mandated timeframes.					
Number of FOIA requests received[1]	1,785	1,374	1,066	1,000	1,000
Percent of FOIA requests responded to within mandated timeframes	100%	100%	100%	100%	100%
Provide vital records.[2]					
Number of death certificates provided	10,905	11,000	8,338	9,000	9,000
Annual staff turnover will be less than 10 percent each year, and all staff will complete required department training each year.					
Annual staff turnover	8.79%	4.17%	12.00%	10.00%	10.00%
Completion of required department training	100%	100%	100%	100%	100%

[1] The reduction in FOIA requests is the result of increased availability of well and septic system information online so that customers can access the records on their own without submitting a FOIA request.

[2] All record numbers are total number of copies, not the unduplicated number of copies. Starting in FY 2020, the Department also provides birth certificates, marriage licenses, and divorce records.

Mental Health, Substance Abuse, and Developmental Services (MHSADS)

To promote mental, behavioral and developmental health and wellness by connecting individuals and their families with person-centered, recovery-oriented services and supports in partnership with the Loudoun community.

Department Programs

Residential Services

Provides a range of community residential living service options from settings requiring 24/7 intensive staff support to settings with staff support provided on a scheduled basis throughout the community to promote independence. Services are provided in county owned residential settings, as well as to individuals living in their own homes.

Activities

- Group Homes
- Supervised Living
- In-Home Services
- Consumer-Directed Service Facilitation

Community-Based Support Services

Provides treatment and support to develop strategies to continue to live, work and play in the Loudoun community in adulthood; provides a range of treatments, therapies and strategies to support infants and toddlers, born with developmental delays.

- Employment and Day Support Services
- Community Access Program (CAP)
- Job Link
- Psychosocial Rehabilitative Services (PSR)
- Early Intervention

Outpatient Services

Provides treatment to individuals and families through various evidence-based models of therapy and psycho-education to promote recovery. Services offer rapid engagement in treatment with meaningful outcomes.

- Outpatient Treatment
- Emergency Services
- Access
- Discharge Planning
- Psychiatry and Nursing (Center and Community)

Outreach and Coordination Services

Provides support, treatment, and coordination of care in settings such as the community, the shelter, or the adult detention center; provide public health awareness to promote resilience and wellness; ensure service coordination; provide assessment, evaluation, and treatment with an emphasis on building natural supports, diversion from the criminal justice system, and engagement in treatment.

- Case Management
- Prevention and Intervention
- Court and Corrections
- Project for Assistance for Transition of Homelessness (PATH)
- Intensive Community Treatment (ICT)

Business Operations

Provides internal operations support for all MHSADS programs in accordance with the rules, regulations and policies of federal, state and County government; address administrative expectations of the Department of Behavioral Health and Developmental Services (DBHDS) performance contract while remaining accountable to the direction of the Board of Supervisors and coordinated with the Community Services Board.

- Human Resources
- Finance
- Operations Support
- Quality Assurance
- Compliance

Financial Information

FY 2020 Adopted Information[1]

	Expenditures	Revenue	LTF	FTE
Residential Services	$11,795,315	$3,149,307	$8,646,008	109.58
Community-Based Support Services	10,722,625	3,267,771	7,454,854	61.06
Outpatient Services	12,272,877	4,014,590	8,258,287	86.46
Outreach and Coordination Services	9,552,179	2,343,929	7,208,250	89.00
Business Operations	5,525,202	0	5,525,202	60.33
Total	**$49,868,199**	**$12,775,597**	**$37,092,602**	**406.43**

[1] Sums may not equal due to rounding.

Group Homes

The Group Homes activity provides 24-hour supervision, care, and treatment to individuals diagnosed with developmental disabilities and/or serious mental illness, 24 hours/day, 365 days/year, in accordance with person-centered[1] and recovery-oriented philosophies. This activity provides room and board, while supporting individuals to address skill development for daily living (such as, medication management, nutrition and meal preparation, budgeting, home health, safety, etc.). Individuals receiving group home services are encouraged and supported in developing independent leisure activities and group activities, both at home and in the community. Residential staff provide behavioral, medical, social, emotional, and psychiatric monitoring. Staff also provide consultation and supports during medical crises, as well as non-emergent medical appointments. Staff oversee durable medical equipment[2] and medication management. Medication management includes the administration and monitoring of medication and reporting of side-effects and other medication issues as observed. Staff also transport residents to medical appointments, day support and employment services, and community activities.

Service Delivery Method: This activity is provided by a combination of County staff and contractors. Contractors deliver services to individuals with Developmental Disabilities (DD) in three county-owned properties. Department staff deliver services in eight County-owned group homes – four serving individuals with serious mental illness and four serving individuals with DD. Additionally, MHSADS contracts with nutritionists, certified behavioral specialists, and local home health agencies to coordinate treatment for individuals residing in County-operated homes. This activity is primarily supported by local tax funding and supplemented by Medicaid reimbursements under the Home and Community-Based Services Medicaid Waiver (Community Living Waiver or Family Supports Waiver), state assistance, and grants.

Mandate Information: This activity is not mandated by federal or state code. The services are, however, licensed by the Virginia Department of Behavioral Health and Developmental Services (DBHDS) 12VAC35-105. Additionally Section 37.2-508 of the Code of Virginia establishes the annual performance contract as the primary accountability and funding mechanism between DBHDS and the County's Community Services Board. As required by State Code, the performance contract is presented to the Board of Supervisors annually for their review and approval.

Value Added: Group Home supervision and services reduce reliance on higher levels of care and treatment, such as nursing homes, hospitals, or detention centers. They also provide an opportunity for individuals with developmental disabilities and/or serious mental illness to live in the community in order to develop and maintain community relationships (i.e., friends, family, and neighbors). There are a few private providers of group home services for individuals with developmental disabilities; however, the County is the only licensed group home and supervised living provider for individuals with serious mental illness.

Service Level Indicators: The eight County-operated group homes has a current service level or capacity of 43 and the provider-operated, County owned group homes are licensed for a total of 14 beds. The staffing ratios and requirements vary for each group home based on the support and supervision needs of the individuals living in the home. Typically, the homes operate at a ratio of one staff per every two individuals during times when individuals are generally home and awake (i.e., in the mornings, evenings and during the weekends). Overnights are typically staffed with two employees per home. Individuals with specialized supervision requirements (such as one to one staff support) for medical and behavioral concerns require increased levels of staff support. There is an estimated increase in the number of individuals who require specialized supervision.

At current service level, with all beds occupied, there was a waitlist of 60 individuals at the end of FY 2019.

---

[1] Person-centered refers to the philosophy that individuals accessing treatment should be equal partners in planning and managing their care.

[2] Medicaid defines durable medical equipment as equipment that serves a medical purpose, is able to withstand repeated use, and is appropriate for use in the home (e.g., wheelchairs, walkers, hospital beds, power scooters, and portable oxygen).

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Increase the number of individuals with more than one sustained (six months or greater) community connection to 50 percent of the individuals living in County-operated group homes.					
Number of individuals living in a County-operated group home	47	44	46	44	44
Percent of individuals living in a County-operated group home who have more than one sustained community connection	21%	20%	23%	40%	45%
Operate County-operated group homes within licensed capacity.[1]					
Group home capacity per licenses	45	44	44	43	43
Number of individuals on the waitlist	53	59	60	65	70
Number of individuals in group home with specialized supervision requirements	n/a	n/a	23	25	25
Number of Medical/Behavioral Incidents	291	233	237	240	240

[1] Data shown as n/a indicates a measure which does not have historical data.

Supervised Living

This activity provides daily support and supervision to adults who are diagnosed with a serious mental illness. Additionally, this activity transitions individuals out of inpatient psychiatric hospitals and/or 24-hour group homes and assists them with living in the Loudoun community. Individuals are provided with a place to live, staff supervision and monitoring, and range of support services including transportation assistance and training, and medication administration and monitoring. Community-based nurses consult and assist residential staff with supporting individuals' medical requirements, including providing consultations and medical care management. Individuals are supported to sustain recovery and develop skills and strategies for independent living in the community. Services are provided primarily from 8:00 a.m. to 10:00 p.m., Sunday through Saturday, including holidays and weekends. However, staff support is available on an on-call basis 24 hours a day/7 days a week.

Service Delivery Method: Supervised Living is provided in County-owned and maintained single-family homes and townhouses as well as County-rented apartments. There are 11 supervised sites throughout the County which are supported primarily by County staff including part-time and relief staff seven days each week.

This activity is primarily supported by local tax funding and supplemented by self-pay revenues from individuals receiving services.

Mandate Information: This activity is not mandated by federal or state code. The services are however licensed by the Virginia Department of Behavioral Health and Developmental Services (DBHDS) 12VAC35-105. Section 37.2-508 of the Code of Virginia establishes the annual performance contract as the primary accountability and funding mechanism between DBHDS and the County's Community Services Board. As required by the Code of Virginia, the performance contract is presented to the Board of Supervisors annually for their review and approval. The County is the only licensed supervised living provider for individuals with serious mental illness.

Value Added: This activity reduces reliance on higher levels of care and treatment such as group homes, hospitals, jails, or detention centers and provides an opportunity for individuals with serious mental illness to live in the community. Supervised living provides an opportunity for individuals to experience greater independence than they would living in a group home, while still ensuring access to staff support when needed. Additionally, individuals living in these residences may develop community relationships (i.e., friends, family, and neighbors), and experience improved behavioral health stability and quality of life.

Service Level Indicators: Current service level reflects support to individuals across 11 residences, with a licensed bed capacity of 31. The level of staff support varies based on the individual medical and behavioral needs of program participants. Based on the intensive behavioral support required by an individual in the program, one bed is on clinical hold and will not be filled at this time. The number of individuals requiring staff administration of medications effects the staff support required to operate the program and the time available to assist individuals with developing other independent and community living skills.

With the current service level and staffing, Supervised Living had a waitlist of 13 individuals at the end of FY 2019.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide supervised living services for adults with serious mental illness.					
Number of individuals enrolled	30	30	30	30	31
Number of individuals on waitlist for services	8	13	13	15	16
Number of hours of service provided	5,940	7,249	8,715	8,725	8,725
Serious medical/behavioral incidents	66	89	78	78	78

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
At least 50 percent of individuals in Supervised Living will be able to administer their own medications. [1,2]					
Number of individuals enrolled	30	30	30	30	31
Number of individuals enrolled who independently administer medications	n/a	n/a	12	13	14
Percent of individuals enrolled who independently administer medications	n/a	n/a	43%	43%	45%

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] For individuals who cannot administer their own medication, medication is administered by County staff which impacts the number of individuals that can be supported in this program.

In-Home Services

This activity provides services to individuals with a developmental disability (DD) or serious mental illness diagnosis who live with their family/caretakers or in their own residence in the community. For individuals with a serious mental illness, this activity is called mental health skill-building services (MHSS). This activity provides services based on the individual needs of each participant, using a one-to-one service model. Services include, but are not limited to; skill-building and assistance in activities of daily living, medication administration, and observing and reporting significant changes in individuals' behavior or medical status. Building independence for this population is a key objective of the activity and requires an intensive team effort. Educational seminars and training are provided to family members and caregivers in support of the individual's independence goal. Transportation may also be provided to assist the individual in keeping appointments, shopping for groceries, and other community activities that build independence.

Service Delivery Method: Most In-Home services are delivered at a ratio of one County staff member to one individual. MHSADS staff directly provide In-Home services for individuals with developmental disabilities. MHSADS contracts with private providers to provide MHSS. Under these contracts, private providers deliver services while MHSADS staff administer the contracts. MHSADS staff educates individuals on options available and monitors the waitlist.

This activity is primarily supported by local tax funding and supplemented by Medicaid reimbursement under the Home and Community-Based Services Medicaid Waiver (Community Living Waiver or Family Supports Waiver).

Mandate Information: This activity is not mandated by federal or state code. The services are, however, licensed by the Virginia Department of Behavioral Health and Developmental Services (DBHDS) 12VAC35-105. Section 37.2-508 of the Code of Virginia establishes the annual performance contract as the primary accountability and funding mechanism between DBHDS and the County's Community Services Board. As required by State Code, the performance contract is presented to the Board of Supervisors annually for their review and approval.

Value Added: This activity strives to keep individuals in their current homes, which reduces the reliance on higher levels of care and treatment like hospitals, nursing homes, or group homes. Additionally, individuals receiving in-home services, may develop community relationships (i.e., friends, family, and neighbors) and experience increased behavioral health stability and an improved quality of life.

Service Level Indicators: At current service level, 35 to 45 individuals receive mental health skill-building services (MHSS) each year. Current service level reflects the delivery of over 13,000 hours of in-home services each year, serving approximately 14 individuals annually. However, individuals currently receiving in-home services often request additional support hours that cannot be provided with the current level of resources. There were 13 individuals on the waitlist for in-home services at the end of FY 2019.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide one to one in-home services to individuals with developmental disabilities who live at home.					
Number of individuals enrolled	16	13	13	14	14
Number of service hours provided	11,399	12,820	13,323	13,325	13,325
Number of individuals on waitlist	11	13	13	13	13
Provide MHSS services to individuals with serious mental illness living in the community.[1]					
Number of individuals receiving MHSS	25	25	36	43	45
Number of individuals on the waitlist for MHSS	20	18	11	15	18

[1] The Board approved $350,000 in additional funding for MHSS services in FY 2018. As those funds became available, more individuals have been and continue to be served, reducing the waitlist.

Consumer-Directed Service Facilitation

Consumer-Directed Service Facilitation is provided to individuals with developmental disabilities who employ their own companion, personal care, and/or respite services provider. The MHSADS Service Facilitator is responsible for ensuring the individual or the caregiver are established and receiving services according to Medicaid program regulations and requirements. The MHSADS Service Facilitator is also responsible for training the individual and/or the caregiver in the practices to hire, train, pay, and supervise the person hired to deliver services. Additionally, the MHSADS Service Facilitator is required to meet with the individual and/or caregiver at least quarterly to monitor and evaluate service delivery, assess the appropriateness of the services, and assist with addressing service concerns. The MHSADS Service Facilitator participates as a member of the individuals' treatment team to develop service goals and outcomes and monitor the individuals' progress toward these goals. Individuals are unable to receive consumer-directed services without the support of a service facilitator.

Service Delivery Method: County staff provides this activity. It is primarily supported by local tax funding and supplemented by Medicaid reimbursements under the Home and Community-Based Services Medicaid Waiver (Community Living Waiver or Family Supports Waiver).

Mandate Information: This activity is not mandated by federal or state code. Section 37.2-508 of the Code of Virginia establishes the annual performance contract as the primary accountability and funding mechanism between DBHDS and the County's Community Services Board. As required by the Code of Virginia, the performance contract is presented to the Board of Supervisors annually for their review and approval.

Value Added: This activity supports individuals in remaining in their homes and in their communities, thereby reducing the need for institutionalization and more complex levels of care. Consumer-Directed Service Facilitation supports the individual and family by facilitating services with other providers.

Service Level Indicators: Current service level reflects the ability to provide service facilitation for up to 50 individuals at a time.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide Consumer Directed Service Facilitation to individuals with developmental disabilities who choose consumer directed services.					
Number of individuals enrolled in Service Facilitation	37	44	52	50	50
Number of enrollees whose only Physician Assistant is a parent	15	9	11	10	9

Employment and Day Support Services[1]

This activity supports adults with mental illness and/or developmental disabilities gain and retain jobs, volunteer in the community, and pursue other opportunities for community integration. This activity includes employment services, day support services, and medically fragile services.

Employment Services support individuals in gaining and maintaining employment in integrated work settings that provide compensation at minimum or competitive wages. Employment Services are community-based opportunities for paid employment with support based on the needs of the individual. These individuals require support to gain and maintain competitive employment. Such supports target work skills, interactions with coworkers and the public, behavioral concerns, safety issues, and other person-centered support strategies that individuals need to participate in paid employment. Individuals receiving employment services are engaged in paid work. Individuals choose the employment service provider they want to work with.

Day Support Services provides community skill-building opportunities that are rehabilitative, recovery, and wellness oriented. These services consist of community-based or center-based activities that occur outside of the individual's residence. They include individualized staff support to address peer interaction and community integration; and to enhance self-care, task learning, community resource use, environmental and behavioral skills, social skills, medication management, prevocational skills, and transportation skills.

Medically fragile services are a more intensive level of day support. They provide appropriate facilities, equipment, staffing and transportation to meet the special needs of their clients. These individuals typically have more involved medical conditions (such as catheters, colostomies, feeding tubes, and/or need assistance with eating, hygiene, repositioning, etc.). This service includes recreational and social activities, as well as sensory stimulation, range of motion, and positioning. Some community-based activities may also be included.

Service Delivery Method: Contracted providers deliver this activity. County staff educates individuals on options available, administers the contracts, and manages the waitlist.

Mandate Information: This activity is not mandated by federal or state code. Day Support Services are licensed by the Virginia Department of Behavioral Health and Developmental Services (DBHDS) 12VAC35-105. Section 37.2-508 of the Code of Virginia establishes the annual performance contract as the primary accountability and funding mechanism between DBHDS and the County's Community Services Board. As required by State Code, the performance contract is presented to the Board of Supervisors annually for their review and approval.

Value Added: This activity provides essential support to individuals with mental illness and/or developmental disabilities in the years following high school graduation. Employment is a key to the economic self-sufficiency and development of the individual as they strive for social and community integration.

Service Level Indicators: Current service level supports up to 156 individuals each year, depending on type of service, the number of service hours received and support level. Employment services are typically provided at a ratio of one staff for every six or seven individuals served. Day support services are typically provided at a ratio of one staff for every three individuals served.

[1] Employment And Day Support Services are delivered by private providers under contract with the County and by MHSADS through CAP and Job Link. Traditionally, the use of "employment and day support" has referred exclusively to the services provided via contract. These services are provided to individuals who have completed high school and have been assessed to require access to these services.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide employment and day support services for individuals eligible for such services.					
Annual budget (millions)[1]	$1.65	$2.50	$2.50	$2.50	$2.50
Number of individuals enrolled in contracted day support	54	62	84	84	84
Number of individuals enrolled in contracted employment services	75	82	72	72	72
Number of individuals graduating from school who may need services	17	31	24	33	30

[1] The Board approved an additional $600,000 beginning in FY 2018 for employment and day support contracts to eliminate the waitlist for services that existed at that time.

Community Access Program (CAP)

This activity consists of a day support program directly operated by MHSADS and workplace assistance. Contracted day support programs do not include workplace assistance. The day support program supports adults diagnosed with a developmental disability. It provides opportunities for peer interactions and community integration with staff support of individuals to enhance any of the following skills: daily living, community resource utilization, medication management, career planning, behavioral skills, social skills, pre-employment skills, and transportation skills. The program supports skill building and development of interactive community relationships and exploration through work, volunteering, consumerism, and other community-based activities. Supports are provided to each person through individually structured programs of activity or training services.

CAP also provides workplace assistance to individuals who have completed job development and placement training, but require more support than is provided through standard employment services to maintain stable employment.

CAP services are provided Monday through Friday from 8:30 a.m. to 3:00 p.m.

Service Delivery Method: County staff including part-time and relief staff provides this activity. It is primarily supported by local tax funding and supplemented by Medicaid reimbursement under the Home and Community-Based Services Medicaid Waiver (Community Living Waiver or Family Supports Waiver). Workplace assistance services are funded through the Developmental Disability Services Waiver.

Mandate Information: This activity is not mandated by federal or state code. The services are, however, licensed by the Virginia Department of Behavioral Health and Developmental Services (DBHDS) 12VAC35-105. Section 37.2-508 of the Code of Virginia establishes the annual performance contract as the primary accountability and funding mechanism between DBHDS and the County's Community Services Board. As required by State Code, the performance contract is presented to the Board of Supervisors annually for their review and approval.

Value Added: There are a limited number of private providers operating within the County. CAP provides essential support to individuals in the years following high school graduation. Post-graduation individuals require long term supports to continue building skills developed during their school years and to support ongoing community engagement and pursuit of employment opportunities.

Service Level Indicators: At current service level, support is provided to 15 individuals at any given time, with a staff ratio of one staff to no more than three participants. Approximately 57 percent of CAP service hours are provided as community engagement and workplace assistance support.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
At least 60 percent of Community Access Program (CAP) support hours will be focused on community engagement and workplace assistance.[1]					
Number of individuals enrolled in CAP	12	16	15	15	15
Number of service hours	n/a	17,390	17,364	17,365	17,365
Number of community engagement service hours	n/a	10,684	7,631	7,700	8,000
Number of workplace assistance service hours	n/a	1,736	1,828	1,850	1,875
Percent of service hours that are community engagement or workplace assistance	n/a	71%	54%	55%	57%

[1] Data shown as n/a indicates a measure which does not have historical data.

Job Link

Job Link is an employment support program provided to individuals with developmental disabilities or serious mental illness by MHSADS. Job Link provides situational assessments, job development, job placement and training, and periodic monitoring and support to assist participants in addressing worksite concerns. Job Link offers assistance with locating and applying for jobs in the community, development of customized employment opportunities and benefits counseling services. The supported employment services are community-based opportunities and provide training, on-going supports, career counseling, networking, and case management activities as necessary to support individuals with developmental disabilities or serious mental illness to be successful in their employment. These programs work to support skill building and the development of interactive community relationships and exploration through work, volunteering, and other community-based activities. Job Link assists individuals with finding and sustaining competitive employment. Employees provide this service on varied schedules based on the employment schedules of the individuals receiving services.

Service Delivery Method: County staff provides this activity. This activity is primarily supported by local tax funding and supplemented by reimbursement from the Department for Aging and Rehabilitative Services (DARS).

Mandate Information: This activity is not mandated by federal or state code. Section 37.2-508 of the Code of Virginia establishes the annual performance contract as the primary accountability and funding mechanism between DBHDS and the County's Community Services Board. As required by State Code, the performance contract is presented to the Board of Supervisors annually for their review and approval.

Value Added: This activity builds relationships with employers and assists individuals with gaining and maintaining employment. This is an essential support to individuals with disabilities seeking access to employment opportunities (including youth transitioning from high school). Employment is a key to the economic self-sufficiency and development of the individual as they strive for social and community integration.

Service Level Indicators: Current service level reflects the ability to provide employment services for up to 100 individuals, with a caseload of 12 to 15 per staff member, depending on individual support needed. Approximately 85 percent of individuals enrolled in Job Link are competitively employed as a result of their participation in Job Link, and 95 percent of those employed sustain their employment for more than 90 consecutive days.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
At least 90 percent of Job Link participants will secure employment.					
Number of individuals enrolled	109	100	95	100	100
Number of enrollees who are employed	84	80	78	85	90
Percent of enrollees who are employed	77%	80%	82%	85%	90%
At least 95 percent of individuals employed through Job Link will maintain their employment for more than 90 consecutive days.					
Percent of enrollees who maintain employment for more than 90 consecutive days	93%	93%	97%	95%	95%

Psychosocial Rehabilitation Services (PSR)

This activity provides PSR services to adults diagnosed with a serious mental illness that significantly impairs their ability to live and work independently in the Loudoun community. Services are delivered in a community-based, group setting to provide individuals with opportunities to develop and use interpersonal social skills and vocational capacities. Educational and social activities are provided by licensed mental health staff, adult qualified mental health professionals and peer support professionals to assist individuals with developing ways to reduce and cope with symptoms of mental illness, increase skills to live and work independently in the community, and increase wellness.

This service requires oversight by a licensed mental health professional; some PSR activities require staff to be credentialed as an adult qualified mental health professional. Peer support professionals provide social and educational support to those who attend PSR. PSR operates services from 9:30 a.m. to 2:00 p.m., Monday through Friday; transportation services are provided before and after these hours.

Service Delivery Method: County staff including part-time and relief staff provides this activity. Services are provided at a ratio of one staff member to six individuals receiving services. This activity is primarily supported by local tax funding and supplemented by Medicaid reimbursements and fees collected from individuals receiving services.

Mandate Information: This activity is not currently mandated by federal or state code. The services are, however, licensed by the Virginia Department of Behavioral Health and Developmental Services (DBHDS) 12VAC35-105. Section 37.2-508 of the Code of Virginia establishes the annual performance contract as the primary accountability and funding mechanism between DBHDS and the County's Community Services Board. As required by State Code, the performance contract is presented to the Board of Supervisors annually for their review and approval.

As stated in Virginia's System Transformation Excellence and Performance (STEP-VA) legislation, PSR services will be a mandated service beginning in July 1, 2021.

Value Added: The lack of private providers operating within Loudoun County that offer PSR services has compelled the Department to address the service gap. PSR services provide adults with serious mental illness opportunities to build social and vocational skills to live and work in the community. PSR services may alleviate the need for higher levels of care including hospitalization and detention centers by providing individuals structured, scheduled activities. PSR services also provides an opportunity for developing community and peer relationships, which may increase an individual's behavioral health stability and improve their quality of life.

Service Level Indicators: At current service level, PSR services are provided to approximately 86 individuals annually. Current service level reflects a high participation rate, with 90 percent of individuals enrolled in PSR services also participating in community-based skill building activities.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2020 Projected
At least 90 percent of individuals enrolled in psycho-social rehabilitation (PSR) will participate in community skill-building activities.					
Number of individuals enrolled in PSR	89	86	86	86	86
Percent of PSR enrollees who participate in community-based skills building activities	80%	89%	87%	90%	90%

Early Intervention (EI)

This activity provides services for children from birth to 36 months of age that are designed to address the early identification of intellectual, developmental, and social-emotional needs in very young children. In addition to initial screenings and evaluations to determine service needs, EI includes the following services: occupational therapy, physical therapy, developmental services, hearing services, vision services, speech therapy, social work, service coordination, infant mental health support, and family training. All EI services are provided in the environments in which typically developing children are found: homes, daycares, parks, and libraries. The services are delivered within typical family routines and designed to help parents support their children's development throughout their regular activities.

Service Delivery Method: A public-private partnership that includes private providers and County staff using County vehicles provides this service. This activity is supported by state and federal grant revenue and fees collected from private insurance, Medicaid, and families accessing services. Local tax funding contributes to approximately 40 percent of this activity's budget.

Mandate Information: This activity is mandated under federal law, specifically Part C of the Individuals with Disabilities Education Act (IDEA). Any child from birth to 36 months old who is referred to the program must be screened. Based on the screening, those who display a specific diagnosed medical condition, atypical development, or a delay of 25 percent in any area of development are then eligible for an evaluation. The department is required to serve 100 percent of the children, who after screening, require the development of an Individualized Family Service Plan (IFSP). Services must be initiated within 30 days of when IFSP is developed. By federal regulation 2.89 percent of children under 36 months of age should receive services under IFSP.

Value Added: By providing EI services at a very early age, developmental delays and disabilities may be ameliorated or reduced, potentially minimizing the need for special education services. If/when such services are needed, often they are needed at a less intensive level. Providing this activity through a public-private partnership helps leverage resources to provide needed services in a cost-effective manner.

The EI program has grown significantly in the last three years, due in part to the overall population growth in Loudoun, a highly educated populace able to access services on behalf of their children, and an increased community awareness of Early Intervention. County demographics indicate that by 2020 the number of children living in Loudoun who are 36 months of age and younger will be over 21,000.

Service Level Indicators: Current service level reflects delivery of EI services for up to 1,080 children each year, depending on the individual needs of those served. This includes an average caseload size of 50 cases per case manager and 60 parent and child activities per month. This activity receives over 600 referrals annually—of which approximately 92 percent are eligible for services. At current service level, over 80 percent of families completing the annual survey reported that EI services helped them to help their children learn.

MHSADS: Community-Based Support Services

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
At least 71 percent of children who enter Early Intervention (EI) services below age expectations in the area of using appropriate behaviors will demonstrate an increased rate of growth by the time they turn 36 months of age or exit the program.					
Number of children referred to EI (any source)	623	620	600	610	620
Number of children served[1]	961	1,002	1,067	1,080	1,100
Percent children who entered EI below age expectations in the area of using appropriate behaviors to meet needs that demonstrate an increased rate of growth by the time they 36 months or exit the program	67%	69%	69%	71%	72%
At least 84 percent of families participating in EI will report that EI services helped them to help their child learn.					
Number of families completing the annual State-administered family survey	74	89	91	85	90
Percent of families who report that EI services helped them to help their child learn	82%	83%	82%	84%	84%
Deliver EI services to 2.89 percent of the population under the age of 36 months, in accordance with federal mandates.[2]					
Percent of target population receiving services	n/a	2.51%	2.55%	2.60%	2.65%

[1] While approximately 600 referrals are received annually, many children receive services for a period greater than one year, resulting in a higher number of children served than referrals received.

[2] Data shown as n/a indicates a measure which does not have historical data.

Outpatient Treatment

This activity provides outpatient treatment to adults with serious mental illness, youth who are at risk or have serious emotional disturbance, and individuals with a substance use disorder. Individuals' recovery plan and treatment are person-centered with the presentation of symptoms influencing the frequency (how often), the intensity (the treatment session modalities and length of each appointment), and the duration (how long the overall treatment episode lasts) of treatment. Group therapy and family therapy are the primary modes of treatment, with individual therapy provided as clinically indicated. Treatment modalities are evidence-based or evidence-informed and engage the person in recovery based on his/her readiness to change. Individuals can be self-referred or referred by various agencies throughout the County, including the Courts, Community Corrections, hospitals, Juvenile Court Services Unit, law enforcement, and public schools.

Clinic-based outpatient services are provided at both Leesburg and Sterling locations, Monday through Thursday from 8:30 a.m. to 8:00 p.m. and Fridays from 8:30 a.m. to 5:00 p.m. Outpatient services such as Medication Assisted Treatment, Linking Individuals and Navigating Care, and intensive outpatient treatment for a substance use disorder are provided through contractual relationships with providers in the community. In addition to clinic-based services, assessments of mental health, substance use, and/or co-occurring needs occur at different community partner agencies. Therapists are cross-trained to provide comprehensive treatment to individuals with mental health and substance use disorders. This integrated outpatient service delivery system is a best practice. This activity uses the Daily Living Activities (DLA) 20 tool to assess an individual's progress. The tool measures the daily living activities impacted by mental illness or disability. It is an evidence-based outcome measurement tool used to demonstrate the benefits of support.

In addition to service delivery, staff are required to attend ongoing, annual clinical training to maintain professional certifications and licenses.

Service Delivery Method: County staff and contract providers delivers this activity. This activity is primarily supported by local tax funding and supplemented by state revenue, and fees from Medicaid and individuals accessing services.

Mandate Information: This activity is not mandated by federal or state code. However, outpatient treatment services are licensed by the Virginia Department of Behavioral Health and Developmental Services (DBHDS) 12VAC35-105. Section 37.2-508 of the Code of Virginia establishes the annual performance contract as the primary accountability and funding mechanism between DBHDS and the County's Community Services Board. As required by State Code, the performance contract is presented to the Board of Supervisors annually for their review and approval.

As a result of House Bill 1549, beginning July 1, 2019 (FY 2020), community service boards are mandated to provide primary care screening and monitoring services. Also as a result of HB1549, beginning July 1, 2021 (FY 2022), core services provided by community service boards will be expanded to include outpatient services. Outpatient services will be mandated beginning July 1, 2021.

Value Added: The outpatient treatment activity provides access to treatment in the least restrictive and most cost-effective manner for individuals with behavioral health needs. In the absence of clinic-based outpatient services, individuals would likely seek to access services through the Emergency Services program, overwhelming the resources allocated for acute psychiatric emergencies. With the lack of providers available to individuals in the community (especially those with Medicaid), MHSADS fills a critical gap in the service delivery system.

Service Level Indicators: Current service level reflects delivery of outpatient treatment services to approximately 1,700 individuals each year, with 70 percent showing significant improvement each quarter. While there is no defined caseload size per therapist, MHSADS maintains at least 60 percent of a therapists' working hours dedicated to direct, face-to-face clinical service with the other 40 percent of time each week spent preparing for treatment services, providing service coordination, performing administrative tasks, participating in training and maintaining licensure/certifications, receiving supervision, and attending various meetings.

MHSADS: Outpatient Services

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
At least 70 percent of individuals receiving outpatient treatment services will maintain or improve each quarter on the Daily Living Activities (DLA) 20.[1,2]					
Number of individuals enrolled	1,901	1,751	1,679	1,760	1,860
Number of individuals enrolled for 90+ days with at least two DLA 20 assessments	n/a	n/a	119	318	318
Number of individuals receiving outpatient services who maintain or show an improvement each quarter on the DLA 20	n/a	n/a	72	223	223
Percent of individuals receiving outpatient services who maintain or show an improvement each quarter on the DLA 20	n/a	n/a	61%	70%	70%

[1] Full implementation of the DLA 20 as a measurement tool began in FY 2020.

[2] Data shown as n/a indicates a measure which does not have historical data.

Emergency Services

The Emergency Services (ES) activity operates 24 hours a day, 365 days a year providing crisis intervention, pre-screening and coordination for court ordered care, as well as consultation and training to law enforcement. Services are available in-person and via telephone for individuals of all ages who present with mental health, substance use disorder, and developmental diagnoses. ES therapists provide crisis intervention services to individuals in various locations and in coordination with law enforcement and numerous community partners. ES therapists staff the Crisis Intervention Team Assessment Center (CITAC), located in the Shenandoah Office Building. The CITAC is open 16 hours each day, 7 days a week. The CITAC provides a non-criminal justice, non-emergency room setting for individuals to connect with a mental health therapist. Additionally, onsite responses are available on a 24-hour basis to County detention centers, the youth shelter, Loudoun County Public Schools, emergency departments, and state and private hospitals. ES therapists may also, upon request, assist in debriefing Loudoun citizens after traumatic events.

ES performs an integral function in the civil commitment process, as mandated by Virginia Code. Certified clinicians provide pre-screening for inpatient care. ES monitors all mandatory outpatient treatment (MOT) orders, provides reports to the Court, and petitions for MOT review hearings. Additionally, ES coordinates and attends all civil commitment hearings within Loudoun County and attends civil commitment hearings in collaboration with other jurisdictions throughout the state.

ES partners with the Loudoun County Sheriff's Office (LCSO) to manage the County's Crisis Intervention Team (CIT) program and to oversee the instruction and curriculum for CIT training. ES also provides consultation and onsite response with law enforcement to facilitate awareness and understanding of the impact of mental health, substance use, and developmental issues as they relate to individuals who become involved in hostage or barricade situations.

In addition to service delivery, ES staff are required to attend ongoing, annual clinical training to maintain professional certifications and licenses.

Service Delivery Method: County staff including full-time, part-time and relief staff provides this activity. Supervisors must also be available and serve in an on-call capacity (licensed mental health professionals and certified preadmission screeners) from 11:00 p.m. to 7:00 a.m. Monday through Friday, weekends, and holidays. This activity is primarily supported by local tax funding and supplemented by state revenue, and fees from private insurance, Medicaid, and individuals accessing services.

Mandate Information: Emergency Services are mandated by the Code of Virginia §§ 37.2-500, 37.2-800 through 37.2-831 (Adults), 16.1-337 through 16.1-346 (Minors), 19.2-169.6 (Incarcerated Adults), and 16.1. Additionally Code of Virginia § 37.2-508 establishes the annual performance contract as the primary accountability and funding mechanism between DBHDS and the County's Community Services Board. As required by State Code, the performance contract is presented to the Board of Supervisors annually for their review and approval.

As a result of House Bill 1549, beginning July 1, 2021 (FY 2022), core services provided by community service boards will be expanded to include mobile crisis services. Mobile crisis services will be mandated beginning in FY 2022.

Value Added: ES provides support to individuals experiencing a crisis, while maintaining the safety and well-being of the individual and community. Many individuals served by ES are connected with a community resource and do not require a more restrictive and expensive psychiatric hospitalization. ES also provides stabilization services to individuals awaiting intake for ongoing therapy and acts as a safety net provider after-hours when the primary outpatient therapist is unavailable.

Service Level Indicators: At current service level, an estimated 7,500 ES service hours are provided each year, including 1,550 crisis evaluations annually. Of these 1,550 evaluations, over 60% result in an outcome less restrictive than involuntary inpatient treatment (such as connecting individuals to person-centered or recovery-oriented services). Current service level also includes providing six annual CIT trainings with the LCSO for community first responders.

MHSADS: Outpatient Services

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide emergency services to individuals in need of crisis intervention.					
Number of service hours at ES	7,735	7,279	8,678	7,500	7,500
Number of crisis evaluations provided at the CITAC	893	939	869	800	800
Number of crisis evaluations provided at the CITAC resulting in an outcome less restrictive than involuntary inpatient treatment	842	852	761	700	700
At least 60 percent of crisis intervention services provided by ES will result in an outcome less restrictive than involuntary inpatient treatment.					
Number of crisis intervention evaluations provided by emergency services	1,626	1,550	1,553	1,500	1,500
Number of crisis intervention evaluations resulting in an outcome less restrictive than involuntary inpatient treatment	1,206	1,047	1,038	900	900
Percent of crisis intervention evaluations resulting in an outcome less restrictive than involuntary inpatient treatment	74%	68%	67%	60%	60%
Provide at least six CIT trainings in partnership with the Loudoun County Sheriff's Office.					
Number of training sessions	7	7	6	6	6
Number of attendees	127	140	154	166	166

Access

The Access activity is the point of entry for MHSADS. Access is a clinic-based service provided via phone between 8:30 a.m. and 5:00 p.m., Monday through Friday, and in-person via the dedicated Same-Day-Access walk-in clinic hours between 9:00 a.m. and 2:00 p.m. Monday through Friday at the Leesburg location. Within the Same-Day-Access clinic, individuals are offered an assessment to determine eligibility for behavioral health services and to initiate connection with appropriate resources based on the individual's recovery needs. The Same-Day-Access clinic includes screening, triage, assessment, and/or referral to services within MHSADS and/or to other resources.

In addition to the Same-Day-Access clinic, the therapists in Access answer inquiries, process referrals for service, foster individuals' engagement in treatment, and develop partnerships with community-based organizations (such as the faith-based community), which link individuals with volunteers and volunteer organizations offering social and recreational opportunities. Access is also the main contract administrator for various clinical contracts to facilitate rapid access to outpatient treatment services not directly provided by MHSADS. Access serves as the main point of entry for contracted services including Medication Assisted Treatment (MAT), Linking Individuals and Navigating Care (LINC), peer recovery services, and more intensive treatment options such as detox and intensive outpatient. An engagement therapist in Access conducts outreach with individuals who are enrolled in services yet have missed appointments and focuses on individuals' readiness to change and removing barriers for successful treatment engagement. The Access activity partners with other organizations to provide recreational events.

Service Delivery Method: Full-time County staff provides this service. This activity is primarily supported by local tax funding and supplemented by state revenue for Same Day Access, LINC, and MAT, as well as fees from private insurance, Medicare, Medicaid, and individuals accessing services.

Mandate Information: Beginning July 1, 2019, Access services are mandated by State code Section 37.2-50. Section 37.2-508 of the Code of Virginia establishes the annual performance contract as the primary accountability and funding mechanism between DBHDS and the County's Community Services Board. As required by State Code, the performance contract is presented to the Board of Supervisors annually for their review and approval.

Value Added: These services focus on engaging individuals through a centralized access point to provide same day assessment with referral to treatment and services, a best practice for community mental health providers. Access fosters public-private provider network relationships to address the increasing demand for mental health and substance use treatment.

Service Level Indicators: Current service level supports same-day completion of a clinical eligibility screening for 90 percent of individuals screened at the Leesburg clinic. Of those individuals who are screened and determined to be clinically eligible for treatment, 90 percent are offered an intake into treatment on the same day. Of those completing intake, 75 percent are offered a follow-up for treatment within 10 business days of intake. At current service level, the Access activity partners with 10 organizations who provide approximately 20 recreational events (developed and operated by volunteers) annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Complete a clinical eligibility screening for 90 percent of walk-ins to Same Day Access.[1]					
Number of walk-ins for Same Day Access	n/a	n/a	721	1,300	1,400
Number of individuals completing eligibility screening	n/a	n/a	540	1,170	1,260
Percent of individuals completing same-day clinical eligibility screenings	n/a	n/a	80%	90%	90%

[1] Data shown as n/a indicates a measure which does not have historical data.

MHSADS: Outpatient Services

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Complete intake on the same day as eligibility screening for at least 90 percent of individuals in Same Day Access.[1]					
Number of individuals determined to be clinically eligible	n/a	n/a	312	1,000	1,000
Number of clinically eligible individuals who complete intake on the same day as eligibility screening	n/a	n/a	253	900	900
Percent of clinically eligible individuals who complete intake on the same day as eligibility determination	n/a	n/a	81%	90%	90%

[1] Data shown as n/a indicates a measure which does not have historical data.

Discharge Planning

The Discharge Planning activity provides treatment planning and coordination of services for individuals in the Loudoun community during a psychiatric hospitalization, partial hospitalization, admission in a crisis stabilization unit, and/or REACH respite (a crisis service for adults with a developmental disability). Licensed professionals facilitate participants' transition back into the community from a more intensive level of treatment via rapid access to ongoing services and supports. Discharge Planning staff are actively involved in developing and monitoring Discharge Assistance Program (DAP) plans to remove barriers for individuals who are ready to transition from a hospital into the community.

In addition to service delivery, Discharge Planning staff are required to attend ongoing, annual clinical training in order to maintain professional certifications and licenses.

Service Delivery Method: County staff, using County vehicles, provides this activity. It is primarily supported by local tax funding and supplemented by state revenue.

Mandate Information: Discharge planning services are mandated by the Code of Virginia §37.2-505. Section 37.2-508 of the Code of Virginia establishes the annual performance contract as the primary accountability and funding mechanism between DBHDS and the County's Community Services Board. As required by State Code, the performance contract is presented to the Board of Supervisors annually for their review and approval.

Value Added: Effective discharge planning facilitates timely and effective hospital discharge. This is important due to chronic shortages in the number of state hospital beds available. Discharge planning advances the recovery of individuals and families affected by mental health, substance use, and/or and developmental disabilities. It also facilitates community integration by linking individuals with ongoing treatment and supports following a more intensive placement, such as hospitalization.

Service Level Indicators: Current service level supports approximately 417 individuals annually. At least 90 percent of these individuals are scheduled for after-care appointments within seven business days of discharge from an intensive placement, such as a hospital.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
At least 90 percent of individuals referred into MHSADS services will have their after-care appointments scheduled within seven business days of discharge from an intensive placement.					
Number of individuals receiving Discharge Planning services	402	406	417	417	417
Number of after-care appointments scheduled	379	393	414	414	414
Number of after-care appointments scheduled within 7 business days of hospital discharge	360	374	414	374	374
Percent of after-care appointments scheduled within 7 business days of hospital discharge	95%	92%	99%	90%	90%

Psychiatry and Nursing (Center and Community)

MHSADS promotes integrated care, which is medical care and behavioral health care combined. There are two main medical services offered by MHSADS: psychiatric services and medical management. Psychiatric services includes prescribers and nurses who support psychiatric evaluation and medication services as integral treatment elements for adults with serious mental illness, youth who are at risk or have serious emotional disturbance, individuals with a developmental disability, and/or individuals with a substance use disorder. Individuals enrolled with a psychiatric prescriber have access to center-based nurses to assist with medication management and promote integrated (physical and behavioral) healthcare. The prescriber and nurse team assess the individual's entire health and assist with linkages and follow-up care for physical health needs and preventative care. The center-based nurse conducts primary care screening as part of the psychiatric appointment and coordinates access to psychiatric medications including contracts with pharmacies for vouchers and the prescription access program. The team also includes a service coordinator who is the primary point of contact for individuals treated by the prescriber-nurse team and are not enrolled in any other MHSADS activities. The service coordinator also serves as the primary point of contact for the MHSADS partnership with the local federally qualified health center, HealthWorks. HealthWorks operates a primary care medical home in the Eastern Loudoun MHSADS clinic for individuals dually enrolled in MHSADS and HealthWorks, which promotes whole health.

Medical Management is also available for individuals enrolled in MHSADS group home and supervised residential services also have access to community-based nurses to assist with their medication management. Community-based nurses assess an individual's whole health and assist with linkages and follow-up care for both physical health needs and preventative care. Integrated treatment incorporates physical health within behavioral and developmental health treatment to promote improved health outcomes. The community-based nurse acts as a medical manager and assesses medical, physical, and nutritional health needs of individuals enrolled in residential services, assists the individual and treatment team in navigating the health care system, educates the individual and treatment team, and serves as the liaison between residential services and hospitals and medical providers. The community-based nurses coordinate with the clinic-based nurses and psychiatrists for the individuals receiving service from psychiatry.

Service Delivery Method: This activity is provided by County staff, including part-time staff, operating County vehicles, and augmented with contracted psychiatrists and contractors in both the Leesburg and Sterling clinics. After-hours access to a prescriber is available via on-call 24 hours daily. Nursing services are available via on-call 24 hours daily to individuals enrolled in residential services. Prescription assistance programs and additional nursing support are provided through contracts with private providers. This activity is primarily supported by local tax funding and supplemented by state revenue and fees from private insurance, Medicaid, Medicare, and individuals accessing services.

Mandate Information: Psychiatry services are not mandated by federal or state code. However, medical management is a required component to be licensed by the DBHDS to operate residential programs. Section 37.2-508 of the Code of Virginia establishes the annual performance contract as the primary accountability and funding mechanism between DBHDS and the County's Community Services Board (CSB). As required by State Code, the performance contract is presented to the Board of Supervisors annually for their review and approval. Effective July 1, 2019, (FY 2020) HB 1549 of the 2017 Virginia Legislative Session requires primary care screening, which are provided by the center-based nurses of this activity.

Value Added: The availability of psychiatry, clinic-based and community-based nursing and service coordination ensures that individuals with behavioral health needs can seek treatment in the least restrictive, most cost effective manner. Without clinic-based outpatient services, individuals would access services through Emergency Services, overwhelming the resources allocated for individuals experiencing a true psychiatric emergency and requiring a more costly and higher level of care. Without community-based nurses, individuals would access the emergency rooms and urgent care and emergency medical response system at a more costly and higher level of care. Integrated treatment for behavioral health and physical health needs is associated with lower costs and better outcomes, such as: improved psychiatric symptoms and functioning, decreased hospitalization, increased health outcomes, and improved quality of life. With the lack of providers available to individuals in

the community (especially those for whom services are funded by third party payers), MHSADS fills a critical gap in the service delivery system.

Service Level Indicators: Current service level supports approximately 1,200 individuals in psychiatry/nursing services. Current service level also reflects provision of health resources to at least 95 percent of the individuals receiving psychiatric services who have a co-occurring medical condition, and providing a primary care screening (height, weight, BMI, and vitals) to at least 75 percent of adults with serious mental illness (SMI) who are enrolled in Coordination Services (Case Management or Support Coordination).

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide integrated healthcare educational resources to at least 95 percent of individuals receiving Psychiatric Services who have a co-occurring medical condition.					
Number of individuals enrolled in psychiatric/nursing services	1,202	1,121	1,194	1,200	1,200
Number of individuals receiving psychiatric services who have a co-occurring medical condition	399	483	530	600	600
Percent of individuals with co-occurring medical condition provided with at least one condition-specific educational resource during a psychiatric/nursing appointment	95%	97%	95%	95%	95%
Provide an annual primary care screening (height, weight, BMI, and vitals) to at least 75 percent of adults with SMI and youth with Serious Emotional Disturbance (SED) who are enrolled in coordination services.					
Number of adults with SMI and youth with SED who are enrolled in coordination services	271	277	375	400	400
Number of adults with SMI and youth with SED who are enrolled in coordination services and receiving a primary care screening at least annually	201	198	263	300	300
Percent of adults with SMI and youth with SED who are enrolled in coordination services and receiving a primary care screening at least annually	74%	71%	70%	75%	75%

Case Management

This activity provides case management to individuals with serious mental illness (SMI), developmental disability (DD), substance use dependence, and youth who have or are at risk of developing serious emotional disturbance. Case management is the provision of assessment and facilitation of support to individuals as they access services and resources to address their needs and develop strengths. Case management also includes monitoring outcomes and satisfaction of the individual while working toward long-term recovery. Targeted case management is a team-based activity in which a case manager works with an individual and his/her family members to facilitate a comprehensive plan of care. The plan of care includes the identification of strengths and needs; the development, implementation, and evaluation of interventions and resources; and access to sustainable resources for individuals to function in the least restrictive setting. Case managers must be qualified professionals and require ongoing, annual clinical training to maintain credentialing. Case management for individuals with a mental health diagnosis requires oversight by a licensed mental health professional.

MHSADS offers three distinct categories of case management: Behavioral Health Case Management, Support Coordination, and Wraparound. Case management delivered to the behavioral health population is referred to as Case Management. The department is the sole provider of behavioral health case management. Case management for the population with developmental disability (DD) is referred to as Support Coordination. The department is the single point of entry for to support coordination and is the sole licensed provide of support coordination for individuals with a developmental disability. The department may contract with other agencies to provide support coordination; those agencies operate under the MHSADS license. Wraparound case management is the most intensive level of coordination and is available to youth and families. The model requires very frequent meetings and is not intended to be a long-term care service.

Within Case Management and Support Coordination, individuals may receive an enhanced service based on specific risk factors (e.g., at risk of institutionalization or hospitalization). The enhanced service level means the support for the person has a greater intensity (face-to-face and phone interactions plus team meetings and service coordination), greater frequency (interactions with and about the individual occur more often), and greater duration (individuals have longer episodes of support).

Youth served by Wraparound are at-risk of out of home placement and/or are transitioning from an out-of-home placement and receive intense care coordination at least three times per week for an estimated 18-month episode of care. Rapid access to case management for individuals transitioning out of inpatient psychiatric hospitalization, as well as for youth and families seeking to access Children's Services Act (CSA) resources is a priority.

Within both Case Management and Wraparound, MHSADS uses the Daily Living Activities (DLA) 20 to assess an individual's progress. The DLA 20 is an evidence-based outcome measurement tool used to demonstrate the benefits of support. The tool measures the daily living areas impacted by mental illness or disability.

MHSADS also provides case management to individuals enrolled in the Mental Health (MH) Docket and Adult Drug Court.

Service Delivery Method: County staff, using County vehicles, provides this activity. This activity is primarily supported by local tax funding and supplemented by state revenue (including funding from the Children's Services Act), and fees from Medicaid and individuals accessing services.

Mandate Information: Case management is a mandated service, subject to the availability of funds appropriated, which MHSADS provides to individuals in accordance with the Code of Virginia §37.2-500. Additionally Section 37.2-508 of the Code of Virginia establishes the annual performance contract as the primary accountability and funding mechanism between the Virginia Department of Behavioral Health and Developmental Services (DBHDS) and the County's Community Services Board (CSB). As required by State Code, the performance contract is presented to the Board of Supervisors annually for their review and approval.

Value Added: Case management enables individuals and their families to develop a comprehensive understanding of needs, strengths, and available resources within the community. Engaging this outcome-based practice produces cost savings and

higher levels of individual functioning and/or satisfaction. Individuals are afforded the opportunity to make positive connections with people and resources in their community. Case management utilizes a culturally competent, person-centered and empowerment approach to increase individuals' resiliency. Case management can also reduce reliance on higher levels of care.

Service Level Indicators: Current service level reflects supporting approximately 270 individuals in behavioral health case management (average caseload of 20-25 individuals per case manager); 300 individuals in developmental services support coordination (average caseload of 20-25 individuals per support coordinator); and 95 youth in Wraparound services (average caseloads of eight to 12 individuals per case manager). Actual caseloads are dependent on the needs of the individual and take into consideration frequency, intensity, and duration of services. Current service level includes offering an intake for case management for 85 percent of these high priority individuals within 10 days. Current service level for both Case Management and Wraparound Loudoun reflects that at least 70 percent of individuals will see an increase in functioning across life domains each quarter as indicated by the DLA 20. Current service level for case management within the MH Docket and Adult Drug Court is limited to 25 participants each.

Current service level includes a waitlist for services. The waitlist for individuals requesting case management and support coordination continues to grow with the expansion of Medicaid and implementation of System Transformation Excellence Performance (STEP)-VA. Moreover, the Commonwealth allocates additional DD waivers each year, as funding is made available by the General Assembly, and every individual who receives a waiver is required to have case management.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide timely services to individuals receiving Case Management (CM), Enhanced Case Management (ECM), and Support Coordination (SC).[1]					
Number of individuals receiving MHSUD[2] CM	230	240	268	300	300
Number of individuals in MHSUD CM receiving ECM	n/a	n/a	n/a	195	195
Number of individuals receiving SC	280	286	300	340	340
Number of individuals in SC receiving ECM	54	63	81	101	101
Offer CSA intake within 10 business days for at least 85 percent of youth seeking access to CSA services.[1]					
Number of youth seeking access to CSA	n/a	n/a	31	40	40
Number of youth offered CSA intake within 10 business days	n/a	n/a	25	34	34
Percent of CSA intakes completed within 10 business days of request	n/a	n/a	81%	85%	85%
Number of youth receiving CSA case support	24	67	81	87	87

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] Mental Health Substance Use Disorder.

MHSADS: Outreach and Coordination Services

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Monitor outcomes to ensure at least 70 percent of individuals receiving MH CM will maintain or improve each quarter on the DLA 20.[1,2]					
Number of individuals receiving MH Case Management	230	240	250	275	300
Number of individuals enrolled for 90+ days with at least two DLA 20 assessments	n/a	n/a	99	180	195
Number of individuals receiving MH CM services who maintain or show an improvement each quarter on the DLA 20	n/a	n/a	55	126	137
Percent of individuals receiving MH CM services who maintain or show an improvement each quarter on the DLA 20	n/a	n/a	56%	70%	70%
Monitor outcomes to ensure at least 70 percent of individuals receiving Wraparound services show an improvement each quarter on the DLA 20.[1]					
Number of individuals receiving Wraparound	58	80	95	80	80
Number of individuals enrolled for 90+ days with at least two DLA 20 assessments	n/a	n/a	42	75	75
Number of individuals receiving wraparound services who maintain or show an improvement each quarter on the DLA 20	n/a	n/a	26	53	53
Percent of individuals receiving wraparound services who maintain or show an improvement each quarter on the DLA 20	n/a	n/a	62%	70%	70%

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] Full implementation of the DLA 20 as a measurement tool began in FY2020.

Prevention and Intervention

The Prevention and Intervention (P/I) services activity promotes public health using evidence based approaches for the general public and strategies specifically tailored for high risk populations (e.g., prevention of youth suicide). P/I services are both school and community-based. P/I has strong collaborative partnerships with Loudoun County Public Schools, public and private agencies, and local residential complexes. Raising Education, Achievement, and Leadership (REAL), a community-based after-school and summer program provided by P/I includes Life Skills Training which is an evidence-based violence/gang and substance abuse prevention/intervention group for selected high risk elementary, middle, and high school students. Youth can be referred by school counselors, social workers, probation officers, and mental health clinicians The P/I services activity also facilitates the Prevention Alliance of Loudoun (PAL). PAL is a coalition comprised of diverse community stakeholders that works to address a variety of substance abuse related issues and receives special funding from the Substance Abuse and Mental Health Services Administration (SAMHSA) to address opioid prevention specifically. Current initiatives include addressing opioid abuse by offering REVIVE!. PAL also collaborates on public health and prevention efforts across the County. This activity also provides Mental Health First Aid (MHFA) trainings to adults and youth to increase the community's awareness, knowledge, and response to mental health and substance use disorders.

In addition to service delivery, P/I staff must obtain and maintain certification as prevention specialists and require training in numerous evidence-based prevention strategies (e.g., Too Good for Violence, Too Good for Drugs and Violence) and to be certified in Life Skills.

Service Delivery Method: County staff, including part-time and relief staff, provides this activity. Hours of operation vary based on the needs of the community and occur in numerous County locations including community centers, apartments offered by homeowner associations, and schools. This activity is primarily supported by local tax funding and supplemented by state revenue, including the Virginia Foundation for Health Youth grant; which is typically $50,000/year.

MHFA and REVIVE! training seminars require two instructors with specialized training per class of 20 to 25 participants.

Mandate Information: Prevention and intervention services are not mandated by federal or state code. The Virginia Department of Behavioral Health and Development Services (DBHDS) requires specific P/I strategies with funding they provide through the performance contract. MHSADS is the only provider of these strategies and is required to coordinate a coalition to advance the strategies. MHSADS therefore coordinates the Prevention Alliance of Loudoun (PAL).

Additionally, Section 37.2-508 of the Code of Virginia establishes the annual Performance Contract as the primary accountability and funding mechanism between DBHDS and the County's Community Services Board. As required by State Code, the performance contract is presented to the Board of Supervisors annually for their review and approval.

Value Added: Services are provided through school, community, and County collaborations. These public and private partnerships aid in the leveraging of resources to provide services and programs in a cost-effective manner. Strong public and private partnerships with schools and residential complexes have resulted in the donation of space for services. The program for at-risk youth serves low-income, high-risk populations and is the only free prevention and intervention program of its kind in Loudoun County. This activity also provides a primary point of contact for wellness activities within Loudoun County, including the Youth Obesity Prevention initiative. Making mental health and substance abuse trainings open to the public, regardless of income or risk category, expands the reach and impact of these programs.

Service Level Indicators: At current service level, a variety of trainings are offered each year, including 23 MHFA trainings, 11 REVIVE! trainings, and 40 Life Skills trainings. Additionally, current service level supports up to 180 participants in REAL, with about 95 percent of participants reporting positive attitudes, skills, and community engagement.

MHSADS: Outreach and Coordination Services

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Increase or maintain prevention skills for at least 75 percent of high-risk youth participating in evidence-based prevention programs.					
Number of youth identified as high-risk who participate in evidence-based prevention program(s)	821	777	837	800	800
Number of high-risk youth participating in evidence-based prevention program(s) who increase or maintain prevention skills	616	684	746	672	672
Percent of high-risk youth participating in evidence-based prevention program(s) who increase or maintain prevention skills	75%	88%	89%	84%	84%
At least 80 percent of youth attending Camp REAL summer program will indicate positive attitudes, skills, and community engagement.					
Number of Camp REAL participants	180	178	180	180	180
Percent of Camp REAL participants indicate positive attitudes, skills, and community engagement	93%	94%	96%	95%	95%
At least 90 percent of individuals who sign up for the 8-hour Youth/Adult Mental Health First Aid Training will complete the full training as certified Mental Health First Aiders.[1]					
Number of individuals who sign up	n/a	n/a	294	300	300
Number of individuals who complete the training	n/a	n/a	191	200	200
Number of training sessions provided	n/a	n/a	13	23	23
Percent of individuals who complete the training	n/a	n/a	65%	67%	67%
At least 75 percent of youth attending Camp REAL after-school programs will report high levels of decision making, emotional support, and peer affiliations at Camp REAL.[1]					
Number of youth served by prevention/intervention in Club R.E.A.L.	315	314	310	300	300
Percent of youth reporting high levels of decision making, emotional support, and peer affiliations at Club R.E.A.L.	n/a	n/a	89%	80%	80%
Provide REVIVE! Training to the community so they can identify the signs of opioid overdose and respond with the administration of naloxone.[1, 2]					
Number of training sessions	n/a	n/a	15	11	11
Number of individuals participating in training	n/a	n/a	183	110	110

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] MHSADS began offering REVIVE! Training in FY2019.

Court and Corrections

The Court and Corrections activity encompasses forensic and psychological services. Psychological services are provided by licensed clinical psychologists who conduct forensic evaluations, administer psychological testing, write reports, and provide recommendations for treatment and/or testimony in court. They also serve as independent examiners for the involuntary civil commitment process. Staff evaluates and coordinates individuals found Not Guilty by Reason of Insanity (NGRI) and plans and implements all Conditional Release Plans (CRP) and related services for defendants adjudicated as NGRI.

Forensic services are clinical treatment services provided within the Adult Detention Center (ADC), where therapists provide crisis stabilization for inmates in acute psychiatric distress, behavioral health services, release planning for individuals with serious mental illness, and substance use treatment for individuals with a substance use dependence diagnosis. Clinic hours at the ADC are 8:30 a.m. to 8:00 p.m., Monday through Thursday and 8:30 a.m. to 5:00 p.m. on Fridays. Specially trained MHSADS staff at the ADC provide eligibility screenings for both the Mental Health (MH) Docket and Adult Drug Court. To participate in the MH Docket, individuals must have been diagnosed with a serious mental illness. To participate in the Adult Drug Court, individuals must have been diagnosed with a substance use dependence diagnosis.

Court and Corrections staff require various certifications/licenses included Resident certification, mental health professional licensing, and/or preadmission screening certification. Maintenance of these licenses/certifications require ongoing, annual training.

Service Delivery Method: County staff provides this activity. It is primarily supported by local tax funding and supplemented by state revenue.

Mandate Information: This activity is provided in accordance with the Code of Virginia § 37.2-505, State Performance Contract, and Discharge Protocols. Per Code of Virginia § 37.2-815 the General District Court (GDC) is responsible for ensuring that independent examinations are completed; the GDC has requested MHSADS provide this function. NGRI coordination is mandated by the Code of Virginia § 19.2-182. Court-ordered evaluations include Competency to Stand Trial; Not Guilty By Reason of Insanity; Sanity at the Time of Offense; and Psychosexual/Sex Offender.

Additionally, Section 37.2-508 of the Code of Virginia establishes the annual Performance Contract as the primary accountability and funding mechanism between Virginia Department of Behavioral Health and Development Services and the County's Community Services Board. As required by State Code, the performance contract is presented to the Board of Supervisors annually for their review and approval.

Value Added: Overall research in the field demonstrates that prompt and effective mental health treatment contributes to public health and safety, mitigates social and economic costs, and supports the community tenure and productivity of individuals and families affected by mental illness, serious emotional disturbance, and severe psychosocial stressors. ADC-based mental health services reduce the need for inpatient forensic hospitalization, incidents of aggression and assault in the ADC, and inmate instability and recidivism. Pre-release planning and NGRI coordination increase public safety and health, support the continuity of effective care across the service spectrum, and contribute to the efficient use of resources for high-priority client populations. Qualified independent examination is required by the Code of Virginia, as a protection of individuals' legal rights in the involuntary commitment process. Forensic evaluations provide judges, probation officers and the legal community with information relevant to the sentencing process. Integrated clinical and psychological services enhance effective assessment and services planning to optimize the efficient use of resources. Interagency teams and projects increase collaboration and coordination of resources, reducing duplication and enabling cost-benefit through clinical efficiencies, economy of scale, and active utilization review.

Service Level Indicators: At current service level, approximately 170 forensic evaluations and 250 independent evaluations for civil commitment are completed annually. Current service level within the ADC is a ratio of approximately 1 therapist for every 100 inmates and promotes rapid identification of behavioral health needs, as demonstrated by offering a clinical screening for 50 percent of the individuals booked into the ADC while still on the Intake Unit. Current service level also includes 60 eligibility screenings for the Mental Health Docket and the Adult Drug Court annually.

MHSADS: Outreach and Coordination Services

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide forensic and civil evaluations as requested by the Courts.					
Number of court orders received for forensic evaluations	201	210	181	164	200
Number of extensions requested of the Court	6	4	14	12	6
Number of independent evaluations for civil commitment	381	309	273	250	250
Number of service hours for direct forensic and civil evaluations	1400	1391	1460	1400	1400
Number of indirect service hours including court testimony for forensic and civil hearings	2,428	2,414	2,064	2,400	2,400
Promote rapid identification of behavioral health needs as demonstrated by offering screening to at least 50 percent of inmates while they are still on the ADC Intake Unit.[1]					
Number of inmates booked into the ADC Intake Unit	4,015	4,136	4,552	4,800	4,800
Number offered a clinical screening while still on the ADC Intake Unit	n/a	2,647	2,515	2,400	2,400
Percent of inmates in the ADC Intake Unit who were offered a clinical screening	n/a	64%	55%	50%	50%
Provide clinical eligibility assessments for the Mental Health (MH) Docket.[1]					
Number of individuals referred for a clinical eligibility assessment for the MH Docket	n/a	n/a	4	30	30
Number of enrolled individuals	n/a	n/a	12	25	25
Provide clinical eligibility assessments for the Adult Drug Court to referred individuals.[1]					
Number of individuals referred for a clinical eligibility assessment for the Adult Drug Court	n/a	n/a	19	30	30
Number of those clinically eligible who are enrolled	n/a	n/a	10	25	25

[1] Data shown as n/a denotes an indicator which does not have historical data.

Project for Assistance for Transition of Homelessness (PATH)

The PATH activity provides services to adults who have been diagnosed with a serious mental illness or co-occurring substance use disorder who are experiencing homelessness. The goal of PATH is to connect individuals to behavioral health treatment and resources. PATH provides behavioral health screenings by certified professionals and provisional diagnostic assessments, supportive behavioral health counseling, and referrals for additional assistance (e.g., primary health care, job training, educational services, and housing). PATH engages individuals in the community (e.g., street outreach, shelters) to promote and provide access to mental health treatment services, primary medical care, emergency shelter, clothing and food. PATH also provides assistance with applying for public benefits (Social Security, unemployment, Veteran's Affairs, Supplemental Nutrition Assistance Program, Medicaid and Medicare, and employment and housing programs). Services are primary provided between the hours of 8:30 a.m. and 8:00 p.m. Monday through Thursday and 8:30 a.m. to 5:00 p.m. on Fridays. Individuals needing to access services outside of these hours would be supported by Emergency Services.

PATH staff require various certifications/licenses including resident certification, mental health professional licensing, and/or preadmission screening certification. Maintenance of these licenses/certifications require ongoing, annual training.

Service Delivery Method: County staff, using County vehicles, provides this activity. It is primarily supported by local tax funding and supplemented by state revenue.

Mandate Information: This activity is not mandated by federal or state code. Section 37.2-508 of the Code of Virginia establishes the annual performance contract as the primary accountability and funding mechanism between DBHDS and the County's Community Services Board. As required by State Code, the performance contract is presented to the Board of Supervisors annually for their review and approval.

Value Added: PATH delivers essential services, leverages significant state and local resources and maintains a creative network of human services organizations to improve the mental health and wellbeing of those supported. PATH is the only local provider of these services. The primary goal of PATH is to connect some of the most vulnerable Loudoun community members to services that enhance their path to wellness and recovery.

Service Level Indicators: Current service level includes outreach to approximately 70 individuals annually, with 80 percent of those individuals transitioning to fully enroll in PATH services.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Promote engagement in recovery as demonstrated by at least 80 percent of individuals receiving PATH outreach will transition to fully enrolling in PATH services.					
Number of individuals receiving outreach	47	67	62	70	70
Number of individuals who transition to enrolled services	20	54	36	56	56
Percent of individuals who transition from outreach to enrolled in PATH	43%	81%	58%	80%	80%

Intensive Community Treatment (ICT)

The Intensive Community Treatment (ICT) activity provides outreach to adults in the community with serious mental illness using a team-based treatment model to promote and provide access to mental health treatment services. ICT supports individuals with serious mental illness, who are unwilling or unable to partake in traditional office-based care, by focusing on innovative engagement practices. ICT clinicians also assist individuals in accessing entitlement benefits in order to stabilize an individual's ability to maintain themselves in the community and support individuals in developing community connections. The activity provides integrative healthcare to some of the most vulnerable in the Loudoun community. This activity supports individuals who frequently experience homelessness and/or incarcerations and/or psychiatric hospitalizations. ICT is an all-inclusive treatment program that includes psychiatry, nursing, peer support, behavioral health therapy (mental health and substance use) vocational assistance, psycho education, and overall care management in an effort to stabilize individuals in the community. Individuals treated by ICT have historically not engaged and/or remained in treatment, therefore, a primary objective of ICT is to engage individuals in behavioral health treatment and sustain treatment longer than 90 days to support recovery.

Services are primarily provided between the hours of 8:30 a.m. and 8:00 p.m. Monday through Thursday and 8:30 a.m. to 5:00 p.m. on Fridays. ICT therapists require various certifications/licenses including resident certification, mental health professional licensing, and/or preadmission screening certification. Maintenance of these licenses/certifications require ongoing, annual training. The ICT Team works in partnership with other agencies to engage, support, and transition individuals to stable environments and provide consistent access to services.

Service Delivery Method: This activity is provided primarily by County staff using County vehicles; a contracted psychiatrist completes the team. This activity is primarily supported by local tax funding and supplemented by fees from Medicaid and individuals accessing services.

Mandate Information: This activity is not mandated by federal or state code. Section 37.2-508 of the Code of Virginia establishes the annual performance contract as the primary accountability and funding mechanism between DBHDS and the County's Community Services Board. As required by State Code, the performance contract is presented to the Board of Supervisors annually for their review and approval.

Value Added: This activity strives to reduce hospitalizations, incarcerations and/or experiences of homelessness while promoting individualized recovery for adults with serious mental illness. It helps individuals stabilize and maintain themselves in their community. The program also leverages relationships with others in the healthcare marketplace and Continuum of Care in a collaborative effort.

Service Level Indicators: At current service level, approximately 45 individuals receive services each year. Over 75 percent of these individuals are enrolled in services for more than 90 days.

MHSADS: Outreach and Coordination Services

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Promote sustained engagement in treatment as demonstrated by at least 75 percent of individuals who are enrolled in ICT will remain in treatment for at least 90 days and of those at least 90 percent will be enrolled in integrated primary care services.					
Number of individuals enrolled in ICT	39	40	37	45	45
Number of individuals enrolled in ICT (more than 90 days)	36	34	30	34	34
Percent of individuals enrolled in ICT more than 90 days	92%	85%	81%	76%	76%
Number of individuals enrolled in ICT for more than 90 days and enrolled in integrated primary care services	8	10	13	31	31
Percent of individuals enrolled in ICT for more than 90 days and enrolled in integrated primary care services	22%	29%	43%	75%	75%

Human Resources

The Human Resources (HR) activity supports the Department in recruitment, employee relations and performance management, training, and organizational development, as well as personnel/department benefits and payroll. It ensures compliance with all federal and state regulations as well as county and department policies and procedures. These regulations include the Family Medical Leave Act (FMLA), the Americans with Disabilities Act (ADA), and applicable Virginia Department of Behavioral Health and Developmental Services (DBHDS) licensing and human rights regulations.

Recruitment supports and works with hiring managers to provide guidance and best practice information through the recruitment, selection, and hiring and onboarding process. Staff participates in MHSADS interview panels, conducts training on recruitment processes for the MHSADS managers, and works with the Department's Executive Leadership Team (ELT) to develop recruitment and retention strategies that support the complexities of MHSADS.

Employee relations and performance management provides consultation and guidance on employee relations and performance management matters, including disciplinary policy and processes. Staff ensures disciplinary situations are addressed in accordance with policy and consistently across the Department (and in alignment with County actions). Staff engages with MHSADS employees to complete the interactive process in support of Federal American Disabilities Act (ADA) requirements.

Training oversees the Department's training program, for which MHSADS is mandated to ensure compliance with several key training areas. Staff identifies training needs across the Department and potential training resources and solutions. Additionally, they facilitate instructor-led training classes, departmental meetings, and team building sessions.

Organizational development manages the implementation of all County initiatives on behalf of MHSADS (i.e. Oracle, class and compensation, performance assessments, etc.). Staff develops training and communication plans for department-wide initiatives and manages projects to completion. Staff works with the ELT to determine priorities for reclassification and salary review requests and prepares all workforce analysis documents to support Department requests.

Personnel records and employee benefits manages the Department's separate and distinct personnel records and background check processes as mandated in Code of Virginia § 37.2-416 . Staff provides support for the benefit administration of the FMLA, short-term disability, long-term disability, tuition reimbursement, education leave requests, and leave donation requests and is responsible for the creation of and maintenance of the department's organizational charts.

Payroll supports the payroll functions within MHSADS such as identifying payroll corrections and troubleshooting payroll issues. Staff works to identify system fixes that need to be implemented and communicated with County Payroll staff in the Department of Finance and Procurement and participates in testing of payroll functions to ensure accuracy. Staff develops all-staff communication and training on payroll deadlines and process changes or issues.

Service Delivery Method: County staff provides this activity.

Mandate Information: This activity is not mandated by federal or state code. MHSADS services are however licensed by the Virginia Department of Behavioral Health and Developmental Services (DBHDS). Code of Virginia § 37.2-508 establishes the annual performance contract as the primary accountability and funding mechanism between DBHDS and the County's Community Services Board. As required by State Code, the performance contract is presented to the Board of Supervisors annually for their review and approval. DBHDS licensure regulations and the administrative requirements of the performance contract require the maintenance of personnel records, completion of extensive background checks, and completion of ongoing training. Personnel files for MHSADS staff are maintained separately from the County HR files.

Value Added: This activity provides essential support to the Department's more than 400 staff in the all of the aforementioned areas of Human Resources. Specifically, this team is responsible for assisting hiring managers with highly technical staff recruitments to ensure services continue to be provided in a timely and efficient manner to the individuals served by the department. This team also ensures Department service providers are trained in accordance with mandated guidelines and employee training is monitored to ensure the Department's ongoing mandated compliance requirements are

met. This activity significantly minimizes departmental reliance on County HR resources for the MHSADS workforce and delivers tailored and efficient HR guidance, support, and training. This enables staff with the tools required to deliver person-centered support to all individuals served.

Service Level Indicators: Current service level includes support for approximately 400 FTE (over 450 people); the recruitment and on-boarding of 135 positions annually, including screening of approximately 2,375 applications; and the processing of nearly 500 employee actions each year. Additionally, current service level includes delivery of approximately 140 mandated training classes and a training compliance rate of approximately 92 percent.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Achieve more than 92 percent compliance rate for on-time completion of mandatory refresher training.					
Number of mandated training classes	138	140	125	135	140
Percent of workforce completing required refresher training	81%	91%	92%	92%	92%
Support MSHADS staff with all personnel matters.[1]					
Number of authorized FTE[2]	360.37	372.90	387.43	406.43	410.43
Number of employees[3]	404	416	431	450	450
Number of employee actions processed	356	450	470	475	480
Number of recruitments	n/a	122	130	135	135
Number of applicants screened	n/a	2,200	2,297	2,375	2,375
Number of new hires on-boarded	n/a	117	102	135	135
Number of ADA accommodations	2	5	7	15	15

[1] Data shown as n/a denotes an indicator which does not have historical data.

[2] In July 2019 the Board approved an FY 2020 Mid-Year Adjustment for 2.00 FTE. These positions were approved to support behavioral outpatient services.

[3] The number of authorized FTE for MHSADS includes a number of part-time positions and pooled positions and as such skews the number of individuals MHSADS HR supports.

Finance

The Finance activity handles Department responsibilities for accounts payable, accounts receivable, and budget. Accounts payable functions include fiscal, budgetary and forecasting oversight of the Department's operational needs, timely and fiscally responsible procurement and payment of all goods and services, and reconciliation and management of grants according to policies established by the Department, County Procurement and County Financial Services. Accounts receivable includes evaluating and analyzing insurance coverage, medical charges, interfacing with insurance companies to determine an individual's eligibility and responsibility for payment, managing processes and procedures for billing and collecting accurate payments from insurance plans and/or individual clients, and reviewing and tracking revenue for accuracy, reviewing and managing client accounts to determine collection options, and overseeing the Debt Set Off program. Credentialing is included in this activity and is the process of establishing the qualifications of licensed medical professionals and assessing their background and eligibility with third party payers to ensure timely and accurate billing for all eligible services provided. Budget responsibilities include managing and monitoring the Department's annual operating budget.

The performance contract is the County's contract with the Virginia Department of Behavioral Health and Developmental Services (DBHDS) and the means by which $7 million in warrant payments are received annually for various mandated and non-mandated services. It requires oversight of more than 40 funding sources to which the funds may be applied. All financial reporting to local, state and federal entities is also included in the Finance activity.

Service Delivery Method: County staff provides this activity.

Mandate Information: In accordance with Code of Virginia § 2.2-4352, every agency of local government that acquires goods or services, or conducts any other type of contractual business with a non-governmental, privately owned enterprise, shall promptly pay for the completed delivered goods or services by the required payment date. In accordance with Code of Virginia § 37.2-511, every community service board shall institute a reimbursement system to maximize collection of fees from all responsible third party payers and individuals receiving services under its jurisdiction or supervision. The Department also is mandated to comply with the applicable policies, rules, and regulations set by Loudoun County Board of Supervisors and to encourage responsible financial management in all Departmental operations.

MHSADS services are licensed by the Virginia Department of Behavioral Health and Developmental Services (DBHDS). Code of Virginia Code of Virginia 37.2-508 establishes the annual performance contract as the primary accountability and funding mechanism between DBHDS and the County's Community Services Board. As required by State Code, the performance contract is presented to the Board of Supervisors annually for their review and approval.

Value Added: The Finance activity provides important support to the public; individuals served by MHSADS; MHSADs staff; granting agencies at the federal, state and local levels; and County Administration. Staff works closely with other County departments including Management and Budget, Finance and Procurement, and the Treasurer's Office to comply with the County's budget, accounting, and purchasing policies and procedures to ensure accountability and accuracy, to maximize MHSADS' individual and third-party collections, and to be good stewards of federal, state, and County resources.

Service Level Indicators: Current service level reflects an ability to process 24,310 claims for reimbursement each year. Current service level also reflects support and management of a nearly $50 million annual expenditure budget, including $40 million personnel and $10 million operating and maintenance, and a revenue budget of approximately $13 million, including $6.6 million in state and federal funds.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Process claims for payment to reduce the Department's reliance on local tax funding.					
Number of claims submitted	21,669	21,686	24,310	24,310	24,310
Fully support and manage the annual operating budget for MHSADS.					
Adopted expenditure budget (in millions)	$37.41	$38.81	$43.91	$49.87	$51.17

Operations Support

The Operations Support activity provides customer service and an array of administrative supports to internal and external customers of the Department. These customers include individuals accessing MHSADS services, Department staff, Loudoun County Community Services Board (LCCSB) members, and community stakeholders and partners. It is the goal of Operations Support to promote the efficient and effective operations of service lines throughout the Department.

Operations support coordinates reception and general front desk operations across all MHSADS office locations, including two clinics providing outpatient behavioral health services and the Crisis Intervention Treatment and Assessment Center (CITAC), which provides crisis stabilization and emergency mental health services. Operations support is also responsible for performing financial assessments to determine an individual's eligibility for fee reductions and collecting the insurance information necessary to facilitate the billing process. Operation Support staff work varying schedules Monday through Friday to support business activities between the hours of 7:00 a.m. and 11:00 p.m.

In support of internal functions, operations support develops marketing materials, maintains the department's webpages, and supports department participation in community outreach events. The team also serves as the Department's Freedom of Information Act (FOIA) records custodian and facilitates the timely response to public records requests related to the Department. Operations Support staff are responsible for the planning, organization, management, and coordination of maintenance for MHSADS' 28 residential settings, seven office locations, and more than 100 vehicles. Additionally, staff in operations support provide executive support to the Department Director, Executive Leadership Team, and 18 advisory board members for the LCCSB.

Service Delivery Method: County staff, including part-time staff, provides this activity. It is primarily supported by local tax funding and supplemented by revenue from Federal Part C Funds.

Mandate Information: This activity is not mandated by state or federal code. However, it supports mandated functions of the Department and ensures compliance with applicable health and safety standards. These regulations include the Occupational Health and Safety Act (OSHA), ADA, the Performance Contract, and applicable DBHDS licensing and human rights regulations. Section 37.2-508 of the Code of Virginia establishes the Performance Contract as the primary accountability and funding mechanism between DBHDS and the Community Services Board (CSB). As required by State Code, the performance contract is presented to the Board of Supervisors annually for their review and approval.

Value Added: This activity supports the Department's ability to connect individuals to meaningful supports, ensure the effective functioning of Department facilities and safe environments, and promote efficient and productive program operations across the Department.

Service Level Indicators: At current service level, approximately 1,300 financial assessments are completed annually, which take on average 25 minutes to complete. Approximately 95 percent of assessments are conducted without any error. Current service level also reflects an ability to answer and direct approximately 20,000 calls annually. Current service level is dependent on the use of an auto-attendant and reflects the ability to answer calls within 10 seconds. At least 90 percent of individuals who completed a customer service evaluation indicated overall satisfaction with customer service provided by Operations Support.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Accurately process at least 95 percent of financial assessments.					
Number of financial assessments conducted	1,301	1,369	1,167	1,300	1,300
Percent of financial assessments audited for accuracy	10%	10%	10%	10%	10%
Percent of financial assessments documented without error	90%	96%	95%	95%	95%

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Answer more than 90 percent of incoming calls (during business hours) to MHSADS reception desks within 10 seconds.					
Number of incoming calls[1]	19,068	18,876	19,548	20,000	20,000
Average time to answer calls (seconds)	10.9	11.0	11.0	10.0	10.0
Achieve more than a 90 percent satisfaction rating for customer service provided by Operations Support to MHSADS staff/programs.[2]					
Number of surveys completed	n/a	44	67	112	112
Survey response rate	n/a	n/a	15%	25%	25%
Percent of surveys indicating overall satisfaction	n/a	n/a	92%	90%	90%

[1] The increase in calls beginning in FY 2019 reflects the implementation of a centralized scheduling system for behavioral health outpatient services.

[2] Data shown as n/a indicates a measure which does not have historical data.

Quality Assurance

The Quality Assurance activity consists of the Outcomes and Evaluation (O&E) function, Technology Supports Team (TST), and the Health Information Management (HIM) function. This activity provides essential support across all programs and locations operated by MHSADS, for the over 400 workforce members and individuals receiving services.

O&E provides MHSADS programs access to relevant data needed for effective and efficient program oversight, accountability, and quality improvement. It also reviews and submits data to the State and to County administration in order to meet funding requirements.

The TST, in collaboration with O&E, extracts, reviews, and submits MHSADS' reports to meet state and federal performance measure requirements. TST also provides 24/7 support for MHSADS software and documentation applications, such as electronic health records (EHR) and electronic medication administration record (EMAR), which are required for service delivery and to meet state and federal regulations. TST provides support to all of MHSADS workforce as the front-line helpdesk/trouble shooters and manages the technology of the Department, including computers and computer accessories, desk phones, mobile phones, internet hotspots, and clinical documentation access.

The HIM program is responsible for managing the storage of and access to health records generated or maintained by MHSADS. The HIM program responds to record requests from workforce members, service recipients, and external entities as well as to subpoenas and search warrants. HIM staff ensures that individuals' electronic health records are maintained from initial point of entry to MHSADS services through receipt of services and discharge.

Service Delivery Method: County staff provides this activity.

Mandate Information: Quality Assurance is mandated by 12VAC35-105-620, (Monitoring and Evaluating Service Quality). Section 37.2-508 of the Code of Virginia establishes the annual Performance Contract as the primary accountability and funding mechanism between DBHDS and the Community Services Board (CSB). As required by State Code, the performance contract is presented to the Board of Supervisors annually for their review and approval. Additionally, the Performance Contract with DBHDS necessitates an electronic health record from which mandated data can be extracted.

Value Added: Quality Assurance services ensure compliance with privacy regulations and reporting requirements; and effective use of technology. O&E and TST ensure the Department provides accurate data to funding agencies and other stakeholders about services delivered, the quality of care provided, and the measurable outcomes that individuals achieve. TST maintains the technology and software programs that protect health information and that meet the standards of HIPAA and other applicable regulations so that the Department workforce can perform their job duties in an efficient manner. Beyond meeting basic privacy and confidentiality regulations, the HIM program reduces Loudoun County's vulnerability by creating electronic versions of paper documents so that they are accessible to those who need them from any physical location and will not be lost in a disaster. Additionally, all three programs within QA facilitate training and skill building sessions for the MHSADS workforce so all MHSADS staff are able to provide excellent service to the County and the individuals served.

Service Level Indicators: Current service level reflects training and support for all EHR users, including training for approximately 70 new direct service staff annually. Current service level reflects the creation of monthly, quarterly, and annual reports for multiple stakeholders. On an annual basis, HIM monitors approximately 33,450 records within the electronic health record system and scans approximately 39,500 documents into that system. HIM processes approximately 200 court-ordered forensic evaluations and approximately 450 Release of Information (ROI) requests annually. The average time to process a ROI request is five days; and at least 95 percent are processed within 15 business days.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Accurately and effectively process more than 95 percent of all requests for health records and quality assurance intake reviews within 15 business days.[1]					
Number of court-ordered forensic evaluations processed and tracked	201	210	146	200	200
Number of Releases of Information (ROI) requests received and processed	306	468	372	450	450
Number of documents scanned into electronic health record	n/a	38,452	39,170	39,500	39,500
Average number of business days to process an ROI request	5	5	3	5	5
Percent of ROI requests processed within 15 business days	98%	95%	100%	95%	95%
Percent of ROI requests processed within 30 calendar days	98%	99%	100%	99%	99%
Provide EHR training to at least 90 percent of newly hired direct service staff within 10 business days.					
Number of newly hired direct service staff	71	57	68	72	72
Number of newly hired direct service staff who received EHR training within 10 business days	68	57	65	70	70
Percentage of newly hired direct service staff who received EHR training within 10 business days	100%	96%	96%	97%	97%

[1] Data shown as n/a indicates a measure which does not have historical data.

MHSADS: Business Operations

Compliance

The Compliance activity serves as MHSADS' liaison to the Virginia Department of Behavioral Health and Developmental Services (DBHDS) Licensing and Human Rights, Medicaid, the Virginia Department of Medical Services (DMAS) Managed Care Organizations (MCOs), Office of Civil Rights Health Information Portability Accountability Act (HIPAA), and other regulatory agencies. Staff develops and reviews departmental policies and procedures, completes regular comprehensive health record audits, and provides training to the workforce to meet licensing, regulatory, and legal requirements.

Compliance staff also review and develop process and procedures, conduct investigations, manage the Department's incident reporting system, and facilitate required external incident reporting. Services are primarily provided during regular County business hours. However, compliance staff provide incident system monitoring and mandated state reporting on weekends and holidays. Compliance provides services for all MHSADS licensed services and is required to travel to any of the various locations where services are delivered.

Service Delivery Method: County staff provides this service.

Mandate Information: Loudoun County provides healthcare services covered by the Health Insurance Portability and Accountability Act (HIPAA) and as a result is required to have a HIPAA Privacy Officer (45 CFR 164.530). In Loudoun County, the HIPAA Privacy Officer is located in the MHSADS Compliance program. MHSADS is required to report incidents to DBHDS and MCOs per regulations and contractual requirements (12VAC35-105-160,12VAC35-115-175, 12VAC35-115-230, 12VAC35-115-260). Additionally, per DBHDS regulations, MHSADS is required to conduct thorough investigations of alleged incidents of abuse, neglect and/or exploitation and conduct root cause analyses of other types of incidents including falls, injuries, medication errors and hospitalizations (12VAC35-105-160, 12VAC35-115-175, 12VAC35-115-230). The reporting of incidents, investigations and root cause analyses functions are all delivered by members of the Compliance program.

Section 37.2-508 of the Code of Virginia establishes the annual performance contract as the primary accountability and funding mechanism between DBHDS and the County's Community Services Board. As required by State Code, the performance contract is presented to the Board of Supervisors annually for their review and approval.

Value Added: The Compliance Program collaborates internally and externally to help ensure that MHSADS satisfies the licensing, regulatory and legal requirements to provide services to Loudoun County. The review of events known as incidents, (events outside of standard practice) allows for corrective action, staff training as appropriate, and mitigation of future negative outcomes. In addition, compliance staff conduct record audits to identify training and service policy and procedure modifications to ensure appropriate and compliant services. The compliance staff monitors the protection of human rights (as defined by DBHDS) of those served. DBHDS licensure requires the investigation of incidents and root cause analyses. As a result of this license the Department can bill for eligible services.

Service Level Indicators: Current service level reflects the review and processing of approximately 815 incident reports, completion of 200 reports to DBHDS as required per regulations, completion of 20 mandated Human Rights investigations and complaint resolutions, and completing root cause analysis for 125 incidents. Current service level also reflects a comprehensive file review for 5 percent of individuals enrolled in licensed services.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Complete comprehensive file reviews of 5 percent of individuals enrolled in licensed services.					
Total number of records reviewed	187	207	191	208	210
Total number of individuals enrolled in in licensed services	4,270	4,119	4,100	4,150	4,200
Percent of files reviewed	4.4%	5.0%	4.6%	5.0%	5.0%

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Complete required reporting to include review process of incident reports, completion of DBHDS reports, and completion of mandated Human Rights investigations.[1]					
Number of incident reports reviewed and processed	853	808	948	815	815
Number of reports completed and submitted to DBHDS	260	252	175	180	180
Number of Incidents requiring root cause analysis[2]	n/a	n/a	149	125	125
Number of mandated Human Rights investigations completed	36	15	26	20	20

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] Effective September 1, 2018, DBHDS regulations added a requirement for conducting root cause analysis for several types of incidents.

Parks, Recreation, and Culture
FY 2020 Program Review

Contents

Library Services 4-3

Parks, Recreation, and Community Services (PRCS) 4-13

Library Services

To provide free and equal access to a full range of library resources and innovative technologies, enhancing the quality of life and meeting the informational, educational, and cultural interests of the entire Loudoun County community.

Department Programs

Public Services	Activities
Provides patrons access to the Library collection, programs, technology, and services (including Passport and Notary services). Promotes the joy of reading and lifelong learning through readers' advisories; early literacy programs; teen initiatives; humanities and arts events; technology training; and educational opportunities.	• Branch Services (Youth, Teen, Adult, and Circulation Services) • Programming and Community Engagement • Communications

Support Services	
Selects, acquires, catalogs, and processes library materials to inform, educate, and enlighten County residents. Also provides systems administration, technical training, and support for all automated library systems.	• Collection Management • Technology Services

General Library Administration	
Enacts the policies of the Library Board of Trustees and County initiatives. Provides administrative support and oversees the Public Services and Support Services Programs. Manages the budget, accounting, human resources, and Library Capital Improvement Program.	• General Library Administration

Financial Information

FY 2020 Adopted Information – General Fund[1]

	Expenditures	Revenue	LTF	FTE
Public Services	$15,306,293	$440,862	$14,865,431	195.06
Support Services	$4,634,443	$445,646	$4,188,797	19.00
General Library Administration	$1,079,800	$0	$1,079,800	5.00
Total General Fund	**$21,020,536**	**$886,508**	**$20,134,028**	**219.06**

FY 2020 Adopted Information – Legal Resource Center Fund (Law Library)[1]

	Expenditures	Revenue	LTF	FTE
Public Services	$111,150	$111,150	$0	1.00
Total	**$111,150**	**$111,150**	**$0**	**1.00**

[1] Sums may not equal due to rounding.

Branch Services (Youth, Teen, Adult, and Circulation Services)

The branch services activity provides circulation services and services for youth, teens, and adults. This includes information assistance; collection maintenance; reading recommendations; educational programs; workshops for parents, caregivers, and teachers; and partnerships with area schools. It also includes technology assistance and training; classes and programs; and meeting room reservations.

Youth service staff assists children in this age group and their parents with locating appropriate materials, utilizing library resources, and addressing other information needs. Youth service staff in branch locations also provides program, services, and materials intended to meet the needs of children aged 0 to 11 years. This includes Storytime, which provides valuable opportunities for the children to learn the five necessary pre-literacy skills that are proven to influence children's long-term educational success, which are reading, talking, singing, writing, and playing. This also includes book clubs, early literacy programs, and makerspace and Science Technology Engineering Mathematics (STEM) activities for this age group.

Teen programs and services offered at branches are designed for teenagers aged 12 to 17 years, and address their growing and diverse interests and abilities. Homework help, tutoring, and college-prep programs and assistance offered by staff meets educational needs. Teen services staff creates a welcoming environment for teens through Teen Leadership Councils, teen volunteer opportunities, gaming and other fun activities. STEM programs, makerspace activities, film and writing workshops, and contests connect teens to the possibilities of the world around them. Programs on the development of healthy relationships help teens build strong social and interpersonal skills. The After-Hours Teen Center at Cascades Library provides a safe, enjoyable place to gather for more than 100 teens each week.

Adult service staff assists customers by providing readers' advisory, locating appropriate materials to meet their information needs, demonstrating new technologies, and training on library resources. Adult services staff in branches also provides programs for customers to develop workforce readiness, technology competencies, and English literacy. Lifelong learning and civic engagement are fostered through branch programs that address the cultural and educational interests of the community.

Circulation includes registering new patrons for library cards, checking out materials to patrons, checking in returned materials, assisting with renewals, placing and maintaining hold requests, processing the delivery of materials, maintaining patron records, addressing and resolving patron issues and concerns, and answering customer questions. Additionally, Rust Library serves as a Passport Acceptance Facility, which allows customers to apply for passports and get their passport photos taken at the library. This service is offered forty hours a week and is available at convenient times, including nights and weekends. This activity also offers free notary services to its customers by appointment at all locations.

Service Delivery Method: County staff delivers these services. It is primarily supported by local tax revenue, supplemented by fees for passport services.

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

Value Added: Through the wide range of library resources made available to residents, this activity enhances residents' quality of life by meeting the informational, educational, and cultural needs of the entire community. County residents depend on the Library to provide quick and easy access to books, magazines, music CDs, and movies in all formats. The availability of these resources is vital to developing a love of reading and cultivating lifelong learning within the community. This activity plays a significant role in building children's early literacy skills and love of reading. Library services is also able to positively affect the quality of life for youth and adults in the areas of civic and community engagement; education and lifelong learning; and, job skills, and digital inclusion through national grants and partnerships with other County departments and local institutions. These and other public-private partnerships provide expertise in areas of technology, college readiness, and program development.

Service Level Indicators: Current service level includes providing approximately 10,500 children, teen, and adult programs per year, with an average of 36 attendees per program offered. For children services, current service level includes hosting nearly 6,000 programs annually. For teen services, current service level includes, but is not limited to providing an average of

Library Services: Public Services

100 teens each week with a safe, enjoyable place to gather through the After Hours Teen Center at Cascades Library and more than 1,600 teen programs offered throughout the County in all library branches. Current service level also reflects approximately 2,900 adult programs offered. In FY 2019, Rust Library became a Passport Acceptance Facility. Current service level reflects processing over 6,300 passport applications and developing 2,500 passport photos, resulting in an estimated $260,000 in revenue collected. Current service level reflects notarizing approximately 3,600 items. The number of items notarized increased significantly from FY 2018 to FY 2019 because notary services expanded from being offered at two branches in FY 2018 to all ten branches in FY 2019.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Increase the number of programs for all ages and average at least 30 attendees per program.[1]					
Number of programs offered for adults (19 years and older)	1,754	2,603	2,871	2,928	2,987
Number of programs offered for children (0 to 11 years old)	4,440	5,134	5,823	5,939	6,058
Number of programs offered for teens (12 to 18 years old)	678	1,579	1,595	1,627	1,659
Children, teen, and adult program attendance	270,832	313,316	370,385	377,793	385,349
Number of students reached through public and private school visits	35,323	33,288	26,400	26,928	27,467
Average number of attendees per programs	39	34	36	36	36
Provide passport and notary services.[2, 3]					
Number of passport applications processed	n/a	n/a	3,632	6,343	6,470
Number of passport photos developed	n/a	n/a	1,572	2,484	2,534
Passport revenue collected	n/a	n/a	$150,360	$259,252	$210,438
Number of items notarized	n/a	236	3,494	3,599	3,707

[1] The objective and performance measures for programs are presented in Branch Services and Programming and Community Engagement activities because both activities contribute to the development and administration of programs.

[2] Data shown as n/a indicates a measure which does not have historical data.

[3] The Rust Library became a Passport Acceptance Facility in October 2018 (FY 2019). Therefore, FY 2019 only includes nine months of data.

Programming and Community Engagement

The Programming and Community Engagement activity monitors community needs and develops system wide and signature programming. The activity provides signature programs with expert and professional presenters. Staff in this area works with guest authors and experts in the arts and humanities, business, technology, and health to engage customers and increase community awareness of library resources and services. Programs for audiences of all ages are scheduled at multiple branches and partner locations to reach as many community members as possible. Programs are often delivered in partnership with other government agencies, social service providers, local businesses, and educational institutions, such as the Loudoun Literacy Council, Howard Hughes Medical Institute, and the County and federal government agencies.

This activity also coordinates participation in community events, such as farmers markets, festivals, school meetings, children summer camps, and other local events. Community engagement increases reach to targeted audiences, including those who do not currently use the library. In addition, this activity provides the Books-By-Mail service and serves those who cannot easily access branch locations through outreach services. This activity involves visiting nursing homes, adult day centers, and the County Juvenile and Adult Detention Facilities to deliver pre-selected and requested library materials.

Service Delivery Method: County staff primarily provides this service, with support from engaged community partners and outside presenters.

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

Value Added: This activity delivers value with four targeted focus areas: technology & digital inclusion, underserved audiences, community partnerships, and increased library awareness and reach. As Loudoun County becomes increasingly diverse, as community infrastructure matures, and the population continues to grow, reaching the broadest possible audience for library programs and services is essential and increasingly complex. The programming and community engagement activity is committed to reaching all County residents, including underrepresented residents for whom visiting a library branch is difficult or impossible. Were the County no longer to provide these services, this segment of the population would no longer have access to materials to meet their informational, educational, and recreational needs. Without this activity, County residents may not be aware of or able to take advantage of library programs and services, and would not have the opportunity to improve their quality of life, prepare for new job and career opportunities, increase their civic engagement, or develop early literacy skills.

Service Level Indicators: Current service level includes coordinating and overseeing more than 10,500 children, teen, and adult programs, with an average of approximately 36 attendees per program. At current service level, nearly 15,000 residents are reached through outreach services.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Increase the number of programs for all ages and at least 30 attendees per program.[1]					
Number of programs offered for adults (19 years and older)	1,754	2,603	2,871	2,928	2,987
Number of programs offered for children (0 to 11 years old)	4,440	5,134	5,823	5,939	6,058
Number of programs offered for teens (12 to 18 years old)	678	1,579	1,595	1,627	1,659
Children, teen, and adult program attendance	270,832	313,316	370,385	377,793	385,349
Average number of attendees per program	39	34	36	36	36

[1] The objective and performance measures for programs are presented in Branch Services and Programming and Community Engagement activities because both activities contribute to the development and administration of programs.

Library Services: Public Services

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Promote the use of library materials through outreach services.					
Number of residents reached through outreach services	12,207	12,856	14,595	14,887	15,185
Number of books distributed through Books-By-Mail	854	995	860	903	930
Number of patrons served through Books-By-Mail	25	47	46	48	50

Communications

The communications activity notifies and informs community members about how to use library services and programs and their potential positive impact on their lives. To ensure that residents are fully aware of and effectively use library services and programs, a strategic communications program reaches the community through publications, social media, the Library's websites, and local media. This develops effective communications tools that educate County residents on how to use library resources, with the objective to increase circulation of library materials, increase attendance at library programs, and increase use of library internet resources.

Service Delivery Method: County staff provides this service.

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

Value Added: As Loudoun County becomes increasingly diverse, as community infrastructure matures, and the population continues to grow, reaching the broadest possible audience for library programs and services is essential and increasingly complex. The communications activity is committed to reaching all County residents and providing them with easy access to library resources. Without this activity, County residents may not be aware of or able to take advantage of library programs and services, and would not have the opportunity to improve their quality of life, prepare for new job and career opportunities, increase their civic engagement, or develop early literacy skills.

Service Level Indicators: Current service level reflects more than 2 million visits to library facilities. At current service level, approximately 230,000 people are registered cardholders, which represents 55 percent of the population. Current service level includes promoting programs and services through the publication of a bi-monthly library guide production of flyers, bookmarks and posters; utilization of social media accounts; drafting press releases; working with media outlets on library specific stories; and developing promotional content for 30-plus digital displays throughout library branches.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Increase the number of library facilities visits by 2 percent each year.					
Number of visits to library facilities	1,742,289	1,798,463	2,082,332	2,123,979	2,166,458
Percent increase in visits to library facilities	-6.9%	3.1%	13.6%	2.0%	2.0%
Maintain the percent of population that are registered cardholders at or above 55 percent.					
Registered cardholders	209,610	220,552	227,487	232,620	237,662
Registered cardholders as a percentage of population	54%	55%	55%	55%	55%

Collection Management

The collection management activity provides residents with a range of materials in a variety of print and non-print formats to meet their informational, cultural, educational, and recreational needs and interests. The Library system has developed procedures for selecting, evaluating, re-evaluating, and withdrawing materials. Procedures are intended to assure that the collection reflects contemporary ideas as well as traditional points of view, and materials are available in diverse media. Suggestions from the public regarding selection, retention, or reconsideration of materials are encouraged and are reviewed promptly.

Electronic resources are a vital part of services offered to library patrons. These include eBooks, Audiobooks, eMagazines, Movies, and eMusic in downloadable and streaming versions. Patrons can access millions of articles, resources, and learning modules in areas such as health, consumer information, software, foreign languages, business, investment, science, law, and many others. Use of these resources continues to increase as patrons look for information with their mobile devices outside of the library buildings.

Service Delivery Method: County staff provides this service.

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

Value Added: This activity facilitates providing free and equal access to a full variety of library resources and innovative technologies to enhance the quality of life and meet the informational, educational, and cultural interests of the community. The Loudoun County Public Library is the community's information center. The impact of not providing this service would result in the Department's failure to meet its mission of providing access to library resources.

Service Level Indicators: Current service level reflects over 5.7 million books, audiobooks, DVDs, and movies checked out from the library, which represents approximately 13.5 items per Loudoun resident. At current service level, electronic titles downloaded/streamed grow by 5 percent each year.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide a broad and relevant collection of library materials in various formats.					
Library materials expenditures per capita	$4.86	$4.68	$5.01	$4.90	$4.79
Number of new items added to the collection	81,419	106,402	123,369	125,836	128,353
Circulation of all materials	5,408,777	5,444,598	5,611,593	5,723,825	5,838,301
Circulation of all materials per capita	14.04	13.48	13.57	13.53	13.51
Increase the availability of electronic titles to meet patron demands.[1]					
Number of electronic titles downloaded/streamed	539,557	683,330	977,376	1,026,245	1,057,032
Percent increase in number of electronic titles downloaded/streamed	20.5%	26.6%	43.0%	5.0%	3.0%

[1] Data shown as n/a denotes an indicator which does not have historical data.

Technology Services

The technology services activity manages the Library's computer systems and facilitates public access to library computers. Library systems provide access to e-books and online research resources; allow library materials to be checked out and processed; and enable library fees to be paid in the library branches and online. This activity works with the County's Department of Information Technology to ensure all essential information technology services are provided.

Service Delivery Method: County staff provides this service.

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

Value Added: With the advent of online resources and library automation, the technology services activity plays an essential role in delivering library services and information to customers. The technology services activity is important because delivering library resources to the public depends on computer systems. The impact of not providing this service would be an inability to provide customers the books and other resources they need. Rapidly changing technology requires libraries to provide access to a wide range of digital resources. This activity adds value by providing essential internet access, particularly in areas of the County where access is difficult, through library branch computers and Wi-Fi sessions.

Service Level Indicators: Current service level reflects more than 1.8 million visits to the library webpage and 2.3 million sessions on the online library catalog. At current service level, online catalog searches increase by 2 percent each year. Current service level involves nearly 270,000 public internet sessions on library branches' computers and over 335,000 Wi-Fi sessions.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Projected
Increase Loudoun County Public Library online catalog searches by 2 percent each year.[1]					
Online catalog searches	2,150,742	2,216,314	2,217,189	2,261,533	2,306,763
Percent increase in online catalog searches	n/a	3.0%	0.0%	2.0%	2.0%
Online catalog searches per capita	5.48	5.49	5.36	5.35	5.34
Loudoun County Public Library homepage visits	1,475,177	1,628,192	1,736,412	1,771,140	1,813,648
Percent increase in websites visits[2]	n/a	9.4%	6.2%	2.0%	2.3%
Loudoun County Public Library homepage visits per capita	3.83	4.03	4.20	4.19	4.20
Internet sessions provided at Loudoun County Public Library	266,898	266,941	264,198	266,840	272,177
Wi-Fi provided at Loudoun County Public Library	284,050	289,524	328,720	335,294	342,000

[1] Data shown as n/a indicates a measure without historical data.

[2] The Department changed the library catalog from Horizon to the CARL system, which drove more traffic to the Loudoun County Public Library webpage.

General Library Administration

The general library administration activity enacts the policies of the Library Board of Trustees and County initiatives. This activity manages the department's budget, accounting, and human resources. This activity includes the management of the department's capital projects, including capital improvement plan (CIP) coordination with the Department of Management and Budget and the Department of Transportation and Capital Infrastructure (DTCI). It also serves as the interface between the Library Board of Trustees and County Administration.

Service Delivery Method: County staff provides this service.

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

Value Added: This activity provides support that enables all of the essential services provided by the Loudoun County Public Library. In addition, it helps manage resources efficiently and effectively, and plans for the future of the Library.

Service Level Indicators: At current service level, approximately 90 percent of library patrons participating in a customer service survey indicated overall satisfaction with customer service.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Projected
Maintain an overall customer satisfaction rate of 90 percent or higher.					
Overall customer satisfaction survey result percentage[1]	99%	n/a	n/a	90%	90%

[1] There is no data available for FY 2018 and FY 2019 since no survey was done during those years.

Parks, Recreation, and Community Services (PRCS)

To provide outstanding recreational and leisure opportunities, outcome focused community services, and stewardship of the County's natural resources to promote quality of life for Loudoun's residents and visitors.

Department Programs

Adaptive Recreation

Provides accessible leisure and recreational opportunities for County residents with cognitive and physical disabilities.

Activities

- Adaptive Recreation Activities
- Inclusion Support

Administration

Provides human resources management, facility management, planning and development, training, procurement, emergency management, and financial services for the Department.

- Operational Management
- Human Resources and Performance Management
- Department Management
- Horticulture

Aging Services

Plans, implements, and promotes programs and services to enhance well-being, independence, and quality of life for older adults and their caregivers.

- Administration – Aging Services and Grant Management
- Adult Day Care Centers
- Central Kitchen
- Senior Centers
- Elder Resources
- Volunteer Services

Children's Programs

Provides after school programs that build leisure, social, and physical skills through diverse and developmentally appropriate recreational and educational programs.

- Children's Services Administration
- School Age Programs
- Summer Programs

Community Centers

Provides recreational, educational, and cultural services for all abilities and age levels in child care and pre-school programs, special events, classes and activity programs.

- Community Center Services
- Pre-School Services
- Childcare Services

Facilities Planning and Development

Supports the Department through facility planning and design, proffer management, recreational trail development, and project management activities.

- Project Management
- Parks and Recreation Facilities Planning and Design

Maintenance Services

Maintains and repairs Department property, facilities, vehicles, and equipment and provides services in emergency response situations.

- Field Maintenance
- Snow Removal and Emergency Response
- Outdoor Maintenance

Parks

Provides high quality outdoor park facilities, open space, cultural programs and services, and management of park facilities.

- Park Programs
- Park Maintenance

Recreation Centers

Provides land and aquatic-based recreational programming and activities for youth and adults of Loudoun through three facilities, including two full-service recreation centers.

- Recreation Center Facilities

Sports

Provides youth and adults with opportunities to participate in athletics in both a competitive and recreational environment and to learn and develop lifelong skills.

- Youth Sports
- Adult Sports
- Tournaments

Youth Services

Provides middle school and high school age youth with opportunities in recreational, educational, and cultural events that promote leadership development and positive choices.

- Middle School Program
- Youth Services, Development, and Outreach

Financial Information

FY 2020 Adopted Information[1]

	Expenditures	Revenue	LTF	FTE
Adaptive Recreation	$848,588	$235,285	$613,303	12.16
Administration	4,613,927	0	4,613,927	29.00
Aging Services	8,032,049	2,076,121	5,955,928	82.50
Children's Programs	7,839,359	9,002,744	(1,163,385)	116.73
Community Centers	6,920,783	3,837,807	3,082,976	107.69
Facilities Planning and Development	409,837	9,735	400,102	3.00
Maintenance Services	6,668,923	590,916	6,078,007	59.63
Parks	4,095,951	826,071	3,269,880	112.97
Recreation Centers	9,274,241	8,939,069	335,172	81.39
Sports	2,563,316	1,771,953	791,363	27.06
Youth Services	1,700,892	190,120	1,510,772	21.92
Total	**$52,967,866**	**$27,479,821**	**$25,488,045**	**654.05**

[1] Sums may not equal due to rounding.

Adaptive Recreation Activities

Special recreation activities are delivered through five main program areas: summer camp, adult programs, Special Olympics, Very Special Arts (VSA), and children's school year programs.

The summer camp program provides a seven week (9:00 a.m.-4:00 p.m.) summer camp experience for individuals aged two to 21 years of age with disabilities. Summer camp currently provides children with a specialized "typical" camp experience with modifications and adaptations. Activities include but are not limited to arts and crafts, field trips, weekly swim trips, music therapy, pet therapy, art therapy, indoor and outdoor play, and special events.

Adult programs provide leisure, recreation and community programs and experiences for adult participants. This program offers the least restrictive environment to provide typical activity opportunities. This includes movie madness, outdoor adventures, camping, beach trip, rafting, and bowling.

Special Olympics, Area 14, Loudoun provides a variety of sport programming for individuals with intellectual and physical disabilities to include sports specific training, practice, and competitions. Administrative duties and program oversight and supervision are managed by adaptive recreation staff with coaching and implementation of sport programs by staff, volunteers, and parents.

VSA Loudoun is a nonprofit organization that provides support, experience and knowledge to an inclusive arts program to individuals with and without disabilities. Loudoun County and VSA cooperatively offer musical productions, visual art programs, workshops, and hands on art classes.

Children's school year programs are leisure and recreation activities for school aged children with disabilities. These programs are implemented during the school year such as teen lock in, teen nights, roller skating, creative arts workshops, and recreational field trips such as camping, beach trips, and rafting.

Service Delivery Method: Full-time County staff, temporary employees, and pooled positions provide these services. This activity relies heavily on volunteers, including volunteers from VSA, Special Olympics, and other single programs.

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

Value Added: Adaptive Recreation Activities are important for the County to provide because serving County residents with disabilities is an important part of ensuring that all residents' recreational needs are met. Not providing this service would impact participants who would not have access to an educational and recreational experience.

Service Level Indicators: Current service level reflects providing between 275 and 315 programs with approximately 900 participants annually with 99 percent satisfaction rate among participants. In FY 2018, Parks, Recreation, and Community Services (PRCS) began counting by unique participation for programs rather than overall volume. For example, if someone participated in a cooking class that had four sessions, they are only counted one time (unique) instead of four. This is reflected in several measures where a decrease is seen between FY 2017 and FY 2018.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Projected
Maintain 97 percent customer satisfaction rate for all Adaptive Recreation programs.					
Adaptive recreation customer satisfaction rate	98%	98%	99%	99%	99%
Number of participants in adaptive recreation programs (less camp and Special Olympics)	3,969	1,373	790	869	955
Number of Special Olympics participants Served	380	503	527	550	550
Number of VSA participants	122	220	88	150	155
Number of adaptive recreation camp participants	145	112	332	350	350
Number of participants on waiting list	186	164	124	120	120

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Projected
Maintain and increase program offerings by increasing volunteer hours.					
Number of programs supported by volunteers annually	266	39	64	65	65
Number of volunteer hours for Adaptive Recreation	5,151	5,922	4,423	5,200	5,300
Number of volunteers	284	278	250	300	305
Value of volunteer hours for Adaptive Recreation[1]	$128,260	$159,643	$118,315	$139,100	$141,775

[1] The value of a volunteer hour is as follows: FY 2017 ($24.90), FY 2018 ($26.96), FY 2019 & 2020 ($26.75). Source: Virginia Office on Volunteerism and Community Services.

Inclusion Support

Inclusion Support is delivered throughout PRCS programs. Staff provide assistance when other program areas request that an individual be assessed to identify which, if any, accommodations need to be made for a person to participate in programming. This activity completes proper assessments, trains staff, follows up with participants and staff on progress, evaluates the service level, and keeps up with current trends and best practices under the Americans with Disabilities Act (ADA). This service is offered to youth, adults, and participants in Aging Services programs at no additional fee.

Service Delivery Method: A County inclusion specialist primarily delivers these services, with additional assistance provided by adaptive recreation specialists and a coordinator position on an as needed basis.

Mandate Information: This activity is not mandated by state or federal law. However, services help meet ADA guidelines and best practices.

Value Added: Formal assessments provide recommendations when a need is identified for accommodations for program participation and any follow up with staff and participants. Services enable greater participation in PRCS programs by youth and adults with disabilities, creating a more inclusive environment, which is beneficial to all participants and a valuable community resource overall.

Service Level Indicators: Current service level satisfies 100 percent of requests for inclusion support. In FY 2020, the Board of Supervisors (Board) approved one adaptive recreation specialist position. The approval of this position is expected to increase the volume and time spent on inclusion support visits as reflected in the performance data.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Support patrons with special needs by responding to inclusion support requests 100 percent of the time.[1]					
Number of inclusion support requests	n/a	10	25	30	30
Number of times that staff go out for inclusion support across the department (includes follow up visits)	70	22	50	60	60
Number of inclusion trainings	3	4	5	6	6
Number of hours spent on inclusion process	n/a	n/a	500	900	975

[1] Data shown as n/a indicates a measure which does not have historical data.

Operational Management

Activities for Operational Management include the coordination and management of the Department's operational budgets, grants, and CIP requests and provides staff with technical assistance as needed. In addition, this activity procures goods and services up to $30,000 and supports approximately 150 Purchasing Card (PCard) holders, working with the County's Procurement Division in Department of Finance and Procurement (DFP). The financial management team also provides support to the Department's financial needs. This activity maintains compliance with all County policies and procedures pertaining to budget, procurement, and financial management. Inventory management of delivered goods are conducted at the maintenance warehouse. Systems administration is included in this activity and a large portion consists of the management, administration, and maintenance of the Department's RecTrac software system for program registrations, facility reservations, and pass management. In addition, the new automation support specialist provides support, development, and maintains the Department Laserfiche forms and projects. Customer service is managed within this activity and is a top priority for PRCS. Customer service surveys, program reviews, and the monitoring and tracking of initiatives are managed in this activity.

Service Delivery Method: County staff provides this service.

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

Value Added: Staff works with the Department of Management and Budget, Treasurer's Office, and DFP liaisons to comply with the County's budget, accounting services, and purchasing policies and procedures. Staff works with their respective liaisons to assure accuracy and accountability to achieve good stewardship of County resources. This also includes ensuring that the County's financial data and network data are secure.

Service Level Indicators: Current service level reflects processing nearly 1,000 purchase orders totaling $4 million, within an average turnaround time of three business days. At the current service level, approximately 86 percent of all incoming calls into the service line are answered. Current service level also involves completing approximately 94 percent of requested Laserfiche forms.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Ensure operational excellence to internal and external customer in procurement of goods and services by completing purchase order approvals within three business days.					
Number of purchase orders completed	684	854	556	950	1,000
Number of turnaround days for purchase orders	2.4	1.9	2.2	2.0	2.0
Value of purchase orders	$3,561,756	$4,971,010	$3,090,631[1]	$4,000,000	$6,000,000[2]
Number of invoices processed	6,454	7,065	7,676	8,276	8,876
Number of PRCS PCard transactions	8,237	10,789	11,500	12,000	12,500
Number of RecTrac installment billing participants	565	725	760	795	820
Ensure excellent customer satisfaction by answering 90 percent of calls coming into the customer service line.[3]					
Percentage of abandoned calls	n/a	9%	13%	14%	11%
Number of calls answered	12,553	15,954	17,799	19,000	20,000

[1] Value of POs decreased between FY 2018 and 2019 due to a smaller value and number of purchasing on PCards.

[2] FY 2021 increase anticipated as a result of new facilities projected to open in FY 2021 including Ashburn Senior Center.

[3] Data shown as n/a indicates a measure which does not have historical data.

PRCS: Administration

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Create Laserfiche forms to provide efficiency with internal and external customer needs and run data reports.[1]					
Percentage requested forms completed	n/a	85%	89%	94%	94%
Number of forms in development	n/a	17	12	7	7
Increase registration amount and transactions by five percent annually.					
Total transactions	179,985	159,425	159,425	168,000	176,400
Percentage of increased registration amount	0%	9%	5%	5%	5%
Value of transactions/year	$18,877,823	$20,650,633	$21,720,570	$22,000,000	$22,500,000
Number of Webtrac registrations	47,428	42,436	43,500	47,277	46,500

[1] Data shown as n/a indicates a measure which does not have historical data.

Human Resources and Performance Management

The Human Resources (HR) and Performance Management activity is responsible for advising and assisting with the hiring process and performance management to include planning and assessments. Advertising, pre-screening, and interview coordination, as well as reference checking for all PRCS positions are handled through this activity. The activity is also responsible for resolving employee relations issues, offering counseling, taking disciplinary action, and researching discrimination complaints and grievances. HR staff provide technical assistance to employees and other department payroll liaisons. Staff maintains payroll records and ensures compliance with documents storage and County HR policies and procedures, and laws.

Service Delivery Method: PRCS County staff provides these services. Some functions are managed by the Department of Human Resources including contracts for background checks and short-term temporary staff requests.

Mandate Information: This activity is not mandated by state or federal law. However, this activity ensures payroll record compliance with document retention and County policies and procedures.

Value Added: This activity supports operations of the direct service programs. Staff support supervisors in searching for the best qualified candidates for vacant positions and provides consistent adherence to County policies and federal and state laws. The payroll process ensures consistent, accurate adherence to policies, centralized processing for assigned programs, and provides expertise and coordinated contact with County payroll for department-wide issues. Staff are paid timely and accurately. Cost savings to the County are achieved by reducing manual checks. Managing HR functions in the Department provides efficiency in the hiring process, timesheet approval and processing, and employee relations issues.

Service Level Indicators: Current service level reflects a turnover rate of five percent. PRCS has approximately 650 FTE including permanent and temporary employees.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain turnover rate of full time permanent staff of five percent or less using retention strategies including employee special recognition and developmental opportunities.[1]					
Turnover rate	n/a	n/a	n/a	5%	5%
Number of department-wide developmental opportunities for regular and temporary staff	332	285	342	410	493
Provide excellence in executing the hiring process with anticipated growth of programs and facilities supported in the CIP.					
Number of FTE	538	609	620	654	666
Number of background checks	500[2]	1,500[3]	1,000	1,000	1,100

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] Prior to adding additional positions for background checks including temporary non-licensed staff/hires.

[3] Commonwealth of Virginia's childcare licensing guideline change required fingerprints for all existing and new licensed staff working with children beginning in FY 2018.

Department Management

The Department Management activity includes department leadership, administration, support, and strategic planning. The leadership team provides oversight and accountability, short-term and long-range planning, and coordination with other departments to ensure staff have the tools necessary to do their jobs. The director and deputy directors coordinate with the Office of the County Administrator to advise the Board regarding the Department, prepare committee and Board items to advise and/or seek Board direction. Staff also coordinates development, review, and revision of the Department policies and procedures ensuring input from key stakeholders is incorporated and that no conflicts with County or other departments/ policies, ordinances, or laws exist. Administration helps support three Board-appointed Advisory Boards: Parks, Recreation, and Open Space Board (PROS), Commission On Aging (COA) and Advisory Commission On Youth (ACOY). In addition, the Department is in the process of meeting the national accreditation standards from the National Recreation and Park Association's Commission for Accreditation. Accreditation is based on an agency's compliance with the 151 standards for national accreditation. To achieve accreditation, the Department must comply with all 37 fundamental standards and at least 85 percent of the remaining 114 standards.

Service Delivery Method: County staff provides this activity.

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

Value Added: The activity enables the Department to meet the expectation of the Board and County Administration while interacting with communities and various resident groups, advisory boards, and other nonprofit organizations. The leadership team benchmarks with other jurisdictions to conduct comparisons of services provided and to keep abreast of national and regional recreation trends. This activity results in operational efficiency, safety, and consistency and implements best practices throughout the Department. The Department continuously seeks, analyzes, and reacts to input from constituents, employees, Board members, and volunteers for the purpose of ongoing strategic planning which leads to valuable facility and program planning efforts. Well-managed facilities and programs lead to good stewardship of tax dollars.

Department Management ensures compliance with County policies and procedures as they relate to the wide ranging operations offers various recreation and leisure programs and activities, community services, and recreational facilities to the public. The impact of not providing this activity is that the County would have to review other methods for the management and oversight of recreational, educational, wellness, cultural, and supportive service opportunities to County residents. Without the Department Management activity, which includes a highly trained and skilled leadership team, programs and facilities could negatively be affected and the mission of the Department compromised.

The Department Management ensures that PRCS programs' objectives and performance measures are developed and maintained to tell the Department's story through effective data collection, reporting, and budget management delivering on the goals and objectives, mission, and vision statements of both the Board and the Department.

Service Level Indicators: At the current service level, the Department grows web-based public engagement by approximately ten percent annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Increase public engagement by 8 percent annually.[1]					
Number of social media followers	n/a	7,222	7,552	8,650	9,342
Number of news and announcement subscribers	n/a	1,454	1,620	1,820	1,965
Percent growth in followers and subscribers	n/a	n/a	10%	10%	8%

[1] Data shown as n/a indicates a measure which does not have historical data.

Horticulture

The Horticulture activity provides management and care of the landscapes at County government facilities. These facilities include: administrative buildings, libraries, fire stations, Sheriff's stations, parking and commuter lots, and residential group homes. Proper management of landscapes at County facilities serves facility users, owners of adjacent residences and businesses, and indirectly serves all taxpayers through efficient and effective stewardship. In addition, this activity reviews all requested Department of Transportation and Capital Infrastructure (DTCI) capital construction site plans.

Service Delivery Method: Full-time County staff who perform a large percentage of landscaping tasks at high priority sites including the government center and other municipal buildings, are responsible for planning, contract management, and specialized horticultural tasks. Contractors perform some landscaping tasks, including mowing, weed control, and tree care (including aerial tree work) at all sites.

Mandate Information: This activity is not mandated by state or federal law. The Horticulture activity was created to ensure compliance with zoning ordinance mandates to maintain required buffer yards, parking lot landscaping and other plantings per approved site plans. Landscape services such as mowing, clearance pruning, and debris clean-up are also mandated under the building and nuisance ordinances of the County and towns. Applicable codes are: Loudoun County Codified Ordinance – Chapter 692, Loudoun County Zoning Ordinance 5-1410; Town of Leesburg Code 8-3, 22-1, Town of Leesburg Zoning Ordinance 12.9.7, 12.9.8; Town of Lovettsville Code - Sections 10-26 & 42-362; Town of Purcellville Code 14-77, 86-1, 86-36, Town of Purcellville Zoning Ordinance – Article 7 sections 6.8, 6.9. Compliance with homeowners association covenants is also required at many group home residences.

Value Added: The value of this activity is in preserving physical assets, favorably influencing the property values of neighboring residences and businesses, creating safe and usable sites, and providing environmental enhancements (such as, improved air quality, temperature mitigation, and reduced stormwater runoff). Long-term costs are reduced by managing landscape designs and components. The County is the ideal provider of these services as it is able to strategically allocate limited resources to keep County owned property safe, usable, and maintained to the standard of the surrounding neighborhood or locality. As this service meets Zoning Ordinance mandates, these services must be provided by the County.

Service Level Indicators: At current service level, the Horticulture activity manages the grounds and landscaping needs of nearly 80 non-PRCS sites controlled by the County, totaling approximately 368 acres.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Effectively manage grounds and landscapes at non-PRCS municipal facilities.					
Number of sites maintained	66	69	73	79	79
Number of acres maintained	243.26	265.67	274.44	367.53	386.85

Administration – Aging Services and Grant Management

The Administration-Aging Services and Grants Management activity provides leadership, planning, management, and administrative support to approximately 80 staff within numerous specialized older adult service programs. Administrative staff serve as liaisons to the Board appointed Commission on Aging. Additionally, under contractual agreement between Loudoun County and the Virginia Department of Aging & Rehabilitative Services, Aging Services/Area Agency on Aging (AAA) administration is required to prepare and administer the annual Area Plan for Aging Services to receive Older Americans Act federal and state funding for federal and state grants.

The division manager oversees the Aging Services Division, which includes the Loudoun County AAA services, and serves as liaison to the Board appointed Commission on Aging. The grants specialist manages the Division's federal and state grants in addition to grant related donation accounts. The administrative support assistant provides administrative support to the other two positions and to the Commission on Aging.

Service Delivery Method: County staff delivers this service.

Mandate Information: Although AAA is not mandated as a County government service, as per the federal Older Americans Act of 1965 (Public Law 109-365), every county in the United States must be served by an AAA. AAA is mandated to act as the lead agency for administering the No Wrong Door (NWD) concept in Loudoun County (Code of Virginia § 51.5-135(6)). NWD offers a virtual single point of entry for accessing public and private health and human services for adults in Virginia and facilitates information sharing between service providers. AAA is also mandated by the Virginia Department of Medical Assistance Services in conjunction with the federal Center for Medicare and Medicaid to serve as the local contact agency for individuals who have been identified by a nursing facility as expressing interest in exploring options for transition from the facility back into the community.

Value Added: AAA service programs and facilities increase and maintain independence and quality of life for older adults and caregivers in Loudoun County. AAA administration represents the interests of Loudoun County seniors at national, state, regional, and local levels. In the Northern Virginia region, five AAA's are part of their respective county governments. This structure provides fiscal accountability and oversight, which is critical to maintain and sustain services. If AAA did not exist, there would be no central organization to provide comprehensive services to older adults in Loudoun County. This activity enables AAA to maintain annual contacts with seniors, disabled adults, their family and caregivers.

Service Level Indicators: At current service level, this activity maintains 26 federal and state grants, and five grant-related donation accounts. Current service level provides 750,000 units of service to seniors and caregivers. A unit of service is when AAA staff members make contact with or for a client. That could be when someone needs information on adult day care services or one of the other programs.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Meet the needs of growing senior population by maintaining services and contacts with seniors and their families.					
Number of annual contacts with seniors, disabled adults, and their family and caregivers	764,760	748,037	667,004	750,000	750,000
Number of grants awarded to the AAA	27	28	28	26	26
Total value of grants to AAA	$662,404	$802,627	$840,000	$840,000	$840,000

Adult Day Care Centers

Adult Day Care Centers (ADCs) are licensed by the Virginia Department of Social Services. This activity provides a supportive social environment and therapeutic services to elderly clients who have been medically diagnosed with memory loss and/or physical limitations and are therefore unable to stay home alone safely during the day. ADCs provide a safe haven for caregivers to leave a family member during the workday to remain employed and/or to receive respite from caregiving during the day.

There are three centers: Leesburg ADC in Leesburg, Mac Brownell/Carver ADC in Purcellville, and Eastern Loudoun ADC in Ashburn/Sterling. Programs provide therapeutic activities including music, art and pet therapy, daily cognitive and physical activity programs, medication management and administration, nutritious hot lunch and snacks, personal care needs, health monitoring, and recreation activities. Limited transportation is provided to and from client homes. ADCs also host Alzheimer support groups in collaboration with the Alzheimer's Association.

Service Delivery Method: County staff delivers this service. Licensing standards require a minimum ratio of one direct care staff member to six clients, not including management staff; two staff members are "on floor" with clients at all times.

Personnel expenses in this activity are partially offset by two state grants: Special Transportation Grant and a Community Based Services Grant. Program charges are based on a sliding fee scale.

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

Value Added: This is a valuable community-based service that promotes and enhances life skills to assist clients to remain in their homes and the community for as long as possible as opposed to institutionalization. Clients' families and/or caregivers receive respite from on-going caregiver responsibilities, often allowing the caregiver to remain in the work force. This service increases and/or maintains quality of life for clients and caregivers in addition to long-term cost savings due to avoidance or delay of institutionalization.

There are no other comparable services in Loudoun County. Without these centers elderly Loudoun residents with dementia would either be home alone or they would need to be placed in a long-term care institution, which is often cost-prohibitive.

Service Level Indicators: Current service level represents approximately 71,000 adult daycare hours spent assisting clients and caregivers, with 100 percent of caregivers indicating satisfaction with ADC activities.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Meet the needs of growing senior population by sustaining contacts and providing programs to seniors, caregivers, and disabled adults, at an 85 percent satisfaction rate or above.[1]					
Number of adult daycare hours assisting clients and caregivers	80,860	69,640	76,975	71,000	71,000
Percentage of caregivers satisfied with ADC activity	n/a	85%	100%	100%	100%

[1] Data shown as n/a indicates a measure which does not have historical data.

Central Kitchen

The Central Kitchen prepares meals for the Area Agency on Aging and the Juvenile Detention Center (JDC) and caters special events for countywide government functions, and, as needed, provides meals to the Loudoun County Emergency Operations Center. The Central Kitchen is a certified commercial kitchen, annually inspected by the Virginia Department of Juvenile Justice Food Operations, intermittently inspected on a tri-annual basis by United States Department of Agriculture, and inspected quarterly by the Loudoun County Health Department.

Service Delivery Method: County staff delivers this service.

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

Value Added: The activity offers a vitally needed service to seniors and JDC residents and maintains a very reasonable cost per meal. Under a memorandum of understanding with the Department of Family Services, Central Kitchen provides three meals per day and snacks to JDC residents. The JDC meal program provides reliable, consistent food to detained youth of Loudoun County seven days per week. The co-location of the central kitchen and the JDC reduces capital costs. The Home Delivered Meals (HDM) program provides homebound seniors with one hot nutritious meal five days per week, and often the only daily human contact, which provides an opportunity for someone to check on them. Seniors in the congregate meal program are provided with a nutritious meal and valuable socialization opportunities.

Service Level Indicators: Current service level provides approximately 4,000 special events meals, 13,600 JDC meals, and 163,000 senior meals annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Meet the needs of growing senior population by maintaining services and contacts with seniors and their families.[1]					
Number of special event meals	n/a	3,985	4,000	4,000	4,000
Number of JDC meals	n/a	13,623	13,620	13,620	13,620
Number of unduplicated persons served – congregate meal program	1,174	1,274	1,369	1,349	1,349
Number of unduplicated persons served – HDM	407	457	463	497	497
Number of meals served – congregate	70,915	90,915	77,743	105,915	105,915
Number of meals served – HDM	59,403	71,403	65,260	80,403	80,403
Daily average meals served - congregate	350	450	324	525	525
Daily average meals served – HDM	250	300	272	340	340
Number of senior meals	156,460	162,574	163,000	163,000	163,000
Total number of central kitchen meals (special event, JDC, senior meals, ineligibles)	171,694	162,574	177,000	178,000	178,000

[1] Data shown as n/a indicates a measure which does not have historical data.

Senior Centers

This activity includes four full-service, state of the art senior centers: Senior Center at Cascades in Sterling, the Carver Center in Purcellville, Senior Center of Leesburg, and Dulles South Senior Center. Centers, designed specifically for the senior population, serve independent older adults age 55 and over with a wide variety of recreational, educational, and socialization opportunities. Centers offer activities including wellness and educational programs, computer classes, exercise and fitness classes, arts and crafts, drop-in activities, holiday and special events, and opportunities for volunteering. In addition, this activity conducts long distance overnight trips and day trips. Upon advanced request, seniors are provided with transportation to and from the senior centers for a fee. The centers offer rented space in evenings and on weekends.

Each senior center serves as Congregate Meal Program sites. Meals prepared and delivered by the Central Kitchen are served at each center five days per week. There is no meal fee to those age 60 and over, but donations are accepted; those under age 60 are charged $4.00 per meal. Three additional congregate meal sites are housed in subsidized senior housing communities in Ashburn, Leesburg, and Sterling.

Senior centers serve as distribution sites for the HDM program. Meals, which are prepared and delivered by the Central Kitchen, are picked up by volunteers at each center and then driven to the homes of homebound elderly five days per week, following driving routes strategically located throughout the County. There is no charge for meals but donations are accepted.

Service Delivery Method: County staff delivers this service.

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

Value Added: Senior centers, meal programs, and senior trips provide critical socialization, educational, wellness, and volunteer opportunities for older adults in Loudoun County. Many seniors have noted an increase in their quality of life upon joining a senior center. Social engagement opportunities are critical factors in the longevity and quality of life for older adults. There are no comparable services in the County, hence, without these senior centers older adults would have fewer locations to congregate, socialize, receive a nutritious meal, or receive educational and wellness services. Buses provide vital transportation to senior centers. The transportation service enhances the congregate meals program for seniors, who choose not or are unable to drive themselves to and from the centers. Those who attend centers primarily for lunch may not be able to attend without this transportation service nor receive other social, wellness, fitness, and educational services.

Service Level Indicators: Current service level represents maintaining a 95 percent or above customer satisfaction for senior centers (providing approximately 19,500 activities with 220,000 participants) and senior trips. At current service level, approximately 10 long distance and overnight trips are conducted to destinations such as Yellowstone National Park, Cape Cod, Chicago, and Ireland, and 140 day trips are provided to dinner theaters, plays, and museums, with approximately 3,600 participants. The trip program is very popular, and trips often sell out in one day. Current service level represents approximately 4,000 senior center memberships.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain 95 percent or above customer satisfaction by providing high quality programs and services through the senior centers and senior trips program.					
Number of senior center activities	18,198	18,133	19,271	19,500	19,700
Number of senior center activity participants	190,713	192,258	213,359	220,000	220,500
Number of senior center memberships	5,802	3,469	3,921	4,000	4,250
Number of senior trips programs	153	151	154	160	160
Number of senior trip participants	3,732	3,567	3,567	3,600	3,600
Percentage of senior trip participants satisfied with trips	96%	95%	95%	95%	95%
Percentage of seniors satisfied with senior centers	96%	97%	95%	95%	95%

Elder Resources

The Elder Resources activity provides the primary point of contact for older adults and caregivers to receive specialized aging-related information. Programs and services include: information, referral and assistance, case management, care coordination, caregiver support, elder abuse prevention, disease prevention/health promotion, Medicare/Rx drug and long term care insurance counseling, assistive technologies, transportation, legal services, support groups, and other resources as needed.

Service Delivery Method: County full-time staff delivers this activity.

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

Value Added: Specialized aging-related information, programs and services allow older adults and their families and caregivers to easily and efficiently obtain information, resources and assistance in a direct, convenient, and timely manner. Very frail seniors with multiple needs and who are at greatest risk of institutionalization receive individualized care services that allow them to remain in their homes and their community. The Older American's Act of 1965 created AAA explicitly for the purpose of having one centralized location in each county be the point of contact for older adults. No comparable services exist. Without the Elder Resource activity, County residents would not have a central point of contact.

Service Level Indicators: Current service level involves contact with over 50,000 seniors and their caregivers annually. At current service level, up to 150 caregiver support participants are supported with an overall satisfaction rate of 85 percent. Current service level involves approximately 550 case management contacts. The number of contacts in FY 2018 decreased because the position responsible for case management was vacant for six months.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Meet the needs of growing senior population by sustaining contacts and providing high quality programs to seniors, caregivers, and disabled adults.[1]					
Number of information and assistance contacts	41,245	50,602	50,620	50,620	50,620
Percentage of caregivers satisfied with caregiver support group program	n/a	n/a	85%	85%	85%
Caregiver support group participants	n/a	133	140	148	148
Case management overall contacts	500	237	525	550	550

[1] Data shown as n/a indicates a measure which does not have historical data.

Volunteer Services

The Volunteer Services activity offers a variety of meaningful volunteer opportunities for adults age 18 and over. Volunteer opportunities include supporting numerous AAA programs and services and serving in local hospitals, libraries, parks, museums, and food pantries.

Service Delivery Method: County staff coordinates this activity, supported by approximately 780 annual volunteers.

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

Value Added: Through volunteer services, AAA's HDM program, Congregate Meals Program, and the Virginia Insurance Counseling and Assistance program (VICAP) are able to operate at an enhanced level. Without the volunteers, AAA would not be able to provide the same level of service and many services would not be feasible, particularly Congregate Meals and HDM programs and VICAP, all of which rely heavily upon volunteer support. Volunteering provides a critical avenue through which one can contribute to society post-retirement and is therefore a significant factor in positive aging.

Service Level Indicators: Current service level involves managing, recruiting, and training nearly 900 volunteers annually, who support AAA programs and services. At current service level, 95 percent of volunteers report overall satisfaction with the volunteer program.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Manage, recruit, and train volunteers to support AAA programs and services with an overall satisfaction rate of 95 percent or higher.[1]					
Number of annual community outreach contacts	274,316	125,337	187,336	190,000	190,000
Number of volunteers in Aging Services	705	788	788	880	900
Number of hours donated by volunteers	57,273	63,624	70,000	75,000	75,000
Percentage of volunteers satisfied with volunteer program	n/a	94%	96%	95%	95%
Value of service provided by volunteers[2]	$1,426,097.70	$1,715,303.04	$1,872,500	$2,006,250	$2,022,000

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] The value of a volunteer hour is as follows: FY 2017 ($24.90), FY 2018 ($26.96), FY 2019 & 2020 ($26.75). Source: Virginia Office on Volunteerism and Community Services.

Children's Services Administration

The Children's Services Administration activity provides guidance, leadership, and support employees within the Children's Programs and Adaptive Recreation Division. This activity is responsible for maintaining the customer service and quality service delivery of the Division. The County has prioritized affordable after school activities for children ages 5-12. Recreational activities and services are also provided when school is not in session. Such programs include summer and Schools-Out camps, which are full day programs, and all Adaptive Recreation programs, which serve ages 2 through adult.

Service Delivery Method: County staff delivers this service.

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

Value Added: This activity supervises and supports the Children's Programs and Adaptive Recreation Division. Part-time and full-time employees receive training and are supported in short-term and long-term planning. The division manager supports staff in providing safe, reliable programs. Leadership is also provided to ensure child care options are available within the community for all children including options for children with unique needs.

Service Level Indicators: This activity supports approximately 580 part-time and full-time staff. At current service level, this activity ensures that approximately 89 percent of required staff complete annual training. Current service level reflects maintaining customer satisfaction rates of 98 percent for recreational activities within Children's Programs. At current service level, approximately 273 County After School Activities (CASA) employees and camp staff are trained to ensure safe recreation activities at CASA sites, with average monthly number of children on waiting lists of 920.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Ensure 100 percent of staff complete required training for state licensing within a year of hire.					
Number of staff needing 16 hours of annual training	191	290	307	307	307
Number of staff completing 16 hours of annual training	301	288	273	273	273
Percentage of staff completing 16 hours of annual training	100%	99%	89%	89%	89%
Number of participants completing survey	129	150	175	200	200
Number of children on waiting list for CASA	610	755	885	920	950
Provide and maintain 98 percent of customer satisfaction for all recreational activities.					
Customer satisfaction survey rate for children's programs	97%	97%	93%	98%	98%
Number of participants completing survey	129	150	175	200	200

School Age Programs

The School Age Programs activity is designed to provide after school supervision for children in kindergarten through fifth grade during the school year through the County after School Activities (CASA) program. CASA focuses on three basic goals for children: increase a child's respect for self and others, support self-expression, and promote a sense of community. The Board requires the after school program to recover 118.4 percent of its expenses. The program has consistently covered direct operating costs as mandated by the Board.

Service Delivery Method: County staff delivers this service, which is supplemented by contracts. This activity is required to meet minimum staffing standards for licensed programs set by the state, which is one staff member per 18 participants. Contracted services include snack provision to CASA locations using Loudoun County Public Schools (LCPS) kitchen food items.

Mandate Information: While this activity is not mandated by state or federal law, CASA is licensed by the Commonwealth of Virginia and follows all state guidelines for the supervision of children.

Value Added: CASA provides safe and convenient after school care and adds value through the provision of supervised play time, snacks, educational and recreational activities, and scheduled homework time. Parents value this program due to its high quality supervision, educational, and recreational activities provided to children over the course of the school year. The impact of not providing this service is that parents would be without convenient after school care for their children. LCPS and PRCS have developed a mutually beneficial relationship over the years where PRCS is able to provide a continuum of service for families through the use of shared space.

Service Level Indicators: Current service level maintains CASA enrollment at or above 95 percent of capacity, while recovering required revenue. At current service level, CASA is located in 47 elementary schools and provides supervision of approximately 2,900 children from after school until 6:00 p.m. during the school year.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide County after school activities by maintaining countywide 95 percent program enrollment of capacity.					
CASA enrollment percentage of capacity for all CASA sites	94%	97%	98%	98%	98%
Number of CASA participants annually	2,602	2,690	2,836	2,900	2,900
Number of CASA sites	46	45	46	47	47
Number of children on waiting list for CASA	610	755	885	920	950
Percentage of CASA expenses recovered through revenue	126%	123%	140%	118.4%	118.4%
Cost per month per child (CASA)	$325	$330	$335	$335	$345
Number of participants per CASA recreational specialist	425	366	400	450	450
Number of participants per CASA coordinator	1,275	1,098	1,170	1,251	1,300

Summer Programs

The Summer Programs activity provides a camp experience for elementary and middle school children during the summer. Summer programs include Daze (children in grades K-5) and Fest (children in grades 6-8). These two camps along with specialty camps provide recreational and educational experiences for children over the summer months. Activities include: field trips, special programs, and daily recreational activities. Camp sites are located at LCPS sites, which vary depending on annual approval from LCPS. This activity provides specialty camps, including fishing, robotics, pottery, and arts and crafts.

Service Delivery Method: County staff delivers this service which is supplemented by a contract. The summer Daze and Fest programs are required to meet minimum staffing standards for licensed programs set by the Commonwealth of Virginia. Contracted services include transportation provided by LCPS for scheduled field trips.

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

Value Added: Parents value this program due to the quality educational and recreational experiences provided to their children over the summer months. Summer camps provide a place for children to build friendships, develop skills, and explore new and different recreational interests. The Summer Programs activity is valued by residents with school age children, who need full day activities for their children during the summer months. The activity is supported by LCPS through the use of their schools. The impact of not providing this service is that thousands of children in Loudoun County would not have a summer camp experience with the County and may result in a disruption to working families.

Service Level Indicators: Current service level maintains required revenue recovery through 90 percent program capacity in Summer Programs. At current service level, there are approximately 1,500 unique summer camp participants.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide County summer camps by maintaining countywide 90 percent program enrollment of capacity.					
Number of unique summer camp participants	1,183	1,670	1,022	1,500	1,500
Camp enrollment percentage of capacity for all camp sites	88%	90%	90%	90%	90%
Percent of summer camp expenses recovered through revenue	112%	122%	124%	107%	107%

Community Center Services

The Community Center Services activity provides space to the public for meetings, birthday parties, special events, athletic events, and commercial pursuits on a fee rental basis. This activity hosts drop-in programs, organized classes, special events and various activities that engage the community. Most of the centers are home to one or more community based churches or religious organizations through a rental agreement. Nonprofit organizations, such as the Boy Scouts, can use the building without charge for their weekly meetings.

Facility management of a community center includes: providing supervision during operating hours; inspection of indoor and outdoor play and sports equipment; facility and grounds maintenance, janitorial support; and emergency first-response and capital improvements, as necessary. Community Center Services also oversee and manage a community pool at the Lovettsville Community Center, an in-line hockey rink at Douglass Community Center, and several outdoor pavilions. The revenue neutral programs supported by this activity include: recreation classes, clinics, and camps; afterschool care for elementary children; and afterschool care for children in kindergarten.

Service Delivery Method: County staff delivers this service, supplemented by contracted janitorial services.

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

Value Added: This activity accomplishes a number of objectives related to the mission of PRCS by offering a wide variety of activities close to residents' homes that are affordable, high quality, and therefore a great value. Offering full registration services at community centers provides one-stop shopping opportunities for various programs for PRCS customers. If the Community Center Services activity were not provided, the level of community involvement would be greatly reduced because this activity brings residents in the community together. If this activity was no longer provided, the community might not have the opportunity for the wide range of programing that are affordable and open to all Loudoun residents.

Service Level Indicators: Current service level involves approximately 675,000 visits per year and approximately 2,000 programs annually. Current service level maintains steady 2 percent growth in the number of participants in programs offered at community centers. In FY 2019, the Lucketts Fair ended, resulting in a lower value of Advisory Board contributions. In FY 2018, Claude Moore and Dulles South Recreation and Community Centers were moved out of the Community Center activity. Thus, there is a decrease in some data below.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Meet the demand for programs and services by providing successful programs for all age groups by increasing program offerings.[1]					
Number of programs held	4,430	2,585	1,442	2,000	2,000
Number of visits	n/a	785,184	800,393	675,000	700,000
Number of program/facility rentals	n/a	3,246	1,429	2,000	2,500
Encourage volunteerism to reduce staff costs, provide meaningful opportunities for contributions of time and talent, and increase program offerings.[2]					
Estimated value of advisory board's contributions	$56,679	$24,860	$14,934	$13,375	$13,375
Number of volunteer hours served at Community Centers Services	3,762	2,701	1,416	1,500	1,500

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] In FY 2019, the Recreation Center Division was created, which moved volunteer hours performed at Claude Moore and Dulles South Recreation Centers into that division.

PRCS: Community Centers

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Value of volunteer hours for Community Centers Services[1]	$88,769	$72,818	$40,125	$53,500	$53,500
Demonstrate cost effectiveness of services offered at seven community centers by increasing program participants by a minimum of 2 percent annually.[2]					
Percentage rate of cost recovery	69%	70%	70%	70%	70%
Total participants enrolled in community center programs	n/a	35,590	36,302	37,028	37,768
Annual percentage increase in program participants at community centers	n/a	n/a	2%	2%	2%

[1] The value of a volunteer hour is as follows: FY 2017 ($24.90), FY 2018 ($26.96), FY 2019 & 2020 ($26.75). Source: Virginia Office on Volunteerism and Community Services.

[2] Data shown as n/a indicates a measure which does not have historical data.

Pre-School Services

The state-licensed Pre-school Services activity offered at the community centers include Pre-School Classes, After-Kindergarten Program, and Kids Clubs after school programs. The state-licensed Pre-school Program for children 2½ through 5 years of age operates on a nine-month schedule. The days and times of each community center's pre-school program varies from one to two hours per day to two to three hours per day per class depending on the community center. This activity offers classes throughout the County at six community center locations, and at the Claude Moore and Dulles South Recreation Centers (total of eight sites). Parents pay a monthly fee to recover 115 percent of budgeted direct operating costs.

Service Delivery Method: County staff provides this service.

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

Value Added: This activity accomplishes a number of objectives related to the mission of PRCS by offering a wide variety of activities close to residents' homes that are affordable, high quality, and therefore a great value. Pre-school fulfills the County's need for early childhood education. Pre-School Services supports and establishes readiness for the children going into kindergarten. Assessments are done for all participants to inform parents of a child's readiness to graduate and enter kindergarten. If the Pre-School Services activity were not provided, the level of community involvement will be greatly reduced because this activity brings residents together. In addition, this activity provides affordable education for children ages 2½ through 5 years of age. If the programs were no longer provided, the community might not have the opportunity for the wide range of services that the Community Centers Program provides that are an affordable and are open to all Loudoun County residents.

Service Level Indicators: Current service level maintains 95 percent capacity. Approximately 1,100 children are served at eight sites (six community center locations, the Claude Moore Recreation Center, and the Dulles South Recreation Center). The Middleburg community center and pre-school site closed in FY 2019.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain 95 percent capacity at all pre-school program locations.					
Percentage rate of capacity	95%	93%	95%	95%	95%
Number of children served	1,089	1,062	1,090	1,100	1,100
Number of pre-school program locations	9	9	8	8	8

Childcare Services

The Childcare Services activity is a state licensed option for the community and provides full day year-round childcare at community centers in which space is available. The maximum capacity for all locations is 100 children. The hours of operation are 7:00 a.m. to 6:00 p.m., Monday through Friday. The activity follows all state licensing rules and regulations for the operation of a daycare site to provide a safe, educational environment for the youth ages three to six years of age. Children are provided an opportunity to socialize and learn and develop physically, mentally, and emotionally. Parents pay a monthly fee to recover 115 percent of budgeted operating costs.

Service Delivery Method: County staff delivers this service.

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

Value Added: This activity accomplishes a number of objectives related to the mission of PRCS by offering a wide variety of activities close to residents' homes that are affordable, high quality, and therefore a great value. Children benefit from the additional educational, physical, and social interaction they receive while participating. Childcare Services supports and establishes a readiness for the children going into kindergarten and elementary schools. If the Childcare Services activity was not provided, the level community involvement would be greatly reduced because this activity brings residents together. The Childcare Services activity provides an affordable education and child care option that is open to all Loudoun County residents.

Service Level Indicators: Current service level maintains 90 percent capacity and serves approximately 90 children annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain 90 percent capacity at all childcare program locations.					
Percentage rate of capacity	81%	91%	90%	90%	90%
Number of children served	79	80	90	90	90

Project Management

The Project Management activity reviews legislative and administrative applications to identify development impacts on PRCS services and facilities. Activities include management of all projects, CIP coordination with the Department of Transportation and Capital Infrastructure (DTCI) and serves as technical advisor to department managers.

With thorough review of the submitted proposals and plans along with daily inspection of the site, this activity ensures construction quality, controls expenditures, and avoids budget overrun. In addition, it provides assistance in obtaining Site Plan Amendments (SPAMS), grading permits, all aspects of permitting process to occupancy permits when applicable, oversees Capital Asset Preservation Projects (CAPP) that provide enhancements to PRCS facilities, reviews structural plans, and works with developers, engineers, and contractors in the construction and delivery of projects. PRCS reviews all legislative applications as part of the referral process.

Service Delivery Method: County staff delivers these services.

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

Value Added: Having the unique background and knowledge of recreational facilities within PRCS is crucial to building safe and high quality recreational facilities and amenities. This activity helps to ensure that all facilities are designed and constructed in accordance with all applicable ordinances, codes, and standards while meeting the recreational needs of residents. Project management allows for quick turnaround on projects that provide support and enhancements to PRCS facilities, resulting in efficient use of resources and avoidance of unnecessary project delays. Inspection during construction helps to ensure project safety and reduces scheduling problems in all phases of construction.

Service Level Indicators: Current service level involves responding to 100 percent of staff requests for assistance in strategic planning, project development, management, and planning processes within three business days. Of the approximately 30 administrative referrals and 125 legislative referrals, 100 percent are reviewed within established deadlines.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Respond to 100 percent of staff and public requests for assistance in strategic planning, project development, management, and planning processes within three business days.					
Number of requests for assistance	65	117	74	110	125
Percentage of PRCS staff requests responded to within three business days	100%	100%	100%	100%	100%
Perform 100 percent of reviews on land development applications submitted to the department within deadline to achieve meaningful proffered facilities, improvements, and/or cash contributions.					
Number of administrative referrals reviewed	42	31	41	30	30
Number of administrative referrals submitted within deadline	42	31	41	30	30
Percent of administrative referrals reviewed within deadline	100%	100%	100%	100%	100%
Number of legislative referrals reviewed	157	131	223	125	125
Number of legislative referrals submitted within deadline	157	128	223	125	125
Percent legislative referrals reviewed within deadline	100%	98%	100%	100%	100%

PRCS: Facilities Planning and Development

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain the department's Capital Asset Preservation Program (CAAP).[1]					
Number of CAPP projects approved	33	54	75	60	60
Number of CIP projects in coordination with DTCI	n/a	n/a	20	15	10

[1] Data shown as n/a indicates a measure which does not have historical data.

Parks and Recreation Facilities Planning and Design

The Parks and Recreation Facilities Planning and Design activity is responsible for long-term planning, creating facility concept plans and designs and serving as technical advisor regarding feasibility. In addition, staff provides technical assistance regarding zoning and obtaining SPAMS, grading permits, occupancy permits, special exceptions, and easements. This activity assists with short term and long range facilities planning for PRCS. In addition, activities include the review and update of PRCS's design and construction standards, creation of the PRCS signage plan, and assistance with CIP and Capital Needs Assessment. This activity plays an important role in ensuring that County parks and trails are well planned, designed, constructed, and preserved.

The Community Donated Facilities and Improvement Program is also managed in this activity. Volunteers and nonprofit organizations contribute donated amenities to PRCS to further enhance facilities. PRCS also receives donated parkland and easements, which further helps to reduce the local tax funding to support PRCS facilities. Staff identify opportunities to partner with other stakeholders (e.g., schools, libraries, park facilities, or other leisure service providers), when appropriate.

Service Delivery Method: County staff provides this service.

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

Value Added: The knowledge base found within this activity fulfills the specialized needs for the development of recreational facilities and amenities. Site specific facility planning and design technical assistance is critical for analyzing properties or facilities to determine if an intended or possible use is feasible. Creating facility concept design plans is especially helpful to determine and plan how many and what type of amenities, for example ball fields, might fit on a particular parcel. In addition, having the technical knowledge in-house allows the department to expedite projects and save contract funds. Short- and long-term facilities planning expertise and understanding of PRCS facility uses and needs ensures that safety, program needs, and industry best practices are considered. Plans are intended to provide unified and aesthetically pleasing facilities for the public and ensure greater consistency in design and construction of PRCS facilities.

Service Level Indicators: Current service level reflects meeting all proffer completion and delivery requests once a proffer is triggered. The trigger mechanism may be different for each proffer and the timing may vary based on the land development process. A proffer may carry over and be counted as actual from year to year based on the trigger and whether it has been met.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Increase public program space and recreational opportunities through on time proffer completion and delivery.					
Miles of trails added	4	5	2	3	3
Number of acres received from proffers[1]	81	7	7	7	7
Number of proffered facilities delivered	4	2	4	4	4
Number of proffered facilities under development	6	7	8	9	9

[1] In FY 2017, park acreage received from proffers included the Goose Creek Point Park, the Stone Ridge Linear Park, and the Shell Ridge Park.

Field Maintenance

The Field Maintenance activity provides maintenance for County-owned or leased athletic fields and Loudoun County Public Schools fields, tournament support, and league game field preparation. Maintenance activities include mowing, turf care, infield dragging and lining, painting and renovating athletic fields, and maintaining the irrigation systems. Staff are grouped in crews based on geographic location for field maintenance (west, south, central, east, and lakes) or specific skill sets such as irrigation or turf care, to allow for maximum efficiency and service delivery.

Service Delivery Method: County staff delivers this service.

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

Value Added: This activity ensures that all athletic fields are safe for play throughout the County. Extremely heavy demand and use requires intensive maintenance and renovation practices. The use of staff rather than contractors has proven to be the most cost efficient method to assure quality control. Failure to provide this service would negatively affect the condition and safety of the fields leaving many unsuitable and unsafe for use.

Service Level Indicators: Current service level reflects maintaining 100 percent of all assigned athletic fields to safety standards with approximately 16 ballfields per staff member. At current service level, 313 athletic fields are maintained and nine ballfields are renovated per year.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain 100 percent athletic fields to Department safety standards.					
Number of athletic fields maintained	289	294	313	313	313
Number of ballfields renovated	9	5	7	9	9
Percentage of athletic fields meeting safety standards[1]	n/a	100%	100%	100%	100%
Average number of ballfields maintained per staff (annual)	15	15	16	16	16
Active acres maintained	385	385	409	425	450

[1] FY 2017 data are not available.

Snow Removal and Emergency Response

The Snow Removal and Emergency Response activity manages road and walkway clearing during inclement weather events for all PRCS facilities and collaborates with the Department of General Services (DGS) to serve other County properties. Efforts include snow plowing, shoveling, salting, and sanding.

This service ensures that all County properties can open safely at their scheduled time. This activity also assists DGS in emergency response events as directed by the Emergency Operations Center and/or Office of Emergency Management. This includes debris removal, equipment allocation, man power, logistic support, emergency center setup, and more.

Service Delivery Method: County staff delivers this service.

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

Value Added: Maintaining safe access to essential County facilities is necessary to ensure public safety. Additionally, this service ensures that staff have safe access to their worksite, providing for little to no decrease in service to the public due to the inclement weather. The public expects to have safe access to libraries, community centers, and other facilities regardless of the weather. The County currently uses staff to the greatest degree possible when addressing inclement weather situations as the fiscal impact of using staff is significantly less than using contractual services. Failure to provide this service will directly affect safety to staff and the public.

Service Level Indicators: Current service level reflects providing efficient and timely response for 100 percent of winter weather and emergency response events so that all assigned County facilities are open on schedule. There are approximately 40 snow and ice removal events each year requiring around 8,500 hours of staff time.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide efficient and timely support for 100 percent of all winter weather and emergency response events.					
Number of emergency management events responded (snow/ice removal)	24	34	29	40	40
Percentage of assigned County facilities open on schedule	100%	100%	100%	100%	100%
Number of maintenance service program hours required for emergency response	1,903	4,858	8,425	8,500	8,500

Outdoor Maintenance

The Outdoor Maintenance activity performs cleaning, trash removal, daily safety checks, repairs, and landscaping to all non-staffed parks and community center surrounds. This includes daily checks, repairs, replacement and National Playground Safety Institute certified inspection twice per year for every PRCS playground. Additionally, this activity maintains and repairs all PRCS maintenance equipment and coordinates vehicle needs with fleet services. This activity responds to PRCS requests for adding, repairing, or replacing items in all Department facilities. The majority of property managed by the PRCS is non-staffed.

Service Delivery Method: County staff provides this service supplement by contracts. Contractors provide supplemental mowing in non-athletic field areas of parks and PRCS facilities and permitted plumbing and electrical work.

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

Value Added: There is a high demand for public recreation facilities with expectations of appearance, accessibility, and diversity of opportunities. This activity area keeps these properties safe, clean, and accessible for the public. Failure to provide this service will affect the safety of visitors.

Service Level Indicators: Current service level meets demand for care at 25 playgrounds, which includes 4,800 inspections each year. At current service level, staff responds to all public complaints regarding safety hazards and maintenance needs within two business days. Current funding of contractual mowing needs in non-athletic areas of non-staffed parks and facilities is meeting all mowing needs.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Ensure clean and safe playground facilities by maintaining Playground Safety Institute Standards and by inspecting the playgrounds a minimum of 16 times per month.					
Number of playground inspections completed	4,400	4,600	4,800	4,800	4,800
Number of playgrounds	23	24	25	25	26

Park Programs

The Park Programs activity includes nature, cultural, and historical programs; fitness, and sports; skills programs; large scale special events such as the Independence Day and fall festivals, art shows, and theatre performances. All members of the Loudoun County community are served by this activity.

Service Delivery Method: County full-time and part-time staff, including pooled instructors deliver this service. Contracted vendors are used on a limited basis for specific programs.

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

Value Added: The diverse programming, classes, and events offer unique leisure and educational opportunities at various sites throughout the County. In many cases, the County is the sole provider of these types of programming and events. Without these services, there would be fewer community events, arts and cultural opportunities, nature education opportunities, youth and adult fitness opportunities, and more.

Service Level Indicators: Current service level involves supporting 230,000 park program participants and 865,000 daily visits annually. The number of special events and daily visits to parks are anticipated to increase beginning in FY 2020 with the resources added for special event planning and coordination as part of the FY 2020 Approved Budget.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Increase regional parks and all Park Division facilities park visits by one percent annually by properly maintaining facilities and providing diverse recreational opportunities while developing innovative methods to maintain service levels.[1]					
Number of performances at Franklin Park Art Center	399	392	527	405	410
Number of daily visits annually	876,495	661,936	860,944	865,000	865,000
Number of special events annually	3	3	3	13	27
Number of programs held in the Parks Division	3,379	1,666	3,400	3,405	3,410
Number of park program participants	164,492	221,058	225,000	230,000	235,000
Number of outdoor swimming pool visits at Franklin Park	38,976	30,343	35,000	35,500	36,000
Number of volunteer hours donated for the Parks Division	10,947	34,016	35,000	36,000	36,500
Value of Parks Division volunteer hours	$272,580	$917,071	$321,910	$323,675	$323,675

[1] In FY 2018, the Recreation Center Division was created, which moved daily visits and programs to Claude Moore and Dulles South Recreation Centers into that division.

Park Maintenance

The Parks Maintenance activity includes maintenance of buildings and facilities structures, mechanical equipment, pond management, roads, mowing, and field preparation. This activity also ensures that all associated equipment is safe and maintained. The Parks Division performs maintenance activities in the staffed parks of the Department, which include Claude Moore Park, Phillip A. Bolen Park, Franklin Park, and Banshee Reeks Nature Preserve. All members of the Loudoun County community are served by the maintenance performed through this activity.

Service Delivery Method: County staff delivers this service with a small portion of contract vendors for mowing.

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

Value Added: This service supports safe, clean, and maintained facilities including sports fields and special events for the residents. This allows the County to attract premium sports tournaments that generate tourism revenue for the County, enhancing the economic impact to Loudoun County. Without this program, the quality of facilities would diminish resulting in fewer events, less tourism, and unsafe conditions.

Service Level Indicators: Current service level prepares athletic fields (multi-use) for approximately 4,135 games and tournaments, with 100 percent of all athletic fields meeting PRCS standards.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Meet PRCS standards for 100 percent of all ballfields.					
Percentage of athletic fields meeting PRCS standards	100%	100%	100%	100%	100%
Number of ballfields prepared for games/tournaments	3,920	4,102	4,120	4,135	4,150

Recreation Center Facilities

The Recreation and Community Center activity provides space to the public for meetings, birthday parties, special events, and commercial pursuits on a fee rental basis. Claude Moore Recreation and Community Center (CMRCC) and Dulles South Recreation and Community Center (DSRCC) provide land based and aquatics based recreational programming. Both have two indoor pools (one competition sized pool and one leisure pool), a fitness area, a climbing wall, an indoor track, a full gymnasium, locker rooms, and shower facilities. Recreation centers are home to one or more community based churches or religious organizations through a rental agreement; select nonprofit organizations, such as the Boy Scouts, can use the building without charge for their weekly meetings. Facility management of the centers includes: providing supervision during operating hours; inspection of indoor and outdoor play and sports equipment; facility maintenance; and emergency first-response and capital improvements, as necessary. The centers also host drop-in programs, organized classes, special events and various activities that engage the community. CMRCC manages a pre-school inclusion program in collaboration with Loudoun County Public Schools. DSRCC manages the Skate Park at Dulles South. The revenue neutral programs supported by this activity include: recreation classes, clinics, and camps and afterschool care for elementary children.

Round Hill Aquatic Center is an indoor four lane shallow water pool with accessibility ramp & stairs. The center provides aquatic based recreations programming and events to the community. In addition, the facility is open for recreational swimming for a fee, commercial rentals, and birthday parties.

Service Delivery Method: County staff delivers this service. Contracted services are used for limited maintenance, janitorial services, equipment repair and replacement, and recreational programming.

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

Value Added: These facilities provide the public with exceptional recreational experiences at an efficient cost. They also help to improve the quality of life for residents in Loudoun County. If these recreational facilities were not provided by the County, some services may be provided by the private sector, but many programs and services would cease to exist.

Service Level Indicators: Current service level reflects a two percent annual increase in participation in recreation center programs. At current service level, around 4,000 annual memberships are purchased and the annual membership renewal rate is around 85 percent. The low renewal rate for FY 2019 is a result of a pass sale that began in April 2018 and ran through July 2018 (crossed fiscal years) prior to the grand opening of DSRCC. Because of the timing of the pass sale, most of the passes sold at DSRCC were not renewed until July 2019, in FY 2020. Current service level involves providing around 3,300 programs, with approximately 90 percent of programs meeting the target 90 percent capacity rate.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Demonstrate cost effectiveness of services offered at the Recreation Centers by increasing program participants by a minimum of two percent annually.[1]					
Number of participants enrolled in Recreation Center programs	11,784	13,113	13,375	13,643	13,916
Percent increase in participants	n/a	11%	2%	2%	2%
Number of volunteer hours and/or community service hours served	2,675	2,994	3,100	3,375	3,500
Value of Recreation Center volunteer and/or community service hours[2]	$66,608	$80,718	$82,925	$90,990	$94,360

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] The value of a volunteer hour is as follows: FY 2017 ($24.90), FY 2018 ($26.96), FY 2019 & 2020 ($26.75). Source: Virginia Office on Volunteerism and Community Services.

PRCS: Recreation Centers

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide a wide variety of safe and healthy recreational opportunities at the Recreational Centers to achieve a 100 percent revenue neutral operation.					
Number of hours for facility rental reservations	221,716	202,328	302,192	452,210	452,500
Percentage of expenses recovered through revenue at recreation centers	85%	112%	89%	100%	100%
Number of annual memberships purchased	246	5,967	1,503	4,000	4,000
Renewal rate of annual memberships	71%	70%	38%	85%	85%
Number of daily visits to the Recreation Centers	202,394	200,264	372,464	391,750	392,000
Meet the demand for programs and services by providing programs for all age groups at a 90 percent or above utilization rate.[1]					
Number of programs held	2,486	2,133	3,122	3,300	3,500
Number of programs meeting 90 percent capacity	1,309	1,187	1,943	3,513	3,700
Percent of programs meeting 90 percent capacity	53%	56%	62%	90%	90%
Satisfaction rate of center participants	n/a	n/a	85%	85%	85%

[1] Data shown as n/a indicates a measure which does not have historical data.

Youth Sports

The Youth Sports activity is comprised of sports camps and youth sports leagues. The Sports Division supports volunteer youth sports leagues that include soccer, basketball, track and field, wrestling, in-line hockey, field hockey, football, baseball, softball, volleyball, lacrosse, and rugby. Youth Sports coordinates and manages the allocation of school and park facilities for these leagues including reservations for youth sports leagues, private users, and community groups at County indoor and outdoor facilities. Along with scheduling, this activity provides facility supervision at school sites and non-staffed park sites throughout the year during league and independent team use for games and practices. Youth Sports also coordinates field set up, preparation, and maintenance at outdoor sites. The youth sports camp program consists of vendor run camps as well as camps run in partnership with LCPS high school athletic programs.

Service Delivery Method: Full and part-time County staff manages, oversees, and coordinates the scheduled facility use. Once schools have permitted the use of their facilities, staff allocates athletic facilities to eligible groups for their use. Sports camps are delivered by LCPS sports team coaches in partnership with PRCS as well as contracted vendor sports and adventure groups. Part-time seasonal staff are facilitated and coordinated by full-time County youth sports specialists. Contractual services account for approximately 25 percent of the expenditure budget.

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

Value Added: The advantages to providing youth with the opportunity to participate in sports are teamwork, learning how to play by the rules, mentorship with coaches, and overall health and fitness. Participation in sports leagues and camps is beneficial to parents interested in finding ways to keep their children active. The County has prioritized providing children the opportunity to participate in youth sports league and camps for the health, physical and mental wellbeing of its residents. Not providing these athletic opportunities can have long lasting impacts on children that lead to unhealthy choices and lifestyles.

Service Level Indicators: At current service level, this activity can accommodate up to 56,000 youth on sports teams.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide youth in Loudoun County the opportunity to participate in sports.					
Number of youth participating on youth sports teams	53,217	54,387	54,555	55,500	56,000

Adult Sports

The Adult Sports activity offers adult baseball, softball, flag football, basketball, soccer, whiffle ball, volleyball, and cricket. A variety of different levels and divisions are offered to accommodate adults at all skill levels. These leagues are run and administered by the Sports Division throughout the year using Loudoun County school and park facilities. This activity serves as league coordinator for each league, which includes managing, marketing, programing, scheduling, securing facilities, creating, updating and enforcing league rules, customer service, and contract administration for league officials.

Service Delivery Method: County staff facilitates this activity this activity. Contractual services are used for adult sports officials and referees.

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

Value Added: In addition to physical benefits, there are also psychological benefits to participating in sports including wellbeing, personal growth, and reduction of stress. Additionally, adult sports provide valuable social interaction opportunities not offered elsewhere in the community. It is important that Loudoun County provides its adult residents with the opportunity to participate in sports and athletic activities and programs so that they have options to pursue a healthy lifestyle. Not providing adults these types of athletic outlets can lead residents to be unhealthy, have increased stress, and a lower overall quality of life. Not offering adult sports leagues would have a huge impact on the number of adults that participate in these leagues, as there are currently few outside resources that address this need.

Service Level Indicators: Current service level maintains a 95 percent customer satisfaction rating among participants. At current service level, approximately 5,800 adults participate in sports leagues.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide high quality sports leagues and athletic opportunities for adults in the County.					
Number of adults participating in adult sports leagues	5,777	5,150	5,725	5,800	5,850
Customer satisfaction score based on captains survey	90%	95%	95%	95%	95%

Tournaments

The Sports Division is responsible for hosting, managing, and supporting a variety of different youth and adult sports tournaments. PRCS works with Visit Loudoun to secure several tournaments each year. This activity also coordinates and provides logistical support for weekend tournaments from the last weekend in March until the second weekend in November. For example, the coordination of the County's fast pitch softball tournaments consists of marketing, participant registration, securing tournament sites, scheduling, booking officials, coordinating with maintenance for field preparations, and all other tournament operations and oversite. In collaborating with other tournament hosts, Sports Division staff manages site supervision of tournament facilities and coordinates with maintenance for field preparation.

Service Delivery Method: Sports tournaments are provided through rentals at County park sites hosted and coordinated by full-time and part-time County staff and through partnerships with tournament administrators.

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

Value Added: In addition to the overall health benefits of adults and youth participating in sports and fitness activities, the value added of tournaments is competition, learning to work within a team for one common goal, and learning sportsmanship. Competing in sports can give adults and youth a sense of purpose and fulfillment. Additional value can be found in the economic impact generated by tournaments. If Loudoun did not host these tournaments, they would move to other localities leading to a significant loss of revenue and the loss of opportunities for residents that would travel to other localities to participate in these type of events.

Service Level Indicators: Current service level represents hosting around 50 tournaments at PRCS sites with at least two state or national level events.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Host sports tournaments to provide Loudoun County athletes a local venue while generating economic impact.					
Number of tournaments hosted at PRCS sites	43	47	47	50	50

Middle School Program

The Youth After School (YAS) program provides a safe, positive, and supervised after school environment for middle school students. Students have opportunities to participate in the following: intramural sports, STEM/STEAM activities, homework time, fine arts, multicultural clubs, foreign language clubs, drama clubs, computer time, supervised socialization, local field trips, community service, special events, guest speakers, and life skills activities such as cooking, dance, and computer skills. Enrolled students also participate in many prevention and awareness programs specifically designed for middle school age children. The YAS program provides after school supervision for youth in an environment that is inviting, motivational, and recreational in nature. Staff provides guidance to students, as they develop their interests, talents, and self-confidence through leisure and recreational pursuits. Loudoun County's after school programs have become the model for the Washington, DC, metropolitan area as they foster healthy youth, family involvement, and a strong sense of community.

Service Delivery Method: Part-time County staff provides program operations, and full-time County staff provides administration.

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

Value Added: The YAS program provides a safe, structured, and supervised environment for the pre-teens and teens during the hours of highest risk. Studies have shown that between the hours of 3:00 p.m. and 6:00 p.m. are the hours in which a middle school student is most at risk to begin experimenting with drugs and alcohol as well as to participate in other high risk activities such as criminal behavior and sexual experimentation. YAS provides a healthy environment, challenging and innovative activities, guidance for students in developing their interests, talents, skills, and self-confidence, and quality staff for supervision and instruction. Without this program, there would be significantly fewer after school recreational opportunities for middle school age children, thereby increasing the opportunity for youth to participate in negative behavior.

Service Level Indicators: In FY 2020, the Board added resources to increase the number of YAS sites from nine to 11 middle schools, serving 14 middle schools, with students from three schools bussed. Current service level reflects program sites at approximately 90 percent capacity, with approximately 445 youth served annually. This number of YAS sites varies based on the availability of space at school sites and the needs of students. Each program site has a minimum of two staff (one leader and one supervisor) per 45 students, based on average daily attendance. This is slightly higher than the 40 students per licensing standards as not every student participates every day. Additional capacity up to 55 students (maximum recommended) can be accommodated through the addition of leaders at a site.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Offer the YAS program at 11 middle school sites and maintain capacity rate of at least 80 percent to provide safe recreational activities while promoting belonging, healthy living, and respect for others.[1]					
Number of middle school youth served (average per fiscal year)	343	363	306	335	335
Number of YAS sites	9	9	9	11	11
Parental satisfaction score	n/a	n/a	95%	95%	95%
Program capacity rate	95%	90%	80%	90%	90%

[1] Data shown as n/a indicates a measure which does not have historical data.

Youth Services, Development, and Outreach

The Youth Services, Development, and Outreach activity includes after-school programs, community service projects, youth initiatives (including leadership, volunteerism, and recreational programming), and prevention and awareness programs through workshops, camps, field trips, and special events for teens in middle school and high school. The programs and activities are offered primarily in the evenings, with some programs are offered during high school hours based on available support from LCPS counselors. Youth development focuses on crime prevention and leadership development activities. Past activities have included the Red Ribbon and Blue Ribbon campaigns that concentrate on raising awareness on worldwide issues of concern such as child abuse and neglect, awareness and prevention of teen obesity, violence prevention (bullying), and substance abuse prevention. Special interest clubs are designed to increase teen participation in physical, recreational, and community focused programs that strengthen and increase their resilience, community awareness, and development of positive values, interests, and skills. Youth Outreach consists of four main program areas: WORK Program, Youth Advisory Council (YAC), Youth Outreach Program, and Loudoun County Teen Volunteer program.

The WORK Program is a community service program that was created to provide additional sentencing options for youth 12 to 18 years old. Youth participate typically before the court for mid-range violations including traffic violations, alcohol violations, shoplifting, fighting, and vandalism. All of the court-ordered referrals come from the Loudoun County Juvenile Court Services Unit. The WORK Program also partners with the Loudoun County Juvenile Detention Center's post-dispositional program by taking their participants out into the community to complete assigned court-ordered community service requirements.

YAC is a leadership development program for teens. The program consists of youth who work to actively identify the needs and wants of Loudoun County youth, communicate them to the community and its leaders, and help put them in effect. In partnership with Loudoun Youth INC., YAC coordinates the Battle of the Bands competition and the STEP Up Program. YAC is responsible for maintaining their Loudounteens.org website and participates as youth representative members of the Advisory Commission on Youth (ACOY) meetings.

The Youth Outreach Program is responsible for coordinating and providing recreational opportunities for youth assigned to the Loudoun County Evening Reporting Center (ERC), which is a Department of Family Services program. ERC services are limited to five to seven youth for up to three months. ERC is a community-based program designed to provide an alternative to detention for youth on probation who commit technical violations or other delinquent acts. The program provides highly structured and well-supervised group activities during the high-risk time between 4:00 p.m. and 8:00 p.m. ERC includes light dinner, career exploration, and various recreational activities. The program implements both active and passive recreational programming for ERC participants and instill the value of leisure, competition, and sportsmanship. ERC recreational programs also provide fun activities that include cooking and creative ways to make video games using computer programming skills.

The Loudoun County Teen Volunteer program gives youth the opportunity to serve their community at several PRCS locations and other venues located throughout Loudoun County. Volunteer hours completed with the Loudoun County Teen Volunteer Program can be used toward high school graduation requirements and college applications. The program can help participants build skills that will be vital in gaining future employment.

Service Delivery Method: Full-time and part-time County staff and volunteers deliver this activity.

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

Value Added: This activity provides a reliable, safe, structured, and supervised environment to teens in their nearby community promoting positive youth development as a support to academic achievement, as well as adding value to enriching social skills. The activities offered through this activity are mostly of outreach nature, reaching hundreds of teens, who likely cannot afford recreational and prevention activities. The lower cost of the well balanced programs offered by this activity keeps many youth out of trouble. If the County did not offer these services, it is uncertain the extent to which other community organizations would offer them. The various programs offered provide youth with the opportunity to build and

strengthen their confidence and gain experience through service, learning, and prevention projects that benefit their community through strong and valued partnerships with many different agencies that are vested in helping build the future leaders of our communities. Not offering a diversity of programs to the community increases the risk that young teens may engage in challenging behaviors, which may lead to a difficult outcome for their future, their families, and their community.

Service Level Indicators: Current service level reflects around 175 youth participating in the WORK program, completing approximately 4,200 hours of community service each year. At current service level, this activity supports all youth attending ERC recreational programming, as well as those engaged in community service. Current service level also includes 15 special events annually with around 5,000 youth participating.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide coordination and logistical support to allow court involved youth to perform community service work.					
Number of hours of community service completed	5,096	2,910[1]	4,112	4,200	4,200
Number of youth in WORK Program	193	137	201	175	175
Value of community service work performed[2]	$126,890	$78,454	$109,996	$112,350	$112,350
Increase youth engagement by 5 percent by providing safe, recreational, cultural, and social programs while promoting belonging, healthy living, and respect for others.					
Number of one day Youth Services special events (Non-YAS beginning in FY 2018)	84	15	15	15	15
Number of youth attending Youth Services special events	4,366	6,500	5,606	5,000	5,000
Number of youth in YAC	60	60	60	60	60
Number of youth attending an ERC recreational program	256	256	256	256	256

[1] In FY 2018, there was a change in leadership, which held up new referrals until mid-year thus decreasing actual numbers.

[2] The value of a volunteer hour is as follows: FY 2017 ($24.90), FY 2018 ($26.96), FY 2019 & 2020 ($26.75). Source: Virginia Office on Volunteerism and Community Services.

Community Development
FY 2020 Program Review

Contents

Building and Development 5-3

Economic Development 5-19

Mapping and Geographic Information 5-27

Planning and Zoning 5-35

Transportation and Capital Infrastructure 5-57

Building and Development

To ensure the public's safety and welfare during the design and construction phases of public and private structures in the County by using best engineering practices and enforcing Virginia's Uniform Statewide Building Code (USBC). The Department, through partnerships with stakeholders, enhances the quality of life for all residents through developing, administering, and enforcing the Land Subdivision and Development Ordinance; the Facilities Standards Manual; and other construction standards and ordinances.

Department Programs

Land Development Planning	Activities
Provides technical review, processing, approval, and management of land development applications related to the subdivision of property. Manages performance bonds, and maintains County records on all administrative land development applications. Provides excellent customer service as the Department of Building and Development's first point of contact for the public.	• 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, performance bond reductions, release of performance bonds, and acceptance of streets into the State system for maintenance.	• Plans Review and Engineering • Infrastructure Compliance

Natural Resources	
Manages the County's natural resources to ensure compliance with applicable federal, state and local regulations to lessen the impact on County streams and other waterways. Oversees the County's Virginia Stormwater Management Program (VSMP) and Floodplain Management Program, including enforcement of erosion and sediment control and stormwater management regulations. Provides technical assistance and ensures Facilities Standards Manual requirement compliance in soils, geotechnical, geophysical, urban forestry, wetlands, and hydrogeology disciplines. Monitors ground and surface water data to assist with water resources related questions and studies.	• Erosion and Sediment Control • Virginia Stormwater Management Program • Natural Resources and Floodplain Management

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 the Virginia USBC. Conducts code inspections.

- Building Code Inspections
- Building Plans Review

Permit Issuance

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

- Building and Zoning Permit Issuance

Administration

Manages budget, technology, human resources, procurement, and payroll functions for the Department. Coordinates response to Freedom of Information Act (FOIA) requests. Ensures the Department is in compliance with several regulations including the Fair Labor Standards Act (FLSA), Family and Medical Leave Act (FMLA), Equal Employment Opportunity (EEOC), and Freedom of Information Act (FOIA).

- Administration and Technology

Financial Information

FY 2020 Adopted Information[1]

	Expenditures	Revenue	LTF	FTE
Land Development Planning	$2,013,557	$907,743	$1,105,814	17.00
Land Development Engineering	$5,020,655	$1,587,446	$3,433,209	23.00
Natural Resources	$3,006,885	$1,415,000	$1,591,885	39.80
Building Code Enforcement	$9,296,069	$12,547,255	($3,251,186)	85.00
Permit Issuance	$2,001,525	$4,623,420	($2,621,895)	23.00
Administration	$2,264,068	$0	$2,264,068	12.00
Total	**$23,602,759**	**21,080,864**	**$2,521,895**	**199.80**

[1] Sums may not equal due to rounding.

Land Development Plans Review

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 Building and Development front counter. Staff enters the application in the County's land management information system. Setting up this information takes staff three to five days. If the application information is insufficient, staff rejects the application at this time. If the application is accepted, staff sends applications out to referral to other Department staff and other County departments. Referrals have a thirty day review time, after which staff in this activity receives all review and comments, coordinates the various reviews, and submits the comment letters to applicants within 45 days of submittal.

Such 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, as well as any proposed road abandonments. Additionally, the activity responds to resident concerns and questions related to specific applications and projects. The activity maintains all County records associated with land development applications (e.g., subdivisions, site plans, rezoning, special exceptions). The activity also administers the Land Subdivision Development Ordinance and makes determinations, amendments, and interpretations.

Service Delivery Method: County staff provides this service.

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.

Value Added: Plans review ensures the orderly subdivision of land and its development, as required by the Code of Virginia. Plans review 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 three different sets of zoning ordinance regulations. The County collects fees to offset costs for this activity's work.

Service Level Indicators: Current service level includes responding to 90 percent of land development applications with initial plan reviews comments within 45 days. The Land Development Plans Review activity sends approximately 100 comment letters annually per staff. Current service level also includes completing initial setup of 99 percent of land development applications within five business days. The activity receives about 250 new land development applications per staff annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 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	226	275	251	242	242
Percentage of new land development applications setup within 5 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 per year, not to exceed 120	79	99	72	96	99
Percentage of comment letters provided within 45 days	80%	91%	85%	90%	94%

Bonds Management

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 phone and email hotlines for bonds, responding to questions from the public regarding bonding policies and procedures.

Service Delivery Method: County staff provides this activity.

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.

Value Added: Bond agreements involve hundreds of millions of dollars' worth of guarantees to the County and are legal contracts. This activity ensures property owners complete projects as agreed and that should they fail 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.

Service Level Indicators: Current service level for this activity is approximately 550 performance bonds managed per staff, annually. Approximately 300 extension agreements are also reviewed annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 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.					
Number of performance bonds managed per staff, not to exceed 600	541	544	539	547	547
Number of extension agreements reviewed	168	294	266	306	294

Customer Ombudsman Services

The Customer Ombudsman Service 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. The 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 LEx (Loudoun Express Request) system. This includes handling large volumes of calls from residents with questions about how they can use their property or activities occurring on properties near them. The 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.

Service Delivery Method: County staff provides this service.

Mandate Information: This activity is not mandated.

Value Added: The Customer Ombudsman Service 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, inefficiency within the organization, and increase 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.

Service Level Indicators: At current service level, the Customer Ombudsman Service activity, within the Land Development Planning Program, receives nearly 6,000 service requests per staff annually and responds to 95 percent of those requests within 24 hours.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Respond to 95 percent of customer service requests within 24 hours.					
Number of service requests per staff per year, not to exceed 7,500	5,011	4,870	5,950	5,900	5,900
Percentage of service requests responded to within 24 hours	97%	97%	97%	95%	95%

Plans Review and Engineering

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

Service Delivery Method: County staff provides this service, supplemented by contracted services to review application checklists and provide training.

Mandate Information: The Code of Virginia §15.2-2246 and §15.2-2241 mandate 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; 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 specify the requirements among professional engineers and surveyors at the local government level, regulating the required credentials for individuals performing this activity.

Value Added: This activity ensures land development in Loudoun is safe, orderly, and consistent by ensuring 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 of Supervisors can be a useful tool for economic development, and prioritize County facilities for quick execution. The County collects fees to offset costs for this activity's work.

Service Level Indicators: Current service level for first submissions is an average of 21 site plan reviews and 11 construction plan and profile reviews per engineer annually. Current service level also responds to expedited projects within 15 business days approximately 65 percent of the time. The processing of all plans has been constrained and lengthened in duration by the remote relocation of staff to Research Place during FY 2019, due to office renovations. When plans arrived or were ultimately redistributed, often involved staff were in meetings in Leesburg instead of the plans' physical location in Sterling, which along with new travel times, built in delays to responding to expedited projects.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain an average of 21 site plan reviews (first submission only) or less per engineer per year to ensure quality reviews.[1]					
Average number of site plans reviewed per engineer per year	n/a	n/a	16	21	21
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	n/a	n/a	5	11	11
Review and respond to first submission expedited projects (such as FastTrack, County, Schools, Dulles Rail, Board requested) within 15 business days of receipt.					
Percentage of expedited projects reviewed and responded to within 15 business days	71%	58%	52%	65%	65%

[1]Data shown as n/a indicates a measure which does not have historical data.

Infrastructure Compliance

The Infrastructure Compliance activity provides professional services to ensure 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 ensure that they are constructed according to plans, both 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 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 conducts inspections based upon those plans. For bond reductions, staff inspects to ensure compliance and estimate the cost of the work left to complete to reduce the amount of the bond.

Service Delivery Method: County staff provides this service.

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

Value Added: This activity ensures projects are completed and roadways accepted into the system. Performance of this function has a direct and timely impact on the ability of the County to respond to its growing transportation challenges.

Service Level Indicators: Current service level is over 190 site visits for infrastructure compliance per engineer annually. Additionally, this activity inspects 60 lane miles of road miles each year. The average number of as-built plan reviews per reviewer annually is approximately 350. This activity averages 330 lot grading plans per reviewer annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 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	256	296	193	193	193
Number of lane-miles of roadway inspected, completed and accepted into the Commonwealth's Secondary Road Maintenance System per year	118	54	49	60	60
Maintain a maximum average of 350 as-built plans review per reviewer per year to ensure quality reviews.					
Average number of as-built reviews performed per reviewer per year	519	523	310	348	348
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	476	490	306	333	333

Erosion and Sediment Control

The Erosion and Sediment Control activity 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, approval, and separate bonding of grading permits and various inspections. Grading permits are required whenever plans submitted to building and development require land disturbance (for example, clearing land and building new homes). Staff provides inspections for Stormwater Pollution Prevention Plans (SWPPP) to ensure the proper function of stormwater management ponds. Inspectors go through a checklist to ensure the detention pond's compliance with the Virginia Stormwater Management Program (VSMP) permit. This ensures the maintenance and final design and improvements of a temporary pond meet requirements, as often temporary detention ponds become permanent stormwater management ponds. During construction, erosion and sediment control inspections ensure that the construction activity is not disturbing the surrounding area. Erosion and sediment control inspection ensure that gravel and silt fences are correctly used on the building site to reduce dirt and erosion. This activity performs bi-weekly inspections of all sites under a special "risk-based inspection protocol" required by Virginia's Department of Conservation and Recreation. Additionally, this activity sets measures and consequences for non-compliance.

Service Delivery Method: County staff provides this service.

Mandate Information: The Code of Virginia § 62.1-44.15:52 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 Stormwater Management Program (VSMP) requires the County to develop a stormwater management program to reduce pollution from the stormwater drainage system to the maximum extent practicable. Loudoun County's Codified Ordinances Chapter 1096 establishes a VSMP and adopts the applicable state regulations and standards. Some of these standards apply to erosion and sediment control. The County collects fees to offset the costs of this activity's work.

Value Added: The Erosion and Sediment Control activity minimizes the degradation of land, stream channels, water quality, and other natural resources. This activity must be administered by local government staff as it enforces criminal law. Because of staff's diligence in conducting this activity, the County was able to negotiate with the Commonwealth to allow for less frequent site inspections for lower-risk construction sites—saving time and money.

Service Level Indicators: Current service level meets the Commonwealth's guidelines for Erosion and Sediment Control. This activity receives approximately 310 new active grading permits each year, averaging nearly 820 erosion and sediment control inspections, per inspector.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Meet the Commonwealth'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	303	329	294	310	310
Average number of erosion and sediment control inspections conducted per inspector per year	848	857	880	819	819
Average number of Stormwater Pollution Prevention Plan (SWPPP) inspections conducted per inspector per year	17	24	32	19	19
Maintain a maximum of 30 of grading plan reviews per inspector per year to ensure quality reviews.					
Average number of grading plan reviews conducted per inspector per year	15	24	21	19	19

Virginia Stormwater Management Program (VSMP)

The Virginia Stormwater Management Program (VSMP) activity ensures that stormwater facilities are built per plan and meet County and State standards for acceptance into the County stormwater management system. This is accomplished through the review and approval of detailed stormwater management plans, periodic inspections during construction of stormwater facilities Best Management Practices (BMPs), such as wet ponds, dry ponds, bio retention facilities, and manufactured treatment devices. The VSMP activity is conducted in coordination and compliance with the Virginia Department of Environmental Quality (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 of the incorporated towns within it, except for the Town of Leesburg.

Service Delivery Method: County staff provides this service.

Mandate Information: The Code of Virginia §62.1 and Loudoun County's Stormwater Ordinance Chapter 1096 establish Loudoun County as a VSMP Authority, which requires the County to issue and administer VSMP Construction General Permits for certain land disturbing activities. Mandated operations 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.

Value Added: The VSMP activity 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 activity's work.

Service Level Indicators: The current service level meets the Commonwealth's guidelines for stormwater management plan reviews for the VSMP within assigned timelines 100 percent of the time and maintains an average of 150 plan reviews per reviewer per year. VSMP plan reviews total nearly 580 annually. The current service level also meets the Commonwealth's requirements for periodic construction inspections of BMPs 100 percent of the time and maintains an average of 555 inspections per BMP Inspector per year. The average number of VSMP plan reviews per reviewer is anticipated to decrease between FY 2019 and FY 2020 with the filling of a VSMP plan reviewer position mid-year in FY 2019.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Meet the Commonwealth'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	536	556	586	578	587
Average number of VSMP plan reviews completed per year per reviewer	179	202	195	144	147
Percentage of VSMP plan reviews completed within assigned timelines	100%	100%	100%	100%	100%
Meet the Commonwealth's requirements for periodic inspections of Stormwater Management Best Management Practices (BMP) 100 percent of the time for projects under construction and maintain a maximum average of 555 inspections per BMP Inspector per year.[1]					
Average number of BMP inspections per BMP Inspector per year	n/a	574	668	555	555
Percentage of BMP inspections conducted within the Commonwealth's guidelines	n/a	100%	100%	100%	100%

[1] Data shown as n/a indicates a measure which does not have historical data.

Natural Resources and Floodplain Management

The Natural Resource 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, countywide management of water resources. This activity also conducts countywide soils and geotechnical review, and locational clearances within sensitive environmental overlay districts. For example, staff conducts geotechnical review on any stormwater management pond to ensure its effectiveness. Staff provides soil reviews for subdivisions, as houses cannot be built on certain types of soils and may affect house basement plans. Any building to be constructed in the limestone overlay district requires additional review because of the more complex nature of construction on limestone.

This activity assists the Land Development Plans Review and Engineering activity in the complex review process for stormwater management, including providing floodplain reviews for site plans and constructions plans. The activity also provides support to the Board of Supervisor's Water Resources Technical Advisory Committee and other groups as required. Additionally, this team interacts with FEMA regarding floodplain management and assists in public issues and requests for information.

Service Delivery Method: County staff provides this service.

Mandate Information: This activity is mandated by the Clean Water Act (US Code §33.1251) and the Code of Virginia §10.1-659, which require implementation of a local floodplain program to ensure compliance with Federal Emergency Management Agency (FEMA) regulation. Chapter 5 of the County's Facilities Standard Manual requires floodplain reviews for site plans and construction plans.

Value Added: The Natural Resource and Floodplain Management activity reduces the risk of current and future flooding, as well as helping to reduce the severity of property and life loss in flood events. As a result, Loudoun has a comparably stable drainage pattern during significant storms, and County residents qualify for floodplain insurance and federal disaster relief funds.

Service Level Indicators: At the current service level, staff reviews 540 zoning permits for locational clearance annually. Current service level also averages approximately 900 zoning permit floodplain clearance reviews annually, 98 percent of which are acted upon with assigned timelines.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Meet the County's standards of locational clearance review and action within 48 hours of the submitted request, 70 percent of the time.[1]					
Number of zoning permit reviewed and acted upon for locational clearance	n/a	420	531	540	540
Percent locational clearances reviewed and acted upon within 48 hours	n/a	52%	42%	42%	42%
Meet the FEMA obligations for floodplain management by taking action on floodplain clearance review requests within three business days, 95 percent of the time.[1]					
Average number zoning permits reviewed and acted upon for floodplain clearances	n/a	627	744	885	1,025
Percent floodplain clearances reviewed and acted upon within assigned timelines	n/a	97%	100%	98%	97%

[1] Data shown as n/a indicates a measure which does not have historical data.

Building Code Inspections

The Building Code Inspections activity protects the public's health, safety, and welfare through performing critical building construction inspections and ensuring building code compliance as outlined in Virginia's Uniform Statewide Building Code (USBC). This includes building and trade code inspections, as well as fire code inspections. Staff responds directly to questions and complaints from residents, the construction industry, and the Board of Supervisors. This activity also frequently coordinates with other County departments on projects, such as the Fire Marshall's Office, Economic Development, Health, Planning and Zoning, Commissioner of the Revenue, Treasurer, and County Attorney.

Service Delivery Method: County staff provides this service, supplemented by contracted services for all elevator inspections.

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.

Value Added: Building inspections help ensure that residents of Loudoun can purchase and live in homes secure in the fact that the homes are safe for them and their families. Community members can work, shop, go to restaurants or movies, or enter any commercial or public structure knowing that the buildings are safe.

Service Level Indicators: Current service level reflects approximately 4,300 inspections conducted per inspector annually, with over 200,000 inspections completed each year. Current service level meets state mandates, with 100 percent of inspections conducted within 48 hours of submitted requests. Approximately 3,500 fire code inspections are completed per inspector per year. This number per inspector is anticipated to decrease in FY 2020 as the Department received approval mid-year during FY 2019 to add an additional fire code inspector.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 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	188,521	201,700	192,834	202,000	202,000
Average number of building and trade inspections assigned per inspector	4,098	4,385	4,192	4,298	4,400
Ensure 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	3,734	4,625	4,074	3,500	3,500
Ensure 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 Plans Review

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 outlined in Virginia's Uniform Statewide Building Code (USBC). The activity reviews every application, associated plan, and supporting document for compliance with Virginia's USBC. This activity also reviews for 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.

Service Delivery Method: County staff provides this service.

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.

Value Added: This activity ensures that residents of Loudoun can purchase and live in homes that are designed to be safe for them and their families. 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.

Service Level Indicators: Current service level is approximately 14,000 building plans reviewed annually. With an additional plans reviewer approved for FY 2020, the average number of plans reviewed per reviewer is anticipated to remain within the target average for reviews, at 824, even with anticipated year-over-year growth of plans. Current service level also reflects approximately 94 percent of submitted plans reviewed within 10 business days.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain a maximum average of 850 plans per reviewer per year to ensure quality reviews.					
Number of plans reviewed	12,990	13,900	13,679	14,000	14,000
Average number of plans reviewed per plans reviewer	812	869	805	824	824
Ensure that 98 percent of plans are reviewed within 10 working days.					
Percentage of plans reviewed within 10 business days	97%	94%	94%	94%	94%

Building and Zoning Permit Issuance

The Building and Zoning Permit Issuance activity processes and issues building, zoning, trade, and grading permits and performs all functions related to permits for the entire County. Staff receives permit applications at the front counter and sets up the application in the land management information system. For trades permits (e.g. plumbing, electrical), applications are submitted with a set of plans that are reviewed. 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. In addition, the activity provides information to the public on permits, inspections, and other land development activities. The activity also collects payments for permits and cash proffers.

Service Delivery Method: County staff provides this service.

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.

Value Added: 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 all types of permits issued.

Service Level Indicators: At current service level, staff reviews and sets up approximately 2,100 residential building permits for new construction within five days of receipt, 90 percent of the time. Current service level is approximately 4,500 residential building permits for additions and alterations and review and set up completed within five days 91 percent of the time. For all residential permit types, the volume of permits is driven by multi-family units. There was a drop in volume in FY 2019, but is anticipated to rise again with development around the Metrorail Silver Line. Current service level indicates commercial building permits are reviewed and set up within 15 days of receipt 90 percent of the time, setting up approximately 3,000 each year. At current service level all FastTrack projects are reviewed and set up within five days. Additionally, approximately 9,500 zoning permits are set up each year, reviewing and processing these within 10 days, 82 percent of the time. The value of cash proffers and conditions collected with zoning and occupancy permits per year total approximately $35 million.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Review and set up residential building permits for new construction within 10 business days of receipt at least 90 percent of the time.[1]					
Number of residential building permits (new construction) reviewed and set up	2,755	2,581	2,297	2,100	2,100
Percentage of residential building permits (new construction) reviewed and set up within 10 business days	n/a	90%	79%	91%	91%
Review and set up residential building permits for additions, alterations, and misc. 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	4,920	4,734	4,628	4,500	4,500

[1] Data shown as n/a indicates a measure which does not have historical data.

Building and Development: Permit Issuance

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Percentage of residential building permits (additions, alterations, misc.) reviewed and set up within 5 days	n/a	78%	86%	91%	91%
Review and set up commercial building permits within 15 days of receipt at least 90 percent of the time.[1]					
Number of commercial building permits set up	3,058	3,699	2,705	3,000	3,000
Percentage of commercial building permits reviewed and set up within 15 days	n/a	80%	86%	90%	90%
Number of expedited projects reviewed and set up	n/a	32	76	80	90
Percentage of expedited projects reviewed and set up within 5 business days	n/a	100%	84%	100%	100%
Review and process new zoning permits within 10 business days of receipt at least 90 percent of the time.[1]					
Number of zoning permits reviewed	8,541	8,590	8,631	9,500	9,500
Percentage of zoning permits approved within 10 business days	n/a	90%	82%	82%	84%
Respond to customer inquiries within 24 hours at least 95 percent of the time (Beeper and LEx calls).[1]					
Number of customer inquiries[2]	717	845	983	990	990
Percentage of responses within 24 hours	n/a	n/a	96%	97%	97%
Review and respond to proffer fund submissions, requests, payments and determinations within five business days of request at least 95 percent of the time.[1]					
Percentage of proffer requests responded to within 5 business days	n/a	n/a	100%	100%	100%
Value of cash proffers and conditions money collected with zoning and occupancy permits per year	$34,821,353	$27,825,961	$20,975,988	$35,000,000	$35,000,000

[1] Data shown as n/a indicates a measure which does not have historical data.

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

Administration and Technology

The Administration and Technology activity maintains the Department's budget, human resource management, procurement/purchasing, payroll, and Land Management Application (LMIS) functions for the Department. The activity also administers the Freedom of Information Act (FOIA) Program for the Department and ensures public access to open meetings, as well as access to County records by providing the public access to review documents in-house and/or by reproduction and delivery of requested information. This activity also performs administrative services for permits and performance bonds related to land development applications for the Department.

This activity also includes the work of a specialist group of technologists labeled the "B&D Tech Team". As primary liaisons with the Department of Information Technology, this embedded activity works to maintain current computer hardware and software systems used by Department staff, as well as promote innovative technology advancements in support of County residents. These specialists act as computer systems analysts/administrators, database developers, Geographic Information System (GIS) administrators, field-support specialists, primary software application support resources, project managers, and training resources to support Department staff.

Service Delivery Method: County staff provides this service. About $10,000 per year is collected in fees from completed FOIA requests.

Mandate Information: This activity supports County adherence to the Virginia Freedom of Information Act Code §§ 15.2-1242, 2.2-3700 and 42.1-76.

Value Added: The activity adds value by providing internal administrative services to ensure that the County's building permits system operates smoothly, and that permits are issued accurately and efficiently and that records are kept accordingly. Because administration of the Department requires daily County related activities, such as human resources issues, FOIA requests, purchasing, budget, and payment of operating costs, it is necessary for these functions to be administered by County staff.

Service Level Indicators: Current service level is about 200 FOIA requests per year and meets mandate deadlines 100 percent of the time.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Oversee and coordinate Freedom of Information Act (FOIA) requests for the Department and provide responses within 5 business days 100 percent of the time.[1]					
Percentage of FOIA requests processed within 5 business days	n/a	100%	100%	100%	100%

[1] Data shown as n/a indicates a measure which does not have historical data.

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 Board of Supervisors' (Board) stated strategic initiatives.

Department Program

Economic Development	Activities
Recruits new companies in targeted sectors; retains and grows existing Loudoun businesses; strengthens the infrastructure for small businesses and entrepreneurs. Provides research and industry expertise to inform data-driven input on economic development policies, market conditions and outreach strategy.	• Industry Cluster Development • Retention and Expansion • Entrepreneurial Growth • Enhance and Promote Loudoun's Business Advantages

Financial Information

FY 2020 Adopted Information[1]

	Expenditures	Revenue	LTF	FTE
Economic Development	$4,092,485	$222,107	$3,870,378	25.00
Total	**$4,092,485**	**$222,107**	**$3,870,378**	**25.00**

[1] Sums may not equal due to rounding.

Industry Cluster Development

DED's data-driven business development strategy is focused on key industry sectors, or 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 that can anticipate the needs of businesses in a targeted cluster. This is achieved 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, and seek solutions to any barriers to entry. The objective is to attract new businesses to the cluster so that the global competitive advantage of Loudoun is strengthened in the targeted industry.

Service Delivery Method: Nine County business development managers are assigned to specific industry clusters and overlays, including:

Clusters

1. Information and Communications Technology (including Data Analytics and Technology Advancement, Cybersecurity, and Data Centers)
2. Highly Specialized Manufacturing
3. Agricultural Businesses

Overlays

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

Mandate Information: This activity is not mandated.

Value Added: DED's business cluster approach is part of a broader industry attraction and retention campaign to grow the County's economy in terms of tax base diversification and job opportunity generation, which leads to high quality of life. The County is realizing significant benefits with the Board's investment in the cluster strategy approach, which leads to the growth of the commercial tax base and downward pressure on the residential real property tax rate.

Service Level Indicators: Current service level for this activity involves working with approximately 625 companies per year, resulting in 3,000 new and retained jobs in the County.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Work with at least 600 companies annually to grow and maintain Loudoun's commercial tax base to enhance the County's sound fiscal health.					
Number of companies worked with	736	780	680	625	650
New and retained jobs by projects	3,167	8,344	3,905	3,000	3,000
Cultivate a progressive pipeline of active prospects to position the County for ongoing economic growth.					
Number of current active prospects in pipeline	422	474	369	350	350
Diversify Loudoun's economy by developing multiple industry clusters.					
International network growth (meaningful new relationships with international prospects)	123	147	309	150	150

Economic Development

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Strengthen existing clusters through networking and educational events.					
Cluster-specific events organized, promoted featuring DED content	103	112	106	130	130

Retention and Expansion

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 building, moving to another location locally, or relocation out of the County. DED monitors tenant activity, maintains inventory intelligence, fosters workforce development, and cultivates relationships so that an expanding business can find everything they need to stay in Loudoun. This activity provides DED's Ombudsman and Fast-Track Commercial Incentive (Fast-Track) programs. The Ombudsman function provides process assistance and direct support to the business community. The Fast-Track program is designed to streamline the development process, provide process certainty, reduce approval times, and provide a central point of contact.

Service Delivery Method: Two County business development managers are assigned to the business retention activity, and one County business development 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.

Value Added: 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, planned future actions, as well as the challenges of targeted companies. DED uses this information to create value added services and programing that benefits 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.

Service Level Indicators: Current service level involves conducting approximately 800 retention visits a year to establish and solidify relationships with the existing business base. At current service level, this activity supports approximately 15 Fast-Track cases and provides Ombudsman assistance 125 times a year. Current service level supports around five targeted educational and business development events for rural businesses. In FY 2020, the Board added a business retention specialist to increase the reach of retention and expansion efforts.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain and support a prosperous business environment by executing a robust business assistance, retention and expansion program.					
Number of visits to existing businesses	811	809	744	800	850
Support existing businesses by providing after-care assistance to address issues affecting the business environment.					
Number of Fast-Track cases	14	12	20	15	15
Number of Ombudsman assistance service provided	74	133	104	125	125
Support rural businesses through targeted educational and business development events.					
Number of rural events/campaigns	5	7	6	6	6

Entrepreneurial Growth

Small businesses and entrepreneurs are a significant part of the Loudoun economy; more than two-thirds of Loudoun's businesses have fewer than 20 employees. According to the Small Business Administration, small businesses account for two-thirds of new jobs. In general, there are two types of small business: lifestyle businesses founded to support the owner's income and personal requirements and startups focused on fast-growth through delivery 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 to support small businesses. Staff provides content for education and support of entrepreneurs and small business owners.

Service Delivery Method: One County business development manager is assigned to lead the Small Business and Entrepreneurship program, leveraging other contributing assets throughout the community and region.

Mandate Information: This activity is not mandated.

Value Added: Because small business remains a powerful generator of new jobs in Loudoun, 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 focusing on broad strategies to support local companies, Loudoun benefits from the innovation and job creation inherent from creating small, high-growth businesses.

Service Level Indicators: At current service level, this activity involves hosting approximately 2,100 attendees at small business or entrepreneurship events.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Create a small business eco-system to nurture an environment of entrepreneurial support.					
Number of attendees at DED small business or entrepreneurship cluster leadership events	2,091	2,090	2,132	2,100	2,100
Forums and events attended to develop businesses in targeted clusters	225	225	289	200	200
Provide programming to support rural entrepreneurs and small business owners.					
Number of attendees at DED rural business development educational programs	867	918	820	875	875

Enhance and Promote Loudoun's Business Advantages

A stable and predictable business environment is a critical factor in the attraction, retention, and creation of businesses. DED staff act as a business's advocate on the inside, with the goal of getting clients to market quicker, provided all public safety, health, and welfare regulations are met. 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 the needs in a targeted industry cluster.

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 synonymous with "high probability for business success" in additional economic sectors. This includes marketing competitive advantages like the County's full-service economic development organization, educated workforce, the County's AAA bond rating, quality infrastructure, location in the Washington, D.C. metropolitan region, proximity to a thriving international airport which will soon be connected to the region's metrorail system, access to rural communities, and high median income.

An important aspect of ensuring a quality business environment is the proactive engagement of the business community. DED serves as 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, and acting as the conduit for any business incentives granted by the County to attract businesses to relocate in Loudoun. Recently, the EDA has taken a more proactive approach to support DED 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 the economic growth and development of Rural Loudoun County and provides support and advice to DED on rural business development, marketing, and promotion to support the sustainable vitality of Loudoun County's agricultural, horticultural, equine and other rural industries. Members of all three organizations are appointed by the Board of Supervisors

Service Delivery Method: Multiple County staff contribute to this activity, including a workforce development specialist.

Mandate Information: This activity is not mandated.

Value Added: A supportive and predictable business environment is critical in allowing businesses to invest and create jobs in the community. Staff supports work across several areas to support the critical components of the business environment, including policy review, process assistance, workforce development, attraction, and retention. By providing business perspective, and promoting Loudoun's many business advantages, this programming creates an environment for future economic growth.

Service Level Indicators: Current service level involves providing support for approximately 250 economic development events and supports outreach to more than 40,000 subscribers across social media channels. In FY 2019, the Board added a new workforce development specialist to aid in the creation and implementation of workforce development strategies. At current service level, staff conducts approximately 60 meetings with Loudoun businesses to assess and address workforce needs and creating five skills training programs.

Economic Development

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Promote Loudoun's supportive business climate.					
Forums and events attended to promote Loudoun clusters	225	225	289	250	250
Number of speaking engagements	60	88	138	80	80
Promote Loudoun as a world-wide location for business.					
Unique website user sessions	131,721	148,473	158,346	150,000	170,000
Subscribers across social media channels	39,130	44,010	48,448	44,000	46,000
Number of targeted marketing campaigns executed	4	4	8	10	10
Identify skills gaps in clusters and identify customized training programs.[1]					
Meetings with Loudoun businesses to assess and address workforce needs	n/a	n/a	n/a	60	75
Skills training programs engaged/created	n/a	n/a	n/a	5	8

[1] Data shown as n/a indicates a measure which does not have historical data.

Mapping and Geographic Information

To improve the efficiency and effectiveness of Loudoun County Government by providing core services on the County's Geographic Information System (GIS) to ensure current and accurate land related information for County government agencies, residents, and businesses.

Department Programs

Public Information

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

System Development and Support Services

Provides the critical services and products that support the functions of the GIS.

Development and Analysis

Develops maps and analyzes, maintains, and distributes geospatial data.

Land Records Maintenance

Maintains parcels, addresses, and street information then transfers these and other data to various data systems.

Financial Information

FY 2020 Adopted Information[1]

	Expenditures	Revenue	LTF	FTE
Public Information	$195,285	$21,200	$174,085	2.00
Systems Development and Support Services	1,038,916	0	1,038,916	8.00
Development and Analysis	790,095	0	790,095	7.00
Land Records Maintenance	829,152	0	829,152	7.00
Total	**$2,853,449**	**$21,200**	**$2,832,249**	**24.00**

[1] Sums may not equal due to rounding.

Public Information

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 plats, digital data, and the copying and scanning of site plans. Staff respond to inquiries on properties and their characteristics (parcel boundaries, soils, floodplains, etc.) and help the public understand land records-based data. Staff routinely assists the public in researching and understanding the characteristics of land using the Geographic Information System (GIS) and the County's land management information system (LMIS). This activity also provides one-on-one training in how to use the office's legacy online mapping tool, WebLogis. Staff service the printers and plotters of the office, and provide administrative support, including purchasing and payroll for the department. This activity also includes staffing the county store, which sells items from Loudoun County apparel, glassware, and other corporate items.

In 2018, the department deployed the Loudoun GeoHub, a centralized online source for staff and resident access to the County's online interactive maps, dashboards, and spatial data. This activity provides guidance in how to access, use, and download open data from the GeoHub.

Service Delivery Method: This activity is performed by County staff.

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

Value Added: The open distribution of County maps and data helps the County, its 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, and surveying and engineering firms.

Service Level Indicators: Current service level includes around 200 help desk encounters each year. The number of help desk encounters has increased steadily each year, with a significant increase in FY 2018, when the department changed how it categorizes help desk encounters.[1] At current service level, staff fulfills 98 percent of requests within 48 hours and responds to 100 percent within five days. Annually, these include 75 digital orders, 3,000 maps, and 50 spatial data requests. Spatial data requests are decreasing as more data are available online and in open data, which this activity supports in providing assistance with open data use.

[1] These encounters include helping a customer use an online mapping resource, including WebLogis, GeoHub, and using open data in ArcGIS online. The increase in FY 2018 is due to a change in counting with front desk staffing changes and the increase in online resources.

Mapping and Geographic Information: Public Information

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 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	71	297	193	200	250
Fulfill 90 percent of requests within 48 hours. Respond to 100 percent of requests within 5 days.[2]					
Number of digital data orders	191	107	74	75	75
Number of maps distributed within 48 hours	2,645	1,829	2,837	3,000	3,000
Percent of maps requests fulfilled within 48 hours	n/a	98%	98%	98%	98%
Number of spatial data requests[3]	191	113	66	50	35
Percent of spatial data distributed within 48 hours	n/a	98%	98%	98%	98%
Number of emails sent	n/a	8,511	28,998	9,500	9,750
Number of phone calls received from public	1,494	1,904	1,210	2,300	2,500
Number of public customers served	4,299	5,200	6,533	6,500	6,000
Percent of all requests responded to within 5 days	100%	100%	100%	100%	100%

[1] These encounters include helping a customer use an online mapping resource, including WebLogis, GeoHub, and using open data in ArcGIS online. The increase in FY 2018 is due to a change in counting with front desk staffing changes and the increase in online resources.

[2] Data shown as n/a indicates a measure which does not have historical data.

[3] Does not include requests for open data.

System Development and Support Services

The System Development and Support Services activity provides critical services and products that support the functions of the Geographic Information System (GIS). It provides database management, application development, server maintenance, and support services that permit other functions (data development, data maintenance, data distribution, and data analysis). Database management tasks consume about one third of the activity's resources. These tasks include updating and maintaining the County's geospatial database and associated software, maintaining computer system directory structures, and security on the GIS database. Data are also routinely monitored for integrity and documentation. User support, software and system troubleshooting, and management of upgrades of the GIS software are also included within this activity.

Application development provided in this activity automates operations in other departments, provide web-based mapping sites, and to support 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 manages several external web tools. A few examples include Registrar of Voter's "find my polling place", capital infrastructure information, park amenities, transit information, and Sheriff's Office information. Staff develop and maintain applications and open data loaded to the GeoHub.

Service Delivery Method: This activity is performed by County staff.

Mandate Information: This activity is not mandated.

Value Added: 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 Computer Aided Dispatch (CAD) system, used when citizens call 911, requires a GIS to function and a well-maintained database minimizes response time and saves lives. Nearly 20 other County functions rely on GIS services including: Fire and Rescue planning, the Emergency Operations Center, floodplain management, stormwater management, litigation, real estate taxation, permits and inspections, well and septic records, inspector routing, community planning, economic development mapping, zoning administration, capital construction management, transit bus planning, election district mapping, park facility mapping, and agricultural services. Web based mapping sites are expanding rapidly because they are often easier to build and maintain than desktop applications; they can reach a wider audience because they are accessible on the web; 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 and can be smartphone friendly. Existing web mapping sites also provide internal services countywide.

Service Level Indicators: At current service level, staff manage of about 2,750 data sets in the spatial database engine with about approximately 21,000 data engagements from open data completed each year. This drastic jump between FY 2018 and FY 2019, and then again to FY 2020 is due to the implementation of GeoHub and the GeoPortal, with much more data available for download. The activity supports about 110 GIS applications. Current service level results in data and the system to be available and current for staff and public use 99 percent of time. Additional workload resulted from the 2018 implementation of a GeoPortal, the County's secure, internal GIS website, as more staff will be able to access and view maps and create content. With the addition of a website/GIS analyst for FY 2020, more applications can be supported.

Mapping and Geographic Information: System Development and Support Services

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Ensure GIS data is current and available for public and staff use 99 percent of the time.[1]					
Average number of internet visitors per month	5,760	6,000	3,696	5,000	6,500
Average number of intranet visitors per day	210	200	232	230	230
Data sets managed in Spatial Database Engine	1,431	1,446	2,132	2,750	3,250
Number of data engagements from open data completed	908	1,000	11,614	20,922	30,344
Percent GIS data current and available	n/a	n/a	99%	99%	99%
Maintain GIS functionality to a level that supports all users of the Loudoun County GIS by ensuring the system is current and available 99 percent of the time.[1]					
Number of applications supported	80	90	96	110	120
Number of calls for support	30	49	18	50	50
Number of internal users supported	266	300	408	500	600
Number of software upgrades managed	86	100	102	125	150
Percent GIS functionality current and available	n/a	n/a	99%	99%	99%

[1] Data shown as n/a indicates an indicator which does not have historical data.

Development and Analysis

The Development and Analysis activity develops data or geographic information that is mapped for other departments (such as open space 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 to respond to direction from the Board. These data, maps, and models are used extensively throughout the County by government, businesses, and residents. This activity develops interactive map applications, dashboards, and open data loaded to the GeoHub. This activity also manages the Conservation Easement Stewardship Program, including answering questions and conducting stewardship via site visits. This activity requires that the staff understand functional aspects of supported County programs, such as floodplain management, and the data being used or created to support it.

This activity also manages the contract for base map maintenance, the map which is the foundation for all other mapping on the GIS. The base map is developed through contractual services. First, a flyover captures the County in aerial imagery. The aerial photography contract allows for annual updates to portions of the County mapping system. Then, features – from roads, to driveways, to all buildings, are mapped for use in the CAD system, the Assessor's system, various web mapping tools, and other systems and processes. Public safety departments need this base map updated to be able to respond effectively to emergencies.

Service Delivery Method: This activity is provided by County staff and contract services for the base map.

Mandate Information: This activity is not mandated.

Value Added: Aerial photography and base map maintenance are necessary to support all other programs and processes on the GIS. These programs and processes assist other departments in providing a service, improving a service delivery program, or provide information to assist the Board of Supervisors (Board) in policy decisions.

Service Level Indicators: At current service level, a third of the base map, which provides the foundation for all other mapping on the GIS, is mapped each fiscal year. Each year, approximately 20 data sets are developed by this activity and about 70 data sets are edited. Additionally, the activity develops about 35 applications each year and 250 maps. This activity's current service level for training County staff on GIS and its software includes 150 staff annually. This activity's current service level indicates providing 75 percent of conservation easement assistance within 48 hours of request.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Train County staff on the County's GIS and GIS software.[1]					
Number of County staff trained to use or access the GIS	n/a	17	95	150	200
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	134	96	134	174	174
Percent of County base map updated	26%	18%	26%	33%	33%
Develop new data sets as needed and develop new maintenance processes that support County business practices.					
Number of data sets developed	19	19	18	20	25
Number of data sets edited	56	70	50	70	70

[1] Data shown as n/a indicates an indicator which does not have historical data.

Mapping and Geographic Information: Development and Analysis

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Develop maps, spatial models, and software tools that facilitate service delivery and policy decisions.					
Number of applications developed	13	15	26	35	45
Number of maps developed	338	335	238	250	250
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.[1]					
Board-held conservation easement determinations facilitated	n/a	n/a	28	48	48
Number of Board-held easement property inquiries facilitated within 48 hours	n/a	n/a	21	36	44
Percent of assistance provided within 48 hours	n/a	n/a	75%	75%	92%

[1] Data shown as n/a indicates an indicator which does not have historical data.

Land Records Maintenance

The Land Records Maintenance activity maintains parcels, addresses, and street information, then transfers these and other data to the Computer Aided Dispatching (CAD) system, the Computer Aided Mass Appraisal (CAMA) system, the Land Management Information System (LMIS), the County's web mapping services, and other County systems. Maintenance of the data occurs hourly 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, and with 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 are distributed via the GeoHub.

Service Delivery Method: This activity is provided by County staff.

Mandate Information: Chapter 1020 of the County Code, Naming of Streets, and Chapter 1026, Addressing of Premises requires accurate land record data.

Value Added: Almost every service provided by County government is tied to a parcel or an address. Parcel Identification Numbers (PINs) and addresses are, therefore, the underpinnings of most County data and programs. Addresses and street centerline data 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.

Service Level Indicators: Current service levels for this program reflect assigning and transferring approximately 3,750 addresses to the land management system, taking about 2,500 addressing calls, completing 175 data update or correction projects, adding 40 miles of new public roads to the database, and completing upwards of 600 spatial and tabular updates to supported applications each year. Current service levels include transferring approximately 40 miles of street centerline to the State's centerline annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain parcel, address and street data on an hourly basis to a level that supports E911, LIMS, 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 land management system	4,512	4,226	2,388	3,750	3,750
Number of addressing customer calls	1,982	2,387	2,468	2,500	2,500
Number of data update or correction projects	231	205	166	175	175
Number of miles of new public roads added to the database.	36	50	53	40	40
Number of plats mapped, scanned, and transferred to LMIS	302	386	301	300	300
Number of record plat and site plans addressed	64	59	40	50	50
Number of spatial and tabular updates to supported applications	550	625	519	620	620
Number of street name referrals	712	679	634	700	700
Adopt the Virginia data model for street centerline and maintain Loudoun's portion of the State's centerline in order to improve data accessibility and functionality.					
Number of miles of street centerline transferred	36	50	53	40	40

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	Activities
Leads the evaluation and processing of legislative land development applications through project management, technical recommendations, and public presentations.	• Legislative Application Review and Management • Support to Planning Commission • Agricultural and Forestal District (AFD)

Community Planning	
Oversees the policy development process, including community outreach.	• 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 the Department helping citizens, staff, elected officials, and applicants navigate 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

Zoning Enforcement	
Ensures that the local Zoning and Codified Ordinances are effectively, consistently, and fairly enforced.	• Zoning Enforcement

Administration	
Provides leadership and overall direction, implements County policies and procedures.	• Administration

Financial Information

FY 2020 Adopted Information[1]

	Expenditures	Revenue	LTF	FTE
Land Use Review	$1,679,590	$389,811	$1,289,779	11.00
Community Planning	1,196,303	0	1,196,303	9.00
Planning & Zoning Customer Service Center	746,644	3,494	743,150	7.00
Zoning Administration	2,548,737	329,694	2,219,043	19.00
Zoning Enforcement	1,082,628	367,968	714,660	12.00
Administration	1,362,060	0	1,362,060	8.00
Total	**$8,615,962**	**$1,090,967**	**$7,524,995**	**66.00**

[1] Sums may not equal due to rounding.

Planning and Zoning: Land Use Review

Legislative Application Review and Management

The Land Use Application Review and Management activity manages numerous legislative land development applications in accordance with the Code of Virginia and 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 also may 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 in order for certain uses of land to occur. To support the required process and the Board, planning 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 Board.

Service Delivery Method: County staff in this activity provides this service. Staff from other departments (Department of Transportation and Capital Infrastructure, Building and Development, and County Attorney's Office) also support this service. The Virginia Department of Transportation (VDOT) staff also reviews applications impacting the transportation system.

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.

Value Added: 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 for the opportunity for the Board to balance the need to appropriately accommodate new growth and development with the need to sustain a high quality of life for residents.

Service Level Indicators: At current service level, this activity manages approximately 200 legislative development applications each year. This results in an average of approximately 28 cases per project planner, which has gone down from previous years due to the addition of staff. The FY 2020 Program Review established the objective shown below; additional performance measures are being developed for inclusion in future documents.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Ensure that 80 percent of legislative development applications, such as rezoning and special exceptions are processed according to Department schedule.[1]					
Number of legislative cases received	181	127	197	175	175
Number of legislative cases managed by activity	180	194	203	200	200
Average number of legislative cases per project planner	32	33	34	28	32

[1] Each legislative land development application type is processed on a unique timeline based on the complexity of the application and required public review bodies. This applies to the remainder of the document where timelines are not explicitly noted.

Support to Planning Commission

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 comprehensive plan that sets forth the County's land use policies, and the zoning ordinance that regulates how land is developed and used.

Service Delivery Method: County staff provides this service.

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

Value Added: 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 and its amendments.

Service Level Indicators: The current service level involves approximately 140 staff reports prepared, managing and monitoring 1,300 emails, and coordinating 12 public hearings and 25 packets annually. FY 2019's data has a jump in packets due to the adoption of the 2019 Comprehensive Plan in that year.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Support the Planning Commission (PC)'s review of matters coming before it by providing comprehensive evaluations and recommendations, being responsive to PC inquiries, complying with records and notice requirements, and providing other administrative and subject matter support.					
Number of staff reports prepared	171	154	145	140	140
Number of packets including supplemental prepared	28	23	43	25	25
Number of PC emails	1,896	1,874	1,304	1,300	1,300
Number of public hearings	12	10	12	12	12
Number of PC work sessions	12	11	28	25	25

Agricultural and Forestal District

This activity manages the implementation of Agricultural and Forestal Districts (AFDs) in the County, including reviewing proposals, supporting the Agricultural District Advisory Committee, 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 a means 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 air sheds, as well as for aesthetic purposes." AFDs, or Districts, are rural conservation areas reserved for the production of 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 10 years depending on the previously-approved term. This 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 that exceed 40,000 acres in total.

The Agricultural District Advisory Committee (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 and forestry and agricultural and forestal resources within their district and the relation to the entire County. The ADAC annually reviews requests for interim additions to AFDs and on an as requested basis will evaluate discretionary requests to withdraw from districts. This activity supports ADAC by ensuring compliance with notification and Freedom of Information Act (FOIA) requirements; providing agenda materials, staff reports and action summaries; and presenting staff's analysis of proposals.

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

Service Delivery Method: County staff provides this activity; some of the countywide items involve staff from various departments depending upon the topic. There is regular coordination with the County Attorney's Office and the Commissioner of the Revenue. The ADAC is supported by County staff, which ensures compliance with notification and FOIA requirements, provides agenda materials, staff reports, and action summaries, and presents staff's analysis of proposals.

Mandate Information: This activity is mandated through Loudoun County's Codified Ordinances, Chapter 1226, Agricultural and Forestal Districts, "…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." Code of Virginia § 15.2-4304, requires the establishment of an advisory committee upon receipt of the first Agricultural and Forestal District application.

Value Added: AFDs help protect productive farm, forest, and other open space lands that contribute significantly to the community's rural appeal and character. The Districts 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. This can help reduce costs by supporting concentrating new development in and around areas with existing development, where many public services can be provided in the most cost effective manner.

Service Level Indicators: Current service levels include approximately five AFDs renewed/terminated/created each year, representing approximately 200 total parcels of land reviewed during renewal each year. 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. Staff reports are lower than in years past; in FY 2017, there was an above average number of Interim Additions, and in FY 2018, there was an above average number of Early Withdrawals. These actions occurred outside the standard AFD process, which necessitated more staff reports.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Ensure 100 percent of AFD applications process according to timeliness standards identified in the Code of Virginia.					
Number of AFDs renewed/terminated/created	7	3	5	5	5
Number of parcels reviewed during renewals	537	88	225	200	200
Number of parcels requesting early withdrawal	1	3	1	1	1
Number of parcels added to existing AFDs (Interim Additions)	12	7	6	5	5
Percent of agricultural and forest district 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	20	13	6	5	5
Number of packets including supplemental prepared	3	5	4	5	5
Number of ADAC meetings	3	5	4	5	5
Number of meetings/packets Planning Commission and Board of Supervisors	9	13	10	10	10

Land Use and Growth Management

The County has an adopted Comprehensive Plan that establishes policies on future growth and development. The 2019 Comprehensive Plan consists of the Revised General Plan and the Countywide Transportation Plan. The Comprehensive Plan is used by staff, the Planning Commission, and the Board to review and evaluate development applications; to plan for infrastructure (roads, schools, and parks, etc.) and government services; and to develop and implement new ordinances. Planning and Zoning staff is responsible for working with the Planning Commission and Board to maintain and implement the 2019 Comprehensive Plan, as well as other related small area plans and strategic plans. Staff members are responsible for drafting policy, conducting associated public meetings and community outreach, and presenting recommendations to the Planning Commission and 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 Comprehensive Plan. This activity receives referrals from another division, department, or outside agency that have legislative land use applications requiring review from this activity. Staff review legislative land use application referrals to assess compliance with Plan policies. Staff also review administrative applications, which are applications that typically do not require Board action. Assistance is provided to the Planning Commission in its review of the Capital Needs Assessment (CNA) and the Capital Improvement Program (CIP). Staff in this activity 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.

Service Delivery Method: County staff provides this activity; some efforts involve staff from various departments depending upon the topic.

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

Value Added: This activity supports the County's Comprehensive Plan – in both developing and ensuring adherence to its guidelines. The County's Comprehensive Plan has significantly contributed to Loudoun's diversity and high quality of life for its residents. The Plan guides growth to where there is adequate existing and planned infrastructure and services to support such growth. The Plan and its implementation focuses 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 Capital Needs Assessment.

Service Level Indicators: Current service level for this activity includes attending five to 15 public meetings and events each year and completing one to three plans/amendments each year. At current service level, this activity completes about 140 referrals each year, of which 95 percent are processed within department timelines. At current service level, each referral planner has about 40 legislative cases each year. There were an above-average number of legislative referrals in FY 2019, which likely was due to applications submitted prior to adoption of the 2019 Comprehensive Plan or before Board elections. Staff completes 95 percent of administrative application reviews by established timelines.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 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	5	4	1	2	2
Number of plans/amendments completed or action taken	3	2	1	1	1
Percent of plans/amendments completed within established schedule and scope directives	100%	100%	100%	100%	100%
Number of public meetings and events	20	10	3	2	2
Attendance at public meeting and events	1,466	472	230	50	50
Number of ADUAB meetings attended	12	19	22	15	15
Number of informational briefings, work sessions, and stakeholder meetings	24	36	35	15	15
Ensure 95 percent of legislative referrals and reviews are processed by staff according to Department schedules.					
Number of legislative referrals completed	125	138	140	140	140
Percent of legislative referrals completed within established schedule	100%	100%	98%	95%	95%
Ensure 95 percent of administrative reviews (easements, air permits, environmental reviews, etc.) are completed within established schedule.					
Number of open space and conservation easement reviews[1]	40	40	72	40	40
Percent of open space and conservation easement reviews completed within established schedule	100%	100%	100%	95%	95%
Number of other referrals and reviews (easements, air permits, environmental reviews, etc.) completed	16	11	34	20	20
Percent of other referrals and reviews completed within established schedule	100%	100%	100%	95%	95%
Average number of legislative cases per referral planner	38	39	59	40	40

[1] FY 2019 actuals are higher than normal for these reviews. FY 2020 and FY 2021 are anticipated to return to normal levels.

Historic Preservation

Many individual historic structures and archaeological sites have been identified in Loudoun, including approximately 90 sites on the National Register of Historic Places (NHRP). These structures and sites are considered heritage resources and 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.

This activity carries out the historic preservation goals and policies established by the Revised General Plan, the Heritage Preservation Plan, and Board initiatives. To assess compliance with policies, this activity reviews legislative land-use applications, and land development applications, which includes the County's capital projects. Staff conduct referrals when another division, department, or outside agency has received a legislative land development application and requires this activity to review to assess compliance. 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 says that any federal project or program funded by a federal agency must consider potential effects on historic properties (historic districts, sites, objects, structures, etc.). Finally, staff develops stewardship plans for County-owned properties of historic importance.

Service Delivery Method: County staff provides this activity, although some functions involve the Historic District Review Committee (HDRC) and Heritage Commission (HC).

Mandate Information: 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. 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 manner in which historic resources may be protected. Pursuant to these Code sections, the County has adopted the Revised General Plan and Heritage Preservation Plan, created various historic districts administered by the HDRC, adopted regulations requiring the survey of historic and archaeological features during the land development process, and created the HC.

Value Added: The protection and preservation of the County's historic and heritage resources provides a record of the significant role 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 and provide educational enrichment to residents and visitors.

Service Level Indicators: Current service level includes processing certificates of appropriateness and referrals and reviews within the Department's timeline about 95 percent of the time. Current service level reflects processing approximately 15 certificates of appropriateness, 200 referrals, and six Section 106 reviews annually. This activity also typically includes two major Board-initiative projects to be completed annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Ensure 95 percent of legislative applications are processed by staff according to established Department schedules.					
Number of certificates of appropriateness processed	8	19	14	15	15
Percent of certificates of appropriateness process within established schedule	100%	100%	100%	95%	95%
Ensure 95 percent of referrals and reviews are processed by staff according to established Department schedules.					
Number of referrals completed	184	215	72	200	200
Number of Section 106 reviews completed	6	7	11	6	6
Number of referrals and Section 106 reviews per staff member	190	222	83	147	147
Percent of referrals and Section 106 reviewed/processed within established schedules	100%	100%	95%	95%	95%
Ensure 95 percent of non-referral and special activities are completed by staff according to established Department schedules.					
Number of active Board-initiated and County Admin-initiated historic preservation special projects	1	3	6	2	2
Number of completed Board-initiated and County Admin-initiated historic preservation special projects	0	0	2	2	2
Percent of Board-initiated and County Admin-initiated historic preservation special projects completed by established schedule	100%	100%	100%	95%	95%
Number of public outreach events and educational trainings provided (includes consultations and realtor trainings)	2	2	0	2	2
Number of stewardship conservation plans completed	0	0	0	2	2

Support to Committees

This activity provides administrative and professional support to the Historic District Review Committee (HDRC) and the Heritage Commission (HC). Tasks include preparing packets, managing meeting agendas and logistics, and maintaining records. Both bodies meet on a monthly basis. Staff in this activity supports the HDRC and 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 (CAPP). 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.

Service Delivery Method: County staff provides this service.

Mandate Information: 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.

Value Added: 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. HDRC ensures 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, Planning Commission, County Administrator, and other County organizations regarding the preservation of heritage and environmental resources, thus ensuring these resources will remain for the enrichment of the public.

Service Level Indicators: Current service level includes providing about 11 staff reports to HDRC each year and up to 12 packets with supplemental information. This activity's current service level also includes preparing 15 meeting packets for the HC annually. Current service level also includes providing staff support at 12 HDRC meetings and 20 HC meetings each year.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 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 reports prepared	11	10	11	11	11
Number of packets including supplemental prepared	5	6	11	12	12
Number of meetings	7	6	11	12	12
Ensure 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	15	15	22	15	15
Number of meetings	15	23	27	20	20

Customer Service Center

The Customer Service Center activity provides customer service to both external and internal customers and serves as the customer's initial point of contact. This activity responds to Planning and Zoning inquiries received by phone, in person, department email, and Loudoun Express Request (Lex), or through the Department of Economic Development 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 receives and reviews applications submittals to ensure the applicant has provided the necessary application components. This activity also serves as a central location for the intake of all department applications and requests. Staff schedules and facilitates pre-application conferences and helps customers submitting applications meet all submission requirements. Requests for expedited services from the County Administrator's Office and the Economic Development Department 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 zoning-related demographic, GIS, and graphic needs as requested from the public, department staff, and multiple County departments (e.g., assistance with land use and zoning maps, graphics, and presentation slides and developing and maintaining Planning and Zoning data layers). This activity processes requests for fee waivers and reductions, special exception period of validity extensions, legislative application checklist waivers, and public hearing waivers. Finally, staff oversees the Department's webpage content and manages customer service surveys.

Service Delivery Method: County staff provides this service.

Mandate Information: This activity is not mandated.

Value Added: This activity supports and coordinates with all the other sections within the Planning and Zoning Department. 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/project managers to more effectively complete appropriate work. All Customer Service Center staff members are cross-trained to ensure no delays in response time or service. Planning and Zoning staff who support this activity provide value by editing Department staff reports and plan documents to ensure they are consistent, clear, concise, and accurate. Staff also produces a variety of growth related statistics, maps, and analyses that assist the Board and Planning Commission in evaluating Zoning Ordinance amendments, 2019 Comprehensive Plan and small area plan updates, and legislative applications.

Service Level Indicators: At current service level, 90 percent of inquiries are responded to within 24 hours. Staff assists approximately 2,000 customers at the front desk and over 700 inquiries received through LEx. Ninety-five percent of map and data requests are returned within 15 business days for approximately 400 maps annually. Map requests increased in FY 2019 due to the work on adopting the 2019 Comprehensive Plan. Staff responds to 87 percent of legislative applications for submittal review for completeness within 15 days, receiving approximately 130 submittals annually. There were an above-average number of submittals in FY 2019, which likely was due to applications submitted prior to adoption of the 2019 Comprehensive Plan or before Board elections. Current service level includes responding to 80 percent of various waiver requests within 90 business days. Staff receives approximately 30 waiver requests annually.

Planning and Zoning: Planning and Zoning Customer Service Center

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Respond to 90 percent of customer inquiries within 24 hours (business days only).[1]					
Number of front counter customer assistance requests (all walk-ins)	2,640	1,594	2,171	2,000	2000
Combined number of phone, email, other department inquiries	5,943	5,110	8,340	6,000	6100
Number of LEx customer inquiries completed	571	706	945	751	775
Percent of customer inquiries responded to within 24 hours (total of above counter/phone/email/LEx)	n/a	n/a	95%	90%	90%
Complete 95 percent of map and data requests within 15 business days.					
Number of map and data requests fulfilled	213	412	715	400	400
Percent of map and data requests fulfilled within 15 business days	n/a	n/a	100%	95%	95%
Schedule 90 percent of pre-application (PRAP) conferences within 10 days of receiving schedule request .[1]					
Number of pre-application conferences processed	110	116	118	120	120
Percent of pre-application conferences processed within 10 days	n/a	n/a	100%	90%	90%
Respond to 90 percent of legislative applications received and reviewed for completeness with official acceptance or rejections within 15 days.[1]					
Number of legislative applications received and reviewed for completeness	181	127	197	130	140
Percent of legislative applications received and reviewed for completeness responded to with acceptance or rejection within 15 days	n/a	n/a	100%	87%	88%
Process 85 percent of requests for fee waivers, checklist waivers, public hearing waivers, and period of validity extensions within 90 days of receipt.[1]					
Number of fee waivers, public hearing waivers, checklist waivers and period of validity extension requests processed	20	26	51	30	30
Percent of fee waiver requests, public hearing waiver requests, checklist waiver requests, and period of validity extension requests processed within 90 days.	n/a	n/a	100%	80%	80%

[1] Data shown as n/a indicates a measure which does not have historical data.

Planning and Zoning: Planning and Zoning Customer Service Center

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Distribute 90 percent of referral requests within 3 days of official acceptance.[1]					
Number of referrals sent at acceptance (number of individual referral agents on each first referral cover sheet)	685	696	0	660	680
Number of referrals distributed within 3 days of application acceptance	n/a	n/a	100%	90%	90%
Review 85 percent of staff reports, blurbs, documents, and presentations by the established deadlines.[1]					
Number of staff reports, blurbs, documents, and presentations reviewed	152	148	422	160	175
Percent of staff reports, blurbs, documents, and presentations reviewed by the deadline	n/a	n/a	95%	85%	85%

[1] Data shown as n/a indicates a measure which does not have historical data.

Zoning Administration

The Zoning Administration activity ensures that County zoning regulations are maintained and updated to effectively implement land development policies and address community concerns and objectives. This activity involves administration and interpretation of the County's multiple zoning ordinances; managing zoning ordinance amendments to include preparing and presenting draft language through the public processes of the Planning Commission and 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 they are relevant, enforceable, and effective; updating and maintaining the zoning map; researching and preparing zoning verifications and determinations; responding to requests for administrative waivers and modifications; and responding to other County agencies and public inquiries. In addition, the Zoning Administration activity provides staff support to the Board-appointed Zoning Ordinance Action Group (ZOAG) and the quasi-judicial Board of Zoning Appeals by processing and presenting applications for variances, appeals, and errors in building location, as mandated by the Code of Virginia.

Service Delivery Method: County staff provides this activity; staff from various departments sometimes must assist with the implementation of proffers and the zoning ordinance.

Mandate Information: Per Code of Virginia §§ 15.2-2250-2316, 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 Comprehensive Plan, 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.

Value Added: 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 the County. The Zoning Ordinance regulations are intended to ensure that land development is done 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 creates significant value for the community by ensuring the Zoning Ordinance and proffers are properly implemented.

Planning and Zoning: Zoning Administration

Service Level Indicators: Current service level is to respond to 60 percent of requests for correspondence and referral comments within 30 days of receipt, with 95 percent of such requests completed within 90 days of receipt. Staff completes approximately 100 zoning determinations and 90 zoning verifications annually. Current service level includes completing approximately 175 legislative case referrals and completing 75 percent of these on time.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Respond to 80 percent of requests for correspondence concerning administration of the Zoning Ordinance within 30 days (including determinations, verifications, and administrative waivers and modifications). [1]					
Number of zoning correspondence and administrative waiver requests completed (excluding proffer determinations)	211	198	250	200	200
Number of zoning determinations completed	100	81	115	100	100
Number of zoning verifications completed	98	89	126	90	90
Number of waiver requests completed	13	28	9	20	20
Percent responded to within 30 days	83%	54%	62%	60%	60%
Percent responded to within 90 days	98%	91%	99%	95%	95%
Number of FastTrack meetings with Economic Development	13	18	24	20	20
Number of pre-submission meetings (site planning meetings)	45	42	38	40	40
Number of external informal information requests (meetings and emails)	n/a	n/a	384	300	300
Number of informational briefings (Board)	n/a	n/a	7	5	5
Total number of legislative referrals received (bundled cases)	204	168	172	175	175
Total number of legislative referrals completed (bundle cases)	196	133	124	120	120
Percent of legislative referrals completed on time	64%	72%	75%	75%	80%
Total number of administrative referrals received	404	422	445	420	420
Total number of administrative referrals completed	380	427	375	375	375
Percent of administrative referrals completed on time	74%	70%	60%	80%	80%
Manage the formulation of Zoning Ordinance Amendments (ZOAM) in accordance with the Board's priorities.					
Number of ZOAG and subcommittee meetings attended	18	24	30	20	20
Number of Rural Economic Development Council meetings	10	10	24	20	20
Number of active ZOAM	8	7	8	8	8

[1] Data shown as n/a denotes an indicator which does not have historical data.

Proffer Management

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

Staff serves as a referral agent on administrative land development applications to ensure proffers are being met and reviews proposed draft proffers and 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 with bond release requests and final occupancy inspections. Additional core responsibilities of the Proffer Management team include the tracking and verifying the timely payment of proffered cash contributions, verifying proper dedication of land and/or construction of improvements for capital facilities, entering information in 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.

Service Delivery Method: County staff in the Proffer Management Activity provides this service; staff from various departments assists with the implementation of proffers and coordinate the activity with the Proffer Management activity.

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 in a particular zoning district (Code of Virginia § 15.2-2201). Conditional zoning was enabled to address the inadequacy of traditional zoning methods and procedures when competing and incompatible land uses conflict (Code of Virginia § 15.2-2296). In theory, conditional zoning allows land to be rezoned that might not otherwise be rezoned because the proffers protect the community in which the land is located by imposing additional regulations or conditions on the land being rezoned to address impacts.

Value Added: Administering and implementing the County's proffers significantly contributes to the protection of property values and to ensuring 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 value $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 creates significant value for the community by allowing the development industry to offset the impacts generated from development activities.

Service Level Indicators: Current service levels include responding to nearly 70 percent of requests for proffer determinations within 60 days; staff complete approximately 35 per year. Current service level includes review of approximately 15 performance agreement reviews, attending bimonthly bond committee meetings, 90 bond release reviews, and 10 proffer fulfillment review cases annually. There were an above-average number of bond release reviews in FY 2019, which likely was due to applications submitted prior to adoption of the 2019 Comprehensive Plan or before Board elections.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Respond to 80 percent of requests for proffer determinations within 60 days.					
Number of proffer determinations completed	59	18	35	35	35
Percent responded to within 60 days	64%	70%	65%	68%	68%
Percent responded to within 90 days	76%	88%	80%	78%	78%
Support proffer administration activities, including completing 80 percent of review of draft proffers (within 30 days), completing compliance review of performance bonds prior to establishment (within 14 days) and release (within 90 days), and entering proffer and special exception conditions into the land management information system (within 60 days).[1]					
Number of draft proffer/condition reviews	58	82	115	80	80
Percentage compliance within timeline	48%	44%	53%	60%	60%
Number of proffer performance agreements reviewed	n/a	n/a	12	15	15
Percent completed within 14 days	n/a	n/a	55%	60%	60%
Number of bond committee meetings	24	24	24	24	24
Number of bond release reviews completed	85	89	128	90	90
Percent completed within 90 days	n/a	n/a	35%	60%	60%
Number of legislative cases received for LMIS entry	121	128	117	120	120
Percent input into LMIS within 60 days	n/a	9%	20%	60%	60%
Number of proffer and special exception conditions input into LMIS[2]	1,662	292	1,486	600	600
Number of responses to informal information requests[3]	n/a	n/a	354	150	150
Number of proffer fulfillment review cases managed (referral)	n/a	n/a	10	10	10

[1] Data shown as n/a indicates a measure which does not have historical data.

[2] The Department dedicated additional staffing resources to data entry of proffers in FY 2019 due to a backlog of need for data entry. The Department anticipates a drop to normal levels in FY 2020 and beyond.

[3] The Department anticipates a drop in informal information requests with implementation of a new land management information system which will provide more information to the public.

Support to the Board of Zoning Appeals

The Board of Zoning Appeals (BZA), appointed by the Board, is necessary to effectively administer the County's zoning ordinances. The BZA reviews, evaluates, and makes determinations on whether to support or reverse the decisions of the Zoning Administrator. This activity is supported by staff who make technical recommendations, schedule meetings, provide agendas and reports, and answer questions of BZA members at public meetings.

Service Delivery Method: County staff provides this service.

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. Code of Virginia § 15.2-2221 establishes the duties of the BZA, including maintaining a public record of BZA actions.

Value Added: Staff in this activity provides support so that the BZA may provide an opportunity for property owners and the development community to appeal land use 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.

Service Level Indicators: Current service level includes meeting 90 percent of State and County code timeline requirements for BZA action. Staff completes approximately 15 appeals and attends 11 BZA meetings annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Ensure 90 percent of applications for quasi-judicial actions, such as variances and appeals, are reviewed by staff and processed through the Board of Zoning Appeals (BZA) in compliance with County and State Code timeline requirements. [1]					
Number of pre-variance applications meetings	4	4	6	5	5
Number of variance applications completed	1	3	2	2	2
Number of appeals completed (including proffer appeals)	7	14	19	15	15
Number of Special Exceptions for error in building location completed	1	2	1	2	2
Number of BZA meetings/public hearings	11	11	11	11	11
Percent completed within timeline	100%	89%	75%	90%	90%

[1] There was above average activity before the BZA in FY 2019, likely due to applications and appeals submitted prior to adoption of the 2019 Comprehensive Plan.

Zoning Enforcement

The Zoning Enforcement activity ensures that the zoning ordinance is effectively, consistently, and fairly enforced. Staff enforces the standards of the Loudoun County Zoning Ordinances 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 ordinances 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.

Service Delivery Method: County staff provides this service.

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 provision of the County Zoning Ordinance, the Zoning Enforcement activity also administers and enforces the local Codified Ordinances regarding blight, solid waste, tall grass, and snow removal, and portions of The Virginia Maintenance Code (Uniformed Statewide Building Code).

Value Added: This activity has a direct, positive impact on health, safety, and quality of life issues and 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 our 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.

Service Level Indicators: At current service level, inspectors respond to 775 complaints, finding 250 violations and citing 150 zoning violations annually. Current service level also includes five public outreach sessions and approximately 175 cases of voluntary compliance annually. Staff removes about 1,100 signs from VDOT right-of-way annually, and completes 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.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Facilitate community involvement in understanding and resolving issues that may impact quality of life and overall appearance of neighborhoods.[1]					
Number of public outreach/education sessions conducted (civic associations, professional organizations, town hall meetings, etc.)	n/a	5	4	5	5
Number of voluntary compliance cases	142	160	188	175	175

[1] Data shown as n/a indicates a measure which does not have historical data.

Planning and Zoning: Zoning Enforcement

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Respond to and resolve complaints received for issues related to alleged violations of the Zoning Ordinance, Property Maintenance Code, and Codified Ordinance filed by members of the public, Board members, and internal and external partner agencies within 48 hours of receipt of complaint.[1]					
Number of complaints received (includes LEx, internal and external agency referrals)	812	779	788	775	775
Number of initial inspections conducted within 48 business hours of receipt	666	687	647	650	650
Number of violations found	466	260	239	250	250
Number of Zoning Ordinance/Property Maintenance violations cited	48	152	199	150	150
Percent of initial inspections conducted within 48 business hours of receipt	n/a	n/a	99%	95%	95%
Ensure new residential and commercial projects are developed in accordance with approved legislative applications and plans and requests for occupancy inspections are conducted and processed within 48 business hours of receipt.[1]					
Percentage of requests for occupancy inspections are conducted within 48 business hours of receipt.	n/a	n/a	100%	95%	95%
Percent of requests for occupancy inspections failed on initial inspection	n/a	n/a	23%	20%	20%
Assist VDOT in keeping right-of-way free from illegal signs.					
Number of signs removed from VDOT right-of-way	2,234	1,298	1,084	1,100	1,100
Administer and manage solid waste facilities and haulers in accordance with provisions of the Loudoun County Codified Ordinances.					
Number of permit renewals (haulers)	486	466	463	460	460
Number of permit renewals (facilities)	6	6	8	6	6

[1] Data shown as n/a indicates a measure which does not have historical data.

Administration

This activity supports the efforts of all other sections through providing leadership and overall direction to the Department, implementing County policies and procedures, developing and implementing the Department's budget, 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 on litigation related to development applications.

Service Delivery Method: County staff provides this service.

Mandate Information: This activity supports County adherence to the Virginia Freedom of Information Act Code §§ 15.2-1242, 2.2-3700 and 42.1-76.

Value Added: 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.

Service Level Indicators: Current service level includes responding to approximately 150 FOIA requests and processing 50 authorizations to recruit (ATRs) and 45 employee actions (EAs) annually. The Department anticipates FOIA requests to drop from FY 2019 levels due the adoption of the 2019 Comprehensive Plan. Staff in this activity attends approximately 35 night meetings annually and compiles and prepares approximately 120 staff reports for meetings.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted	FY 2021 Projected
Manage budget, human resources, procurement, and payroll functions for the department. Coordinate responses to FOIA requests within timeframe. Ensures the department is in compliance with several regulations including the Fair Labor Standards Act (FLSA), Family and Medical Leave Act (FMLA), Equal Employment Opportunity (EEOC), and Freedom of Information Act (FOIA).					
Number of FOIA requests	80	127	285	150	150
Number of ATRs processed	48	53	49	50	50
Number of EAs processed	62	61	42	45	45
Number of night meetings	30	22	45	35	35
Number of staff reports compiled and prepared for meetings	171	115	132	120	120
Number of transactions on Purchasing Card	676	659	400	600	600

Transportation and Capital Infrastructure

To implement the Board of Supervisors' vision and direction while protecting the County's interests and financial resources through planning, administration, management, and coordination of transportation services and capital infrastructure projects. The Department effectively manages all facets of implementing the Capital Improvement Program (CIP) in providing safe, functional, cost effective, energy efficient, and environmentally sustainable facilities that serve the citizens and employees of Loudoun County. The Department ensures the County develops public facilities that meet or exceed all Federal, State, and local codes and Board of Supervisors' policies.

Department Programs

Capital Design and Construction	Activities
Manages the design and construction of capital facilities and road projects while ensuring compliance with applicable federal, state, and local codes, standards, and specifications; administers land acquisition for public infrastructure projects and provides quality control and delivery of projects on schedule and within budget.	• Land Acquisition • Capital Design • Capital Construction

Transportation Planning and Operations	
Responsible for addressing all matters relating to the County's multimodal transportation system. This includes the development and implementation of the Countywide Transportation Plan through the land development referral process, the completion of traffic engineering projects in response to community concerns, and the planning and management of the County's transit and commuter service programs.	• Transit and Commuter Services • Transportation Planning • Traffic Engineering • Transportation Program Management • Dulles Rail Project

Capital Coordination, Funding, and Policy	
Represents and advocates Loudoun County transportation-related priorities at numerous regional organizations. Participates in the review of legislative proposals, development and review of proposed projects for the CIP, jointly with the Department of Management and Budget and Department of Finance and Procurement, oversees the financial management of capital project accounts with multiple funding sources, and prepares and monitors the department's operating budget.	• Capital Coordination, Funding, and Policy

Financial Information

FY 2020 Adopted Information[1]

	Expenditures	Revenue	LTF	FTE
Capital Design and Construction	$282,056	$0	$282,056	0.00
Transportation Services	28,240,605	14,760,079	13,480,526	31.00
Capital Coordination, Funding, and Policy	534,005	0	534,005	2.00
Total	**$29,056,666**	**$14,760,079**	**$14,296,586**	**33.00**

FY 2020 Adopted Information – Capital Projects Fund[1]

	Expenditures	Revenue	LTF	FTE
Capital Design and Construction	$6,068,703	$6,068,703	$0	46.00
Capital Coordination, Funding, and Policy	248,102	248,102	0	2.00
Total	**$6,316,806**	**$6,316,806**	**$0**	**48.00**

[1] Sums may not equal due to rounding.

Land Acquisition

Land acquisition is the process by which land or property rights are acquired to build County capital facilities and road projects. Acquiring land for capital facilities and road projects can be categorized into two different processes: acquisition for public facilities and acquisition for transportation projects. Land acquisition for public facilities (such as fires stations, libraries and parks), involves identifying compatible properties and negotiating with willing property owners. Staff works with all County agencies, including but not limited to, Fire and Rescue, Library Services, and Parks, Recreation, and Community Services to identify the most desired location for their services and whether the property meets programming needs. Land acquisition for road projects can involve total or partial property acquisition "strip takes" for grading, road construction, utility relocation, and storm drainage. Upon Board of Supervisors (Board) approval, staff will negotiate with private property owners to acquire the needed land. For capital facilities and road acquisitions, an appraisal is completed to determine property value and just compensation; an offer is made to the property owner; and negotiations continue until an acceptable deal is completed for both parties. A property owner may be unwilling to cooperate even when fair compensation is offered. The County exercises the right of Eminent Domain if necessary to avoid project delays and increased construction costs. Staff then works with the County Attorney's Office to assist in case preparation, and will testify in court if required.

Service Delivery Method: County staff provides this service, supplemented by contracted services as necessary.

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 totally with federal or state funds, the policies and requirements of the federal Uniform Act apply. The Uniform Act requires property owners be given adequate notice and fair compensation for property acquisitions for public facilities. Strict compliance with the Uniform Act is monitored by Virginia Department of Transportation (VDOT) personnel, and any deviation from the requirements can jeopardize the County's federal or state project funding.

Value Added: Land Acquisition must be completed before construction activities for CIP projects can begin. If Land Acquisition 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.

Service Level Indicators: Current service level supports approximately 120 land acquisition projects annually, an average of 40 active projects per staff. In FY 2020, the Board of Supervisors approved an additional land acquisition manager to keep up with the workload driven by the CIP.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Support the Capital Improvement Program (CIP) by working on 150 land acquisition projects.[1]					
Active land acquisition projects	64	93	68	120	150
Active projects per staff	32	47	23	40	50
Acquisitions completed within one year	n/a	n/a	n/a	90	120
Number of acquisitions	64	93	68	120	150
Number of condemnations	6	21	1	12	15
Percent of condemnations	9%	23%	1%	10%	10%

[1] Data shown as n/a indicates a measure which does not have historical data.

Capital Design

The Capital Design activity provides project design and contract administration for General Government, Health and Welfare, Parks, Recreation and Culture, Public Safety, and Transportation projects in the County's CIP and 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, inter- and intra-departmental coordination with County departments, state, and federal agencies; and compliance with County, state, and federal codes, laws, and regulations.

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, Department of Planning and Zoning, VDOT, and other agencies to obtain plan approvals and permitting to expedite projects. Staff composes Requests for Proposal to obtain consulting services and material for facilities in coordination with Procurement. This activity also ensures that projects are completed within budget and on schedule.

Service Delivery Method: County staff provides this service, supplemented by VDOT, and project management consultants as needed.

Mandate Information: This activity is not mandated. It is provided to support and implement the Board's CIP.

Value Added: Capital Design staff provides a very important service to the County and community, ensuring that County funds are properly implemented during the design process. Design staff ensures that the County is in compliance with County, State, and Federal standards and regulations, projects are adequately documented, the CIP is implemented, the County is represented by staff at public meetings, and that the County has a direct link to address community concerns.

Service Level Indicators: Current service level maintains 70 percent of capital design projects on-schedule, requiring an average of 5.8 projects per design manager. In FY 2020, the Board approved one additional design manager and two additional civil engineers to assist with the management of these projects.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Deliver approved capital projects in accordance with established Capital Improvement Program schedule.[1]					
Current active projects under design	54	65	70	69	62
Percentage of active design projects on schedule	66%	72%	63%	70%	80%
Number of design projects completed	n/a	n/a	10	13	24
Workload standard for design manager and civil engineer	n/a	5.0	5.0	5.0	5.0
Actual weighted workload of design manager	n/a	5.6	5.6	5.8	5.9
Actual weighted workload of civil engineer	n/a	6.1	6.1	5.6	5.1

[1] Data shown as n/a indicates a measure which does not have historical data.

Capital Construction

The Capital Construction activity provides construction management and contract administration for transportation, 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. This activity provides quality assurance throughout the project, contract management and compliance, and monitoring of construction schedules and budget. It 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. It also performs project close out, including building commissioning on vertical projects, and street acceptance by VDOT for transportation projects. Staff composes Invitations for Bid to obtain construction services in coordination with the Loudoun County Division of Procurement. Staff also coordinates with the Department of Building and Development, Department of Planning and Zoning, VDOT, and other agencies to obtain permits, manage financial and project documentation requirements and close out projects after delivery.

Service Delivery Method: County staff provide 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.

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

Value Added: Capital Construction 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. Construction staff ensures that the County is in compliance with County, State, and Federal standards and regulations, construction projects are adequately documented daily on construction sites, and the Capital Improvement Plan is implemented.

Service Level Indicators: Current service level maintains 85 percent of capital construction projects on-schedule, requiring an average of 5.4 projects per construction manager.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Maintain 80 percent of construction projects on schedule.[1]					
Current active projects under construction	40	57	26	38	46
Percent of active construction projects on schedule	77%	67%	80%	85%	85%
Capital construction projects completed	13	24	15	15	11
Value of capital project expenditures	$132,009,252	$205,000,000	$225,000,000	$225,000,000	$225,000,000
Actual weighted workload of construction manager	n/a	4.9	4.9	5.4	3.9
Workload standard for construction manager	n/a	4.0	4.0	4.0	4.0

[1] Data shown as n/a indicates a measure which does not have historical data.

Transit and Commuter Services

The Transit and Commuter Services activity provides County bus service, and oversees planning and coordination of transit options. This activity coordinates with the Northern Virginia Transportation Commission (NVTC) and other transit related boards and committees. It also manages the County's participation in the regional electronic fare program, SmarTrip. This activity delivers a range of services to residents and employers to provide convenient transit options and encourage the use of transportation modes other than single-occupancy vehicles. These services include:

- Commuter Bus Service (long-haul bus service to Washington, D.C.)
- Local Fixed Route/Paratransit Bus Service
- Metro-connection Bus Service (transit bus service to Metrorail stations)
- Rideshare Program (vanpool/carpool match system)
- Employer Outreach Program (promotes awareness and encourages alternative commuting modes)

This activity maintains and updates the County's Transit Development Plan[1] and a Transportation Demand Management Plan. These plans are required to receive state operating assistance through the Department of Rail and Pubic Transportation (DRPT) for the transit service and transportation demand management programs. These plans are six-year action plans for providing service. Annual updates are required, along with comprehensive updates to the plans required every six years.

Service Delivery Method: This service is provided through a combination of County staff and contracted vendors for bus and ADA/paratransit services. It is funded by local tax funding, state grant funding from the Department of Rail and Public Transportation (DRPT), and fees from the bus services.

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

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

Service Level Indicators: Current service level reflects annual ridership of over 1,700,000 across various transit services and over 400 applications for the Rideshare Program annually.

[1] Starting in FY 2021, the name of the Transit Development Plan will change to the Transit Strategic Plan.

Transportation and Capital Infrastructure: Transportation Planning and Operations

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide a safe and reliable transit services for over 1,600,000 trips annually.					
Rideshare applications processed	354	310	448	448	448
Number of commuter services inquiries	22,341	25,200	25,401	25,655	25,912
Number of transportation outreach events	34	30	33	34	34
Total transit ridership	1,730,493	1,691,231	1,694,437	1,723,254	1,797,754
Provide an efficient commuter bus service by maintaining a net cost per rider of $0.00 or lower.					
Annual commuter bus ridership	985,947	951,388	947,193	947,193	956,665
Commuter bus riders per revenue hour	22	21	20	20	20.2
Commuter bus riders per revenue mile	0.86	0.81	0.71	0.71	0.72
Commuter bus net cost per rider	($0.37)	($0.84)	($0.50)	($0.50)	($0.51)
Provide an efficient local fixed route service by maintaining a net cost per rider of $11.00 or lower.					
Local fixed route ridership (includes paratransit)	430,037	390,579	353,134	342,540	342,540
Local fixed route riders per revenue hour	6.80	5.94	5.20	5.04	5.04
Local fixed route riders per revenue mile	0.35	0.35	0.31	0.30	0.30
Local fixed route net cost per rider	$6.63	$8.95	$4.81	$4.67	$4.67
Provide an efficient Metro-Connection service by maintaining a net cost per rider of $10.00 or lower.					
Metro-Connection ridership	314,509	349,264	394,110	433,521	498,549
Metro-Connection riders per revenue hour	8.9	13.03	14.18	15.60	17.94
Metro-Connection riders per revenue mile	0.37	0.46	0.41	0.45	0.52
Metro-Connection net cost per rider	$9.22	$6.41	$9.80	$10.78	$9.16

Transportation Planning

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 through the land development application review process. Team members also provide County representation on regional boards and 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 TDM.

It is important to note that while the Department of Planning and Zoning is the official keeper of the Loudoun County Comprehensive Plan, the Transportation Planning staff members of the Department of Transportation and Capital Infrastructure 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 the provisions of the 1972 Zoning Ordinance "Article 12: Amendments and Special Exceptions Granted by the Board of Supervisors", the 1993 Loudoun County Zoning Ordinance "Article 6: Development Process and Administration", and the Revised 1993 Loudoun County Zoning Ordinance "Article 6: Development Process and Administration."

Service Delivery Method: County staff provides this service, augmented by consultant services for studies and special projects.

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.

Value Added: 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 citizens 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. This is 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.

Service Level Indicators: Current service level for this activity is to process 90 percent of land development referrals (LDRs) on-time, requiring an average of 86.3 LDRs per staff member. LDRs are categorized as highly complex, complex, basic, and standard, depending on the level of effort required for review. In FY 2020, the Board approved two additional senior transportation planners to help manage the growing workload of this division.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Ensure 90 percent of all land development referrals (LDRs) are processed on-time, as set forth by the Code of Virginia and County policies.					
Total LDRs received	239	293	422	345	358
Percent of LDRs processed on-time	70%	63%	44%	90%	94%
Average LDRs per staff	59.8	73.3	105.5	86.3	89.5
Number of highly complex LDRs received	2	10	3	12	14
Percent of highly complex LDRs on-time	0%	90%	66%	90%	90%
Number of complex LDRs received	30	30	51	35	37
Percent of complex LDRs processed on-time	43%	85%	18%	85%	85%
Number of basic and standard LDRs received	189	243	368	295	300
Percent of basic and standard LDRs processed on-time	68%	95%	47%	95%	95%

Transportation and Capital Infrastructure: Transportation Planning and Operations

Traffic Engineering

The Traffic Engineering activity is responsible for County programs and services related to vehicular and pedestrian safety concerns ultimately improving community residents' quality of life. These programs and services are the Residential Traffic Management Program, Residential Permit Parking Districts (RPPD) Program, Missing Bicycle and Pedestrian Facilities Program, and Roadway Intersection Improvement Program.

Some of these projects are requested by homeowners associations (HOAs) via District Supervisor's Office, which ultimately become formal Board Member Initiatives. With these requests, traffic engineering studies are completed where viable solutions are recommended, which undergoes arduous review by stakeholders through various meetings, and the development of proposed plans, including the Board's formal endorsement and the use of County funds, are required. The duration for each project ranges between 12-24 months, depending on its complexity and unique circumstances.

With the assistance of engineering consultants, the Traffic Engineering team is currently developing a codified ordinance for the use, management and enforcement of parking meters on state-maintained roadways, particularly in the high density areas such as the future Silver Line Metrorail stations.

Service Delivery Method: County staff provides this service, augmented by consultant services.

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

Value Added: As the County develops and increases in population, challenges to vehicular and pedestrian safety are expected to increase as well. Federal, state and local guidelines, standards, and policies are applied to projects and engineering techniques are used to produce safe, efficient vehicular and pedestrian traffic flow.

Service Level Indicators: At current service level, 65 traffic engineering studies and projects are managed annually, averaging 9.25 studies per staff member.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide traffic engineering solutions that provide pedestrian safety, traffic signals, and traffic calming projects to benefit Loudoun's residents.					
Total active studies or projects	46	42	75	65	70
Number of traffic calming studies initiated	13	15	4	10	12
Number of traffic calming studies completed	7	10	9	14	12
Number of RPPD initiatives requested	4	5	1	6	7
Number of RPPD initiatives completed	0	0	2	4	6
Number of bicycle & pedestrian improvements studies initiated	8	8	2	8	10
Number of bicycle & pedestrian improvements studies completed	4	3	2	8	8
Number of speed studies requested	0	0	13	15	15
Number of speed studies completed	17	22	15	15	15
Number of traffic warrant studies completed	4	5	3	27	12
Total active traffic warrant studies	8	11	34	35	20
Average active studies per staff	9.2	8.4	12.5	9.25	10.0

Transportation Program Management

The Transportation Program Management activity oversees transportation projects within Loudoun County administered by the VDOT, towns, and developers. Additionally, this activity manages the VDOT Secondary Road Plan for Loudoun County and related High Volume 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 or construction phase. It also pursues the use of transportation cash proffers and seeks opportunities to further proffered transportation improvements.

Additionally, this activity provides support for the Route 28 Highway Transportation Improvement District Commission and Landowners Advisory Board, prepares monthly and quarterly reporting to the Board, and provides support for ground breaking and ribbon cutting ceremonies. Staff also serves as "troubleshooters" to resolve complex issues related to transportation projects; and provide guidance and direction on transportation issues and projects.

Service Delivery Method: County staff provides this service.

Mandate Information: 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.

Value Added: 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 the project to proceed to completion. These issues are often highly variable and may involve design, environmental, utility relocation, right of way acquisition processes. Staff provides information to the public about proposed projects and engages them 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.

Service Level Indicators: At current service level, this activity manages five VDOT-administered projects annually. Additionally, 17 studies are managed annually, requiring over 3,800 hours of effort.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide recommendations and direction to resolve complex issues, enabling projects to proceed to completion.[1]					
Total number of active studies	n/a	11	14	17	11
Safety and operational studies	n/a	1	3	4	4
Hours spent on safety and operational studies	n/a	700	2,100	2,800	2,800
Capacity/corridor studies	n/a	1	2	1	1
Hours spent on capacity/corridor studies	n/a	280	940	470	500
Conceptual design studies	n/a	1	2	1	1
Hours spent on conceptual design studies	n/a	20	485	240	300
Road safety audits	n/a	1	1	1	0
Hours spent on road safety audits	n/a	700	600	300	0
VDOT projects supported	n/a	7	6	5	5
Hours spent monthly working on VDOT/County projects	n/a	40	36	30	30

[1] Data shown as n/a indicates a measure which does not have historical data.

Transportation and Capital Infrastructure: Transportation Planning and Operations

Dulles Rail Project

The Dulles Corridor Rail Project, designated as the Silver Line, is a 23-mile, $5.76 billion extension to the Washington D.C. Metrorail System. The Silver Line will be the largest rail expansion project to the Washington Metropolitan Transit Authority (WMATA), by route mileage since the inception of the Metrorail System in 1976. MWAA has responsibility for the construction of the Silver Line. This extension is being built in two phases. Phase 1 consists of five new stations running from the East Falls Church Station to the Wiehle-Reston East Station. Service to these stations began in July 2014.

Phase 2 is in its last year of construction and is projected to be operational in calendar year 2020. The actual start date will be determined by the WMATA Board. Phase 2 includes six new Metrorail stations, of which three are located in Loudoun County: Dulles International Airport, Loudoun Gateway (Route 606), and Ashburn (Route 772) Stations. The Ashburn Station serves as the Silver Line Terminus Station. In addition, Phase 2 also includes design and construction of Metrorail's largest yard and shop. This facility is located on the west side of the Dulles International Airport property adjacent to Route 606.

The Department of Transportation and Capital Infrastructure (DTCI), in coordination with WMATA and other Phase 2 funding partners (including MWAA, VDOT, and Fairfax County), is actively engaged in designing the Loudoun Gateway and Ashburn Stations and station areas. Station areas consist of garage parking, feeder bus and kiss-and-ride lots, bicycle and pedestrian facilities, and a pavilion building that provides access to-and-from each station via pedestrian bridges that span the Dulles Greenway.

This activity oversees the County's involvement in the Dulles Rail Project, including:

- Serving as Loudoun County's liaison with the MWAA Silver Line office staff, WMATA, permitting agencies, the design-build contractor, other funding partners, and private developers regarding projects and issues relating to the rail extension and private-sector development adjacent to, and in the vicinity of, the Loudoun Gateway and Ashburn Stations.
- Directing planning, design, and engineering functions, and acquiring property to achieve rail project goals and to accelerate construction activities.
- Presenting Phase 2 project status updates to the Board, County Administration and department directors.
- Actively coordinating Loudoun County Government departments, and external agencies (such as VDOT, Loudoun Water, and TRIP II) regarding the review and comment on station and station area designs to optimize functionality.
- Designing, constructing, and programing transit, bicycle and pedestrian projects to integrate Loudoun's multi-modal transportation network with access to and from the Loudoun Gateway and Ashburn Stations.
- Advocating and advancing design modifications through MWAA's formal Phase 2 design review process, as determined by technical staff and as directed by the Board of Supervisors and County Administration.
- Performing ongoing review of Phase 2 and adjacent County transportation project schedules to accommodate contractor needs to eliminate potential for construction-related interference.
- Performing project management activities for Loudoun's portion of Phase 2.

Service Delivery Method: County staff provides this service.

Mandate Information: This activity is mandated by Cooperative Agreement between MWAA and the County of Loudoun Virginia, which requires each Silver Line funding partner to employ at least one Silver Line Coordinator to provide coordination, project oversight, and design and engineering review. This Agreement was formally signed and executed by the MWAA Board of Directors and the Loudoun County Board of Supervisors, dated August 7, 2013. On July 3, 2012, the Loudoun County Board of Supervisors approved proceeding with its funding participation of their share of the Silver Line. The decision to proceed or not to proceed with participation in the Silver Line was an action required in the July 19, 2007 "Agreement to Fund the Capital Cost of Construction of Metrorail in the Dulles Corridor".

Transportation and Capital Infrastructure: Transportation Planning and Operations

Value Added: Population and employment are forecasted to continue increasing throughout Loudoun County at a rate greater than the national average. The expansion of the multi-modal transportation network will position Loudoun County to meet the travel demands of its citizens. The Silver Line is significant in its inherent ability to accommodate high capacity travel demand between Loudoun and the D.C. Region. Improved access provides impetus for economic development and heightened and sustained economic activity in the vicinity of Loudoun's two Silver Line Stations and environs. This role ensures that the Loudoun County portion of the Project reflects the County's short and long-term transportation and economic development goals. This activity ensures the Dulles Rail Project is completed in a way that maximizes its benefit to the County and its citizens.

Service Level Indicators: Current service level reflects liaising with WMATA staff as the Silver Line construction completes. The Ashburn South and Loudoun Gateway Garages are 96 percent complete with an estimated completion date of October 2019.

Transportation and Capital Infrastructure: Capital Coordination, Funding, and Policy

Capital Coordination, Funding, and Policy

The Capital Coordination, Funding and Policy activity partners with the Department of Management and Budget in the development of the County's six-year CIP. The activity provides planning, budget and account management expertise through all phases of the County's public facility development, in accordance with the County's fiscal policies. The activity applies for road and transit grants, reducing the reliance on local tax funding. This activity represents and advocates Loudoun County interests related to transportation and transit at numerous regional and State organizations, including the Washington Metropolitan Area Transit Authority. This activity is also responsible for legislative proposal review and development and influencing regional and State decision-makers.

Service Delivery Method: County staff provides this service.

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

Value Added: 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.

Service Level Indicators: At current service level, approximately 315 capital projects are supported annually.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Provide account management support for capital project budgets.					
Number of capital projects requiring accounting and budget support	195	310	311	316	320
Number of budget adjustments processed to support capital projects	374	350	326	348	174

Activities Index

4-H Youth Development (Extension Services) 3-10
911 Emergency Communications (Sheriff's Office) 2-119

Absentee Voting (Elections and Voter Registration) 1-51
Access (MHSADS) 3-82
Accessibility Services (Office of the County Administrator) 1-26
Accounting and Financial Reporting (Finance and Procurement) 1-55
Adaptive Recreation Activities (PRCS) 4-15
Administration (Commissioner of the Revenue) 1-14
Administration (Planning and Zoning) 5-56
Administration - Aging Services and Grant Management (PRCS) 4-23
Administration and Technology (Building and Development) 5-17
Administration of Revenue (Treasurer) 1-142
Administration, Finance, and Quality Development (Family Services) 3-51
Administrative (Clerk of the Circuit Court) 2-21
Administrative and Technical Services Operations (Sheriff's Office) 2-127
Adult and Aging Services (Family Services) 3-17
Adult Day Care Centers (PRCS) 4-24
Adult Detention Center (Sheriff's Office) 2-121
Adult Detention Center K-9 (Sheriff's Office) 2-124
Adult Detention Center Transportation (Sheriff's Office) 2-123
Adult Sports (PRCS) 4-47
Affordable Dwelling Unit (Family Services) 3-48
Agricultural and Forestal District (Planning and Zoning) 5-39
Animal and Crop Science Education (Extension Services) 3-4
Animal Care (Animal Services) 2-4
Animal Control Officers (Animal Services) 2-8
Animal Placement, Outreach, and Education Services (Animal Services) 2-6
Asset Management (Information Technology) 1-119
Auditing (Finance and Procurement) 1-57

Board of Equalization (Finance and Procurement) 1-62
Bonds Management (Building and Development) 5-6
Branch Services (Library Services) 4-4
Broadband and Cable TV (Information Technology) 1-102
Budget Development and Review-Operating (Management and Budget) 1-129
Budget, Finance, and Administration (Fire and Rescue) 2-48
Building and Zoning Permit Issuance (Building and Development) 5-15
Building Code Inspections (Building and Development) 5-13
Building Plans Review (Building and Development) 5-14

Business Intelligence (Information Technology) 1-109
Business Operations (Information Technology) 1-117
Business Tax Assessment (Commissioner of the Revenue) 1-8

Cable Channel and Webcast Operations (Office of the County Administrator) 1-28
Capital Budget Development and Review (Management and Budget) 1-137
Capital Construction (Transportation and Capital Infrastructure) 5-61
Capital Coordination, Funding, and Policy (Transportation and Capital Infrastructure) 5-69
Capital Design (Transportation and Capital Infrastructure) 5-60
Case Management (MHSADS) 3-87
Central Administration (Health) 3-62
Central Kitchen (PRCS) 4-25
Central Mail Services (General Services) 1-78
Central Services: Telephone and Duplicating Services (Information Technology) 1-120
Child Protective Services (Family Services) 3-21
Childcare Services (PRCS) 4-35
Children's Services Act (Family Services) 3-19
Children's Services Administration (PRCS) 4-29
Circuit Court (Courts) 2-36
Civil Case Management (Clerk of the Circuit Court) 2-15
Civil Process (Sheriff's Office) 2-126
Collateral Support Programs (Sheriff's Office) 2-118
Collection Management (Library Services) 4-9
Command and General Staff Services (Fire and Rescue) 2-46
Commercial Horticulture Education (Extension Services) 3-6
Communicable Disease Surveillance and Prevention (Health) 3-54
Communications (Library Services) 4-8
Communications and Technology Support Services (Fire and Rescue) 2-64
Community Access Program (MHSADS) 3-73
Community Center Services (PRCS) 4-32
Community Horticulture Education (Extension Services) 3-8
Community Outreach and Education (Office of the County Administrator) 1-37
Community Policing (Sheriff's Office) 2-107
Community Services (Family Services) 3-35
Compliance (MHSADS) 3-105
Computer Operations (Information Technology) 1-101
Conduct of Elections (Elections and Voter Registration) 1-50
Constituent Services (Office of the County Administrator) 1-23
Consumer-Directed Service Facilitation (MHSADS) 3-70
Contract Administration (Finance and Procurement) 1-65
Contracting (Finance and Procurement) 1-63
Corporate and District Budgets (Board of Supervisors) 1-4
Countywide Threat and Hazard Planning (Office of the County Administrator) 1-30
Court and Corrections (MHSADS) 3-92
Courthouse Security (Sheriff's Office) 2-125

Activities Index

Crimes Against Persons (Sheriff's Office) 2-95
Criminal Case Management (Clerk of the Circuit Court) 2-14
Customer Ombudsman Services (Building and Development) 5-7
Customer Service Center (Planning and Zoning) 5-46

Data Architecture (Information Technology) 1-112
Data Center Services (Information Technology) 1-104
Debt Issuance (Finance and Procurement) 1-66
Debt Management (Finance and Procurement) 1-67
Department Management (PRCS) 4-21
Desktop Technology and Service Desk (Information Technology) 1-99
Development and Analysis (MAGI) 5-32
Diagnostic Services (Juvenile Court Service Unit) 2-87
Direct Patient Care (Health) 3-56
Discharge Planning (MHSADS) 3-84
Dog Licensing (Animal Services) 2-11
Domestic Violence Supervision (Community Corrections) 2-32
Dulles Rail Project (Transportation and Capital Infrastructure) 5-67

Early Intervention (MHSADS) 3-76
Economic and Demographic Analysis (Management and Budget) 1-140
Elder Resources (PRCS) 4-27
Emergency Communications Center (Fire and Rescue) 2-62
Emergency Operations Center (Office of the County Administrator) 1-36
Emergency Preparedness (Health) 3-57
Emergency Services (MHSADS) 3-80
Employee and Retiree Benefits and Wellness Services (Human Resources) 1-84
Employee Relations (Human Resources) 1-86
Employment and Day Support Services (MHSADS) 3-71
EMS Cost Recovery (Fire and Rescue) 2-51
EMS Management (Fire and Rescue) 2-69
Enhance and Promote Loudoun's Business Advantages (Economic Development) 5-24
Enterprise Content Management (Information Technology) 1-110
Entrepreneurial Growth (Economic Development) 5-23
Erosion and Sediment Control (Building and Development) 5-10
Executive Management and Strategic Initiatives (Office of the County Administrator) 1-16
Explosive Detection K-9 Unit (Sheriff's Office) 2-117
Explosive Ordinance Disposal (Fire and Rescue) 2-60

Facilities (Fire and Rescue) 2-76
Facilities Maintenance (General Services) 1-72
Facilities Management (General Services) 1-73
Facilities Projects (General Services) 1-74
False Alarm Reduction Unit (Sheriff's Office) 2-137

Family Connections (Family Services) 3-27
Field and Station Support (Sheriff's Office) 2-102
Field K-9 Unit (Sheriff's Office) 2-110
Field Maintenance (PRCS) 4-39
Finance (MHSADS) 3-99
Financial Crimes (Sheriff's Office) 2-98
Financial Operations - Accounts Payable (Finance and Procurement) 1-59
Financial Operations - Accounts Receivable (Finance and Procurement) 1-60
Financial Operations - Payroll Services (Finance and Procurement) 1-58
Fire and Life Safety Education and Community Risk Reduction (Fire and Rescue) 2-58
Fire and Life Safety Inspections (Fire and Rescue) 2-56
Fire and Rescue Services (Fire and Rescue) 2-66
Fire, Environmental, and Explosive Incident Investigations (Fire and Rescue) 2-61
Fire, Rescue, and EMS Training (Fire and Rescue) 2-71
Fleet Management (General Services) 1-75
Fleet Services (Fire and Rescue) 2-77
Food Safety Education (Extension Services) 3-11
Forensic Services Unit (Sheriff's Office) 2-100
Foster Care and Adoptions (Family Services) 3-25
Freedom of Information Act Management (Office of the County Administrator) 1-20
Functional Systems Support (Finance and Procurement) 1-61

General District Court (Courts) 2-38
General Library Administration (Library Services) 4-11
Grants Coordination (Management and Budget) 1-134
Group Homes (MHSADS) 3-65

Health and Safety (Fire and Rescue) 2-79
Health Plan, Contract, and Risk Administration (Human Resources) 1-95
Historic Preservation (Planning and Zoning) 5-43
Historic Records and Deed Research (Clerk of the Circuit Court) 2-20
Homeless Services (Family Services) 3-37
Horticulture (PRCS) 4-22
Housing Choice Voucher (Family Services) 3-45
Housing Finance (Family Services) 3-42
Housing Policy (Family Services) 3-41
HR Systems and Compliance (Human Resources) 1-93
Human Resources (Fire and Rescue) 2-74
Human Resources (MHSADS) 3-97
Human Resources and Performance Management (PRCS) 4-20

Inclusion Support (PRCS) 4-17
Industry Cluster Development (Economic Development) 5-20
Information and Referral (Family Services) 3-39

Activities Index

Infrastructure Compliance (Building and Development) 5-9
In-Home Services (MHSADS) 3-69
Intake (Juvenile Court Service Unit) 2-86
Intake (Family Services) 3-24
Intensive Community Treatment (MHSADS) 3-95
Internal Audit and Program Evaluation (Management and Budget) 1-133
Intervention Programs (Juvenile Court Service Unit) 2-90
Investment and Treasury Management of Funds (Treasurer) 1-146

Job Link (MHSADS) 3-74
Judicial Services (Clerk of the Circuit Court) 2-18
Jury Management (Clerk of the Circuit Court) 2-19
Juvenile and Domestic Relations Court (Courts) 2-39
Juvenile Detention Center (Family Services) 3-29
Juvenile Programs (Sheriff's Office) 2-115

Land Acquisition (Transportation and Capital Infrastructure) 5-59
Land Development Plans Review (Building and Development) 5-5
Land Records Maintenance (MAGI) 5-34
Land Use and Development (County Attorney) 1-41
Land Use and Growth Management (Planning and Zoning) 5-41
Landfill Disposal Operations (General Services) 1-81
Learning and Organization Development (Human Resources) 1-88
Legal Advice and Services (County Attorney) 1-40
Legal Representation of the Commonwealth (Commonwealth's Attorney) 2-24
Legislative Application Review and Management (Planning and Zoning) 5-37
Legislative Program (Office of the County Administrator) 1-21
Litigation and Claims Against the County (County Attorney) 1-42
Logistics (Fire and Rescue) 2-81
Long-Range Fiscal Planning (Management and Budget) 1-139

Magistrates (Courts) 2-40
Management Fellowship Program (Management and Budget) 1-136
Management Services (General Services) 1-76
Media Relations (Office of the County Administrator) 1-29
Middle School Program (PRCS) 4-49

Natural Resources and Floodplain Management (Building and Development) 5-12
Network Services (Information Technology) 1-103

Office Administration (Human Resources) 1-92
Office of the Sheriff (Sheriff's Office) 2-138
Onsite Water and Sewage (Health) 3-61

Operational Coordination (Office of the County Administrator) 1-32
Operational Management (PRCS) 4-18
Operational Support Programs (Sheriff's Office) 2-111
Operations and Maintenance (Information Technology) 1-116
Operations Support (MHSADS) 3-101
Oracle Enterprise Resource Planning Management (Information Technology) 1-107
Outdoor Maintenance (PRCS) 4-41
Outpatient Treatment (MHSADS) 3-78
Outreach (Elections and Voter Registration) 1-48

Park Maintenance (PRCS) 4-43
Park Programs (PRCS) 4-42
Parks and Recreation Facilities Planning and Design (PRCS) 4-38
Performance Measurement (Management and Budget) 1-132
Personal Property Tax Assessment (Commissioner of the Revenue) 1-9
Planning Services (Fire and Rescue) 2-82
Plans Review and Engineering (Building and Development) 5-8
Policy and Risk Management (Information Technology) 1-121
Pre-School Services (PRCS) 4-34
Pretrial Services (Community Corrections) 2-28
Prevention and Intervention (MHSADS) 3-90
Probate (Clerk of the Circuit Court) 2-17
Probation and Parole Services (Juvenile Court Service Unit) 2-88
Probation Services (Community Corrections) 2-30
Proffer Management (Planning and Zoning) 5-51
Programming and Community Engagement (Library Services) 4-6
Project for Assistance for Transition of Homelessness (MHSADS) 3-94
Project Management (PRCS) 4-36
Project Management and Implementation (Information Technology) 1-126
Project Portfolio Analysis (Information Technology) 1-125
Property and Evidence (Sheriff's Office) 2-129
Psychiatry and Nursing (MHSADS) 3-85
Psychosocial Rehabilitative Services (MHSADS) 3-75
Public and Employee Communications (Office of the County Administrator) 1-24
Public Benefits (Family Services) 3-33
Public Information (MAGI) 5-28
Public Information (Fire and Rescue) 2-47
Public Safety Communications and Engineering Support (Information Technology) 1-105
Public Safety Technology Support (Information Technology) 1-106
Public Services (Clerk of the Circuit Court) 2-22
Public Works (General Services) 1-71

Quality Assurance (MHSADS) 3-103
Quality Assurance and Control (Information Technology) 1-114
Quality Assurance and Quality Improvement (Fire and Rescue) 2-70

Activities Index

Rabies and Compliant Investigation (Health) 3-58
Real Property Tax Assessment (Commissioner of the Revenue) 1-6
Recording (Clerk of the Circuit Court) 2-16
Records Management (Fire and Rescue) 2-50
Records Management (Sheriff's Office) 2-131
Recreation Center Facilities (PRCS) 4-44
Respiratory Protection (Fire and Rescue) 2-83
Restaurant, Hotel, and Pool Safety (Health) 3-59
Retention and Expansion (Economic Development) 5-22
Revenue Accounting and Auditing of Funds (Treasurer) 1-144
Revenue Analysis (Management and Budget) 1-131

School Age Programs (PRCS) 4-30
Senior Centers (PRCS) 4-26
Snow Removal and Emergency Response (PRCS) 4-40
Special Events (Sheriff's Office) 2-106
Special Events Oversight (Office of the County Administrator) 1-35
Special Operations (Fire and Rescue) 2-68
Special Operations Section (Sheriff's Office) 2-105
Station Enforcement Team (Sheriff's Office) 2-109
Summer Programs (PRCS) 4-31
Supervised Living (MHSADS) 3-67
Supplemental Nutrition Assistance Program Education (Extension Services) 3-13
Support to Committees (Planning and Zoning) 5-45
Support to Planning Commission (Planning and Zoning) 5-38
Support to the Board (Office of the County Administrator) 1-18
Support to the Board of Zoning Appeals (Planning and Zoning) 5-53
Surplus Property (General Services) 1-77
System Design and Development (Information Technology) 1-113
System Development and Support Services (MAGI) 5-30
Systems and Compliance (Finance and Procurement) 1-64
Systems Testing (Information Technology) 1-115

Tactical Enforcement Unit (Sheriff's Office) 2-99
Tax Compliance (Commissioner of the Revenue) 1-12
Tax Exemptions and Deferrals (Commissioner of the Revenue) 1-10
Tax System Support (Treasurer) 1-148
Technology Services (Library Services) 4-10
Technology Services Section (Sheriff's Office) 2-133
Threat Management (Information Technology) 1-123
Tournaments (PRCS) 4-48
Traffic Engineering (Transportation and Capital Infrastructure) 5-65
Traffic Section (Sheriff's Office) 2-113
Training and Accreditation (Sheriff's Office) 2-135

Training and Exercise (Office of the County Administrator) 1-34
Transactions (County Attorney) 1-43
Transit and Commuter Services (Transportation and Capital Infrastructure) 5-62
Transportation Planning (Transportation and Capital Infrastructure) 5-64
Transportation Program Management (Transportation and Capital Infrastructure) 5-66

Victim and Witness Assistance Program (Commonwealth's Attorney) 2-26
Virginia Stormwater Management Program (Building and Development) 5-11
Volunteer Administration (Fire and Rescue) 2-53
Volunteer Services (PRCS) 4-28
Voter Registration (Elections and Voter Registration) 1-46

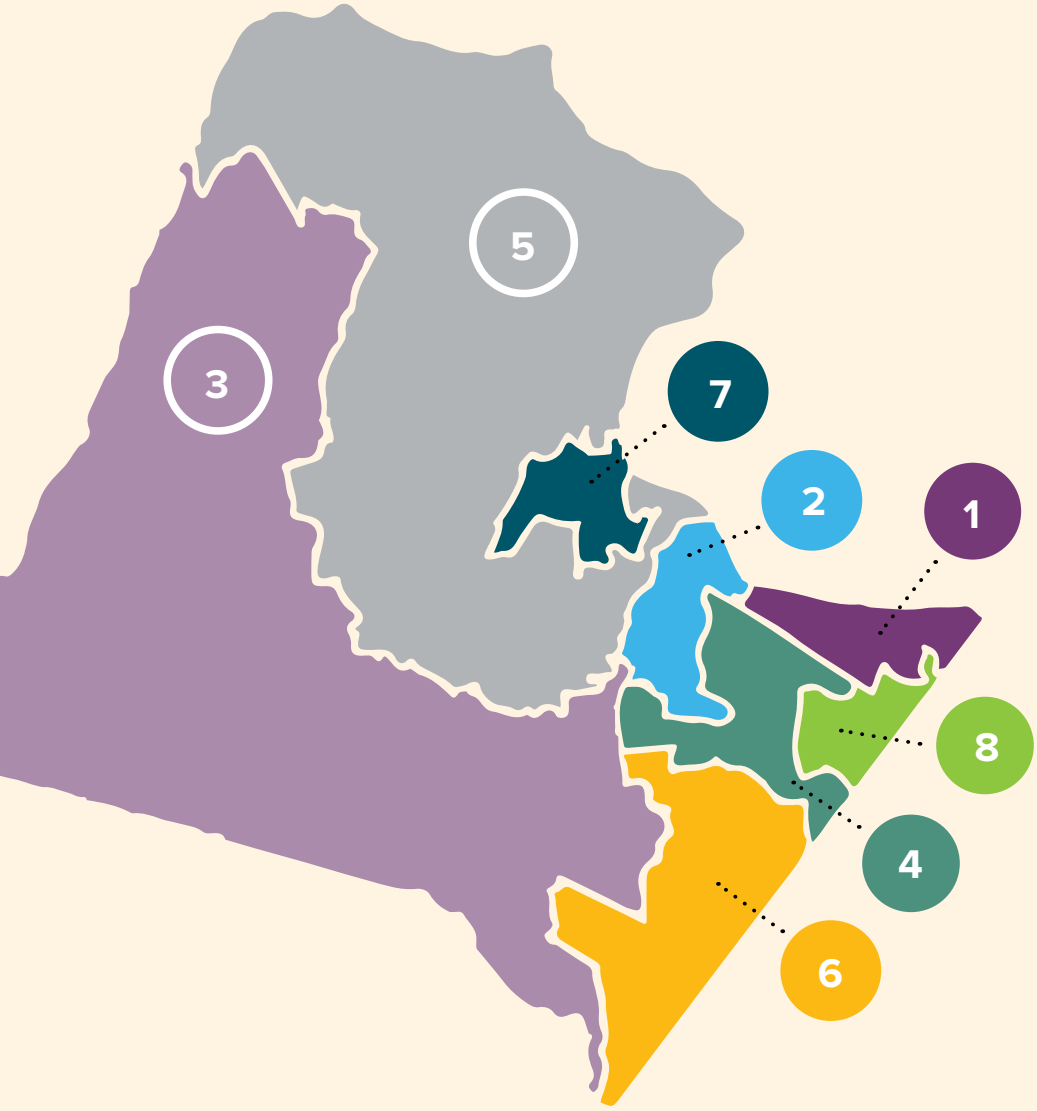
Waste Management Support Services (General Services) 1-82
Water and Environmental Programs (General Services) 1-79
Work Release Program (Sheriff's Office) 2-122
Workforce Planning (Human Resources) 1-90
Workforce Resource Center (Family Services) 3-50

Youth Services, Development, and Outreach (PRCS) 4-50
Youth Shelter and Group Home (Family Services) 3-31
Youth Sports (PRCS) 4-46

Zoning Administration (Planning and Zoning) 5-49
Zoning Enforcement (Planning and Zoning) 5-54

Loudoun County

ELECTION DISTRICTS



1. Algonkian – George Washington University

2. Ashburn – Ashburn Library

3. Blue Ridge – Salamander Resort

4. Broad Run – One Loudoun

5. Catoctin – Lucketts Community Center

6. Dulles – Dulles Airport

7. Leesburg – Historic Downtown

8. Sterling – Claude Moore Recreation Center

Loudoun County
VIRGINIA

Department of Management & Budget
www.loudoun.gov/budget | Phone: 703-777-0500
1 Harrison St. SE, PO Box 7000, Leesburg, Virginia 20177-7000

This document is a publication of Loudoun County Government.