



## Sheriff's Office

To continuously improve safety and law enforcement services to all members of the community through the Step-Up Strategy of improved service, technology, efficiency, and professionalism. The Loudoun County Sheriff's Office (LCSO) works interactively with federal, state, and other local law enforcement authorities to enforce criminal laws by sharing capabilities, strategies, and assets. LCSO partners with community service groups and human services agencies to implement strategies that improve the quality of life for Loudoun County residents, businesses, and visitors.

### Department Programs

#### Criminal Investigations

Proactively investigates criminal offenses and provides comprehensive follow-up investigation of criminal cases referred from other divisions within LCSO; other County departments; and other federal, state, and local law enforcement partners.

#### Activities

- Crimes Against Persons
- Financial Crimes
- School Resource Officer (SRO) Unit
- Forensic Services Unit (FSU)

#### Field Operations

Helps keep Loudoun safe by providing professional incident response, proactive crime reduction strategies, and genuine community outreach. All Field Operations patrol or station deputies are assigned to one of four geographic station areas. Deputies are the initial response to all calls for service and patrol the County 24 hours per day, all 365 days of the year. Patrol staff and leadership engage the community through outreach and communications strategies that improve the quality of life for County residents, businesses, and visitors. This division also encompasses the Special Operations Section, which provides tactical support and K-9 programs in addition to conducting drug and gang investigations.

- Patrol Operations
- Special Operations Section (SOS)
- Special Events

#### Operational Support

Provides support services through traffic safety and enforcement, supports Field Operations staff, manages and deploys several support/response teams, provides youth education and adult crime prevention services, and maintains the Crossing Guards Unit. Emergency Management staff assigned to the Operational Support Division works with Loudoun County and staff leadership for contingency planning.

- Operational Support Programs
- Traffic Section
- Youth Crime Prevention Program
- Collateral Support Programs



## Loudoun County Sheriff's Office (LCSO)

### Corrections

Operates the Loudoun County Adult Detention Center and Community Custody Program by providing a safe, secure, and healthy environment to house both pretrial and sentenced inmates. Works closely with other County agencies and local partners to reduce recidivism by providing inmates with job and life skills, educational programming, mental health services and counseling, and addiction treatment.

- Adult Detention Center (ADC)
- Community Custody Program
- Transportation Section
- Adult Detention Center K-9 Team

### Court Services

Provides security for the Loudoun County Courts Complex as well as civil process enforcement for Loudoun County.

- Courthouse Security
- Civil Enforcement Section

### Administrative and Technical Services (ATS)

Provides support functions to LCSO divisions related to records management, property and evidence management, accreditation and training, human resources, IT support, the False Alarm Reduction Unit, employment services, and finance and administration. Also provides emergency-911 dispatch services and non-emergency telecommunicator support and manages administrative calls for service.

- Administrative and Technical Services (ATS) Operations
- Property and Evidence
- Records Management
- Employment Services Section (ESS)
- Technology Services Section
- Training and Accreditation
- False Alarm Reduction Unit (FARU)
- 911 Emergency Communications

### Office of the Sheriff

Provides senior command and leadership, strategic planning, internal review, and Public Information Officer functions.

- Office of the Sheriff

## Financial Information

### FY 2024 Adopted Information<sup>1</sup>

	Expenditures	Revenue	LTF	FTE
Criminal Investigations	\$9,236,566	\$1,750,490	\$7,486,076	93.30
Field Operations	41,140,972	5,945,500	35,195,472	305.56
Operational Support	12,609,037	2,848,580	9,760,457	58.77
Corrections	27,887,253	8,812,410	19,074,843	184.00
Court Services	10,578,823	407,910	10,170,913	88.00
Administrative and Technical Services (ATS)	27,990,142	4,096,720	23,893,422	111.64
Office of the Sheriff	2,197,755	473,670	1,724,085	11.00
<b>Total</b>	<b>\$131,640,548</b>	<b>\$24,335,280</b>	<b>\$107,305,268</b>	<b>852.27</b>

<sup>1</sup> Sums may not equal due to rounding.



## LCSO: Criminal Investigations

### Crimes Against Persons

**What We Do:** This activity provides intensive follow-up investigations for serious crimes committed against persons. These investigations are primarily conducted by the Special Victims, Robbery-Homicide, and Domestic Violence Units within the Criminal Investigations Division.

The Special Victims Unit primarily investigates sexual offenses, child abuse and neglect offenses, and runaway offenses, all of which originate in – or progress within – Loudoun County. Special Victims Unit detectives work closely with multiple external partners, including, but not limited to, medical professionals, the Child Advocacy Center, Child Protective Services, and the Office of the Commonwealth’s Attorney.

The Robbery-Homicide Unit primarily investigates homicides, suicides, accidental deaths, suspicious deaths, and unexplained deaths that cannot be resolved by a patrol deputy. In these cases, Robbery-Homicide detectives serve not just as criminal investigators, but also as liaisons for the Office of the Chief Medical Examiner. Additionally, the Robbery-Homicide Unit is responsible for investigating death threats, bomb threats, missing adults, robberies, stalking, and other cases as directed.

The Domestic Violence Unit primarily investigates serious assaults, strangulations, and protective order violations involving family and household members, as defined by the Code of Virginia § 16.1-228. This Unit consists of a Sergeant, who acts as the domestic violence coordinator, and three detectives. This Unit liaises with the Domestic Abuse Response Team (DART), the Domestic Violence Steering Committee, the Loudoun Abused Women’s Shelter (LAWS), medical professionals, and several other County and external partners.

Crimes Against Persons cases are received through several different methods, including:

- “Turned Over To” (TOT) – Cases referred from other LCSO divisions, primarily Field Operations.
- Call Out – Cases requiring immediate attention for victim safety or to meet evidence collection guidelines.
- Self-initiated – Cases developed during the course of an investigation where additional victims, suspects, or crimes are identified.
- Referrals – Cases assigned after review of Loudoun County Child Protective Services or Adult Protective Services referrals, or cases referred from the Federal Bureau of Investigation (FBI) or other federal law enforcement agencies that would not meet thresholds for federal prosecution.
- Assist Other Jurisdiction – Cases where other jurisdictions request assistance with victims, suspects, or witnesses located in Loudoun County.

The investigation of Internet Crimes Against Children (ICAC) cases is primarily the responsibility of the Virginia State Police (VSP) ICAC Task Force. The Special Victims Unit maintains one full-time detective on the VSP ICAC Task Force to investigate computer-based child exploitation offenses that originate in – or progress within – Loudoun County. This task force detective maintains VSP powers and can engage in ICAC-related investigations statewide. The Special Victims Unit also maintains a detective as a liaison between LCSO and the FBI’s Child Exploitation and Human Trafficking Task Force.

Crimes Against Persons detectives participate in various community outreach programs to enhance public awareness regarding these types of crimes, including ways to stay safe and ways to identify and report suspicious activity. Additionally, they provide victims with resources and referral information to numerous victim advocacy groups.

**Mandate Information:** The Sheriff’s Office is required to investigate criminal offenses that occur within its jurisdiction. However, there are no federal or state mandates that require a separate Special Victims Unit, Robbery-Homicide Unit, or Domestic Violence Unit within the Criminal Investigations Division.

**Who Does It:** The services of the Special Victims Unit are provided by forensically-trained detectives who specialize in the delicate art of interviewing children and victims of crimes of a personal nature. In addition, LCSO is a member of the



## LCSO: Criminal Investigations

Loudoun County Multidisciplinary Team, which is a collaboration of professionals whose purpose is to ensure that all aspects of victims' needs are met.

The services of the Robbery-Homicide Unit are provided by detectives trained to investigate the unique circumstances surrounding homicides, suspicious death cases, cold cases, robberies, threats, and other similar cases.

The Domestic Violence Unit personnel are specifically trained in the investigation of crimes related to abusive and/or stalking domestic relationships.

**Why We Do It:** The specialized training and protocols required of persons assigned to the Special Victims Unit serve both juvenile and adult members of the community by providing comprehensive investigation of specific criminal acts. Members of this Unit are trained in conducting forensic interviews, and participate actively with the Child Advocacy Center and a multidisciplinary team, which includes many other state and local departments. Reported incidents are thoroughly investigated in a trauma-informed and holistic manner ensuring that all victims' needs are addressed. The Unit's focus is on restoring a victim's quality of life with an aggressive response to these invasive and mentally-destructive crimes. The successful prosecution of these types of cases is contingent upon this specific Unit. Without a specialized and properly-trained Special Victims Unit, case closures, arrests, successful prosecution, and the needs of the community are not met.

No other single entity within Loudoun County can provide the comprehensive services currently provided by the Robbery-Homicide Unit. The VSP maintains a Bureau of Criminal Investigations capable of investigating any criminal activity. However, their responsibility covers a multicounty area. Cases would not receive the detailed attention or follow-up that the Robbery-Homicide Unit is able to provide to Loudoun County residents. Federal agencies are called upon to assist in LCSO investigations, but they are not typically responsible for leading investigations due to staffing limitations, thresholds, and jurisdictional issues.

The investigation of serious domestic-related offenses requires a significant investment of time and resources, as victims of these offenses often need a significant amount of assistance from multiple sources to help them restore or extricate themselves from these relationships. Members of the Domestic Violence Unit have the training, experience, and resources to investigate these offenses and assist victims as they navigate these difficult situations. Without a specialized and trained Domestic Violence Unit, the burden would fall on patrol deputies to investigate these situations, which would significantly reduce the time, resources, and personalized attention that LCSO would be able to provide to victims of domestic violence.

Loudoun County currently enjoys the lowest Part 1 crime rate<sup>1</sup> in the area. A crucial element to keeping the crime rate low is aggressive enforcement of the law, through the services of well-trained and experienced detectives in the Robbery-Homicide and Special Victims Units. Most significantly, victims of violent crimes and their families deserve justice and expect the highest level of service from LCSO in the investigation of their cases.

**How We Do It Now – Current Service Level:** The FY 2023 current service level for the Crimes Against Persons activity is approximately 34 Robbery-Homicide cases per detective and approximately 34 Special Victims Unit cases per detective. The Domestic Violence Unit reviews and investigates approximately 250 cases annually, per detective.

**How We Plan to Do It in the Future – Recommended Service Level:** It is anticipated that crime rates will increase along with the growth of the County's population over time. Using the metrics below, LCSO will monitor the needs of the Robbery-Homicide Unit and the Special Victims Unit. If caseloads continue to grow, additional resources will be needed for these units.

---

<sup>1</sup> Part I crimes are defined by the FBI Uniform Crime Reporting Program. Part I Offenses include murder, rape, aggravated assault, robbery, burglary, larceny, motor vehicle theft, and arson. The Part I crime rate is calculated using the number of qualifying crimes in relation to population.



## LCSO: Criminal Investigations

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
<b>Maintain annual caseloads per detective below 75 cases to ensure adequate time to investigate cases related to crimes against persons.</b>					
Number of Robbery-Homicide Unit cases	327	317	269	377	385
Average number of robbery-homicide cases per detective	46	45	34	54	55
Number of Special Victims Unit cases	429	435	368	567	578
Average number of special-victims-crimes cases per detective	54	55	34	63	64
<b>Reduce the number of high-risk domestic violence cases.<sup>1</sup></b>					
Number of domestic abuse/assault cases reviewed by the Domestic Violence Unit	490	497	750	1,440	1,451
Number of cases assigned for further follow-up	n/a	n/a	n/a	112	113
Number of protective order violations investigated by the Domestic Violence Unit	n/a	n/a	n/a	60	61
Number of victims contacted for further follow-up	n/a	n/a	n/a	624	630

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



## LCSO: Criminal Investigations

### Financial Crimes

**What We Do:** The Financial Crimes Unit is charged with coordinating and investigating criminal acts such as check offenses, frauds or “scams,” mortgage and loan fraud, embezzlement, credit card offenses, counterfeit bills, identity fraud, cybercrimes, cryptocurrency scams, and intellectual property crimes (fake goods). These types of cases are often complex and require many hours of document analysis to identify criminal violations.

The Financial Crimes Unit receives cases through several different methods. Most cases are reported directly to field deputies from the victims. Field deputies then generate the report and turn over all cases involving financial crimes to the Financial Crimes Unit. Cases consist of both felony and misdemeanor offenses. Additionally, LCSD allows citizens to file reports through the online report system. All online reports that are financial in nature are reviewed by the supervisor of the Financial Crimes Unit. Once reviewed, cases that warrant further investigation are assigned to a Financial Crimes Unit detective. The remainder are processed by the supervisor of the Financial Crimes Unit and are either inactivated or closed, based on each individual situation. On occasion, cases are reported directly to a detective.

**Mandate Information:** There are no federal or state mandates that require a Financial Crimes Unit within the Criminal Investigations Division.

**Who Does It:** The Financial Crimes Unit delivers service through specially-trained detectives assigned to investigate the complex nature of financial crimes and cybercrimes. The Unit also maintains detectives assigned to the United States Secret Service-Metro Area Fraud Task Force.

**Why We Do It:** Financial crimes are widespread and often have serious and long-term consequences for those who have been victimized. Victims include private individuals, companies, organizations, and even governments. Those who commit such crimes are equally varied. According to many studies and news articles, financial crimes are the number one growing crime in the world. Additionally, technological advances are now hindering the ability to investigate these crimes fully.

The Financial Crimes Unit detectives work closely with all law enforcement agencies, federal agencies, and banking institutions to solve, reduce, and prevent such crimes from occurring. Many of the cases investigated at the local level do not reach the parameters required for federal investigation and prosecution. Therefore, it is imperative that local jurisdictions such as LCSD have a group of detectives specifically trained and dedicated to these investigations. Additionally, the Financial Crimes Unit works with the Media Relations and Communications Unit (Office of the Sheriff) to provide valuable information to the public regarding the latest trends in financial crimes, in efforts to prevent financial crimes proactively. Through their training and experience, the Financial Crimes Unit is often able to recover lost funds for victims if reported in a timely manner.

**How We Do It Now – Current Service Level:** In FY 2023, the current service level for this activity was approximately 315 cases annually, for an average of 45 cases per detective.

**How We Plan to Do It in the Future – Recommended Service Level:** It is anticipated that the financial crime rate will increase along with the growth of the County’s population over time. Using the metrics below, LCSD will monitor the needs of the Financial Crimes Unit. If caseloads continue to grow, additional resources will be needed for this Unit.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
<b>Maintain an annual caseload of financial crimes cases below 75 cases per detective to ensure an effective ability to investigate cases.</b>					
Number of Financial Crimes Unit cases	556	445	315	521	531
Average number of financial crimes cases per detective	78	64	45	74	76



## LCSO: Criminal Investigations

### School Resource Officer (SRO) Unit

**What We Do:** The School Resource Officer (SRO) Unit provides law enforcement and security services in schools throughout Loudoun County. LCSO places a high emphasis on the safety and security of the schools within the County. Each high school and middle school is assigned a specific SRO; and each elementary school is also assigned to an SRO depending on the cluster in which it falls. In addition to their regular duties providing law enforcement and security services, the SROs in the high schools also serve as an educational resource, instructing the students at their schools on basic laws concerning alcohol, drugs, and gang participation in addition to certain laws pertaining to driving a vehicle. The middle school SROs provide Drug Abuse Resistance Education (D.A.R.E.) Program instruction to all fifth graders at their schools throughout the year, in addition to their other duties as an SRO. Finally, SROs visit elementary schools frequently to address any issues occurring at the elementary-school level.

**Mandate Information:** This activity is not mandated. LCSO and Loudoun County Public Schools (LCPS) have a memorandum of understanding to provide the SROs in the schools.

**Who Does It:** The SRO Unit has an SRO assigned to each high school and middle school outside of the Town of Leesburg. (The Leesburg Police Department is responsible for the schools located within town limits.) LCSO assigns SROs to 14 high schools and two instructional schools with a total of 21,050 students, 14 middle schools with a total of 16,092 students, and 50 elementary schools with a total of 32,226 students. These SROs are supervised by three Sergeants who visit each school and SRO in-person. The SRO Unit has a detective assigned to conduct investigations related to LCPS, who coordinates with LCPS administration for threat assessments and conducts follow-ups to allow the SROs to maintain their normal day-to-day functions.

**Why We Do It:** SROs provide additional security in schools and in the community to protect and educate the youth in LCPS. The Sheriff's Office places emphasis on protecting LCPS facilities, students, and employees; and on educating those students regarding the dangers of alcohol, drugs, and gangs as well as other issues they will experience.

**How We Do It Now – Current Service Level:** In FY 2023, the current service level for the SRO Unit consisted of 3,394 total calls for service at the middle schools and high schools, collectively, for an average of 71 calls for service per SRO. Resources approved by the Board of Supervisors (Board) in FY 2023 (including one additional SRO) enabled LCSO to maintain the service level of one SRO per middle school and high school.

**How We Plan to Do It in the Future – Recommended Service Level:** As the County's population growth stabilizes and schools are no longer being added, it is anticipated that no new SRO positions will be needed. The SRO Unit will continue to monitor the needs of the schools and shift resources to accommodate, as appropriate. The SRO Unit will maintain coverage for every middle school and high school.

**LCSO: Criminal Investigations**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
<b>Effectively maintain safety and security of middle schools and high schools through the SRO Unit, with each SRO maintaining the percentage of time out of their assigned school at or below 20 percent.<sup>1</sup></b>					
Average number of calls per SRO	36	20	71	75	80
Number of calls for service – high schools	385	1,858	2,141	1,150	1,200
Number of calls for service – middle schools	226	1,516	1,253	750	775
Number of middle schools and high schools that required full-day coverage due to leave/training	n/a	n/a	n/a	460	465
Number of high school programs and presentations	27	226	169	150	150
Number of middle school programs and presentations	57	306	376	100	100

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





## LCSO: Criminal Investigations

### Forensic Services Unit (FSU)

**What We Do:** The Forensic Services Unit (FSU) responds to crime scenes and collects and processes evidence in criminal matters. The FSU is requested to assist through the Emergency Communications Center (ECC), or may also be directly requested by the Criminal Investigations Division or other jurisdictions (e.g., Leesburg, surrounding counties, and state/federal partners). The FSU is comprised of Crime Scene Investigations (CSI), the Digital Forensics Unit (DFU), the Biometric Examination Unit (BEU), and the Technical Investigations Unit (TIU).

CSI is comprised of sworn deputies specially trained in the collection and processing of evidence recovered from crime scenes or related to criminal investigations. They receive advanced training in crime scene photography, fingerprint and DNA collection, specialized evidence collection techniques, and crime scene measurement and mapping.

The DFU receives and examines digital devices (e.g., cell phones, computers, tablets, video, etc.) for evidence of criminal activity. Typically, cell phones, computers, and other devices are brought to the DFU by patrol deputies or Criminal Investigation detectives. These devices are either seized by search warrant in criminal matters or are provided by consent from the owner – i.e., the victim – who has agreed to the search of the data on the device for evidence of crimes (e.g., sexual offenses, drug trafficking, hacking, etc.). The DFU also responds to scenes to assist with seizure of electronic digital evidence.

The BEU is responsible for examining friction-ridge-impression evidence – i.e., fingerprints – that has been identified as (or suspected of) relating to criminal acts. The various automated searching equipment and software available for searching unknown impressions in the BEU include the Northern Virginia Regional Identification System (NOVARIS), the VSP Automated Fingerprint Identification System (AFIS), and the FBI's Next Generation Identification (NGI). The BEU is also responsible for the consolidation and management of electronic fingerprint arrest records within NOVARIS, the National Capital Region (NCR) database. The BEU also maintains physical fingerprint arrest records and completes court-ordered expungements and fingerprint record requests.

The TIU receives LCSO-wide requests to deploy evidence-collection devices in high-crime areas. The TIU manages all the software and camera footage used in investigations and operations. This Unit also works very closely with the Drug and Gang Unit to provide surveillance in their operations.

**Mandate Information:** There are no federal or state mandates that require the collection and processing of criminal evidence. However, the collection of evidence is governed by the Fourth Amendment to the United States Constitution regarding search and seizure. The Code of Virginia § 19.2-392.2 provides for the expungement of criminal records (fingerprints), and mandates that counties establish processes as well. Furthermore, there is specific language in the Code of Virginia mandating how juvenile fingerprint records are to be housed and handled (§ 19.2-389.1).

**Who Does It:** CSI services are provided by sworn Loudoun County deputies. They are also augmented by sworn deputies in the Field Operations Division (called identification technicians) who are specially trained in crime scene processing.

The services of the DFU are provided by one detective and two civilian digital forensic examiners.

The services of the BEU are provided by two full-time civilian latent print examiners; and a part-time, pooled, latent print examiners position.

The services of the TIU are provided by one detective.

**Why We Do It:** The collection and processing of evidence in criminal investigations is integral to the detection, identification, apprehension, and prosecution of the perpetrators of criminal acts. These criminal acts range from burglary to murder. Evidence gathered at crime scenes cannot determine who committed the crime but can rule out or exonerate other individuals. Forensic evidence must be collected, processed, maintained, and presented in court by governmental law enforcement authorities, in accordance with the rules of evidence (as established by federal and state authorities) for appropriate criminal charges of defendants to be lawful. There are no other governmental law enforcement entities in the County (other than the Sheriff's Office and municipal police departments within the County) authorized by law to provide



## LCSO: Criminal Investigations

these services. Not collecting evidence of crimes to determine who committed illegal acts would result in ineffective investigation of criminal matters.

The collection and examination of electronic digital devices has become a vital part of all criminal investigations. Most crimes – including child pornography, narcotics, homicide, and fraud – involve the seizure and examination of multiple devices, such as cell phones and/or computers. In addition, digital devices have facilitated the proliferation of new crimes such as identity theft, hacking (computer intrusion), sexting, cryptocurrency, cash apps, and cyber bullying. The collection and examination of these devices and their data involves criminal law; and only governmental law enforcement authorities can carry out this collection and examination. The failure to collect this new form of electronic digital evidence could result in the non-identification and non-prosecution of perpetrators in important criminal matters.

Friction-ridge-impression evidence remains a valuable form of physical evidence collected at crime scenes and is a vital part of many criminal and death investigations. The examination of friction-ridge-impression evidence can lead to the identification or exclusion of persons suspected of being involved in an investigation. Based on these findings, evidence can be presented to assist the trier of fact in court proceedings. Not providing these services to detectives, patrol deputies, and other jurisdictions could potentially limit their investigations. The BEU also handles thousands of fingerprint records from arrests occurring in Loudoun County, to include court-ordered expungements and fingerprint record requests. Maintaining compliance with court orders ensures citizens' records are accurate. The enrollment and management of both friction-ridge-impression evidence and fingerprint arrest records into the regional, state, and federal AFIS databases allows for the efficient sharing of this information amongst participating agencies. This not only allows for quick communication but can potentially lead to a higher identification rate of criminals in unsolved cases.

**How We Do It Now – Current Service Level:** In FY 2023, the FSU service level involved 1,532 requests for forensic services processing, 42 computer examinations, 474 cell phone/tablet examinations, and 32 forensic video examinations.

**How We Plan to Do It in the Future – Recommended Service Level:** As the County's population grows and technology continues to evolve, it is anticipated that physical and digital evidence will be more prevalent with this increased demand. Between now and then, using the metrics below, LCSO will monitor the needs of the DFU, the BEU, and the TIU, as well as the needs of crime scene investigators. If caseloads continue to grow, additional resources will be shifted for the FSU.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
<b>Maintain annual requests to perform crime scene and evidentiary processing on location and within the LCSO crime lab setting at no more than 250 requests per investigator.</b>					
Number of requests for FSU processing, including field ID techs	1,532	2,140	2,701	1,900	2,000
Average number of requests for crime scene unit processing per investigator	255	306	386	316	333
<b>Maintain annual requests for video, cell phone, and computer examinations at no more than 300 requests per investigator.<sup>1</sup></b>					
Number of computer examinations	160	88	42	120	120
Number of forensic cell phone/tablet examinations	780	610	474	737	752
Number of forensic video examinations	83	46	32	102	104
Average number of forensic examinations per investigator	n/a	n/a	n/a	320	325

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



## LCSO: Field Operations

### Patrol Operations

**What We Do:** Patrol Operations staff keeps Loudoun safe through professional incident response, proactive crime reduction strategies, and genuine community outreach. All patrol and station deputies in the Field Operations Division are assigned to one of four geographic station areas. Deputies are the initial response to all calls for service and patrol the County 24 hours per day, all 365 days of the year. Responses include criminal and traffic investigations, arrests, community relations, warrant services, mental health services, and proactive patrols. Deputies work cooperatively with the other divisions and sections of the Sheriff's Office in addition to supporting local law enforcement partners, including the Purcellville, Middleburg, and Leesburg Police Departments, Loudoun County Animal Control, Metropolitan Washington Airport Authority Police, Virginia Department of Alcohol Beverage Control, and various federal law enforcement agencies.

Patrol deputies are the core service provider and first responders to law enforcement incidents. Deputies conduct various activities ranging from incident response, proactive patrol, follow-up investigations, and community policing efforts. Law enforcement work time is evenly distributed between incident response, proactive patrol, and administrative tasks such as report writing. Patrol deputies respond to many non-traditional law enforcement situations, including mental health crises and homelessness. Deputies undergo Crisis Intervention Team (CIT) training, which emphasizes de-escalation, crisis recognition, and information for referrals to Loudoun County services. Deputies often provide referrals and help coordinate access to other County services. Deputies are also responsible for preparing and testifying in court and meeting several ongoing training requirements.

Station Administration and leadership are responsible for monitoring LCSO activities and coordinating the response to large-scale incidents, investigations, and long-term community problems. Station leadership coordinates the proactive activities of the patrol squads and of the Station Enforcement Team (SET), develops and implements crime-reduction strategies in response to crime trends, and works to engage the public and community organizations on a regular and reoccurring basis. Administrative staff supports station operations including budgeting, purchasing, supplies, work orders, and aiding communication. Records and public services are provided during regular business hours at each station – available services include fingerprinting, backgrounds, notary services, and good conduct letters.

The SET combines multiple law enforcement specialties under one unit, including property crime detectives, community resource deputies, traffic deputies, and crime analysts. Property crimes detectives are responsible for conducting follow-up investigations from patrol cases that are long, complex, or serious. Community resource deputies work with community organizations and individuals to address long-term or challenging problems. Traffic deputies are assigned to each station area to respond to community-generated traffic complaints and target problem areas identified by station leadership. Crime analysts support the investigations, tracking, and planning of criminal cases and trends, provide investigative support, produce intelligence products for dissemination, and communicate with station leadership to inform resource allocation.

**Mandate Information:** This activity is mandated by the Code of Virginia § 15.2-1609, which states that “the Sheriff shall enforce the law or see that it is enforced in the locality from which [they are] elected; and assist in the judicial process as provided by general law.”

**Who Does It:** Patrol Operations comprises the largest section of staff across the Sheriff's Office, and is made up of sworn and professional staff. Sworn deputies and supervisors carry out the Patrol Operations activity. The deputies are divided into four shifts, two night shifts and two day shifts, to provide continuous and overlapping coverage. A Second Lieutenant supervises each shift along with a team of Sergeants who are directly responsible for leading frontline staff. Patrol deputies assigned to the Field Operations Division have a wide range of experience, from deputies fresh out of the academy to seasoned master deputies. Many deputies also have auxiliary team assignments, including mountain bike teams, field training officers, identification technicians, and supporting the Operational Support Division's Specialty Teams.

Station Administration is comprised of a station commander and assistant station commander who are supported by a team of professional staff, the SET, and patrol squads. The SET is comprised of sworn and professional staff. Sworn staff includes detectives, traffic deputies, community resource deputies, and a sworn supervisor.



## LCSO: Field Operations

**Why We Do It:** The primary mission of field and station staff is to make Loudoun County one of the country's safest and most livable communities. Constitutional law enforcement and professional accountability are crucial to maintaining public trust and legitimacy. LCSO works tirelessly to partner with community organizations and citizens to serve the needs of County residents directly; and continuously engages and develops relationships to enhance community trust. Through these elements – i.e., public trust, community relationships, and responsiveness to community needs – LCSO can effectively carry out its law enforcement mission to keep Loudoun safe.

**How We Do It Now – Current Service Level:** Current service level will be monitored through performance measures. Key measures for Patrol Operations are the number of calls for service, response time, and the percentage of time spent on calls for service. The total volume and time spent responding to calls have increased over the years while patrol resources have remained flat. The approval of the FY 2024 Field Operations budget request of 35 deputies and one Second Lieutenant should help compensate to maintain service levels.

Critical job skills include attention to detail, professionalism, communication, efficiency, and technology, with attention to detail being one of the core philosophies of service provision. All calls for service receive a thorough response, and LCSO takes the time to investigate minor offenses. This response also assists in more significant investigations and keeps Loudoun's crime rate one of the lowest in the region. Professionalism and effective communication are also core skills that enable deputies to carry out their duties. Efficiency and use of technology are additional critical components of success. LCSO relies on data-driven decisions to allocate resources, identify crime trends, and develop effective crime-reduction strategies.

**How We Plan to Do It in the Future – Recommended Service Level:** Patrol Operations is a core service of the Sheriff's Office. Current service level must be maintained or exceeded. LCSO will continue to monitor performance metrics and service levels and may need to increase resources if calls for service, time spent on calls for service, percentage of time spent on calls, and/or response times increase. A study conducted by the International Association of Chiefs of Police (IACP) in 2022 recommended that patrol staffing be based on workload analysis. The LCSO will continue to monitor the workload of patrol deputies and will request additional positions if the workload exceeds the optimum level.

The County's Capital Infrastructure Plan includes the addition of a fifth geographic station area, which is expected to begin in FY 2028. As the County prepares for the addition of a new station, the Sheriff's Office will need to evaluate its current geographic boundaries and realign boundaries to provide the most efficient response times. The geographic service areas are important as they also help serve as markers of the communities that they are in. The continued growth in many parts of the County will be an important consideration for defining new boundaries. Changes between Ashburn, Dulles South, and the planned Brambleton station areas will be the most significant.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
<b>Provide safe, effective, and efficient service of all Emergency Custody Orders (ECO) and Temporary Detention Orders (TDO).</b>					
Number of mental health cases assigned	417	388	431	410	410
Number of hours spent on ECO/TDO incidents	5,157	8,530	8,778	8,568	8,739
Average number of hours spent on each ECO/TDO incident	12	22	20	21	21
<b>Maintain an average countywide response time of less than 10 minutes for emergency calls for service and 30 minutes for non-emergency calls for service.</b>					
Countywide average response time – emergency calls (in minutes)	12:03	10:53	11:17	12:05	12:05
Countywide average response time – non-emergency calls (in minutes)	16:53	18:14	18:29	19:01	19:01



## LCSO: Field Operations

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
<b>Eastern Loudoun Station:</b>					
<b>Maintain a response time of less than 10 minutes for emergency calls for service and 30 minutes for non-emergency calls for service. Ensure that less than 60 percent of each deputy's time is allocated for being on the scene of calls to ensure sufficient time for administrative tasks, proactive patrols, and traffic enforcement.</b>					
Total number of calls for service in the Eastern Loudoun Station service area	44,471	47,275	44,749	55,160	56,263
Average number of calls for service per deputy assigned to the Eastern Loudoun Station	1,155	1,404	1,341	1,423	1,437
Average response time for emergency calls in the Eastern Loudoun Station service area (in minutes)	9:26	10:08	10:23	8:30	8:30
Average response time for non-emergency calls in the Eastern Loudoun Station service area (in minutes)	15:35	15:57	18:04	13:30	13:20
Number of walk-in requests	1,450	1,933	1,742	2,040	2,081
Average duration of each call for service in the Eastern Loudoun Station service area (in minutes)	32:38	31:03	30:17	36:00	36:00
<b>Ensure availability and effectiveness, with the goal being to maintain an average number of hours spent on community policing incidents per deputy below 900 annually.<sup>1</sup></b>					
Number of complaints in the Eastern Loudoun Station service area	n/a	n/a	n/a	156	160
Number of hours spent on complaints in the Eastern Loudoun Station service area	n/a	n/a	n/a	450	465
Number of community outreach events in the Eastern Loudoun Station service area	n/a	n/a	n/a	61	63
<b>Ensure efficient and effective investigation of property crimes cases by maintaining annual caseloads per detective below 75.</b>					
Number of property crimes cases in the Eastern Loudoun Station service area	188	205	280	200	205
Average number of property crimes cases per detective assigned to the Eastern Loudoun Station	58	68	86	67	71
<b>Ashburn Station:</b>					
<b>Maintain a response time of less than 10 minutes for emergency calls for service and 30 minutes for non-emergency calls for service. Ensure that less than 60 percent of each deputy's time is allocated for being on the scene of calls to ensure sufficient time for administrative tasks, proactive patrols, and traffic enforcement.</b>					
Total number of calls for service in the Ashburn Station service area	43,584	43,066	44,449	53,706	55,854
Average number of calls for service per deputy assigned to the Ashburn Station	1,271	1,391	1,480	1,526	1,587
Average response time for emergency calls in the Ashburn Station service area (in minutes)	9:04	9:22	10:27	9:50	9:50

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

**LCSO: Field Operations**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Average response time for non-emergency calls in the Ashburn Station service area (in minutes)	15:10	18:23	19:42	19:12	19:12
Number of walk-in requests	1,816	1,919	2,014	1,900	1,950
Average duration of each call for service in the Ashburn Station service area (in minutes)	32:63	30:05	30:02	36:00	36:00

**Ensure availability and effectiveness, with the goal being to maintain an average number of hours spent on community policing incidents per deputy below 900 annually.<sup>1</sup>**

Number of complaints in the Ashburn Station service area	n/a	n/a	n/a	263	266
Number of hours spent on complaints in the Ashburn Station service area	n/a	n/a	n/a	959	983
Number of community outreach events in the Ashburn Station service area	n/a	n/a	n/a	105	108

**Ensure efficient and effective investigation of property crimes cases by maintaining annual caseloads per detective below 75.**

Number of property crimes cases in the Ashburn Station service area	209	197	137	217	221
Average number of property crimes cases per detective assigned to the Ashburn Station	70	66	50	72	73

**Western Loudoun Station:****Maintain a response time of less than 10 minutes for emergency calls for service and 30 minutes for non-emergency calls for service. Ensure that less than 60 percent of each deputy's time is allocated for being on the scene of calls to ensure sufficient time for administrative tasks, proactive patrols, and traffic enforcement.**

Total number of calls for service in the Western Loudoun Station service area	21,000	19,854	21,307	23,907	22,237
Average number of calls for service per deputy assigned to the Western Loudoun Station	923	979	1,025	1,087	1,001
Average response time for emergency calls in the Western Loudoun Station service area (in minutes)	14:37	14:27	14:33	14:20	14:20
Average response time for non-emergency calls in the Western Loudoun Station service area (in minutes)	21:10	21:58	21:23	19:20	19:20
Number of walk-in requests	555	534	534	555	565
Average duration of each call for service in the Western Loudoun Station service area (in minutes)	32:40	31:03	30:17	36:00	36:00

**Ensure availability and effectiveness, with the goal being to maintain an average number of hours spent on community policing incidents per deputy below 900 annually.<sup>1</sup>**

Number of complaints in the Western Loudoun Station service area	n/a	n/a	n/a	449	467
--	-----	-----	-----	-----	-----

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



## LCSO: Field Operations

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Number of hours spent on complaints in the Western Loudoun Station service area	n/a	n/a	n/a	1,032	1,072
Number of community outreach events in the Western Loudoun Station service area	n/a	n/a	n/a	67	69
<b>Ensure efficient and effective investigation of property crimes cases by maintaining annual caseloads per detective below 75.</b>					
Number of property crimes cases in the Western Loudoun Station service area	60	58	70	104	106
Average number of property crimes cases per detective assigned to the Western Loudoun Station	31	58	66	52	53
<b>Dulles South Station:</b>					
<b>Maintain a response time of less than 10 minutes for emergency calls for service and 30 minutes for non-emergency calls for service. Ensure that less than 60 percent of each deputy's time is allocated for being on the scene of calls to ensure sufficient time for administrative tasks, proactive patrols, and traffic enforcement.</b>					
Total number of calls for service in the Dulles South Station service area	31,986	36,313	37,554	40,061	40,862
Average number of calls for service per deputy assigned to the Dulles South Station	1,094	1,298	1,325	1,382	1,409
Average response time for emergency calls in the Dulles South Station service area (in minutes)	10:64	11:09	11:81	10:27	10:27
Average response time for non-emergency calls in the Dulles South Station service area (in minutes)	16:51	17:09	18:03	14:40	14:40
Number of walk-in requests	1,670	1,882	1,592	1,900	1,950
Average duration of each call for service in the Dulles South Station service area (in minutes)	32:38	31:03	30:12	36:00	36:00
<b>Ensure availability and effectiveness, with the goal being to maintain an average number of hours spent on community policing incidents per deputy below 900 annually.<sup>1</sup></b>					
Number of complaints in the Dulles South Station service area	n/a	n/a	n/a	172	176
Number of hours spent on complaints in the Dulles South Station service area	n/a	n/a	n/a	461	472
Number of community outreach events in the Dulles South Station service area	n/a	n/a	n/a	82	84
<b>Ensure efficient and effective investigation of property crimes cases by maintaining annual caseloads per detective below 75.</b>					
Number of property crimes cases in the Dulles South Station service area	214	97	326	158	162
Average number of property crimes cases per detective assigned to the Dulles South Station	107	49	162	79	81

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





## LCSO: Field Operations

### Special Operations Section (SOS)

**What We Do:** The Special Operations Section (SOS) consists of three units that provide support to the Sheriff's Office in the form of advanced training, investigative tactics, and specialized tools and resources. The three units of the SOS are the K-9 Unit, the Drug and Gang Unit (DGU), and the Tactical Support Unit (TSU).

The Sheriff's Office K-9 Unit supports all facets of LCSO on a variety of tasks and calls for service. Each K-9 Team consists of a canine (a dog) and a sworn deputy (a canine handler); and each team maintains a national certification in its specific field. K-9 Teams assist with building and area searches, narcotics detection, tracking suspects, lost or missing persons, explosives detection, and conducting public demonstrations. A key component to the K-9 Unit program is the ability to use a canine in lieu of a deputy during situations where the added risk of serious injury or death is possible.

The DGU conducts narcotics, gang, vice, and organized crime investigations. These cases generally originate in Loudoun County but can be regional or nationwide. The DGU receives their cases through several different methods. Cases are referred by the Field Operations Division, citizen complaints and tips, and anonymous telephone and computer complaints. Narcotics cases are also proactively self-initiated by DGU detectives utilizing intelligence recovered from sources of information and confidential informants. As many drug and gang investigations have regional, national, and even international ties, the DGU also has detectives assigned to Drug Enforcement Administration (DEA) and FBI task forces. The DGU also works with many governmental and community partners to collaboratively and holistically respond to emerging drug trends, provide drug awareness and other drug prevention programs, and provide support to individuals and families who are struggling with the impacts of drug addiction.

The TSU is a team of deputies who are highly trained in the use of specialized weapons and who have advanced training to respond to high-risk incidents. The TSU supports LCSO on multiple tasks such as service of search warrants, high-risk arrest warrants, interdiction, and current criminal activity trends.

**Mandate Information:** The K-9 Unit is not mandated; however, the Sheriff is mandated to investigate all crimes and enforce all laws, as per the Code of Virginia § 15.2-1609.

There are no federal or state mandates that require a specified unit for the purpose of investigating narcotics, gang, vice, and/or organized crime cases. However, having detectives who specialize in these investigations greatly improves the successful outcome of these types of investigations.

The TSU is part of the Field Operations Division's patrol operations, which are mandated by the Code of Virginia § 15.2-1609, which states that "the Sheriff shall enforce the law or see that it is enforced in the locality from which [they are] elected; and assist in the judicial process as provided by general law."

**Who Does It:** All members of the SOS are full-time personnel. Their schedule varies depending on service needs and crime trends.

Each K-9 Team handles a canine trained for tracking, criminal apprehension, narcotics detection, or explosives detection. K-9 Teams are on duty seven days per week, all 365 days of the year (except during times of annual leave, mandatory training, etc.). These specifically-trained and highly-mobile K-9 Teams operate countywide, and routinely provide assistance to the Towns of Leesburg, Purcellville, and Middleburg, as well as to the VSP. LCSO K-9 Teams will also provide mutual aid to surrounding jurisdictions when requested.

The detectives of the DGU provide intensive investigation of all narcotics, gang, vice, and organized crime cases within Loudoun County. Two detectives are assigned to a regional taskforce of the DEA, one detective is assigned in a part-time status to a DEA Diversion Task Force, and one detective is assigned to the FBI's Safe Streets Task Force. Additionally, a crime analyst is directly assigned to the DGU for the purpose of mapping crime data trends specific to these types of investigations and facilitating the direction of resources.





## LCSO: Field Operations

The TSU is comprised of deputies that have been selected and trained to respond to high-risk incidents. Members of the TSU develop skills with specialized weapons and tools designed to resolve critical incidents safely to both the public and law enforcement. Additionally, one deputy of the TSU is assigned to the United States Marshals Service's Fugitive Task Force.

**Why We Do It:** The three units of the SOS provide both proactive and reactive support to the Sheriff's Office, with the overarching goal of providing the safest community for the citizens of – and visitors to – Loudoun County. Utilizing a variety of policing tactics is imperative in combatting crime and responding to critical incidents. The safety of everyone is paramount; and the SOS fully embraces this methodology.

The Sheriff's Office K-9 Unit plays a vital role in the day-to-day assistance to their fellow deputies and citizens alike. The K-9 Unit is available to support all LCSO divisions, as well as requests for mutual aid, by locating narcotics, explosives, and individuals, in addition to assisting with building searches and criminal apprehension when appropriate. The K-9 Unit provides important services to the citizens of Loudoun County that can only be provided by canines through their innate ability to detect specific odors; and also reduces the risk of injury to deputies in high-risk situations.

Loudoun County is not immune from narcotics, gangs, vice offenses, and organized crime. Working in conjunction with surrounding jurisdictions as well as other governmental and community organizations, the Sheriff's Office has been able to address these challenging problems. The DGU also works closely with federal partners to address narcotics and gang crimes, providing a clear picture of the regional trends. Utilizing specially-trained and dedicated detectives in this area facilitates a beneficial working relationship between the Sheriff's Office and the victims of these crimes.

The TSU provides an immediate resource to patrol deputies that are highly skilled and trained with the use of specialized weapons and tactics. The TSU provides support for emergency incidents that develop rapidly with the potential threat of loss of life for the citizens of the County. This service is essential to the Sheriff's Office, as the members of the TSU have additional tactical skills and capabilities above a patrol deputy. Furthermore, TSU members can adjust schedules as well as operational components, allowing them to quickly switch between functions.

**How We Do It Now – Current Service Level:** Current service levels for the SOS are based upon annual performance measures. These performance measures are constantly evaluated as the Sheriff's Office and the County evolve with Virginia laws that impact drug laws and/or the use of specialized tools, such as canines. Staff routinely monitors the calls for service that units respond to and each detective's caseload, allowing LCSO to utilize data to drive the SOS's strategic plan. Workload assessment with both obligated and unobligated time is another key factor in the constant evaluation of deputy workload management.

**How We Plan to Do It in the Future – Recommended Service Level:** The SOS provides a core element of policing to the Field Operations Division and Patrol Operations activities by providing critical incident response, specialized tools, and specialized investigative means. Constant progression of resources for LCSO is a key component to maintaining or exceeding current service level. Calls for service and caseload trends will dictate the specific need for resources, as measured by the established performance metrics.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
<b>Provides specialized and technical assistance and investigations in order to support all divisions within the Sheriff's Office, as well as outside jurisdictions as requested and needed.</b>					
<b>K-9 Unit: Provides law enforcement K-9 services including patrol, tracking, narcotics, and explosive detection.</b>					
Number of calls for scene security and searches	1,888	1,546	3,534	408	408
Number of community relations demonstrations	0	0	26	2	2
Number of narcotics searches	21	0	100	65	67
Number of tracks followed by K-9 Teams	15	21	26	26	27

**LCSO: Field Operations**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Number of calls for canine explosive detection or building/area searches	89	51	24	120	144
Number of calls for canine explosive detection for assistance to other jurisdictions	1	22	7	15	15
<b>Drug and Gang Unit: Maintain a case threshold of 35 annual cases per detective to ensure the ability to investigate the cases adequately.</b>					
Number of vice/narcotic cases	297	255	253	319	325
Average number of vice/narcotic cases per detective	27	26	28	25	26
<b>Tactical Support Unit: Provide tactical, investigative, and operational support to the Sheriff's Office as well as other regional, state, and federal agencies. Ensure availability and safety, with the goal of maintaining an average number of operational hours per deputy below 900 annually.<sup>1</sup></b>					
Average number of tactical operation hours per deputy	92	106	134	59	60
Average number of investigative hours per deputy	n/a	n/a	n/a	363	370
Average number of training hours per deputy	n/a	n/a	n/a	461	470

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



## LCSO: Field Operations

### Special Events

**What We Do:** The LCSO Special Events Section reviews, approves, and manages requests for law enforcement services at special events (e.g., running and bike races, community festivals, and parades). Special events are staffed by sworn deputies working overtime. Most events are considered billable, which means that the event organizer is required to reimburse the County for the hours worked. The two primary types of assignments are (i) traffic control and (ii) security and law enforcement. The Special Events Section works with the organizer to determine the needs and scope of services to ensure safety at special events, as well as works with other County departments to respond to special event applications.

**Mandate Information:** These services are not mandated by the federal or state government and are not directed through an ordinance that has been adopted by the Board.

**Who Does It:** This service is delivered by one full-time civilian special events coordinator who works with the event planners to coordinate, plan, and find off-duty deputies to work the event. The special events coordinator regularly works with other LCSO staff to assess safety plans and assignment instructions. The special events coordinator also supports sworn supervisors on large-scale events by providing on-scene logistical support.

**Why We Do It:** The Special Events Section helps make Loudoun County a safe destination and place for members of the community to come together. Without this service, many special events would not be possible or safe. Many events hold a special significance to the local community and for the County at-large. The Special Events Section allows LCSO to provide law enforcement services to the community and businesses above and beyond the normal patrol function for specialized events. These services also allow LCSO patrol resources to remain focused on their primary duties.

**How We Do It Now – Current Service Level:** Current service level allows the Sheriff's Office to approve more than 90 percent of all requests. LCSO monitors the workload through an off-duty management system and periodically reviews events to ensure service quality. Additionally, to avoid over-taxing staff, LCSO limits the maximum hours worked in a day, minimum rest periods between shifts, and the total number of hours permitted by each deputy.

**How We Plan to Do It in the Future – Recommended Service Level:** LCSO will continue evaluating service demand, with a goal to maintain current service level by meeting or exceeding a 90 percent acceptance rate of off-duty requests. The growth of Special Events services is tied to the general staffing level of the Sheriff's Office and the capacity to work overtime events. New, large event venues would create additional demand, which must be balanced with existing workloads. As new venues and events are planned, the Special Events Section works collaboratively with organizers to schedule in a way that maximizes capacity and avoids over-taxing LCSO resources.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
<b>Ensure the safety and security of Loudoun County residents and visitors by providing law enforcement services for special events occurring in Loudoun County, with a goal of approving 90 percent of billable requests.</b>					
Number of billable events scheduled/worked	334	573	599	1,508	1,645
Percentage of requests for billable events approved	90%	95%	90%	90%	90%
Number of non-billable events scheduled/worked	149	256	265	600	600



## LCSO: Operational Support

### Operational Support Programs

**What We Do:** Operational Support Programs consist of the Operational Support Division administrative staff, the Adult Crime Prevention Unit (ACPU), the Crisis Services Unit, and the Emergency Management activity.

The Operational Support Division administrative staff is responsible for the administration, supervision, and support of the full-time and part-time collateral programs that make up the Operational Support Division, such as the Search and Rescue Team, the Underwater Evidence Recovery Team, and the Crisis Negotiation Team.

The ACPU provides a high level of expertise in crime prevention and community relations. This Unit is focused on expanding and maintaining a valid and active Neighborhood Watch Program in the spirit of homeland security. This effort goes hand-in-hand with the Unit's home and business security surveys, senior citizen safety, and burglary and theft prevention programs. Citizen awareness and education are the primary focus of the Unit. ACPU personnel are responsible for presenting the Internet Safety Program to both parents and teens. A secondary responsibility is assisting the Youth Crime Prevention Program.

The Crisis Services Unit is responsible for providing security at the Crisis Intervention Treatment Assessment Center (CITAC) in coordination with the Loudoun County Department of Mental Health, Substance Abuse, and Developmental Services (MHSADS). Beginning in FY 2024, the Crisis Intervention Team Community Access Response (CITCAR) Program will begin operating in collaboration with MHSADS to respond to individuals in crisis. The CITCAR Team will respond to behavioral health calls for service during designated high-utilization hours. Additionally, the Crisis Services Unit is responsible for conducting both basic and advanced CIT training for LCSO staff as well as other agencies both within and outside of Loudoun County.

The Emergency Management activity provides assistance to the Loudoun County Office of Emergency Management with operational activities and planning initiatives, maintaining the County's emergency plans and the LCSO Severe Weather Plan, and serves as the agencies' Weapons of Mass Destruction Coordinator.

**Mandate Information:** The Operational Support Program is not mandated, but the Sheriff is mandated to investigate all crimes and enforce all laws, per the Code of Virginia § 15.2-1609. The CITCAR Team, in partnership with MHSADS, is mandated for service by Virginia Code §§ 37.2-311.1 and 9.1-193.

**Who Does It:** The Operational Support Division administrative staff consists of full-time sworn and civilian personnel, a division commander, a captain, a First Lieutenant, and an administrative assistant.

The ACPU consists of two full-time sworn deputies who work directly with other divisions, County agencies, schools, businesses, and individuals to provide crime prevention services.

The Crisis Services Unit staffs the County's CITAC in conjunction with MHSADS staff. This CITCAR Team entails the assignment of five full-time sworn deputy positions and one full-time sworn deputy at the rank of Lieutenant.

The Emergency Management activity entails the assignment of one full-time, sworn deputy at the rank of First Lieutenant who acts as a liaison to the Loudoun County Office of Emergency Management.

**Why We Do It:** The command and support staff of each program provides vital direction and assistance in the day-to-day operations of the Operational Support Division. These personnel seek to build partnerships with local, state, and federal agencies to leverage existing available resources for deployment during incidents and emergencies. The Operational Support Division seeks to build partnerships with other Loudoun County agencies, other surrounding counties, the VSP, the Federal Emergency Management Agency (FEMA), the FBI, the United States Secret Service, and other organizations for response equipment, technology, and resources for operational deployment during incidents and emergencies.

The ACPU provides crime prevention and community education; and their specialized training and experience in this field allows for a higher level of service delivery than is available from other entities. Citizen awareness and education are a primary focus of the ACPU, by providing home and business security surveys, senior citizen safety, burglary and theft



## LCSO: Operational Support

prevention, and other educational programs. The prevention of crime in Loudoun County – i.e., maintaining a low crime rate – is critical to ensuring that Loudoun County remains a great place in which to live, work, learn, and play.

The Crisis Services Unit provides direct services to the CITAC, enhancing the ability of Loudoun County to provide services to those suffering from mental illness or who are in mental crisis. Beginning in FY 2024, the CIT will comply with all Marcus Alert requirements by staffing a CITCAR Team with MHSADS. Marcus Alert is the name commonly used for the Marcus-David Peters Act, the Virginia law that requires 911, crisis call centers, law enforcement, and behavioral health agencies to work together to improve responses to individuals in behavioral health crisis in Virginia communities. The CIT program also enhances LCSO's ability to de-escalate situations and appropriately respond to individuals who are suffering from mental illness, who are in mental crisis, or those with intellectual or developmental disabilities.

**How We Do It Now – Current Service Level:** The current service levels for Operational Support Programs and the ACPU consist of an average of 200 meetings and presentations per year. The ACPU also provides 30 safety and security evaluations each year and responds to 100 percent of requests from community groups and members.

**How We Plan to Do It in the Future – Recommended Service Level:** In the future, staff anticipates that the number of meetings and presentations will increase. The current service level of 40 safety and security evaluations completed each year will be maintained with current staffing, at least 75 percent of which will be completed within two months. As demand for crime prevention services increases, additional resources may be needed.

In FY 2024, three FTE were approved to begin a co-responder team which will be made up of specially-trained deputies. These deputies will partner with clinicians from MHSADS to respond to individuals in crisis. The co-responder teams will work in tandem with the CITAC to provide services to individuals in crisis. It is anticipated that additional co-responder teams will be needed to provide coverage 24 hours per day, seven days per week.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
<b>Maintain crime prevention awareness by conducting presentations and security assessments within two months of receiving the request to provide increased information, dissemination, safety/security evaluations, safety presentations, and improved neighborhood watch involvement.</b>					
Number of safety and security evaluations	43	30	16	40	40
Number of requests completed within two months of receipt	39	30	16	30	30
Number of meetings and presentations	24	62	50	25	25
Total number of attendees for crime prevention awareness programs	597	2,395	2,117	2,500	2,500
<b>Provide safety and security for the CITAC.</b>					
Number of clients handled at the CITAC	422	473	297	650	800



## LCSO: Operational Support

### Traffic Section

**What We Do:** The Traffic Section provides comprehensive highway incident management to include education and enforcement for Loudoun County. The components of this activity are the Motor Unit, the Accident Reconstruction Unit, the Truck Safety Unit, and the Crossing Guards Unit.

The Motor Unit enforces traffic laws, examines and researches roadway hazards and design issues, provides statistics, and supports the Traffic Hotline Complaint Program. These programs are supported using the Speed Monitoring Awareness Radar Trailer (SMART) equipment, the All-Traffic Solutions data gathering system, and variable message boards that are deployed for educational and enforcement efforts. Additionally, the Motor Unit is tasked with providing traffic direction and control, providing escorts, and handling special events.

The Accident Reconstruction Unit investigates accidents involving fatalities and serious injuries. They use specialized equipment and training to reconstruct accident scenes in order to reach a correct determination of what occurred. These personnel also conduct traffic enforcement and special assignments.

The Truck Safety Unit manages commercial motor carrier safety inspections and weight enforcement to increase the safety of the public by ensuring compliance with the Federal Motor Carrier Safety Regulations (FMCSRs). The FMCSRs provide LCSO with the ability to regulate operations of commercial vehicles. The Truck Safety Unit also conducts traffic enforcement, accident investigation, and special assignments.

The Crossing Guards Unit provides safety for students walking to and from school. Staffing crossing guards for elementary schools and middle schools depends upon the location of the school, along with other considerations that are assessed in conjunction with the LCPS Pupil Transportation Department.

**Mandate Information:** The Traffic Section is not mandated, but the Sheriff is mandated to investigate all crimes and enforce all laws, as per the Code of Virginia § 15.2-1609.

**Who Does It:** The Motor Unit is staffed by full-time LCSO personnel that consists of nine sworn deputies, which includes one supervisor (a Sergeant) and one civilian employee (a traffic safety analyst).

The Accident Reconstruction Unit is staffed by five full-time sworn deputies including one supervisor (a Sergeant).

The Truck Safety Unit is staffed by five full-time sworn deputies.

The Crossing Guards Unit is staffed by full-time and part-time personnel, to include two full-time employees (a program manager and an assistant program manager) and 48 part-time employees (the crossing guards).

**Why We Do It:** The Motor Unit provides an enhanced level of traffic enforcement. This Unit's specialized training and equipment allows for a higher level of service delivery than is available from other entities. The focus of the Motor Unit allows the Field Operations personnel more time to concentrate on non-traffic-related incidents, service requests, and proactive patrols. As traffic is one of the primary concerns in Loudoun County, effective traffic enforcement helps improve adherence to traffic laws and reduce accidents, and therefore improve the efficiency of traffic flow in Loudoun County.

The Accident Reconstruction Unit provides a high level of expertise in crash investigation as well as traffic enforcement. Their specialized training, equipment, and experience in crash reconstruction allows for a higher level of service delivery than is available from other entities. A secondary responsibility of this Unit is traffic enforcement and incident management, which allows Field Operations personnel more time to concentrate on non-traffic-related incidents, service requests, and proactive patrols. Providing accident reconstruction services assists the public with a proper determination of fault in property damage and personal injury accidents. Without these thorough investigations, traffic and/or criminal charges may not be effectively placed or prosecuted.

The Truck Safety Unit provides an enhanced level of motor carrier safety enforcement and traffic complaint follow-up, which, along with their specialized training and equipment, allows for a higher level of service delivery than would otherwise be provided.



## LCSO: Operational Support

Crossing guards are civilian personnel, which allows sworn personnel more time to focus on their essential job functions instead of staffing crossing guard posts. The personnel of the Crossing Guards Unit are responsible for ensuring the safe crossing of children in and around schools throughout Loudoun County. Without this service, the safety of the children would fall on the parents or even on the children themselves.

**How We Do It Now – Current Service Level:** Current service levels for the Traffic Section in FY 2023 included 9,224 traffic summonses issued, 1,302 accidents investigated, 41 operational crossing guard posts, and an overall 678 truck safety inspections completed (133 per deputy).

**How We Plan to Do It in the Future – Recommended Service Level:** LCSO expects to maintain current service levels by conducting more than 700 proactive truck safety inspections and 10 sobriety checkpoints and saturation patrols each year. Traffic citations are driven by citizen complaints and accident data. LCSO anticipates that traffic citations will return to FY 2020 numbers. As the County continues to grow and the population increases, there may be a need to increase services and staffing. LCSO will continue to monitor performance metrics and watch trends so that the Sheriff's Office is able to determine when additional resources or staffing are needed and make recommendations accordingly.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
<b>Manage the number of fatal, personal injury, and property damage accidents by proactive and reactive enforcement efforts.</b>					
Number of annual sobriety checkpoints	9	9	6	10	10
Number of traffic summonses issued	7,363	8,562	9,224	7,400	7,500
Average number of traffic summonses issued per deputy	476	535	565	410	415
Number of accidents investigated	966	1,137	1,302	1,100	1,200
Number of calls handled unrelated to primary duties	730	1,671	1,967	1,525	1,525
<b>Provide crossing guard coverage at all posts and designated schools. Cover all posts without incident and maintain coverage despite difficulty in maintaining staffing levels in hiring and retaining employees.</b>					
Number of crossing guard posts	53	53	41	55	58
Number of schools with assigned crossing guards	35	35	35	38	38
<b>Maintain an annual average number of truck inspections at 500 per deputy.</b>					
Number of truck safety inspections completed	918	611	678	740	810
Average number of truck inspections per deputy	188	122	133	150	160
Number of trucks taken out of service	518	373	421	450	500



**LCSO: Operational Support****Youth Crime Prevention Program**

**What We Do:** The Youth Crime Prevention Unit provides law enforcement, security, and educational programs in the LCPS system. The deputies assigned to the Youth Crime Prevention Unit provide D.A.R.E. Program instruction in the elementary schools within the County, including the Towns of Purcellville and Leesburg, as well as other camps and educational programs.

The Youth Crime Prevention Unit provides instruction on the D.A.R.E. Program to the fifth-grade classes at all elementary schools within the County. Each instructor teaches the program to a minimum of seven schools and visits schools throughout the week. Youth Crime Prevention Unit deputies are dedicated to teaching crime prevention programs and focus on many safety topics, which are presented to children from preschool through high school. Deputies participate in proactive activities, such as safety fairs, scouting, and other types of juvenile organization meetings throughout the year, giving lectures on bike safety, Stranger Danger, and other safety programs needed for youth. During the summer months, the Youth Crime Prevention Unit conducts the McGruff Safety Camps for three weeks. Each week, a different camp begins that teaches youth about laws, bike safety, fire safety, water safety, and other safety topics.

**Mandate Information:** This activity is not mandated. LCSO and LCPS have an agreement to provide the D.A.R.E. Program to all elementary schools within the County.

**Who Does It:** The Youth Crime Prevention Unit is staffed by a team of deputies who are supervised by the Crime Prevention Unit Sergeant. The Youth Crime Prevention Unit deputies meet with each of their schools prior to the first day of school to ensure that the D.A.R.E. Program is scheduled for those schools. The Youth Crime Prevention Unit provides instruction to 62 schools, totaling approximately 6,300 students instructed.

**Why We Do It:** The Youth Crime Prevention Unit provides both instruction and additional security in the schools and community to protect and educate the youth in LCPS. The Sheriff's Office places emphasis on protecting LCPS facilities, students, and employees. Additionally, emphasis is placed on educating those students regarding the dangers of alcohol, drugs, gangs, and other issues they will experience.

**How We Do It Now – Current Service Level:** In FY 2023, the service level for the Youth Crime Prevention Unit consisted of 3,081 drug prevention presentations, for an average of 448 presentations per deputy.

**How We Plan to Do It in the Future – Recommended Service Level:** As the County's population growth stabilizes, it is not anticipated that additional positions will be needed. The Youth Crime Prevention Unit will monitor the needs of the schools and shift resources to accommodate as appropriate. The current service level is recommended to continue by delivering drug prevention and decision-making presentations (i.e., D.A.R.E.) to the fifth-grade classes at all elementary schools within the County.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
<b>Ensure adequate time for preparation and presentation to raise awareness of drug use among juveniles, with each Juvenile Resource Officer (JRO) maintaining at or below 470 school presentations annually.</b>					
Number of attendees at drug prevention presentations <sup>1</sup>	54,508	56,343	5,838	6,000	5,800
Number of drug prevention presentations	3,230	3,299	3,081	2,609	5,800
Average number of drug prevention presentations per JRO	286	412	448	373	360

<sup>1</sup> Data calculations for this measure were updated beginning in FY2023. The number of attendees will be a more accurate depiction of the number of individual attendees that participate each year.





## LCSO: Operational Support

### Collateral Support Programs

**What We Do:** The Operational Support Division's Collateral Support Programs include the following specialty teams: the Underwater Search and Evidence Recovery Team, Explosive Ordinance Disposal, the Civil Disturbance Unit, the Mobile Command Unit, Honor Guard, Search and Rescue/Project Lifesaver, the Auxiliary Unit, and the Crisis Negotiation Unit. These Collateral Support Programs (or specialty teams) consist of part-time programs that are activated when needed to address incidents that cannot be handled by a regular patrol deputy or for any other needs outside of normal day-to-day operations.

**Mandate Information:** Collateral support programs are not mandated, but the Sheriff is mandated to investigate all crimes and enforce all laws, as per the Code of Virginia § 15.2-1609.

**Who Does It:** With the exception of the Auxiliary Unit (as noted below), these specialty teams consist of full-time sworn deputies who have volunteered to participate on a specific team (or multiple teams) on a part-time basis in addition to their full-time assignment, and who have gone through a selection process to become a member. These deputies receive special training in that team's specialty and equipment, if needed.

The Auxiliary Unit is staffed by citizen volunteers who have completed a background investigation and who receive specialized training to provide support to all divisions within LCSO. These personnel are required to volunteer at least ten hours per month, but most accrue more hours than the minimum. The authorized complement of the Auxiliary Unit is 25 participants. Collectively, the Auxiliary Unit completed more than 1,700 hours of service for the calendar year 2022.

**Why We Do It:** The Operational Support Division's specialty teams provide a high level of expertise in their respective programs and maintain continual operational readiness. Their specialized equipment, training, and experience allow for a higher level of service delivery than is available from other law enforcement entities in the County.

The Collateral Support Programs also provide mutual aid to surrounding jurisdictions and states when requested and authorized. These teams also participate in community-oriented demonstrations and presentations to increase awareness and understanding of the benefits and capabilities of the programs, including the Annual Child Safety Day, the National Night Out, the Citizen's Police Academy, the McGruff Safety Camp, community and school events, and other public special events.

**How We Do It Now – Current Service Level:** In FY 2023, the service level for Collateral Support Programs consisted of an average of 2,434 calls for service.

**How We Plan to Do It in the Future – Recommended Service Level:** Over time, it is anticipated that the demand will increase for programs such as Search and Rescue/Project Lifesaver, while others may remain at current levels. Technological advancements and the use of the small, unmanned aircraft system (sUAS, commonly known as a drone) have made deployments of search and rescue assets easier and more effective. LCSO expects increased deployments as technology continues to advance. It is anticipated that with business and population growth, the requests for Project Lifesaver and Search and Rescue will likely increase as well. However, there is potential for reduced manpower needed for these events as the Sheriff's Office continues to leverage technology such as sUAS for more rapid deployments.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
<b>Support and respond to calls from the Sheriff's Office and outside agencies as requested or needed.</b>					
Number of calls for service	1,852	1,752	2,395	1,900	1,900



## Adult Detention Center (ADC)

**What We Do:** The Adult Detention Center (ADC) ensures the security, safety, health, and welfare of persons remanded to the custody of the Sheriff in Loudoun County. ADC personnel are also responsible for maintaining records and reporting on the inmate population to the Virginia Compensation Board and the Virginia Board of Local and Regional Jails. This activity ensures that policies comply with standards set by the state.

**Mandate Information:** This activity is mandated per the Code of Virginia § 15.2-1609. The operation of the ADC is in continuous compliance with the Virginia Board of Local and Regional Jails Minimum Standards for Local Correctional Facilities and Lockups, as per the Code of Virginia §§ 53.1-68 through 53.1-133.10. In addition to these minimum standards, the Sheriff's Office is subject to both federal, state, and local government oversight (e.g., the Federal Prison Rape Elimination Act, United States Marshals Service, Loudoun County Fire Marshal, etc.). This oversight is primarily driven through the audit process.

**Who Does It:** The ADC consists of 153 sworn and 17 civilian personnel that continuously provide and ensure the safety and security of the facility in addition to providing support services for the incarcerated population. The Sheriff's Office also relies on volunteers and various community organizations to provide educational, religious, and life skills learning opportunities for the incarcerated population. In addition to inmate programming, the Sheriff's Office offers contracted medical services available 24 hours per day, seven days per week as well as partners with MHSADS to provide assessments, follow-up meetings, psychiatric services, substance use education, stabilization services, and release planning when appropriate.

**Why We Do It:** The Sheriff's Office operates on the belief that staff and inmate security, safety, and welfare are critical to the community, with the goal of providing a safe and secure environment for all staff, inmates, and visitors using philosophies that promote a spirit of understanding, mutual respect, and cooperation. Just as important, the Sheriff's Office has a policy of providing inmates with activities and programs that are designed to instill self-respect, tolerance for others, self-discipline, and a desire for self-improvement. The desired outcome is to have an individual released from custody being a responsible contributing member of society, living a crime-free lifestyle rather than withdrawing from it. Furthermore, providing inmates with job and life skills, educational programming, mental health counseling, and addiction treatment will help them in overcoming challenges that they may face upon reentering the community, thereby reducing the rate of recidivism. Through ongoing staff training and review of correctional best practices, it is the objective of LCSO to operate the ADC in full compliance with the standards, policies, and procedures prescribed by the Virginia Board of Local and Regional Jails as well as other accrediting authorities.

**How We Do It Now – Current Service Level:** The intake and booking process is essential to the safe operation of the ADC. If not handled properly, this process poses a greater risk of liability than any other aspect of ADC operations. The intake unit is an around-the-clock operation that handles an extremely diverse population. Arrestees presented for intake may be under the influence of drugs or alcohol, be mentally ill, or have infectious diseases. Their behavior may run the gamut from violent to subdued and withdrawn. A majority are pretrial admissions with charges ranging from minor misdemeanors to serious felonies. Although some arrestees end up being detained for lengthy periods of time, most are released within one or two days. These factors present unique management challenges involving several issues, such as access to the courts, access to health care, contraband control, and mental health services. Additionally, the process of preparing arrestees for placement into the general population involves several steps including securing property, custody level classification, and medical screening. In FY 2023, the service levels for the ADC consisted of 3,506 inmate bookings. It also included an average daily inmate population of 199 at an average daily cost per inmate of \$38.64.

**How We Plan to Do It in the Future – Recommended Service Level:** The Loudoun County Capital Improvement Program FY 2023 – FY 2028 planning period includes \$30,031,000 in anticipated appropriations-backed financing for the Phase III Expansion and Renovation of the Adult Detention Center. The majority of the existing ADC housing units rely on an indirect supervision style which is geared towards housing maximum-custody inmates and is not designed for rehabilitation efforts. This expansion only includes medium-security housing with a direct supervision management concept. Under direct



## LCSO: Corrections

supervision concepts, corrections deputies are stationed within the housing units, actively supervising the inmate population. There are no barriers which would prohibit ADC staff from interacting with the inmates and identifying problems in their early stages. These specifically-designed housing units will be targeted to specific inmate populations, including those with mental health and substance use needs. In addition, the expansion and renovation will include reentry units for vocational and rehabilitative instruction. The purpose of the reentry units will be to prepare inmates for successful release, with the goal of reducing recidivism. An inmate will be better positioned for success if they have a job opportunity, job training, and a network connection to a local business. Furthermore, the face-to-face contact between the inmate and correctional staff that is provided by direct supervision will help build the interpersonal skills required in a future career.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
<b>Protect individuals in custody care by providing a safe and humane environment in the most cost-effective manner possible.</b>					
Average number of inmates housed in Loudoun County daily	231	214	199	232	238
Average daily cost per inmate	\$29.99	\$34.03	\$38.64	\$35.00	\$35.50
Average daily food cost per inmate housed in Loudoun County	\$3.19	\$4.72	\$5.15	\$5.15	\$5.30
Average daily health care cost per inmate housed in Loudoun County	\$26.83	\$29.32	\$33.49	\$29.85	\$30.20
Total number of inmate bookings	2,668	3,051	3,506	3,296	3,395



## Community Custody Program

**What We Do:** The Community Custody Program is comprised of three separate community-based programs that afford incarcerated individuals the opportunity to work within the community, prepares them for release, and helps reduce the rate of recidivism. The three programs are the Community Work Force Program, the Work Release Program, and the Home Electric Monitoring Program.

The Community Work Force Program allows incarcerated individuals to work throughout the community under direct supervision of a Deputy Sheriff. This program provides labor resources to businesses and nonprofit organizations in Loudoun County. The participants provide services such as grass mowing, road clean-up, minor construction projects, and community service projects.

The Work Release Program provides opportunities to incarcerated individuals to gain lawful employment throughout Loudoun County, which allows them to support their family while incarcerated and prepares them financially for release.

The Home Electronic Monitoring Program allows offenders to reside at their residence and freely travel to and from work and authorized appointments, while activities are monitored by deputies through electronic GPS.

**Mandate Information:** This activity is not mandated. However, the Code of Virginia § 53.1-131 states that the courts may assign suitable candidates that have been charged with a criminal offense to a work release program under the supervision of the Sheriff. Virginia Code also states that any person who has been sentenced to confinement in a jail may be assigned to a work release program under the supervision of the Sheriff.

**Who Does It:** The Community Custody Program is managed by a team of six sworn staff comprised of one Sergeant and five deputies. The Sergeant is the supervisor and program coordinator; and four deputies are assigned to supervise the inmates. These four deputies monitor participants of the Home Electronic Monitoring Program; and supervise, train, and provide guidance to the inmates on the Work Release Program. The Community Work Force Program is comprised of one sworn deputy to provide supervision and transportation to the inmates that are authorized for the program.

**Why We Do It:** The Community Custody Program provides valuable opportunities to those incarcerated to prepare themselves for reentry back into the community through work and financial saving. The success rate of those on the program is above the 90th percentile. Those on the program also attend mandatory classes to assist in financial planning, job interviews, parenting, and being a role model for others. The Community Work Force Program provides an estimated annual savings of greater than \$50,000 to the County.

If these programs were not provided, the rate of recidivism would likely increase, and incarcerated individuals would find it more difficult to obtain gainful employment upon release.

**How We Do It Now – Current Service Level:** Current service level includes nine inmates enrolled in the Community Custody Program. At present and with current resources, the program can deliver a success rate of 94.87 percent, while also delivering approximately 6,600 hours of labor annually.

**How We Plan to Do It in the Future – Recommended Service Level:** The Community Custody Program provides a range of self-improvement programs and other opportunities to help inmates make constructive use of their time. These programs help inmates with problems and assist with their reintegration into the community. The Community Work Force and Work Release Programs provide a productive outlet for inmates and give them the opportunity to learn new job skills and establish positive work habits. Compensation for some jobs can provide restitution to victims or help support the inmate's family. Inmate labor can also reduce staffing needs for specific support services. Future initiatives for the Community Custody Program include training in electrical and plumbing systems for the Community Work Force and Work Release Program participants. Inmates will be introduced to a variety of electrical and plumbing systems such as residential wiring, commercial electricity, and a basic overview of residential and commercial plumbing systems. Participants will also be exposed to opportunities available in a variety of electrical and plumbing occupations. These additional vocational programs will teach inmates marketable skills that they can use upon release to gain sustainable employment and reduce inmate recidivism.



## LCSO: Corrections

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
<b>Increase the Community Work Force Program to provide cost reductions to the County by providing a variety of services including, but not limited to, trash pick-up, painting, landscaping, mowing, and moving.</b>					
Number of inmates in the Community Work Force Program	7	6	5	8	8
Total recovered cost for services provided to the County by inmates	\$75,216	\$46,574	\$48,025	\$60,901	\$62,728
Total Community Work Force Program hours of labor	6,360	6,424	6,624	6,500	6,500



## Transportation Section

**What We Do:** The Transportation Section's primary function is to transport inmates from other correctional facilities located around the state of Virginia to Loudoun County for court appearances. After the inmate has appeared in court, deputies assigned to the Transportation Section return the inmates to their original jurisdiction. When an adult or juvenile is detained in another Virginia jurisdiction on charges that originated in Loudoun County, the Transportation Section transports these individuals back to either the Loudoun County ADC or the Loudoun County Juvenile Detention Center. The Transportation Section also transports inmates housed at the Loudoun County ADC to doctor, dental, and mental health appointments, court-ordered programs, and court-authorized funeral escorts. The Transportation Section also transports inmates sentenced to the Virginia Department of Corrections to one of the numerous state correctional facilities located within the Commonwealth. If the Loudoun County Juvenile Detention Center deems a juvenile as high risk, the Transportation Section will transport them as necessary. If an individual is arrested on a fugitive-from-justice charge in another state and the original charge was obtained in Loudoun County, the Transportation Section will conduct either a driving or flying extradition to recover the individual, so long as they are located in the United States or a United States territory.

**Mandate Information:** This activity is mandated. The Code of Virginia § 53.1-70.1 authorizes the Sheriff of a local correctional facility, where a prisoner is incarcerated, to transport the prisoner to another jurisdiction inside the Commonwealth for any lawful purpose and to retain authority over such prisoner. Virginia Code also authorizes those who transport a prisoner under this section who have the need to travel with a prisoner through or to another state to retain authority over such prisoner as allowed by that state. The Code of Virginia §§ 19.2-85 through 19.2-118 outlines the rules and procedures for extraditing prisoners from other states. All extraditions require the deputy to be armed. When flying is required for an extradition, 49 C.F.R. § 1544.219 "Carriage of accessible weapons" dictates the rules and training associated with flying armed while onboard commercial aircraft. The Code of Virginia § 37.2-829 dictates the rules for transporting persons in the civil admission process. The Code of Virginia § 16.1-254 dictates the responsibility for – and limitations on – the transportation of children.

**Who Does It:** The Transportation Section consists of four transport deputies and one deputy assigned as the transportation liaison to the courts and other jurisdictions. The transportation liaison receives all Custodial Transportation Orders from the various courts as well as transportation requests from other jurisdictions and then formulates the most productive plan to transport the inmates to and from the various locations. The four transport deputies work in teams of two and conduct the transports and extraditions. On average, the Transportation Section travels more than 5,000 miles per month within the Commonwealth of Virginia. The Transportation Section extradites an average of nine fugitives per month. The Sergeant assigned to inmate classification and programs supervises the Transportation Section.

**Why We Do It:** The Sixth Amendment to the Constitution of the United States guarantees the rights of criminal defendants, including the right to a public trial without unnecessary delay, the right to a lawyer, the right to an impartial jury, and the right to know who your accusers are and the nature of the charges and evidence against you. The transportation of inmates from other jurisdictions ensures the inmate's Sixth Amendment rights are guaranteed; and allows the courts to conduct hearings with the inmates present, thus allowing fines and restitution to be levied. Subjects are transported to mental health facilities to obtain treatment for mental illness. The transport of inmates to programs ensures that the inmate arrives at court-ordered drug and alcohol treatment facilities. The transporting of prisoners to medical facilities allows for the treatment of illnesses not treatable by the medical staff within the ADC.

**How We Do It Now – Current Service Level:** Current service level for the Transportation Section consists of an average of 640 transports annually for court, medical treatments, extraditions, etc. The current service level also entails an overall average annual cost for the transport of inmates of approximately \$480,000.

**How We Plan to Do It in the Future – Recommended Service Level:** Prior to the COVID-19 pandemic, Loudoun County Courts used closed-circuit television to conduct various court hearings with inmates located in the Loudoun County ADC. This technology was primarily used for arraignments and bond motions that were short in duration but involved numerous



## LCSO: Corrections

inmates appearing before a judge. This reduced the number of inmates being transported out of a secure facility and to the courts. During the pandemic, the courts began to utilize this technology to a greater level. These "virtual" hearings helped reduce the physical contact in court with the inmate, judges, attorneys, and other deputies involved in the inmate's transport, which helped mitigate the spread of COVID-19. Another benefit realized by both the courts and the Sheriff's Office was that inmates who had escape histories, violent tendencies, and/or other medical conditions that created transport issues, could also have their hearings conducted virtually. This created an increased number of virtual hearings requested by the courts. In addition to servicing all Loudoun County Courts, the virtual hearing system has also been utilized to assist other jurisdictions that require hearings with judges from their jurisdictions. For example, LCSO frequently conducts hearings for inmates with Loudoun County charges that reside in Fairfax, Prince William, and Fauquier Counties, among numerous other facilities throughout Virginia, thereby reducing the need to transport inmates. LCSO will continue to emphasize the use of closed-circuit virtual hearings to reduce the number of inmates transported outside of the secure ADC and reduce the annual cost of transporting inmates, thereby providing a more fiscally-responsible and safer service to the citizens of Loudoun County.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
<b>Provide safe and timely transportation of inmates to local and statewide correctional facilities.</b>					
Total annual cost of transporting inmates	\$351,422	\$436,312	\$477,129	\$462,883	\$476,770
Average transportation cost per inmate	\$1,075	\$838	\$764	\$816	\$816
Number of transports/extraditions <sup>1</sup>	337	534	640	567	584

<sup>1</sup> Beginning in FY 2020, transports and extraditions will be tracked together. Prior to FY 2020, the data only included transports within the state of Virginia.



## Adult Detention Center K-9 Team

**What We Do:** There is a K-9 Team specific to the ADC, which works to provide security support specifically to the ADC and to the Courts Complex. The ADC K-9 Team deters narcotics from being introduced into the facilities by conducting random sweeps of housing units, the booking and officer processing areas, and the parking lots. This K-9 Team performs regular perimeter checks and scans of items delivered to the ADC, works as a deterrent during any type of mass movement of inmates, and assists courthouse personnel by conducting sweeps of courtrooms and holding areas.

**Mandate Information:** This activity is not mandated or required by law.

**Who Does It:** The ADC K-9 Team consists of one sworn deputy (the canine handler) and one canine (the dog), who are trained and certified in narcotics detection through the Northern American Police Work Dog Association, and who maintain the required working standards to include training a minimum of 16 hours per month.

**Why We Do It:** This K-9 Team was established to assist with drug detection within the ADC and the Courts Complex. The visual presence of a canine team during shakedowns, walking the perimeter, and during the movement of inmates also acts as a deterrent to those trying to bring narcotics into the facility. Canines are not authorized or trained to be used in response to resistance situations.

**How We Do It Now – Current Service Level:** The current service level for the ADC K-9 Team consists of approximately 35 housing unit searches and two courthouse security searches per year.

**How We Plan to Do It in the Future – Recommended Service Level:** With the planned Phase III Expansion and Renovation of the ADC, additional housing is planned for those with mental health and substance use needs. This will include Medication-Assisted Opioid Treatment Services that involve dispensing synthetic narcotics, such as methadone and suboxone, which is approved by the Federal Food and Drug Administration for the purpose of replacing the use of – and reducing the craving for – opioid substances. The current ADC K-9 Team’s canine is not trained to detect these narcotics. As the canine ages out of this type of work, it is recommended that the next one be trained to detect these types of narcotics that will be used within the ADC. These narcotics can still be abused and would be dangerous if they made their way into the general population of the facility. In addition, the new canine would be trained to detect narcotics that are more common with today’s drug users, such as fentanyl.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
<b>Provide security support to the ADC and to the Courts Complex.</b>					
Number of calls for searches at the ADC	214	152	128	190	196
Number of Courts Complex searches	19	11	2	16	16





## LCSO: Court Services

### Courthouse Security

**What We Do:** The Courthouse Security activity consists of three separate sections that provide a safe and secure environment for the entire Courts Complex. The three sections are Courtroom Security, Courthouse Security, and Detention Security.

Courtroom Security deputies are primarily responsible for maintaining order in the courtrooms and safety for the corresponding judges.

Courthouse Security deputies are primarily responsible for the security checkpoints, the courthouse interior, the courthouse grounds, and perimeter patrols.

Detention Security deputies are primarily responsible for prisoner transport between the courthouse and the detention centers within Loudoun County. These deputies also ensure the custody and security of the inmates while in the courtroom, or at any other court appearances, to include offsite custody mental health hearings.

**Mandate Information:** The Code of Virginia § 53.1-120 specifies the responsibility of the Sheriff to ensure that the courthouses and courtrooms within the Sheriff's jurisdiction are secure and free from violence and disruption. It also requires that the Sheriff provide proper staffing to accomplish the same for every court, be it circuit, criminal, civil, traffic, or juvenile and domestic relations court. This includes offsite reviews, hearings, and visitations by judicial officials for the purposes assigned by § 53.1-120.

**Who Does It:** These services are provided by court security deputies who are trained and certified by the Virginia Department of Criminal Justice Services (DCJS) to ensure that daily operations are maintained in a safe and secure manner for all persons within the Loudoun County Courts Complex.

**Why We Do It:** The courts provide the citizens of Loudoun County access to a multitude of services on a daily basis, including, but not limited to, marriage licenses, concealed weapon permits, and the resolution of criminal and civil matters. The Courthouse Security activity ensures safety and security for all visitors, employees, and judges within the Courts Complex. The courthouse also retains valuable documents or artifacts, land records, and historic records within the Courts Complex. These services are required by state code and cannot be conducted by contractual services.

**How We Do It Now – Current Service Level:** Current service levels for the Courthouse Security activity consists of approximately 100,000 court cases annually with approximately 220,000 overall security screenings on individuals visiting the Courts Complex. Current service level also involves the Courthouse Security deputies checking approximately 500 personal belongings items per day, with the Detention Security deputies transporting more than 4,000 inmates per year on average, and experiencing no critical incidents during transports.

**How We Plan to Do It in the Future – Recommended Service Level:** As the County's population increases over time, the courts are anticipated to expand their services. These expanded services would require enhanced security measures consisting of additional deputies and specialized training to meet service demands. These additional services will also require deputies to be onsite beyond the traditional business hours to ensure the safety of all people in the Courts Complex. It is projected that the number of court cases, individuals visiting the courthouse, and inmate transports will all increase due to the courts resuming pre-pandemic operations.

**LCSO: Court Services**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
<b>Provide safety to the Courts Complex by conducting security screenings of all visitors and employees who enter the Courts Complex.<sup>1</sup></b>					
Number of people screened	167,034	191,867	212,766	308,148	317,392
Number of items scanned through the x-ray machines	n/a	n/a	98,210	101,156	104,190
<b>Ensure zero critical incidents for all inmates transported to and from the Courts Complex from the ADC.</b>					
Number of critical incidents reported	4	5	12	0	0
Number of inmates transported to court	1,515	2,820	4,176	7,594	7,822
<b>Serve outstanding warrants and protective orders mandated by the Commonwealth of Virginia.</b>					
Number of protective orders served	1,123	1,661	1,576	1,715	1,835
Number of arrests and warrants served	496	380	619	1,605	1,717
Number of fingerprints collected	677	416	414	1,712	1,831

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



## LCSO: Court Services

### Civil Enforcement Section

**What We Do:** The Civil Enforcement Section is responsible for the service of civil documents and execution of civil orders in Loudoun County. Various types of civil process documents include writs, notices, processes, or orders of the Commission. Staff executes other documents to include notices and evictions, tax summonses, warrants in debts, garnishments, and warrants of distress. Also included are property levies, show cause/rules, summonses in unlawful detainer, various out-of-state documents, DMV notices, seizure orders, and many types of subpoenas.

**Mandate Information:** State law requires the Sheriff or the Sheriff's designated deputies to serve process, as per the Code of Virginia §§ 15.2-1616, 15.2-1704, and 8.01-285 through 8.01-327.2. Only a Sheriff or the Sheriff's deputies may seize property or people and prevent it/them from fleeing the Commonwealth of Virginia.

**Who Does It:** These services are provided by DCJS-trained and certified civil process deputies along with two civilian support staff members (legal assistants). These positions require specialized training that is recurrent with mandatory advanced training available every two years. These services are completed in accordance with applicable code(s) and require many different types of service ranging from personal service to various substitute services to posting.

**Why We Do It:** The efficiency of the Civil Enforcement Section ensures the service of all civil process documents and the execution of those services prior to the hearing dates, as mandated by Virginia Code. Failure to comply is the financial, civil, and potentially criminal liability burden of the individual deputy performing the described duties. This mandated service requires deputies to traverse the entire County, Monday through Saturday, conducting these services as well as visiting each Court Clerk's Office once per day when the courts are open for business.

**How We Do It Now – Current Service Level:** Current service level allows for approximately 34,500 papers to be served annually by the civil process sworn staff. This is achieved with an average of 35,500 attempts to serve those papers. In addition, there are approximately 1,700 eviction services processed and served each year.

**How We Plan to Do It in the Future – Recommended Service Level:** As the County's population increases over time, the courts are anticipated to expand their services, which includes increased issuance of court documents needing service or execution by the Civil Enforcement Section. These expanded services would require additional deputies, equipment, and specialized training to meet service demands. It is projected that the number of documents requiring service by the Civil Enforcement Section will increase due to the courts resuming pre-pandemic operations, as well as government protections and funding for programs assisting tenants and debtors ceasing.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
<b>Execute and serve civil process papers mandated by the Commonwealth of Virginia.</b>					
Total number of papers served by civil process deputies	25,971	26,377	29,077	37,896	38,653
Average number of papers served per civil process deputy	3,710	4,396	4,846	6,316	6,442
Average number of papers served per day per civil process deputy	17	16	23	25	25
Number of eviction papers received	465	475	1,688	1,648	1,697



## LCSO: Administrative and Technical Services (ATS)

### Administrative and Technical Services (ATS) Operations

**What We Do:** The Administrative and Technical Services (ATS) Division facilitates the daily operations of the Sheriff's Office and manages the operations of the following 11 sections (teams/functions within the ATS Division): Finance, Payroll, Human Resources, Quartermaster, Property and Evidence, Records Management, the Employment Services Section (ESS), Technology Services, Training and Accreditation, the False Alarm Reduction Unit (FARU), and Emergency Communications. The first four of these 11 sections (Finance, Payroll, Human Resources, and Quartermaster) together comprise ATS Operations.

The Finance Section is responsible for the daily financial transactions and operations for LCSO's budget, accounting, asset forfeiture funds, and grants. Budget personnel works with both the Operations and Administrative Bureaus of the Sheriff's Office, in addition to serving as the liaison between the Sheriff's Office and Loudoun County's Office of Management and Budget (OMB, in the Office of the County Administrator). Staff manages LCSO purchases and prepares and submits the LCSO annual budget. The buyer works with all divisions of the Sheriff's Office for all matters involving contracts and purchasing, in addition to serving as the liaison between the Sheriff's Office and Loudoun County's Procurement Division (Finance and Procurement Department) for purchase orders and contracts.

The Payroll Section works in collaboration with Loudoun County Payroll staff (Department of Human Resources, DHR) to ensure that LCSO employees are accurately compensated each pay period; and is also responsible for reviewing, correcting, and submitting all employee timesheets to the County's Payroll Division within DHR.

The Human Resources Section manages LCSO-related personnel issues in coordination with the broader Loudoun County DHR. Staff is responsible for preparing Employee Action forms (EAs), responding to inquiries from LCSO employees, and tracking employee leaves, including Workers' Compensation, Family Medical Leave Act (FMLA), Paid Family Leave, Temporary Restricted Duty (TRD), Short-Term Disability (STD), and Long-Term Disability (LTD). Human Resources Section staff is also responsible for preparing recruitment and hiring documents and managing vacant position postings on the County's webpage for job advertisements.

The Quartermaster Section manages ordering and deployment of all police equipment and uniforms to both sworn and civilian employees. Staff coordinates with multiple vendors and creates purchase requests for LCSO equipment; maintains a stock of uniforms, weapons, ammunition, badges, and other essential equipment used by LCSO to ensure operational readiness; and maintains an up-to-date inventory of all items issued to employees.

**Mandate Information:** This activity is not mandated.

**Who Does It:** The ATS Division provides services with a staff of sworn supervisors and civilian personnel.

**Why We Do It:** LCSO's authorized staffing is 852 personnel. The individuals that work within the ATS Division provide services that are critical to the law enforcement mission. ATS provides services to LCSO personnel 24 hours per day, seven days per week, and all 365 days of the year. The sections within the ATS Division help ensure consistency in the Sheriff's Office and support essential operations without interruption. The Sheriff's Office effectively serves the citizens of Loudoun County by ensuring that the deputies have access to needed support services to perform their duties. The large number of personnel employed by the Sheriff's Office creates the need for an extensive internal support structure to support a successful law enforcement mission.

**How We Do It Now – Current Service Level:** The Finance Section provides daily financial and budget support to all divisions of the Sheriff's Office. A team of two budget analysts, a buyer, and a finance manager ensure that the Sheriff's Office remains financially sound. The buyer processes just over 200 purchase orders for equipment, goods, and services for LCSO operations annually. The Payroll Section reviews employee timesheets on a bi-weekly basis and submits them for processing and payment, in addition to processing payroll corrections and ensuring accurate payment to employees. The Human Resources Section consists of two analysts and one special programs analyst. Human Resources Section staff processes nearly 900 EAs, manages employee leaves (e.g., FMLA, long- and short-term leaves, employee injuries, etc.), and place employees who are unable to fully carry out their job responsibilities in temporary restricted positions. The Quartermaster ensures that all



## LCSO: Administrative and Technical Services (ATS)

employees are properly equipped to perform their duties and maintains a stock of equipment for use as needed. There are nearly 3,000 requests for equipment from employees each year.

**How We Plan to Do It in the Future – Recommended Service Level:** The recommended service level is not clear now, but LCSO is monitoring trends and projections. As the overall Sheriff's Office experiences growth and the addition of new personnel, ATS will need to increase administrative personnel, in turn, to be able to support the Sheriff's Office accordingly.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
<b>Process all purchase requests within one week of receipt of the request.</b>					
Number of purchase orders created by the buyer	206	206	588	222	224
Average turnaround time for purchase requisitions (in days) <sup>1</sup>	0.69	0.72	1.78	1.00	1.00
<b>Process EAs for all new employees and current employee changes to ensure accurate employee classification and compensation.</b>					
Number of EAs processed	843	883	773	845	850
Number of TRD requests	54	54	57	70	70
Number of leave requests processed (e.g., FMLA, STD, LTD, Workers' Compensation)	357	815	799	324	332
<b>Ensure that sworn and civilian employees are issued the proper police supplies and equipment. These supplies are updated and replenished as needed.</b>					
Number of walk-ins to retrieve equipment/uniforms from the Quartermaster	2,911	2,777	2,910	4,000	4,100

<sup>1</sup> Calculated as the number of days from RQ approval to PO approval per procurement.



## LCSO: Administrative and Technical Services (ATS)

### Property and Evidence

**What We Do:** The Property and Evidence Section is responsible for receiving, storing, and maintaining inventory of all evidence submitted by deputies. Evidence technicians are responsible for retrieving evidence located at the various stations throughout the County and delivering it to a central repository, transporting evidence to and from the Northern Virginia State Laboratory, and transporting evidence to the courts. In addition, technicians are required to testify for a substantial number of cases in court to the evidentiary chain of custody when subpoenaed. This involves a substantial amount of time spent away from the office and other duties. The technicians are responsible for maintaining found property, safekeeping property, seized property, illegal contraband, and evidence for criminal cases. Inventories and audits are conducted periodically throughout the year to ensure all items are accounted for and can be located in a timely manner. Court-ordered drug destructions are completed at least bi-annually, and all unclaimed property is turned over to the state annually. All items within the Property and Evidence Section are labeled with a barcode and entered into evidence-tracking software.

**Mandate Information:** Property and evidence management is mandated by the Code of Virginia §§ 19.2-187, 19.2-386.23, 15.2-1719, and 15.2-1721, and by the Uniform Disposition of Unclaimed Property Act (Virginia Code § 55.1-2500 et seq.).

**Who Does It:** The LCSO Property and Evidence Section consists of five full-time civilian staff. A supervisor manages day-to-day operations of both the Quartermaster Section and the Property and Evidence Section, and aids staff as needed. Two evidence technicians are assigned to conduct the daily office operations; and two evidence technicians collect evidence from stations, transport evidence to the Northern Virginia State Laboratory, and testify in court.

**Why We Do It:** The Property and Evidence Section serves as a central repository for all evidence, safekeeping, and found property. LCSO is mandated to store and protect items of evidence and property in its custody; and equally important, has an obligation to legally restore property to the owner and/or dispose of the property in accordance with law. The Property and Evidence Section allows for the successful prosecution of criminal offenders.

**How We Do It Now – Current Service Level:** Current service level for the Property and Evidence Section consists of approximately 8,500 pieces of evidence submitted and entered, and 13,500 pieces of evidence destroyed or disposed of each year. Similarly, current service level also includes the overall management of 55,000 pieces of evidence, safekeeping, and found property. Additionally, current service level involves approximately 1,300 hours spent out of the office by Property and Evidence Section staff transporting evidence to and from court, to and from the stations, and to and from the laboratory.

**How We Plan to Do It in the Future – Recommended Service Level:** The recommended service level is not clear now, but LCSO is watching trends and projections. Service levels related to crime cannot be predicted based on stabilization projections for population alone.



## LCSO: Administrative and Technical Services (ATS)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
<b>Ensure that all evidence is located, entered into the Computer-Aided Dispatch (CAD) system, available for court or transport at the time of the request, returned or destroyed as required, and handled in accordance with the Code of Virginia.</b>					
Total number of hours spent out of the office to transport evidence/appear in court	889	1,078	1,369	1,290	1,322
Percentage of time spent out of the office to transport evidence/appear in court	25%	28%	33%	35%	35%
Number of walk-in requests to release evidence – citizen/deputy	2,805	2,202	1,509	3,984	4,084
Number of pieces of evidence destroyed/disposed	5,010	10,976	6,806	15,050	15,246
Number of pieces of evidence submitted and entered	5,935	6,659	6,480	7,195	7,339
Number of pieces of evidence being stored/kept by Sheriff's Office due to pending disposition	53,889	57,933	58,421	61,500	61,500



## LCSO: Administrative and Technical Services (ATS)

### Records Management

**What We Do:** The Records Management Section is the central repository for all LCSO records and reports. This Section audits and inputs a variety of law enforcement documents and information into the LCSO records management system (RMS) as well as the Virginia Criminal Information Network (VCIN) and the National Crime Information Center (NCIC). These documents include warrants, protective orders, incident/offense reports, arrest reports, accident reports, towed/abandoned vehicle notices, and Virginia Uniform Traffic Summonses.

The Records Management Section is also responsible for customer services at the LCSO Headquarters building, providing support to other LCSO employees as well as a variety of services to citizens that include fingerprinting, criminal history checks, Letters of Good Conduct, Concealed Handgun Permit applications, Solicitor/Peddler Permits, copies of accident reports, summary detail for incident reports, Conservator of the Peace requests, Freedom of Information Act (FOIA) requests, expungement orders, and Subpoena Duces Tecum requests.

**Mandate Information:** Records management is not mandated; however, LCSO provides this service based on the following governing statutes: the Code of Virginia §§ 16.1-301, 15.2-1722, 19.2-187, 19.2-386.23, 15.2-1719, and 15.2-1721; the Uniform Disposition of Unclaimed Property Act (Virginia Code § 55.1-2500 et seq.); Virginia Code §§ 19.2-76.1, 63.2-1606 through 1613, and 19.2-392.2; the Code of Virginia § 2.2-3700 et seq. (FOIA); and the Code of Federal Regulations Title 28, Part 20, Section 37 (28 CFR 20.37).

**Who Does It:** The LCSO Records Management Section consists of 13 full-time civilian staff. Each are assigned in the following manner:

- The program manager manages the Records Management Section, the Quartermaster Section, and the Property and Evidence Section. This program manager is also the LCSO records retention manager – the supervisor who oversees the day-to-day operations of the Records Management Section, processes expungement orders, and provides assistance to staff where needed; and who is responsible for the processing of Subpoena Duces Tecum requests and expungement orders.
- A FOIA coordinator is responsible for managing and responding to FOIA requests for the Sheriff's Office.
- A records management specialist assists the supervisor (the program manager) with expungement orders, subpoena requests, and other day-to-day operations; as well as provides redundancy to the FOIA coordinator.
- There are two customer services specialists who assist the public in-person as well as over the telephone; prepare and distribute all incoming and outgoing mail for daily pick-up by the County courier, United States Postal Service, and internal mail; provide fingerprinting services; answer mail and email requests for documents and records; and provide miscellaneous services.
- There are five records specialists who are responsible for data entry and auditing of all incident/offense, accident, and arrest reports; towed and abandoned vehicle reports; and citations. Records specialists also aid the public by telephone, in-person, and by mail; as well as provide redundancy to the front desk for citizen service requests.
- There are three warrant specialists who process warrants, protective orders, and arrest reports; validate all wanted and protective order entries into the RMS and VCIN/NCIC; and complete the destruction of unexecuted warrants as directed.

**Why We Do It:** The Records Management Section is needed to serve as the central repository for all LCSO records and reports, to ensure accurate reporting of crimes to the VSP and the FBI. Timely and accurate internal and external reporting is necessary for data transparency for the public. The Records Management Section provides intelligence-based policing by creating a uniform method of preparing, storing, and retrieving information. Specialists audit and input many documents and a large amount of information into VCIN/NCIC and the RMS in a timely manner to meet a variety of mandated deadlines. This ensures that reports, warrants, and orders of protection are accurate, and that information is current. Staff





## LCSO: Administrative and Technical Services (ATS)

provides a variety of services to citizens in-person, over the telephone, and by mail; and processes expungement orders as well as FOIA requests and Subpoena Duces Tecum requests for records.

**How We Do It Now – Current Service Level:** Current service level for the Records Management Section involves processing more than 23,000 offense reports in the RMS, approving more than 5,000 arrest reports, and processing approximately 200 citations in the RMS each year (the large majority of citations are entered using an automated program by deputies in the field); plus, nearly 6,000 warrants entered into the RMS, nearly 3,000 protective orders, and more than 1,000 impound reports annually. In addition, current service level includes processing approximately 2,600 information requests from the Commonwealth Attorney's Office, 750 Subpoenas Duces Tecum and FOIA responses, and 3,000 Concealed Handgun Permit requests.

**How We Plan to Do It in the Future – Recommended Service Level:** The recommended service level is not clear now, but LCSD is watching trends and projections. Service levels related to crime cannot be predicted based on stabilization projections for population alone.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
<b>Process offense reports, arrest reports, traffic citations, and accident reports within ten days of receipt, tow sheets within 24 hours of receipt, and warrants within 72 hours of receipt.</b>					
Number of accident reports processed	2,027	250	5,113	2,201	2,245
Number of arrest reports approved by a records specialist in the RMS	5,959	5,241	5,904	6,461	6,590
Number of citations manually entered into the RMS	226	168	220	50	50
Number of offense reports approved in the RMS	24,351	23,177	26,022	22,615	23,180
Number of warrants entered into the RMS/processed to patrol	6,184	5,907	6,694	8,489	8,659
Number of tow sheets processed	1,089	1,180	1,457	1,341	1,368
<b>Process requests from the courts and the Office of the Commonwealth's Attorney.</b>					
Number of protective orders processed	2,539	2,818	2,706	2,692	2,759
Number of requests processed from the Office of the Commonwealth's Attorney	2,603	2,603	2,576	3,126	3,189
Number of expungement orders processed	158	238	250	194	198
Number of subpoenas processed	101	105	99	129	132
Number of driving transcripts requested	6,876	6,349	5,706	10,264	10,469
Number of Concealed Handgun Permit requests processed	5,917	2,942	3,645	4,038	4,139
<b>Respond to residents' requests in a professional manner.</b>					
Number of service requests – walk-in	4,523	4,225	4,404	5,237	5,342
Number of FOIA requests processed	491	650	911	575	600
Number of service requests – mail-in	10,209	8,470	6,710	7,000	7,000
Number of solicitor permits issued	234	168	184	258	264



## LCSO: Administrative and Technical Services (ATS)

### Employment Services Section (ESS)

**What We Do:** The LCSO ESS plays a critical role in ensuring that the Sheriff's Office is staffed with highly qualified personnel. ESS is responsible for the recruitment and hiring of both sworn and civilian personnel. The hiring process for sworn personnel is rigorous and requires extreme attention to detail. ESS conducts extensive background investigations, including criminal and credit checks, reference checks, polygraph examination, psychological examination, and medical examination to ensure that the candidates have the necessary character and integrity to serve in law enforcement. ESS is also responsible for the recruitment and hiring of civilian personnel, who are essential in providing support services. These roles include dispatchers, administrative assistants, crime analysts, forensic technicians, and more. ESS conducts job analyses to ensure that job descriptions accurately reflect the duties and responsibilities of each position. ESS also collaborates with other departments to determine the necessary qualifications and skills required for each position.

**Who Does It:** ESS consists of one full-time supervisor, three full-time sworn investigators, four part-time civilian investigators, one full-time administrative assistant, and one full-time recruiter. These personnel play critical roles in ensuring that the Sheriff's Office is staffed with qualified personnel, and that the recruitment and hiring process is fair and equitable.

**Mandate Information:** The LCSO ESS is required to comply with all applicable state and federal laws related to hiring.

**Why We Do It:** The LCSO ESS is critically important for several reasons. First and foremost, ESS is responsible for ensuring that the Sheriff's Office is staffed with qualified personnel who can perform their duties effectively and responsibly. By conducting thorough background investigations, physical and psychological tests, and other screening processes, ESS helps identify candidates who have the necessary skills, experience, and character to perform the job. Secondly, ESS is responsible for upholding the integrity and credibility of the Sheriff's Office. By following fair and equitable hiring practices, ESS ensures that all candidates are evaluated based on their qualifications and merit, rather than factors such as race, gender, or personal connections. This helps to build public trust and confidence in the Sheriff's Office and ensures that LCSO is staffed with personnel who are committed to serving the community with integrity and professionalism. Ultimately, the work of ESS is critical for maintaining the safety and security of Loudoun County and its residents.

ESS staff conducts background investigations that not only ensure that the most qualified individuals are hired but ensures that new hires are of sound moral and ethical character. This essential function provides the Loudoun County community with exceptional law enforcement services and partnerships with residents, business owners, and large corporations. Failure to conduct comprehensive background investigations results in a higher number of employee disciplinary issues, and negatively impacts public trust.

**How We Do It Now – Current Service Level:** ESS conducts extensive, time-consuming, and labor-intensive background investigations. Staff is responsible for reviewing a large volume of applications and selecting candidates that meet the necessary qualifications and standards for employment. Background investigations require significant attention to detail and can be a lengthy process, often lasting four to six months. However, these checks are an essential step in ensuring that LCSO hires only the most qualified and trustworthy individuals to serve the community. ESS is committed to maintaining the highest standards of quality and accuracy in the background investigation process.

ESS staff completes an average of 175 background investigations per year, with an average of 25 cases assigned per investigator.

**How We Plan to Do It in the Future – Recommended Service Level:** To streamline and expedite the background check process, ESS plans to automate portions of the process with a software-as-a-service solution. This online platform will allow candidates to complete their application and background investigation forms electronically, reducing the amount of time and resources required for manual data entry and review. The proposed system is a secure, web-based system that simplifies the background investigation process by providing an online portal for candidates to complete and submit their forms, and for investigators to conduct and review their investigations. The system is designed to increase the efficiency and accuracy of the background investigation process while maintaining the highest standards of security and data protection. ESS is excited to



## LCSO: Administrative and Technical Services (ATS)

implement this new technology and looks forward to providing a faster, more streamlined process for candidates seeking employment within the Sheriff's Office.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
<b>Ensure adequate time to properly process assigned cases, with each investigator processing no more than 35 cases per year.</b>					
Number of applicants processed	1,517	1,920	1,556	1,754	1,798
Number of polygraph exams administered	112	151	149	163	167
Number of applicant investigations completed	175	194	197	175	175
Average number of applicant investigation cases assigned per investigator	29	36	32	29	29
Number of applicants hired	63	68	85	70	70



## LCSO: Administrative and Technical Services (ATS)

### Technology Services Section

**What We Do:** The Technology Services Section supports the law enforcement-specific technology needs of the Sheriff's Office. This includes law enforcement-specific hardware and software used in both the field and office applications. Examples are the CAD system, the RMS, the Personnel Management System (PMS), Mobile Data Computers (MDC), tablet computers, multifactor authentication, RADAR, LIDAR, mobile phones (iPhone), license plate readers, Alco-sensors, tint meters, surveillance cameras, radio systems, GPS, audio-visual equipment, Mobile Command Unit technology, and various hosted software-as-a-service systems utilized by LCSO personnel. Additionally, the Technology Services Section assists the County's Department of Information Technology (DIT) with supporting LCSO computers and equipment. The Technology Services Section is also responsible for collecting, maintaining, and managing all in-car and body-worn video, which includes providing copies of video to the Office of the Commonwealth's Attorney, FOIA requests (with redactions), and court-ordered subpoena responses.

**Mandate Information:** This activity is not mandated.

**Who Does It:** The Technology Services Section maintains a professional relationship with other County departments, vendors, and public safety agencies; and delivers service through staff that consists of the following:

- One full-time sworn supervisor who manages all IT-related projects and supervises Technology Services Section employees.
- One full-time sworn deputy who coordinates IT-related hardware maintenance.
- One full-time and one part-time civilian technician who manage all computers assigned to operations, of which there are more than 500.
- One full-time civilian systems administrator who manages multiple law enforcement systems and access.
- Two full-time technicians to support technology operations, one at the ADC and the other at the courthouse.
- One full-time civilian supervisor who supervises and manages in-car and body-worn video systems, including install, configuration, and fulfilling FOIA requests.
- Three full-time employees and one part-time employee to manage and fulfill all video requests for the Office of the Commonwealth's Attorney as well as for internal staff.

**Why We Do It:** The Technology Services Section provides technology support to the Sheriff's Office 24 hours per day, seven days per week, and all 365 days of the year. The Section ensures that the technology used by employees of the Sheriff's Office increases efficient service to the public. Without the Technology Services Section, DIT would be required to provide around-the-clock technical law enforcement support for LCSO programs. However, if these services were outsourced to DIT or to a vendor, the familiarity with law enforcement technology needs would be lost.

**How We Do It Now – Current Service Level:** In FY 2023, the Technology Services Section opened 7,710 service requests and closed 7,123. Only 8 percent of the service requests were referred to DIT for further action. The Technology Services Section closed 92 percent of the 7,710 requests in less than eight hours. Additionally, the Technology Services Section produced 6,103 copies of in-car videos for court use. Current service level consists of processing 7,000 service requests each year on average. Of these, 90 percent are processed within eight hours. For video evidence processing, approximately 19,500 video copies are processed each year overall, an estimated 90 percent of which are processed within ten business days.

**How We Plan to Do It in the Future – Recommended Service Level:** As LCSO grows over time, service level will increase; and the Technology Services Section will require additional staff to meet increased demand.



## LCSO: Administrative and Technical Services (ATS)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
<b>Complete 90 percent of technology-related service requests for courts, internal review, FOIA, and subpoenas within eight hours.</b>					
Number of service requests opened	7,065	7,552	7,710	7,753	7,947
Percentage of service requests completed within eight hours	96%	94%	92%	91%	91%
Number of service requests handled internally by Technology Services Section staff	6,499	6,919	7,123	6,832	7,003
Average number of service requests processed per staff member	1,044	980	763	854	875
<b>Complete at least 90 percent of video copy requests within ten business days.</b>					
Number of evidentiary video copies processed	8,277	9,530	19,574	19,000	19,000
Percentage of video copies processed within ten business days	88%	95%	91%	90%	90%



## LCSO: Administrative and Technical Services (ATS)

### Training and Accreditation

**What We Do:** The Training and Accreditation Section schedules and facilitates all training for LCSO employees, to include initial basic, in-house, and out-of-state specialized training. The Training Section manages the development and facilitation of training on a broad spectrum of topics, including initial and semi-annual firearms qualifications, less-lethal weapons, leadership development, decision-making, criminal investigation, emergency vehicle operations, and personal protective equipment use. The Training Section supervises all new deputies as they attend the required basic training; and facilitates the field training component of each new deputy's initial training. The Training Section is also responsible for maintaining a detailed and accurate training record for each employee.

The Training Section is responsible for ensuring that all members of the community are provided a variety of law enforcement services by highly-trained and professional deputies.

Accreditation is maintained through the Virginia Law Enforcement Professional Standards Commission (VLEPSC) through an onsite inspection once every four years. Maintenance of this accreditation requires annual documentation of compliance with a series of established professional standards that are systematically measured, evaluated, and updated.

**Mandate Information:** This activity is not mandated. However, LCSO follows a variety of mandates regarding the training and recordkeeping of law enforcement training. The Virginia DCJS is the state's governing body that mandates the initial and ongoing qualifications for law enforcement officers. The Virginia DCJS is granted its authority by state law (Virginia Code § 9.1-102); and all law enforcement agencies are required to abide by the standards set forth by the Virginia DCJS and the Code of Virginia § 15.2-1706. In addition to basic training requirements, all sworn deputies are required to attend a minimum of 40 hours of training every two years (four hours of legal updates, two hours of cultural diversity training, and 34 hours of general subjects, as per the Virginia Administrative Code 6VAC20-30-30). There are also federal training mandates, such as the FEMA National Incident Management System (NIMS) Training Program.

The recordkeeping function of the Training Section is governed by the Library of Virginia, which sets the regulations for training records that must be maintained in addition to the retention schedules for training records (the Library of Virginia's General Schedules, GS-03, GS-08, and GS-17).

**Who Does It:** The Training and Accreditation Section is facilitated by full-time County staff, including eight sworn deputies and one civilian employee. The Sheriff's Office is a member agency of the Northern Virginia Criminal Justice Training Academy (NVCJA, the regional law enforcement training academy), which provides all basic police training for new employees and some in-service training for existing employees.

**Why We Do It:** It is imperative to the safety and security of the community that the Sheriff's deputies serving and protecting them daily are qualified and prepared. It is the responsibility of the Training Section to ensure that all employees meet or exceed the minimum training requirements, as required by the Virginia DCJS. The Training Section strives to ensure that the citizens of Loudoun County are served by highly-trained and professional deputies.

**How We Do It Now – Current Service Level:** Current service level for the Training Section involves an average of 8,000 instructor hours per year for weapons training. Additionally, current service level is to processes approximately 6,000 registrations for training, conferences, or academy attendance each year.

**How We Plan to Do It in the Future – Recommended Service Level:** The recommended service level is not clear now, but LCSO is watching trends and projections. As LCSO continues to grow over time, the Training Section will also need to grow in accordance with the developing needs and resources required to maintain a highly-trained and skilled workforce.



## LCSO: Administrative and Technical Services (ATS)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
<b>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.</b>					
Number of deputy recruits graduating from NVCJA/Skyline	15	11	17	40	50
Number of instructor hours used for weapons training	5,065	4,339	6,279	6,765	6,934
Number of instructor hours used for emergency vehicle operations center (EVOC) training	1,532	940	1,260	1,740	1,784
Number of instructor hours used for taser training	274	237	463	250	300
Number of registrations processed for training/conferences/academy	4,218	4,376	4,507	5,500	5,800





## LCSO: Administrative and Technical Services (ATS)

### False Alarm Reduction Unit (FARU)

**What We Do:** The primary responsibility of the FARU is to reduce the number of false burglar alarm activations and responses. This objective is accomplished through user education, alarm industry standards, and site inspections. The secondary responsibility of the FARU is the enforcement of the Loudoun County False Alarm Ordinance through a system of fines. The FARU processes alarm registrations and false alarm violations for the Towns of Leesburg and Middleburg in addition to Loudoun County.

**Mandate Information:** Loudoun County Ordinance 655 defines the requirements of the FARU. The Board approved the creation of the FARU in FY 2005. The FARU is tasked with enforcing the Ordinance and ensuring that alarm companies and alarm users are compliant.

**Who Does It:** The FARU is staffed with one full-time civilian employee. Additionally, the Sheriff's Office maintains relationships with alarm companies to help prevent false alarms.

**Why We Do It:** The FARU mission assists in the reduction of false burglar alarms that take deputies away from more serious incidents. It also allows deputies to efficiently use their time for proactive law enforcement duties. The FARU fosters a better relationship with citizens and businesses through community education of proper alarm use.

**How We Do It Now – Current Service Level:** Current service level for the FARU averages 5,100 false alarm notifications, approximately 1,650 new alarm registrations, and an average of 17,000 alarm registration renewals/updates annually.

**How We Plan to Do It in the Future – Recommended Service Level:** The recommended service level is not clear now; but as the population and businesses grow over time, it is anticipated that both the number of new alarm registrations and false alarms will increase.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
<b>Implement a false alarm reduction program that includes a combination of education, fines, and fees to reduce the number of false alarms.</b>					
Number of new alarm registrations	1,757	1,727	1,616	1,775	1,800
Number of renewal/updates to registrations	15,763	16,456	17,316	16,588	16,688
Number of false alarm calls	4,788	4,912	5,399	5,200	5,300



## LCSO: Administrative and Technical Services (ATS)

### 911 Emergency Communications

**What We Do:** The ECC is a section of the Sheriff's Office that is mandated to operate 24 hours per day, seven days per week, and all 365 days of the year. The primary objective is the management and delivery of law enforcement service requests in Loudoun County. The ECC mission requires activity in the following three key areas: telecommunications, radio communications, and administrative duties.

Telecommunications responsibilities include answering all emergency (E-911), non-emergency, and administrative telephone lines for the Sheriff's Office, as well as answering E-911 and non-emergency calls made to the Purcellville and Middleburg Police Departments.

Radio communications activities include monitoring and recording the location of on-duty deputy sheriffs and police officers, dispatching E-911 and non-emergency calls for service, performing driver license and wanted persons queries, assigning case numbers and recording case notes, using computers and the CAD system for resource management, monitoring law enforcement radio traffic, operating law enforcement radios, and providing assistance to officers by contacting other services as needed.

Administrative duties involve securing and maintaining required licensing for the VCIN, answering FOIA requests, conducting mandated training, and performing system maintenance.

**Mandate Information:** This service is mandated by the following statutes: the Code of Virginia §§ 52-12 through 52-15, the Code of Virginia §§ 52-16 through 52-19, and the Code of Virginia § 15.2-1726.

**Who Does It:** The ECC is staffed by LCSO personnel, including a sworn command staff member and a civilian operations manager who manage the activities of the ECC. A civilian training coordinator ensures that ongoing mandated training is provided to all dispatchers. The training coordinator also manages the communications training officers who provide on-the-job training for new employees. The systems manager ensures that the radio equipment for the Sheriff's Office remains in an operational-readiness state at all times, in addition to providing support for physical equipment in the ECC. The assistant systems administrator maintains the CAD system, responds to FOIA requests, acts as the LCSO's terminal agency coordinator to the VCIN, and performs compliance audits.

**Why We Do It:** The ECC is frequently the first point of contact for citizens requiring law enforcement assistance and/or services. When a citizen contacts 911, the ECC dispatchers are the first contact they have with law enforcement and are the true "first responder." Immediate access to emergency services during these times is considered vital and potentially lifesaving. While the 911-emergency component of the ECC is important, staff also provides non-emergency, informational services. This provides the citizens of Loudoun County with a central access point to address issues that they may be experiencing. ECC staff processes telephone calls and tracks incidents with a consistent level of efficiency and effectiveness. Compliance with this is verified by random, weekly quality assurance checks and supervisors who directly monitor daily operations.

**How We Do It Now – Current Service Level:** FY 2023 service levels for the 911 Emergency Communications activity consisted of approximately 197,565 overall CAD incidents processed. Service volumes, with 42 employees performing the mandated tasks of the ECC, involve an average of 65,263 telephone calls to 911 and 116,679 non-emergency calls, with non-emergency calls experiencing an average hold time of 63 seconds.

**How We Plan to Do It in the Future – Recommended Service Level:** The recommended service level is not clear now; but over time, it is anticipated that, as the population increases, the demand will increase the number of both E-911 and non-emergency calls to the ECC.

**LCSO: Administrative and Technical Services (ATS)**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
<b>Provide essential public safety service to the Loudoun County community by answering calls for assistance, documenting incidents, and dispatching public safety resources in a timely, accurate, and efficient manner.</b>					
Number of CAD incidents	184,037	189,970	197,565	215,000	220,000
<b>Maintain an average ring time of less than ten seconds for non-emergency calls, and an average hold time of less than 45 seconds for non-emergency calls.</b>					
Average hold time for non-emergency calls (in seconds)	00:48	00:59	00:53	00:45	00:45
Number of E-911 calls (landline and cellphone)	31,783	54,044	65,263	55,000	57,500
Number of non-emergency calls	114,990	117,861	116,679	130,000	135,000



## LCSO: Office of the Sheriff

### Office of the Sheriff

**What We Do:** The Office of the Sheriff provides senior command and leadership for LCSO, including portfolio management and supervision for all programs within LCSO. The Office of the Sheriff also includes the Internal Affairs Unit and the Media Relations and Communications Unit.

The Internal Affairs Unit is primarily responsible for investigating complaints against members of LCSO. The Internal Affairs Unit ensures the prompt and thorough investigation of incidents to provide a complete and impartial examination of the facts and circumstances. Through these objectives, the Internal Affairs Unit functions to clear the innocent, establish just cause for discipline, safeguard the rights of employees who are the subject of such investigations, provide oversight or supervisory training, and recommend suitable policy revision.

The Media Relations and Communications Unit creates maximum LCSO visibility and community engagement through communications technologies, applications, and resources available through traditional and non-traditional media. Accurate and timely information is paramount in messaging and disseminating during crisis management situations, employee relations, crime updates, media interaction, press release placement, and in partnerships with local, state, and federal governments. The Media Relations and Communications Unit is committed to developing and promoting content that engages the public, keeps them informed, and builds community goodwill.

**Mandate Information:** These services are not mandated by federal or state government, nor are they directed through an ordinance that has been adopted by the Board. Rather, it is an industry best practice. Regarding the Internal Affairs Unit, there are “best practices” that are outlined by the Department of Justice in its report entitled “Standards and Guidelines for Internal Affairs, recommendations from a Community of Practice” (United States Department of Justice Office of Community Oriented Policing Services, 1100 Vermont Avenue, N.W. Washington, DC 20530). Release of information from open records is mandated by FOIA (Virginia Code § 2.2-3700 et seq.).

**Who Does It:** Portfolio management services are provided by one sworn staff member holding the rank of Colonel (Undersheriff) and two sworn staff members holding the rank of Lieutenant Colonel (Chief Deputies). The Lieutenant Colonels report to the Colonel, who reports directly to the Sheriff, delivering portfolio management expertise and command leadership to deliver all public safety services in the County.

The Internal Affairs Unit is comprised of two sworn supervisors who administer complaints that are presented to the Sheriff’s Office. Complaints can be obtained by several different methods including the LCSO website, the County’s Fraud and Abuse Hotline, email message, direct telephone conversation with the Internal Affairs Unit, communication through the ECC, in-person at LCSO stations or headquarters, or provided to any sworn supervisor. Written complaints may arrive via United States Postal Service mail, interoffice mail, or any form of writing.

The Media Relations and Communications Unit is comprised of two civilians and one sworn staff reporting to the Chief Deputy of the Operations Bureau. This Unit delivers strategic and internal messaging to approximately 850 LCSO personnel, and external messaging to more than 430,000 residents as well as news media outlets.

**Why We Do It:** Portfolio management allows for focused and efficient command and control of the various programs within the Sheriff’s Office.

The Internal Affairs Unit has a mission to protect the public trust and to maintain the integrity of the Loudoun County Sheriff’s Office. The policy of the Unit is to conduct thorough, fair, and objective investigations. The Internal Affairs Unit provides an essential service to the community and citizens of Loudoun County along with the employees of the Sheriff’s Office. Loudoun residents and government entities benefit from the service provided by the Internal Affairs Unit, whether it is through complaint investigations, policy and procedure compliance, or other requests presented to the Sheriff’s Office.

The Media Relations and Communications Unit is responsible for the dissemination of accurate and timely information, especially during crisis management situations.

**LCSO: Office of the Sheriff**

**How We Do It Now – Current Service Level:** Current service level for the Office of the Sheriff consists of responding to approximately 1,900 media or public inquiries (including FOIA requests), issuing 125 press releases related to crimes or major incidents, and making 2,200 social media posts.

**How We Plan to Do It in the Future – Recommended Service Level:** Over time, it is anticipated that the number of press releases, social media posts, community engagement events, and other similar news media relations and communications activities will continue to rise and will be reflected in the performance metrics below. Additional staff may be required to accomplish this increased workload.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
<b>With current resources, ensure that the public is informed through media outlets regarding law enforcement activity.</b>					
Number of press releases	159	209	126	205	210
Number of messages/alerts issued through Alert Loudoun	439	466	388	525	530
Number of social media updates	2,932	2,934	2,195	3,150	3,200