



Public Safety and Judicial Administration FY 2024 Program Review

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Animal Services

To serve the community by promoting public safety and the compassionate treatment of all animals through humane education, community outreach, sheltering, and law enforcement.

Department Programs

Animal Shelter

Provides care and treatment for surrendered, stray, neglected, abused, abandoned, and impounded companion animals and livestock and facilitates placement through a variety of programs.

Activities

- Animal Intake, Care, and Placement
- Humane Education and Outreach Services

Humane Law Enforcement (HLE)

Provides for the health, safety, and welfare of the residents and animals in Loudoun County through the enforcement of both state and local laws pertaining to domesticated animals; protects public health and safety through management of sick, stray, injured, potentially rabid, or dangerous animals; and investigates and resolves reports of crimes against animals, including cruelty, neglect, and abandonment.

- Humane Law Enforcement (HLE)
- Dog Licensing

Financial Information

FY 2024 Adopted Information¹

	Expenditures	Revenue	LTF	FTE
Animal Shelter (including Outreach)	\$2,917,876	\$113,250	\$2,804,626	26.00
Humane Law Enforcement (HLE)	2,310,011	483,950	1,826,061	16.00
Total	\$5,227,887	\$597,200	\$4,630,687	42.00

¹ Sums may not equal due to rounding.



Animal Services: Animal Shelter

Animal Intake, Care, and Placement

What We Do: The Animal Intake, Care, and Placement Team provides daily care and husbandry for animals housed with the Loudoun County Animal Services (LCAS) Department. The new animal shelter facility, located in Leesburg, was completed and opened in FY 2022, and is approximately 22,000 square feet, with specialized design to support optimal animal health and welfare and resident services. At the animal shelter, animal care activities include feeding, cleaning, administering vaccines and medications, microchip implantation, medical and surgical procedures, and the mandated documentation of all animal information. Animal care staff performs behavioral and medical evaluations; provides exercise, socialization, and mental enrichment programs; and develops medical and behavioral intervention plans. Animal care staff also supports the foster care initiative (which utilizes volunteer homes to provide supplemental care for animals not ready for adoption) and transfer efforts (by partnering with other agencies to offer optimal adoption opportunities in the local community). This hands-on team also provides adoption, surrender, and euthanasia counseling, as well as performs euthanasia for animals who are dangerous, suffering, or otherwise unplaceable. Administrative staff oversees purchasing, payroll, facilities management, human resources, budgeting, financial accounting, and specialized software applications.

Mandate Information: Sheltering services for stray dogs, either provided by local government or contracted, are mandated in the Code of Virginia § 3.2-6546 B. Records for all animals must be maintained in accordance with the Code of Virginia § 3.2-6546 and various administrative codes enforced by the Virginia Department of Agriculture and Consumer Services. Sterilization of adopted cats and dogs must be provided or coordinated through LCAS, as mandated in the Code of Virginia § 3.2-6574.

Who Does It: County staff provides these services, with a very small percentage of specialized services (e.g., specialty veterinary procedures) being provided by external entities.

Why We Do It: LCAS operates the only open-access facility in the County, accepting stray and surrendered domestic animals regardless of age, temperament, or health. LCAS staff provides medical care for sick and injured animals, vaccination protocols to reduce disease in the shelter, and enrichment for all companion animals to reduce stress and maximize adoptability. The care staff provides adoption counseling to individuals interested in selecting a pet and offers surrender counseling designed to gather vital behavioral and medical information from the pet owner to find the pet the best possible outcome post-surrender. Additionally, LCAS staff connects residents with animals to resources to assist in preserving the human-animal bond, staffs the animal shelter's front counter, assists customers with questions and concerns and with completing the adoption application process, provides support and guidance post-adoption, maintains LCAS's lost and found pet database, reduces euthanasia by providing alternatives to surrender, and accepts stray and surrendered pets from Loudoun residents. Retention counseling is offered to each person looking to surrender a pet, with the goal of keeping animals with their families whenever possible, thus reducing the number of animals unnecessarily brought into the shelter system. LCAS staff is trained in crisis situations such as large-scale animal seizures, dangerous and fractious animal handling, livestock husbandry, and pet-friendly sheltering in the event of a disaster. Without these services, the Loudoun community would not be equipped to handle animal-related safety and welfare concerns that arise; and pets and people in crisis would have limited options, if any. LCAS also provides temporary pet sheltering services for clients of local nonprofit organizations and human/social services agencies, with the goal of ensuring a holistic service delivery to those most in need. LCAS has also developed plans in collaboration with the Office of Emergency Management (OEM) to ensure that Loudoun County's disaster response plans include addressing the needs of residents with pets, to remain eligible for federal funding in the event of a major disaster or emergency.

How We Do It Now – Current Service Level: Current service level maintains a live release rate of 94 percent or higher for approximately 2,400 companion animals annually. Through this function, LCAS receives stray, surrendered, seized, and abandoned animals, over 70 percent of which have complex medical or behavioral challenges that require elevated resources to effectively manage. Current service level represents processing nearly 1,800 adoptions and returning 300 animals to their owners. Additionally, current service level provides for revenue-neutral transfer services for approximately 600 animals.



Animal Services: Animal Shelter

Service level indicators are based on the current ratio of complex animal intakes, which is likely to grow, consistent with national trends as pet overpopulation levels drop. If more complicated intakes are necessary, service levels may be impacted. Service level indicators are also based on the current human population, assuming a static per capita pet ownership rate and stable economic climate. However, if human population dramatically rises, economic conditions negatively impact pet ownership, or per capita pet ownership increases, service levels may be impacted. In FY 2023, LCAS saw a dramatic spike in local intakes, with the stray and owner surrender categories, bringing the dog kennels to full capacity for the first time in over ten years. It remains to be seen whether this is a long-term issue, or one tied to the current challenges with veterinary access and pet-inclusive housing.

A full-time shelter veterinarian and two veterinary technicians provide all in-house medical care and oversight for tasks such as wound repair, vaccination, sterilization, minor and major surgeries, animal cruelty assessments, dental procedures, amputations, euthanasia, specialized feeding plans, medically addressing behavioral deterioration resulting from kenneling, and all aspects of physical and mental health care for approximately 2,300 sheltered animals per year, in addition to performing necropsies and evidence collection and testifying in court on animal cruelty cases.

How We Plan to Do It in the Future – Recommended Service Level: In the future, it is anticipated that intakes to LCAS will grow at a faster rate than in years past due to the greater accessibility of the facility, which is now located in Leesburg, compared with the less-central location of the previous facility. If intakes continue to increase at the rates seen from FY 2022 and FY 2023, LCAS will have to modify and expand operations to maintain the current service level. LCAS expects that the metrics with asterisks (*) below will indicate that the program may need to adjust its services or service levels. This would necessitate the addition of staff, an increased volunteer base, a more comprehensive focus on pet retention programs, and improvement of support initiatives, such as dog training, pet supply and food pantries, low-cost veterinary care, and pet ownership classes. The quality of service provided will be impacted by the types and special needs required by the animals received, and the rate at which those animals need shelter as compared to animals who require less skilled care. Animals with complex medical and behavioral histories – and residents in need of advanced interventions – require a higher level of service that is not presently available to meet the demand seen in FY 2023 on a prolonged basis. LCAS has released a five-year strategic plan to create a framework to support future success in service delivery.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Achieve an 85 percent or higher rate of live animal outcomes.					
Total live release rate	94%	95%	94%	94%	93%
Total intake of dogs*	602	765	967	1,200	1,400
Total intake of cats*	827	1,117	1,078	1,300	1,500
Total intake of other species*	614	359	383	475	500
Number of animals with complex medical or behavioral challenges	65	49	61	70	70
Number of animals adopted	1,485	1,864	1,825	1,800	1,900
Number of animals returned to owner	239	250	358	300	300
Increase feline return-to-owner (RTO) rate, maintaining a minimum of double the national average (2 percent).					
Feline RTO rate	20%	20%	24%	25%	25%



Animal Services: Animal Shelter

Humane Education and Outreach Services

What We Do: This activity expands the reach of LCAS beyond the confines of the physical structure through marketing, educational initiatives, and participation in community events, forging meaningful community partnerships and developing humane communities. In addition, the team develops community relationships that facilitate foster and transfer programs, with the goal of securing the best placement option for each animal. This activity works closely with animal-oriented businesses and nonprofit organizations to serve Loudoun residents. For instance, staff collaborates with community partners to help operate the Loudoun Pet Pantry, which provides emergency food supplies for family pets in need, reducing the need to surrender these pets to the animal shelter due to financial hardship.

Mandate Information: This activity provides support to the animal sheltering services mandated in the Code of Virginia § 3.2-6546 B – “the governing body of each County shall maintain (or cause to be maintained) a public animal shelter...” Additionally, the Code of Virginia § 3.2-6546 requires maintenance of lost and found directories and written records of each companion animal within the care of LCAS, and prohibits adoption of animals under the age of eight weeks, necessitating placement in foster care.

Who Does It: County staff provides this service with the support of over 200 volunteers and countless public-private partnerships.

Why We Do It: The Humane Education and Outreach Services staff provides vital, cost-saving support to LCAS by recruiting and training volunteers. This activity also plays a key role in reducing euthanasia and the daily cost of animal care, and it supports the foster care and animal placement programs.

LCAS provides a low-cost vaccination and microchip program for owned pets in Loudoun County. Program goals include mitigating rabies risk, creating a healthier animal population, increasing RTO rates for lost pets, increasing dog license compliance, and connecting with the pet-owning community. LCAS is expanding its reach to targeted locations around the County to continue assisting residents of varying backgrounds and needs with accessing these critical services.

LCAS education programs provide vital information to the Loudoun community to reduce animal bites; reduce euthanasia of healthy, safe, and treatable pets; interrupt the cycle of animal cruelty; promote adoptions; and develop a community of educated and empowered pet owners.

How We Do It Now – Current Service Level: Current service level supports over 100 annual outreach activities and up to 200 active volunteers. At current service level, volunteers contribute over 15,000 hours of service at a value of over \$450,000. Currently, volunteers are waitlisted to ensure that all interested volunteers can receive proper animal handling and safety training. At current service level, LCAS coordinates life-saving foster support services to approximately 400 animals over the course of the year, giving young puppies and kittens and adult animals in need of in-home care the opportunity to receive such care outside of the shelter and become eligible for adoption. Using state and national formulas, the animal foster parent program saves LCAS over \$350,000 in labor each year.

How We Plan to Do It in the Future – Recommended Service Level: The current demand for volunteer opportunities far outweighs the ability for one person to handle. If LCAS wants to increase volunteer opportunities and allow for further growth, it will require expansion of staffing. Youth and adult educational programs also routinely book completely within minutes of offering, and as LCAS seeks new ways to increase community trust and engagement, this area will likely require additional staff support as well.



Animal Services: Animal Shelter

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Increase presence in the community through social media, online, and outreach activities.					
Number of outreach activities to promote animal service	44	81	86	75	75
Number of humane education activities	49	156	152	130	130
Number of participants attending humane education and outreach activities	3,188	14,884	29,186	25,000	25,000
Number of social media followers	23,770	27,296	30,748	32,000	32,000
Number of owned animals provided with low-cost vaccination or microchip services	820	635	1,111	600	600
Increase the level of volunteer support through appropriate training.					
Number of adult volunteers	144	171	210	200	200
Number of volunteers under the age of 18	49	77	104	100	100
Number of volunteer hours	5,227	12,893	15,799	16,000	16,000
Total value of volunteer hours	\$148,788	\$367,833	\$483,991	\$479,200	\$479,200
Number of foster families	172	98	168	150	150
Number of foster care hours	11,385	12,940	11,246	11,000	11,000
Number of animals sent to foster care	677	621	946	600	600
Total hours of volunteer training provided	40	174	173	150	150



Animal Services: Humane Law Enforcement (HLE)

Humane Law Enforcement (HLE)

What We Do: The Humane Law Enforcement (HLE) activity provides for the health, safety, and welfare of the public and animals in Loudoun County through the enforcement of both state and local animal laws. Services are provided 24 hours per day, 7 days per week for critical or emergency animal-related issues that impact the public.

Humane Law Enforcement Officers (HLEOs) protect the public's health and safety from sick, stray, injured, rabid, or dangerous animals, and advocate for the welfare of animals by promoting and providing for their safe, humane, and lawful treatment. HLE works in partnership with public safety agencies; investigates and resolves reports of animal cruelty, neglect, and abandonment; performs skilled rescues of domestic animals and livestock; and participates in educational programs. LCAS dispatchers and HLEOs provide education to the community on domesticated-animal- and wildlife-related issues. This team also handles technical large animal rescues in partnership with Loudoun County Fire and Rescue.

Mandate Information: Pursuant to the Code of Virginia § 3.2-6555, it is mandated that “the governing body of each County or city shall, or each town may, employ an officer to be known as the animal control officer who shall have the power to enforce this chapter, all ordinances enacted pursuant to this chapter and all laws for the protection of domestic animals. The governing body may also employ one or more deputy animal control officers to assist the chief animal control officer in the performance of his duties.”

Who Does It: County staff provides this service.

Why We Do It: Understanding animal behavior and needs across species lines as well the laws that pertain to companion animals, agricultural animals, and wildlife requires knowledge, skills, and expertise unique to HLEOs. This team of officers is strategically deployed throughout the County to provide timely response to public requests for services. Officers successfully resolve a majority of the animal-related complaints outside of court through a tiered enforcement process that starts with education. Furthermore, because HLEOs have unique training and ability to handle a variety of animals and emergency response scenarios, other public safety agencies can perform their duties in a safer, more efficient manner, allowing them to focus their efforts on the human emergency while HLEOs focus on the animal emergency. HLEOs provide residents of all ages with education on proper animal care and handling designed to create a stronger human-animal bond, thereby reducing incidents requiring enforcement or officer intervention. Specialty outreach programs are also managed by the HLEO team, including the Companion Animal Resource Effort (CARE) and Operation Protect Livestock (OPL). CARE provides one-time financial assistance to low-income pet owners, which allows pets to stay in their home and reduces the number of animals surrendered to the animal shelter or euthanized for financial reasons. OPL serves to reunite stray livestock with their owner to greatly reduce the likelihood of property damage occurring, or the animal becoming injured or killed when off of their property.

How We Do It Now – Current Service Level: At current service level, up to 90 percent of calls are resolved outside of court through diversion, education, and enforcement efforts. Current service level involves fielding over 22,000 phone calls annually, with HLEOs physically responding to up to 5,300 calls for service, while dispatchers aim to resolve over 70 percent of public inquiries by telephone. If more complicated trends are present (such as increased rates of serious animal-related crimes, or more calls regarding wildlife conflicts), service levels may be negatively impacted. Service level indicators are also based on the current human population, assuming a static per capita pet ownership rate. If the human population dramatically rises or pet ownership increases, service levels may be negatively impacted.

How We Plan to Do It in the Future – Recommended Service Level: While many investigations are routine, LCAS does handle a number of disturbing and violent cases each year. Calls handled by HLEOs are unique when compared to traditional law enforcement in that the vast majority of calls involve live evidence; and when call volume increases, the work cannot be delegated to any other staff or department. As other law enforcement agencies in the United States see an increase in violent crimes involving animals – and animal crimes involving technology – the number of hours to resolve complex cases will inevitably increase, necessitating additional staffing. As Loudoun development continues, it is also reasonable to expect



Animal Services: Humane Law Enforcement (HLE)

greater road traffic; and with 52 percent of all shift hours covered by two HLEOs or less, additional officers will be needed to ensure appropriate response times and coverage.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Improve effectiveness of call-taking services through diversion, education, and enforcement.					
Number of wildlife telephone calls	3,948	4,090	3,439	4,000	4,000
Percentage of wildlife calls resolved through education	60%	62%	61%	60%	65%
Total number of telephone calls received	15,838	18,380	18,483	22,000	20,000
Number of on-call telephone calls	477	382	403	500	500
Number of animal shelter telephone calls	6,860	8,649	9,297	10,000	10,000
Percentage of telephone calls resolved through education (includes livestock and companion animals)	55%	46%	49%	55%	60%
Number of animal control telephone calls	5,230	5,165	5,097	6,000	6,000
Sustain 90 percent resolution of calls outside of court.¹					
Total number of calls for service	4,866	5,185	4,958	5,000	5,750
Number of calls for service for dog bites	544	625	655	700	700
Percentage of dog bites resolved outside of court	93%	96%	95%	95%	95%
Number of calls for service for investigations	1,339	1,406	1,267	1,600	1,650
Percentage of investigations resolved outside of court	95%	97%	97%	90%	90%
Number of calls for service for routine calls	2,697	2,133	2,203	2,800	3,000
Percentage of routine calls resolved outside of court	95%	96%	95%	95%	95%
Total number of cases resolved outside of court	3,585	5,048	4,807	5,000	5,000
Number of calls for service for wildlife calls	1,470	1,442	1,335	1,500	1,600
Total number of responses needed to complete all calls for service	10,214	9,915	9,887	12,000	12,000
Achieve a success rate of 80 percent or higher through court.					
Number of cases taken to court	164	137	151	185	185
Success rate for court cases (plea or conviction)	82%	68%	76%	70%	75%
Maintain an efficient response time for calls for service by HLEOs.²					
Average response time for calls between 9:00 p.m. and 7:00 a.m. (in minutes)					
Target Response Time = 45 minutes	31	29	28	20	20

¹ Calls are considered routine if no person or animal is in danger. For example, a dog running at-large with no indication of it being aggressive or a traffic hazard would be considered a routine stray roam.

² Target response times are developed internally based on call volume and staffing levels.

**Animal Services: Humane Law Enforcement (HLE)**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Average response time for calls between 7:00 a.m. and 9:00 p.m. (in minutes) Target Response Time = 180 minutes	113	76	60	100	100
Average response time for emergency calls with persons in danger (in minutes) Target Response Time = 30 minutes	20	22	19	20	20
Average response time for animals in danger and other urgent calls (in minutes) Target Response Time = 30 minutes	24	25	27	25	25
Average response time for routine calls (in minutes) Target Response Time = 390 minutes	145	479	95	250	250
Total number of priority calls, person or animal in danger calls, or other urgent calls	1,939	2,009	1,893	2,000	2,200
Total number of routine calls for service	2,927	3,169	3,065	3,500	3,500



Animal Services: Humane Law Enforcement (HLE)

Dog Licensing

What We Do: The Dog Licensing activity provides dog license registration, issuance, and fee collection for Loudoun County residents. This activity processes all dog license revenue collected via mail and website transactions and answers relevant inquiries via email and telephone. The state enacted legislation in 2008 requiring local veterinarians to submit rabies certificates to the Treasurer's Office. LCAS has a memorandum of understanding with the Treasurer's Office that allows for LCAS to process all rabies certificates into the departmental software system. This activity processes all rabies certificates submitted to LCAS from veterinary offices and follows up with new and delinquent dog owners.

Mandate Information: This service is mandated by the Code of Virginia § 3.2-6524, which stipulates that unlicensed dogs are prohibited: "It shall be unlawful for any person, other than a releasing agency that has registered as such annually with local animal control, to own a dog four months old or older in the Commonwealth unless such dog is licensed, as required by the provision of this article."

Who Does It: One County staff member is dedicated to this activity.

Why We Do It: The Dog Licensing activity ensures that dogs residing in the County have current rabies vaccinations and enables progressive RTO programs for licensed pets. When a friendly stray pet is found by a resident, that resident may call into LCAS; and dispatchers will search license records geographically to connect the finder and pet owner, either directly or through a HLEO. This process eliminates the need to transport and house the animal at the shelter. The license record matching program helps ensure that stray dogs are returned to their owners. The online dog licensing platform that enables residents to purchase a dog license from their computer or smartphone increases dog licensure revenue. The online platform also provides HLEOs with the most current information, reducing the number of public complaints.

How We Do It Now – Current Service Level: At current service level, this activity provides licenses to approximately 45 percent of dogs in Loudoun County. Current service level is based on the current human population, assuming a static per capita pet ownership rate. If the human population dramatically rises, or pet ownership increases, service levels may be negatively impacted.

How We Plan to Do It in the Future – Recommended Service Level: The Dog Licensing activity is mandated through Loudoun County Codified Ordinances, Chapter 612.03; and is expected to grow proportionally with the population. Limitations in pet-inclusive housing may reduce overall dog ownership, but new formulas to determine the accurate rate of dog ownership are under evaluation, allowing for greater accuracy in projections.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Achieve 50 percent or higher of dogs licensed in Loudoun County.					
Number of dog license notices issued	46,002	48,268	46,909	47,000	47,000
Number of new and renewed dog licenses sold	25,045	24,039	23,447	23,000	23,000
Percentage of dogs licensed in Loudoun County	45%	45%	47%	46%	45%





Clerk of the Circuit Court

The Clerk of the Circuit Court is a constitutional officer; and the duties of the Clerk are mandated by the Code of Virginia. The Clerk's Office provides multiple statutory and local services for residents, business professionals, legal professionals, judges, public safety officials, a variety of state and local government agencies, and the towns in Loudoun County. The Clerk's Office ensures the efficiency and effectiveness of local government in the conduct of governmental, judicial, commercial, and quasi-legal affairs for the residents of Loudoun County through the following services: collection and accounting of the appropriate taxes and fees; processing legal and court documents; retaining and implementing proper and safe permanent court records, land records, judgment records, and legal documents; providing proper public inspection of – and access to – permanent court records; and providing efficient and reliable administration of court cases and various Clerk's Office services. The Code of Virginia mandates more than 800 duties for the Clerk of the Circuit Court. The Clerk's Office is located in the Courts Complex in downtown Leesburg, Virginia. Multiple services are offered via remote/virtual programs that do not require clients to visit the Courts Complex.

Department Program

Clerk of the Circuit Court

Provides services including issuing marriage licenses, recording deeds and land documents, coordinating juror services for jury trials, probate of wills and estates, assisting judges with courtroom proceedings, managing court cases and legal documents, preserving historic court papers, and many other services.

Activities

- Criminal Case Management
- Civil Case Management
- Deed Recordation and Land Records Processing
- Probate of Wills and Estates
- Judicial Services
- Jury Management
- Historic Records and Deed Research
- Internal Operations
- Business Services

Financial Information

FY 2024 Adopted Information

	Expenditures	Revenue	LTF	FTE
Clerk of the Circuit Court	\$5,990,448	\$17,921,713	\$(11,931,265)	52.00
Total	\$5,990,448	\$17,921,713	\$(11,931,265)	52.00



Clerk of the Circuit Court

Criminal Case Management

What We Do: The Criminal Case Management Division provides professional case management services to the Circuit Court judges, the Office of the Commonwealth's Attorney, the Loudoun County Sheriff's Office (LCSO), probation and parole officials, mental health professionals, public defenders, attorneys, Virginia State Police, the Division of Forensic Science, multiple municipal law enforcement agencies, multiple federal law enforcement agencies, and Loudoun residents. This Division manages all criminal court case files and all legal pleadings filed in criminal cases. Court orders and other legal papers are transmitted to appropriate public safety, mental health, and law enforcement agencies. Virginia law requires public access to court cases and information, and this Division is responsible for providing such access. This Division manages the payment program and payment contracts for criminal defendants who owe court fines and costs because of a criminal conviction, as well as performs basic accounting work related to tracking payment of costs and fines. Search warrant affidavits and return of search warrants are filed with this Division for retention and record keeping. This Division provides the ability to accept and process search warrants virtually. This Division assembles all legal pleadings, orders, exhibits, and evidence when a criminal case is appealed to an appellate court in addition to preparing an official inventory of all records for the appellate court. This Division also maintains all evidence admitted in a criminal matter and arranges for the storage and destruction of such items.

Mandate Information: The services provided by the Criminal Case Management Division are mandated by the Code of Virginia, including Virginia Code §§ 16.1-133, 19.2-310, 19.2-336, 19.2-354.1, 19.2-310.2:1, 46.2-383, and 17.1-208.

Who Does It: Sworn deputy clerks administer Criminal Case Management services. Some Virginia State Compensation Board funding (as allocated by the Virginia General Assembly) for personnel expenditures is provided, as demonstrated in the financial section of this report.

Why We Do It: The efficiency and productivity of the Criminal Case Management Division complements the mission and objectives of other state government agencies, local government agencies, other constitutional offices, public safety agencies, and law enforcement agencies. Records, information, and communications from this Division are disseminated to the Virginia State Police; probation and parole agencies; the Loudoun County Adult Detention Center; the Department of Community Corrections; the Public Defender; LCSO; the Commonwealth's Attorney; the Department of Mental Health, Substance Abuse, and Developmental Services; and numerous other agencies that use criminal case status information to execute their respective duties. The functions of this Division provide critical judicial support for criminal court cases, including digitizing criminal court records to improve the management of court case information.

How We Do It Now – Current Service Level: In FY 2020 with current resources, current service level reflected preparing and disseminating approximately 4,500 criminal orders and notices annually, which is an average of approximately 900 orders and notices processed per deputy clerk (5.00 FTE). Current service level is sufficient to address and accommodate the needs of the Criminal Case Management Division's clients.

How We Plan to Do It in the Future – Recommended Service Level: As criminal caseload activity in the Commonwealth Attorney's Office increases, new resources will be necessary to maintain pace with any criminal case workload increase. Legislation that places new responsibilities on the Clerk of the Circuit Court will inevitably require more resources if the Commonwealth neglects to provide proper funding for these additional duties. The expansion of the Metro to Ashburn may also contribute to additional resources being required to manage any increase in the criminal caseload.



Clerk of the Circuit Court

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Prepare, process, issue, and transmit criminal conviction/sentencing orders; dismissal orders; and legal notice of fines, costs, and restitution payments to counsel, litigants, public safety agencies, and other appropriate local and state agencies.					
Number of criminal orders and notices prepared and disseminated	3,930	4,212	4,003	4,644	4,876
Average number of orders and notices per deputy clerk	786	842	1,001	929	975
Number of search warrants filed and processed	2,254	3,095	3,675	4,594	4,824
Number of criminal and civil pleadings received, indexed, scanned, and disseminated	89,808	89,640	119,244	125,206	131,466
Total volume of evidence processed, maintained, and destroyed	550	581	981	1,030	1,082



Clerk of the Circuit Court

Civil Case Management

What We Do: The Civil Case Management Division provides professional case management services when a lawsuit is filed in the Circuit Court and prepares the necessary legal notices to the individuals or parties being sued. Civil lawsuits include, but are not limited to, damages for money, monetary judgment, contract disputes, land issues, zoning appeals, divorces, adoptions, name changes, out-of-state subpoenas, injunctions, seizure of real property, expungement of criminal charges, appointment of out-of-state ministers, condemnation of land or real property, appointment of guardians, and enforcement of judgments. This Division prepares court files and processes all applications for concealed handgun permits and issues gun permits. It also supports a number of processes related to (as examples) confessing judgments, issuing subpoenas, administering the qualification for ministers to officiate the rites of matrimony, collecting civil celebrant bond payments, collecting and processing other civil bonds, and managing garnishment of wages cases. This Division is responsible for the collection, retention, management, storage, and destruction of all civil exhibits admitted by the Circuit Court in civil court cases.

Mandate Information: The services provided by the Civil Case Management Division are mandated by the Code of Virginia, including Virginia Code §§ 8.01-506, 8.01-466, 8.01-511, 8.01-308, and 32.1-268.

Who Does It: Sworn deputy clerks perform the duties in the Civil Case Management Division. Some Virginia State Compensation Board funding (as allocated by the Virginia General Assembly) for personnel expenditures is provided, as demonstrated in the financial section of this report.

Why We Do It: These services and programs afford citizens due process, as this Division manages the civil court files and all civil court pleadings and orders lodged in a civil case. This Division digitizes the civil court records to improve the management of court case information. The services offered by this Division have a direct impact on citizens seeking the appointment of a minister or celebrant to officiate a wedding, or citizens seeking a gun license permitted by Virginia law. Processing these cases in a timely fashion reduces delays that could interfere with commerce, business, finance, and the general welfare of citizens. Electronic filing for civil cases is available for members of the Virginia State Bar and certain government agencies, as authorized and restricted under Virginia law.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources reflected approximately 4,000 concealed handgun permits issued, 720 divorce cases concluded and processed, 700 garnishment cases and collections administered, and more than 7,500 civil court orders processed across a staff of ten deputy clerks. The volume of self-represented litigants is increasing as many residents attempt to represent themselves in civil court cases. Deputy clerks must spend more time assisting these clients since they do not have experience with civil matters as attorneys do.

How We Plan to Do It in the Future – Recommended Service Level: As the volume of self-represented litigants increases, the Clerk's Office will require additional resources to address this demand. Legislation that places new responsibilities on the Clerk of the Circuit Court will inevitably require more resources if the Commonwealth neglects to provide proper funding for these additional duties.



Clerk of the Circuit Court

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Issue concealed handgun permits within 45 days per the Code of Virginia.					
Number of concealed handgun permits issued within 45 days	5,679	3,537	3,918	4,423	4,559
Review complaints for divorce; receive and retain court filings in divorce cases; assist judges with divorce proceedings; and issue legal notices and copies of court orders to counsel, litigants, child enforcement agencies, and other appropriate County and state agencies.					
Number of divorce cases concluded and processed	714	719	663	805	845
Review the filing of garnishment petitions, establish hearing dates, process and issue legal garnishment notices, collect garnishment payments from employees, and disburse garnishment collections to appropriate parties.					
Number of garnishment cases/collections administered	146	482	759	180	189
Process, index, scan, and disseminate civil court orders.					
Number of civil court orders processed	7,992	7,515	8,647	8,392	8,812
Assist customers at the civil transaction counter and perform intake of filings, payment for filings, and reconciliation of the cashier station.					
Number of visitors to the civil transaction counter	5,888	15,092	16,865	18,552	19,480
Number of criminal and civil pleadings received, indexed, scanned, and disseminated	89,808	89,640	119,244	125,206	131,466
Number of marriage celebrant orders created, processed, indexed, scanned, and disseminated	178	196	138	145	152



Clerk of the Circuit Court

Deed Recordation and Land Records Processing

What We Do: The Deed Recordation and Land Records Processing Division plays a vital role in the local economy. All deeds that impact the legal ownership/conveyance of real property and other legal land records are recorded with the Clerk of the Circuit Court. This Division is responsible for the proper assessment of taxes required by Virginia law, as well as the collection of relevant state and County taxes and fees associated with the recording of various legal transactions including, but not limited to, deeds of conveyance, deeds of partition, deeds of trust (i.e., legal documents that provide evidence of a mortgage), subdivision plats, liens deeds of subordination, certificates of satisfaction (which provide evidence of release of mortgage obligations), attachments, easements, and other legal documents that impact the ownership, sale, conveyance, access to, and use of real property. This Division indexes the information that is required to allow public research of land records. These records are essential and necessary to conduct legal title research when buying or selling houses and/or land in the County. Court judgments, Internal Revenue Service (IRS) liens, and other liens are docketed and retained by this Division. Appropriate public access to these records is required. The Clerk enhances public access with the use of digital technologies such as a subscription-based service to access digital land records remotely. Electronic recording of deeds and land records was initiated in 2013 to streamline operations, offer a more convenient method of recording legal documents, and reduce traffic on Loudoun roadways. Proper auditing of the state and local tax collections is imperative and essential to ensure integrity of revenue collections.

Mandate Information: The services provided by the Deed Recordation and Land Records Processing Division are mandated by the Code of Virginia, including Virginia Code §§ 25.1-247, 17.1-208, 17.1-238, 8.01-446, and 58.1-801.

Who Does It: Sworn deputy clerks perform the duties in this Division. Some Virginia State Compensation Board funding (as allocated by the Virginia General Assembly) for personnel expenditures is provided, as demonstrated in the financial section of this report.

Why We Do It: The Deed Recordation and Land Records Processing Division provides online, secure, and remote access for professionals to conduct land and deed research in addition to electronic recording of deeds, both of which are vital and financially valuable resources for professionals in the real estate business, as well as for individuals who buy or sell houses or land. The technologies implemented by the Clerk of the Circuit Court provide a more effective and efficient service to clients, with individuals able to do business with the Clerk remotely 24 hours per day, seven days per week using the online subscription service technologies and resources. The clients who use the remote, online programs pay fees to access these services. The Clerk's Office provides secure remote access to deeds and land records documents using secure remote access (SRA) technologies. By providing SRA to federal, state, and County agencies, individuals can research legal documents from remote locations, which produces considerable efficiency and cost savings in federal, state, and local government. Title examiners and other professionals who conduct research on land and legal data can more efficiently research public information from their offices and other remote locations. This service offers significant cost benefits and increased productivity for government agencies and private companies to view, research, and print land records documents without the need to travel to the Clerk's Office. Electronic recording of deeds allows professionals to perform title research, real estate closings, and the legal process of transferring ownership of real property, all without requiring a physical appearance in the Clerk's Office. This state-of-the-art technology provides customers with the ability to work remotely at any time, reduces mailing costs, eliminates the need to wait in line at the Clerk's Office to record transactions, reduces traffic on roads in Loudoun County, and reduces parking challenges in downtown Leesburg. Electronic recordings also offer numerous efficiencies to the Clerk's Office internally through the use of technology resources to leverage workflow and processing time.

How We Do It Now – Current Service Level: In FY 2020, approximately 56,400 deeds and deeds of trust were recorded annually, which is an average of approximately 11,300 deeds and deeds of trust recorded per deputy clerk (5.00 FTE). Currently, 90 percent of all deeds and land records are transmitted to the Clerk's Office in digital format. Current service level also reflects approximately 5,500 judgements recorded.



Clerk of the Circuit Court

How We Plan to Do It in the Future – Recommended Service Level: Recordation is currently on a downward trend as the real estate market activity has leveled off and interest rate hikes have discouraged refinancing of mortgages. Current recordation projections indicate that this will continue through FY 2024. The current allocation of personnel resources is sufficient to sustain current workload activity through FY 2024.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Review the filing of all deed recordings to ensure compliance with the law, collect the appropriate amount of state and County taxes for the transactions, and properly record the deeds among the land records for public inspection.					
Number of deed and deed of trust recordings	136,592	77,722	40,207	47,211	50,000
Average number of deed recordings per deputy clerk	27,318	12,954	6,701	9,442	10,000
Number of judgements recorded	5,626	5,480	4,969	5,443	5,715
Maintain and administer a subscription-based, remote access site for land records research.					
Number of remote access subscriptions maintained and administered	453	626	716	734	752



Clerk of the Circuit Court

Probate of Wills and Estates

What We Do: The Clerk of the Circuit Court acts as the probate judge in Virginia, as manifested in the Code of Virginia, and adjudicates the last will and testament when presented for probate. This Division adjudicates the probate of wills and estates. The Probate Division ensures that there is proper legal authentication of the will, conducts probate hearings with witnesses, conducts a legal review of all legal documents related to the will, and appoints a legal representative to administer the affairs of the decedent's estate. The Probate Division prepares all necessary legal documents and orders pertinent to the probate of the will and estate. This Division also transmits critical estate information to the commissioner of accounts, which is a court-appointed local attorney responsible for enforcing the filing of certain financial reports on the estate consistent with Virginia law. This Division determines whether a surety bond or cash bond is required and assesses the value of the bond to be filed with the Clerk. This Division processes the appointment of guardians for minors and incapacitated adults and indexes and scans all legal documents in the digital probate records system.

Mandate Information: The services provided by the Probate Division are mandated by the Code of Virginia, including Virginia Code §§ 64.2-1221, 64.2-443, 64.2-444, 64.2-502, 64.2-503, 64.2-554, and 58.1-1718.

Who Does It: Sworn deputy clerks perform the duties in this Division. Some Virginia State Compensation Board funding (as allocated by the Virginia General Assembly) for personnel expenditures is provided, as demonstrated in the financial section of this report.

Why We Do It: The immediate review of legal documents is necessary to determine legal jurisdiction and evaluate the authenticity of probate legal documents. Quick action on the part of the Probate Division is essential to ensure the proper handling of a decedent's estate. The Probate website provides beneficial information to guide clients before a probate appointment or hearing. Legal forms and information are available to assist with preparation with probate clerks. Individuals can review and complete online forms and submit the completed forms to the Probate staff in advance of a hearing. This enhanced service often reduces the number of meetings or probate hearings required to complete the probate process. Providing prompt probate services promotes an effective means of managing the financial affairs of an estate.

How We Do It Now – Current Service Level: In FY 2020, the service level reflected approximately 700 wills probated and 4,700 documents indexed annually, which is an average of more than 1,700 wills probated and documents indexed per deputy clerk (3.00 FTE). Currently, there are four FTE in the Probate Division for the adjudication of the probate of wills and estates.

How We Plan to Do It in the Future – Recommended Service Level: The population growth and expansion of senior living communities has a direct correlation to the probate activity in Loudoun County. Consultations with the Probate Division and probate hearings are increasing. With this continuing trend of workload activity in the Division, a new resource will be essential to ensure that the Division can sustain increased demand for probate services.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Probate all wills and estates as required annually by the Code of Virginia.					
Number of wills probated	703	762	765	869	912
Number of probate documents indexed/scanned	4,460	4,825	5,175	6,113	6,419
Average number of wills probated and documents indexed per deputy clerk	1,550	1,862	2,095	2,327	2,444
Administer oath and qualification of guardians.					
Number of guardian-of-a-minor appointments	26	16	19	20	21
Number of guardian-of-an-incapacitated-adult appointments	84	53	72	76	80



Clerk of the Circuit Court

Judicial Services

What We Do: The Judicial Services Division provides direct judicial support and services to the five resident Circuit Court judges as well as the numerous visiting retired judges who are assigned to hear cases in the Loudoun County Circuit Court. This Division provides legal assistance to the judges during court proceedings by keeping legal papers organized for each case being heard by the Court, managing the exhibits and evidence in court cases, administering oaths to witnesses who testify in cases, and tracking the case status for the judges during the proceedings. This Division is responsible for preparing a variety of court orders for the judges in criminal court cases including, but not limited to, conviction, sentencing, transport of inmates, assessment of fines and costs, mental health evaluation, and probation and parole. This Division prepares "Rules to Show Cause" orders, which direct individuals to act and/or make an appearance before the Court; and prepares capias warrants, which require an individual to appear before the judge in a criminal case. Each month, staff prepares the criminal indictments that are presented to the Grand Jury. The Judicial Services staff enters the case disposition and outcome in the case management system.

Mandate Information: The services provided in criminal court cases by the Judicial Services Division are mandated by the Code of Virginia, including Virginia Code §§ 19.2-164, 19.2-166, 16.1-69.40, 19.2-165, 19.2-336, 46.2-383, Rule 5:10, and Rule 1:3. The services provided to the judges in civil court proceedings are not mandated by the Code of Virginia.

Who Does It: Sworn deputy clerks perform the duties in this Division. Some Virginia State Compensation Board funding (as allocated by the Virginia General Assembly) for personnel expenditures is provided, as demonstrated in the financial section of this report.

Why We Do It: The assistance provided to the judges for criminal cases is mandated and provides value to the efficiency of criminal court proceedings and completion of the paperwork in criminal cases. In some jurisdictions, the attorneys prepare the criminal court orders for the judges and submit those orders to the Court. Having deputy clerks, as opposed to attorneys, prepare the criminal court orders can be more efficient, as the deputy clerks can easily consult the judges if there are questions about the court orders. Additionally, if the attorneys do not agree on the content of the orders, there can be delays in completing the orders. While providing assistance to the judges in civil proceedings is not mandated, these services contribute to the efficient adjudication of civil cases and the organization of case papers filed with the Court, as well as provide for central distribution of critical case information. As civil caseload continues to grow in the Circuit Court, resulting in more civil case hearings, providing a high level of professional judicial support in civil case proceedings will permit the Circuit Court judges to accommodate more civil cases on the docket.

How We Do It Now – Current Service Level: In FY 2020, the service level involved preparing approximately 4,500 criminal court orders annually, which is an average of approximately 900 criminal court orders prepared per deputy clerk (5.00 FTE). Current service level also includes supporting approximately 4,100 criminal court hearings, 5,750 civil court hearings, and 500 juvenile appeal and adoption court hearings. Current service level is sufficient to achieve Judicial Services objectives and to accommodate the needs of the judges.

How We Plan to Do It in the Future – Recommended Service Level: The number of visiting judges and length of time spent in court will be monitored to assess whether additional support needs are justified. If the civil caseload continues to increase, resulting in the appropriation of a new Circuit Court judge by the Virginia General Assembly, a new deputy clerk position will be appropriated by the General Assembly to assist the judge.

**Clerk of the Circuit Court**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Support and assist the judges of the 20th Judicial Circuit in criminal and civil court hearings.					
Number of criminal orders and notices prepared and disseminated	3,930	4,212	4,003	4,644	4,876
Average number of criminal orders and notices per deputy clerk	786	842	1,001	929	975
Number of criminal court hearings	4,139	4,112	4,307	4,522	4,748
Average number of criminal court hearings per courtroom clerk	828	822	861	904	950
Number of civil court hearings	5,543	5,950	4,154	4,362	4,580
Average number of civil court hearings per courtroom clerk	1,109	1,190	831	872	916
Number of juvenile appeal and adoption court hearings	483	635	420	441	463
Number of capias warrants and "Rule to Show Cause" orders prepared and issued	363	290	353	371	389



Clerk of the Circuit Court

Jury Management

What We Do: The Clerk of the Circuit Court manages jury operations and is responsible for issuing juror questionnaires to assess the eligibility of citizens to serve jury duty consistent with Virginia law. The questionnaire responses are organized for jury commissioners who, pursuant to Virginia Code, validate which citizens are eligible. Upon certification of eligibility, the Jury Management Division will enter critical juror information in a juror database that is then used for randomly selecting juror prospects for the calendar year. Each month, the Jury Management team uses a computer program to randomly select citizens and issue jury summonses for jury duty. This Division also assists prospective jurors with rescheduling jury duty or processing requests to be excused from jury duty, maintains the juror database, and manages all aspects of juror services. A juror orientation is provided to all jurors; and staff assists the jurors during their term of service to the Court. The Jury Management Division makes arrangements to provide meals for jurors as well as hotel accommodations if the jury is sequestered. This Division assembles jurors for all jury trials, including civil and criminal cases and the monthly Grand Jury. The Jury Management deputy clerks work closely with the judges to manage a jury trial in accordance with the judge's mandate. The Jury Management Division reviews jury trial and juror information to ensure that jurors are properly compensated by the County for jury service using the statutory jury fees. This Division coordinates relevant security protocols with the LCSO Court Security Unit for the benefit of the jurors and to avoid any juror contact with the litigants and observers of the jury trial.

Mandate Information: The services provided by the Jury Management Division are mandated by the Code of Virginia, including Virginia Code §§ 25.1-229, 8.01-345, 17.1-618, and 17.1-622.

Who Does It: Sworn deputy clerks perform the duties in this Division. Some Virginia State Compensation Board funding (as allocated by the Virginia General Assembly) for personnel expenditures is provided, as demonstrated in the financial section of this report.

Why We Do It: The work of the Jury Management Division ensures judicial efficiency for jury trials, affords due process to criminal defendants and to litigants (upholding their constitutional rights), and ensures judicial integrity in the jury trial process. Jury Management deputy clerks provide personal assistance to jurors in preparation for the jury trial, during the trial, and following the trial to seek juror input on the experience. The Jury Management Division works closely with jurors to reschedule their dates of service if the date on the summons conflicts with work, vacation, school, or other circumstances. The Court's one-day, one-trial approach is less intrusive on citizens' time commitments, because jurors in Loudoun County typically serve only one day because of this approach.

How We Do It Now – Current Service Level: Current service level involves staffing approximately 90 jury trials annually. In FY 2020, the Board of Supervisors (Board) approved one Jury Management team lead to assist with a growing workload brought forward with the addition of a new judge and County growth. To ensure that a sufficient pool of jurors is provided for criminal and civil jury trials, the Jury Management team issues 55,000 jury questionnaires to prospective jurors by mail; and approximately 28,500 jury questionnaires are submitted online through the web-based secure juror portal. Returned jury questionnaires are evaluated and processed for determination of qualified and disqualified jurors and subsequent certification of qualified jurors. Current service level is sufficient to accommodate the needs of the judges, the jurors, and the attorneys.

How We Plan to Do It in the Future – Recommended Service Level: Ongoing analysis of jury trial workload data will be conducted to assess whether additional resources may be necessary in FY 2025.

**Clerk of the Circuit Court**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide jury management services to support criminal and civil jury trials; and ensure that a sufficient pool of jurors is provided for criminal and civil jury trials, as required by the Code of Virginia.					
Number of jury trials held (civil and criminal)	9	31	53	71	75
Number of jury trials set (civil and criminal)	202	229	344	365	383
Total number of summonses issued	10,244	15,945	10,257	13,070	13,724
Number of postponements requested	2,164	3,346	1,540	1,263	1,326
Number of excusals requested	225	809	863	1,050	1,103
Number of jury questionnaires issued ¹	55,000	55,000	55,000	55,000	65,000
Number of jury questionnaires evaluated and processed for determination of qualified and disqualified jurors	29,189	28,659	28,590	30,020	31,520
Number of jurors reporting for all jury trials	555	1,284	2,035	2,137	2,244
Number of jurors serving on jury	126	357	616	647	679

¹ The number of questionnaires that the Clerk's Office issues to prospective jurors by mail.



Clerk of the Circuit Court

Historic Records and Deed Research

What We Do: The Clerk's Office possesses a valuable collection of historic court records dating back to 1757. These records must be properly preserved and protected; and the Historic Records and Deed Research Division manages all preservation and conservation programs. This Division prepares grant applications for preservation grants to finance the preservation and conservation of papers, books, and records. The records are available for public inspection by professionals who conduct land records research, by historians who research Virginia history, by genealogists who conduct genealogical research, and by residents when researching older records pertaining to real property. Attorneys and title companies research older deeds and land records when conducting title searches or when preparing land cases for trial. This Division orchestrates and coordinates history education programs, often working in partnership with local history groups, such as Thomas Balch Library, the Oatlands Foundation, the Westmore Davis Morven Park Foundation, the Loudoun Freedom Center, and other historical societies and groups. This Division conducts regular audits and inventories of books and records to identify records that require preservation efforts; and then designs and implements a preservation action plan for those records. As part of the preservation programs, this Division digitizes documents to promote online research of historic records, which reduces the handling of physical documents and enhances the public access experience. This Division manages the offsite records center where older court files for inactive court cases are maintained and digitized; and is also responsible for ensuring proper retention under Virginia law or federal law in the retention of election records.

Mandate Information: The Clerk of the Circuit Court is required to properly maintain and preserve all court records in accordance with the Code of Virginia. Some examples of mandates are Virginia Code §§ 15.2-944, 42.1-87, 24.2-669, and 42.1-86.1. A specialized historic records program is discretionary; however, in order to fulfill the mandate to properly maintain and preserve the historic records, staff is needed to manage the preservation of these valuable records.

Who Does It: Sworn deputy clerks perform the duties in this Division. Some Virginia State Compensation Board funding (as allocated by the Virginia General Assembly) for personnel expenditures is provided, as demonstrated in the financial section of this report.

Why We Do It: Loudoun County has a unique collection of court records dating back to 1757. Most Clerks' Offices lost their records during the Civil War as court records were burned, stolen, or lost. Out of 120 Circuit Court Clerks' Offices in the Commonwealth of Virginia, only five have all their jurisdiction's respective court records; and Loudoun County is one of those five jurisdictions. Managing these valuable treasures requires special care, significant experience and training, proper management, and aggressive preservation. This Division's specialized historic records program adds considerable value to the heritage, culture, and economy in Loudoun County.

How We Do It Now – Current Service Level: In FY 2020, current service level was the preservation of approximately 31,700 historic records annually, as well as 40,000 copies of deeds provided to patrons. In FY 2019, the Board approved one historic records clerk to support the growing historic records program. Currently, three FTE are assigned to the Historic Records and Deed Research Division. These three deputy clerks will continue to provide educational outreach programs, both virtual and in-person. These programs add significant educational and cultural value for the citizens of Loudoun County.

How We Plan to Do It in the Future – Recommended Service Level: With the forecasted level of services, current service level should be sufficient for the future. In 2023, a new partnership emerged: the Clerk of the Circuit Court is now working with Morven Park on a 246 Years Project that will share valuable information and records related to people who were enslaved at Morven Park. The Clerk's Office is also committed to supporting the 250th Commission, which is working on historically significant projects and events associated with the 250th anniversary of our nation's independence and formation.

**Clerk of the Circuit Court**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Support preservation and public access to the historic court records of Loudoun County through the use of the latest conservation, storage, and electronic technology, preserving 35,000 documents annually.					
Number of scanned images of historic court records	1,363	11,803	2,353	2,471	2,594
Number of visitors to historic records public outreach and education programs	200	0	416	740	851
Number of copies of deeds provided to patrons	22,708	24,928	27,684	24,129	25,335
Number of clients assisted by email, telephone, and in-person	16,009	12,900	12,731	13,368	14,036
Number of books preserved or conserved	6	9	34	11	15
Number of images scanned of preserved/conserved records	14,336	80,999	21,277	9,081	10,443



Clerk of the Circuit Court

Internal Operations

What We Do: The Internal Operations Division manages the office operations, budget and finance, purchasing, human resources, information technology (IT), and other management services for the Clerk of the Circuit Court. This Division administers oaths of office to elected officials, state and County appointees to boards and commissions, Sheriff's deputies, deputy Commonwealth's Attorneys, and law enforcement officers. The Internal Operations team manages the investment of court funds and manages the accounting of all taxes and fees collected by the Clerk. Internal Operations responsibilities include internal financial audits, victim restitution payments, procurement, payments for services received, oversight of County policy related to travel for staff training, oversight of office supply acquisition and distribution, and other finance services. This Division processes the regular deposit of state and local taxes and fees and transmission of those revenues to the appropriate Virginia and Loudoun County agencies. This Division prepares, reviews, and certifies numerous Virginia and County financial and accounting reports required by Virginia law and/or County protocols, as well as prepares the County and state budgets for the Clerk's Office and maintains relevant workload and caseload data to demonstrate trends in Clerk's Office activity. The Internal Operations Division reviews and manages all Freedom of Information Act (FOIA) requests and FOIA responses. This Division provides computer systems support, provides maintenance of technology systems, conducts inventory of IT equipment and peripheral devices, and conducts regular assessments of current systems to ensure viability and sustainability. This Division also provides help desk support to staff in the Courts Complex and manages technology programs in the Clerk's Office as well as in the courtrooms.

Mandate Information: All services are mandated by the Code of Virginia, but there is some discretion in terms of the level of IT management. Some of the mandates can be found in Virginia Code §§ 15.2-1636.18, 17.1-283, and 58.1-3177.

Who Does It: Sworn deputy clerks perform the services in this Division. Some Virginia State Compensation Board funding for personnel expenditures is provided, as demonstrated in the financial section of this report.

Why We Do It: The financial management components of the Internal Operations Division's activities are required by Virginia law. Proper management of finances, budget, personnel, IT, and other programs ensures the effective and efficient delivery of services. Having the Internal Operations Division in the Courts Complex brings considerable value to the Clerk's Office and other court agencies. The Clerk allows IT staff to also support the needs of Circuit Court judges, the Court Security activity of LCSO, the General District Court, and the Juvenile and Domestic Relations Court. Also, the accounting staff ensures the efficient processing and disbursement of court-held funds including bonds, restitution, garnishments, condemnation, and escrow funds.

How We Do It Now – Current Service Level: Current service level indicates the proper level of staffing to provide appropriate support for the Division components that provide direct client services. There were no staffing changes over the past four fiscal years in any of the activities that support the Internal Operations Division of the Clerk's Office. These activities were able to maintain all operational services that are provided to both internal and external customers. IT staff supported many technological changes and advancements from FY 2020 through FY 2024 as the Clerk's Office began to offer virtual services to its clients and online payments for certain transactions. Accounting functions underwent an annual audit each year with no findings of internal control or management issues.

How We Plan to Do It in the Future – Recommended Service Level: As technology usage continues to grow, the responsibilities and demands for proper technological support and management will increase. It is conceivable that with new technology programs, systems, and resources, a new FTE will be essential. The help desk support provided for the benefit of the General District Court by the Clerk of the Circuit Court should decline or be eliminated once the General District Court moves into the new courthouse in FY 2024, at which point the Department of Information Technology will be responsible for supporting the technology needs of the General District Court.

**Clerk of the Circuit Court**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Manage, disburse, and reconcile liability accounts of the Clerk of the Circuit Court to include bonds, garnishments, restitution, condemnations, escrow, and refunds.					
Number of checks issued in accordance with court orders	1,765	1,613	1,655	1,688	1,721
Provide IT help desk support to the Clerk of the Circuit Court, other agencies of the Courts Complex, and the Department of Judicial Information Technology (DJIT) at the Office of the Executive Secretary for the Commonwealth of Virginia.					
Number of help desk support requests for the Clerk of the Circuit Court	286	207	172	180	189
Number of help desk support requests for other agencies of the Courts Complex	88	97	77	81	85
Number of help desk support requests for DJIT	6	2	4	8	8
Number of new computer equipment replacements	17	6	6	32	15



Clerk of the Circuit Court

Business Services

What We Do: With population growth in the County, more residents are applying for marriage licenses. Virginia law requires couples to secure a marriage license from the Clerk of the Circuit Court to be legally and officially married. The Business Services Division provides an onsite marriage license application system in the Clerk's Office and an online application registration process via the Office's website. Once the marriage license application has been completed and properly submitted, clients can complete the license requirements with an in-person meeting with deputy clerks, or via an online virtual appointment with both parties simultaneously. Marriage license services require diligence and proper oversight to ensure that individuals can be legally married in Virginia and to provide legal paperwork that verifies a lawful marriage. A monthly report is submitted to the Commonwealth of Virginia Department of Health's Office of Vital Records in compliance with the Code of Virginia. The purpose of sending these records is to empower the Department of Health's Office of Vital Records to maintain a statewide database of these vital records. In addition, the Business Services Division prepares an annual report to the Commonwealth's Attorney, as required by Virginia law, for all marriage licenses issued that were not properly filed after a legal marriage.

The Secretary of the Commonwealth authorizes the appointment of Virginia residents to serve as legal notary publics in the Commonwealth of Virginia. A duly-appointed notary public has the statutory duty to properly authenticate that an individual who is executing a legal document is the individual acknowledging said document. A notary public provides a valuable legal service in the community. The Clerk of the Circuit Court is responsible for administering the oath of office to all appointed notary publics who receive their commission in Loudoun County. This includes the collection of relevant commission fees, the administration of the oath of office, and the referral to legal information regarding the duties of a notary public in Virginia. The notary oath is also offered as an online virtual appointment. The Business Services Division submits a monthly notary commission report to the Secretary of the Commonwealth. The notary commission report provides significant details for certifying and authenticating the legal commissioning of notary publics by the Clerk's Office; includes a listing of all notary commissions that are not claimed within 60 days; and provides the names of each notary qualified, their registration number, the date of commission, and the date of qualification. Notaries whose commissions have expired – and persons who have not yet received a commission – do not have authority to act as a notary.

Mandate Information: The issuance of a marriage license upon the filing of a legal marriage license application is mandated. Other mandates related to the Business Services Division include Virginia Code §§ 20-14, 47.1-8, 47.1-9, and 17.1-240.

Who Does It: Sworn deputy clerks perform the duties in this Division. Some Virginia State Compensation Board funding (as allocated by the Virginia General Assembly) for personnel expenditures is provided, as demonstrated in the financial section of this report.

Why We Do It: These services are required by Virginia law; and these services permit individuals to pursue their constitutional right to marriage and to obtain the services of a lawfully-appointed notary public for business transactions. Offering online services to these clients provides a more efficient and enhanced service level that also reduces traffic congestion by avoiding personal appearances in the Clerk's Office.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources reflected the issuance of approximately 2,200 marriage licenses and 1,300 notary commissions and oaths each year. These services are provided in-person or virtually by appointment. Virtual service has quickly become very popular as it saves the customers a lot of time by not having to travel to the courthouse in order to get their marriage license or take their notary oath. In FY 2020, there were statutory changes that changed the procedure for filing a fictitious business name – it is now done with the State Corporation Commission and is no longer done at the Clerk's Office. Prior to this, the Business Services Division processed approximately 1,100 fictitious business names annually.

How We Plan to Do It in the Future – Recommended Service Level: It is projected that the service level will increase because of workload trends and population increases resulting in growth in the workload associated with the delivery of



Clerk of the Circuit Court

marriage licenses and notary commissions services. To continue providing the same service level and meet the demands for these services, an additional FTE will be needed unless the workload declines or remains at current levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Review and issue marriage licenses and notary commissions and oaths.					
Number of marriage licenses issued	2,116	2,509	2,409	2,529	2,656
Number of notary commissions and oaths issued	1,609	1,450	1,382	1,407	1,477



Commonwealth's Attorney

The Commonwealth's Attorney is a locally-elected constitutional officer whose duties are mandated by the Code of Virginia. The principal functions of the Office of the Commonwealth's Attorney include aiding investigations and prosecuting felony, misdemeanor, traffic, juvenile, and statutorily-specified civil matters, which are presented by law enforcement officers and government officials from local, state, and federal law enforcement agencies and certain County departments. The Office of the Commonwealth's Attorney also oversees the Loudoun County Victim and Witness Assistance Program, which serves as an interface between the judicial system and crime victims and witnesses to help ensure victim and witness cooperation in prosecution, increase witness safety, and reduce the level of trauma often associated with criminal cases. Prosecutors are available 24 hours per day to handle law enforcement emergencies and consultations and other situations that require immediate attention.

Department Programs

Office of the Commonwealth's Attorney

Represents the interests of the Commonwealth of Virginia in a statutorily-defined scope of duties. There are more than 300 statutory mandates, duties, and responsibilities of the Commonwealth's Attorney as prescribed in the Code of Virginia.

Activities

- Legal Representation of the Commonwealth

Victim and Witness Assistance Program

Assists victims and witnesses of crime as they navigate the court system; seeks to enhance witness safety and attempts to reduce the level of trauma often associated with criminal cases; advises victims of rights as outlined in the Code of Virginia; engages with the community to provide information and services to prevent and reduce victimization; and enhances the safety of the community through preventative and protective presentations.

- Victim and Witness Assistance Program

Financial Information

FY 2024 Adopted Information¹

	Expenditures	Revenue	LTF	FTE
Office of the Commonwealth's Attorney	\$7,093,089	\$1,120,050	\$5,973,039	48.00
Victim and Witness Assistance Program	1,513,606	45,000	1,468,606	11.00
Total	\$8,606,695	\$1,165,050	\$7,441,645	59.00

¹ Sums may not equal due to rounding.



Commonwealth's Attorney: Office of the Commonwealth's Attorney

Legal Representation of the Commonwealth

What We Do: This activity provides legal representation for the Commonwealth and prosecutes various cases presented by law enforcement agencies, including felony, misdemeanor, traffic, and juvenile criminal.

An "on-duty" prosecutor is available to respond to legal inquiries from law enforcement officers and magistrates during regular business hours; and an "on-call" prosecutor is available 24 hours per day to handle any law enforcement emergencies or other situations requiring immediate attention. Attorneys are also available to work with law enforcement agencies and provide legal advice as required to facilitate investigations in specific complex cases. Attorneys can be cross-designated as Special Assistant United States Attorneys to prosecute cases in the federal courts when necessary. Likewise, Assistant United States Attorneys can be appointed as volunteer Assistant Commonwealth's Attorneys for Loudoun County when needed to coordinate joint prosecution efforts at the state level. The use of a multijurisdictional grand jury is another tool often used cooperatively with neighboring jurisdictions.

The Office of the Commonwealth's Attorney also coordinates with the Attorney General's Office for specialized prosecutions from their Computer Crimes Section. This activity focuses particular attention on addressing gang activity and works with the regional investigative units on these cases. Attorneys and staff regularly assist with community outreach efforts.

Mandate Information: The Commonwealth's Attorney is a locally-elected constitutional officer whose duties are mandated by the Code of Virginia § 15.2-1627. There are more than 300 statutory duties and responsibilities of the Commonwealth's Attorney as prescribed in the Code of Virginia. The Commonwealth's Attorney is not mandated to prosecute misdemeanor cases. However, it is the Office's policy that if the defendant has an attorney, the Office prosecutes the case regardless of whether it is a misdemeanor or a felony.

Who Does It: County staff provides these services. Personnel costs are partially offset by State Compensation Board funding. Three full-time prosecutors are specifically assigned to concentrate on domestic violence cases.

Why We Do It: The duties of the Commonwealth's Attorney are mandated by the Code of Virginia. Absent those duties, the community would have no representation in the court system. This is a critical responsibility as it helps maintain law and order, protect public safety, and ensure that justice is served.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was an average caseload of 25 open felony cases per attorney. Current service level involves a workload of approximately 470 felony pleas and 65 attorney jury trial days. In addition, current service level reflects an average caseload of 80 domestic violence cases per case manager.

How We Plan to Do It in the Future – Recommended Service Level: It is anticipated that the Office of the Commonwealth's Attorney will continue to prosecute cases based on demand.



Commonwealth's Attorney: Victim and Witness Assistance Program

Victim and Witness Assistance Program

What We Do: The Victim and Witness Assistance Program provides an interface between the judicial system and victims and witnesses of crime. The program also plays an active role in educating the public on issues related to domestic and sexual violence, in addition to serving as liaison to the County's Domestic Abuse Response Team, the Child Protective Committee, and the Child Advocacy Center. The Victim and Witness Assistance Program provides crisis intervention by advising victims of their rights and notifying them of the services provided by the program and the state. The services within this program include an explanation of the court process to victims and witnesses, liaison within the criminal justice system, courtroom accompaniment, witness preparation, claims filing through the Criminal Injuries Compensation Fund, supportive services referrals, victim impact statement preparation, restitution assistance, and safety planning.

Who Does It: County attorneys and case managers provide this activity. One position is partially offset by grant funding provided by the Virginia Domestic Violence Victim Fund.

Why We Do It: The Victim and Witness Assistance Program serves as an interface between the judicial system and crime victims and witnesses to help ensure victim and witness cooperation in prosecution, increase witness safety, and reduce the level of trauma often associated with criminal cases. Absent this activity, victims and witnesses to crimes would have no guidance or direction as to their rights throughout the criminal court process and would be left without specific direction to County and community services.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was providing service to approximately 100 victims and/or witnesses on an annual basis. Services could include filing of claims to the Criminal Injuries Compensation Fund and issuance of victim impacts statements. Staff refers approximately 800 individuals to the Loudoun Abused Women's Shelter and other programs annually.

How We Plan to Do It in the Future – Recommended Service Level: It is anticipated that the Office of the Commonwealth's Attorney will continue to prosecute cases based on demand.





Community Corrections

The Department of Community Corrections is comprised of two primary duty areas that are responsible for providing pretrial and post-trial (probation) services to the Loudoun County Courts, by supervising defendants and offenders for whom Loudoun County is responsible. Probation and pretrial supervision provides alternatives to costly incarceration and promotes public safety and offender accountability through various forms of intervention to correct offender behavior (e.g., community service, sex offender treatment, restitution to crime victims, substance abuse assessment and treatment, batterer intervention/domestic violence counseling, drug testing, GPS monitoring, remote breath alcohol monitoring, shoplifting group, life skills groups, anger management, and reentry planning). Within the Department of Community Corrections, specialized programs exist for Driving While Intoxicated (DWI)/victim impact panels and enhanced supervision for repeat DWI offenders, Domestic Violence Supervision, the Mental Health Docket (MH Docket), the Veterans Treatment Docket, and the Adult Drug Court.

Department Programs

Pretrial Services

Conducts pre-adjudication investigations, makes bond recommendations to the courts concerning defendants' suitability for supervised release, and supervises defendants released to the custody of the Department of Community Corrections by the Magistrate or any of the three Loudoun County Courts.

Activities

- Pretrial Investigations and Supervision
- Electronic Monitoring (GPS/Alcohol Monitoring)

Probation Services

Supervises adult offenders referred for probation supervision by all three Loudoun County Courts. Probation officers supervise specialized caseloads of offenders with convictions such as domestic assault and battery, driving while intoxicated, and sex offenses. Additionally, there are designated probation officers for Spanish-speaking offenders, as well as MH Docket, Adult Drug Court, and Veterans Treatment Docket participants.

- Probation Supervision
- Domestic Violence Supervision
- Specialty Dockets – Enhanced Driving While Intoxicated (DWI), Mental Health (MH), Veterans Treatment, and Adult Drug Court

Financial Information

FY 2024 Adopted Information¹

	Expenditures	Revenue	LTF	FTE
Pretrial Services	\$1,826,500	\$376,341	\$1,450,159	15.00
Probation Services	3,332,451	444,142	2,888,309	27.33
Total	\$5,158,951	\$820,483	\$4,338,468	42.33

¹ Sums may not equal due to rounding.



Community Corrections: Pretrial Services

Pretrial Investigations and Supervision

What We Do: The Pretrial Services Program has two primary functions:

- 1) Provide daily pretrial background investigations to the courts on recently arrested individuals; and,
- 2) Supervise individuals charged with a crime and released on bond, with pretrial supervision conditions.

Each weekday morning, pretrial staff interviews, completes background investigations, and provides bond recommendations on individuals and defendants recently arrested and held in custody at the Loudoun County Adult Detention Center. Pretrial risk assessment and recommendation reports are then presented to the judges for consideration at weekday arraignments and bond motions. Pretrial services offer the judiciary the option of supervision in the community as an alternative to pretrial incarceration.

A pretrial supervisor and six pretrial officers provide community supervision of these defendants. Intensity and frequency of supervision generally correlate to meetings with pretrial officers on a weekly, semi-weekly, or monthly basis, depending on the risk level and seriousness of the crime for which they are charged. Special conditions – such as GPS and electronic alcohol monitoring – are ordered by the courts and administered by Community Corrections staff.

Mandate Information: This activity is not mandated; however, the County is authorized to provide pretrial services and investigations pursuant to the Virginia Pretrial Services Act of 1995 (the Code of Virginia § 19.2-152.2). The Virginia Division of Criminal Justice Services (DCJS) promulgates standards of practice to which each local community corrections department must adhere. Community Corrections is a DCJS-designated agent to provide these services in this jurisdiction.

Who Does It: County staff provides this activity. The cost of electronic monitoring is recovered through user fees.

Why We Do It: The Pretrial Investigations and Supervision activity assists judges in making more informed bond decisions by identifying defendants who are suitable candidates for community supervision. This allows expensive jail bed space to be reserved for violent and high-risk defendants. The Virginia Compensation Board calculates the daily per diem rate of an inmate housed in Loudoun County at approximately \$211.¹ Without the option of pretrial supervision, many of the more than 800 defendants supervised each year would remain incarcerated pending their trial dates.

How We Do It Now – Current Service Level: In FY 2020, the service level provided was 72 cases per officer, due to the increased number of defendants being released on bond due to the COVID-19 pandemic. The Board of Supervisors added officer positions in FY 2021 and FY 2022, but the caseloads per officer continued to increase; and the current caseload per office remains over the recommended state caseload of 40. Current service level includes completing approximately 40 weekly pretrial investigations and supervising an average daily caseload of approximately 375 offenders, or approximately 75 cases per officer. Approximately 88 percent of defendants successfully complete pretrial supervision. Current service level also includes opening an estimated 1,100 new cases each year.

How We Plan to Do It in the Future – Recommended Service Level: In the future, caseload projections are contingent on the actions of external stakeholders, such as the judiciary, Magistrates, and the Commonwealth's Attorney. The pandemic reinforced the value of pretrial services as an alternative to incarceration; and demand for services remains high. Current caseload numbers remain above DCJS-recommended standards; and the complexity, intensity, and risk of cases continues to increase. The need for bilingual pretrial officers is a trend that is anticipated to continue, as this caseload has increased 9 percent since FY 2020. Should caseloads remain at their current size or increase, Community Corrections may need to adjust staffing levels.

¹ Based on the last available *Jail Cost Report* (FY 2017) from the Virginia Compensation Board.



Community Corrections: Pretrial Services

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain an average daily number of defendants under pretrial supervision at or below 45 per officer.					
Percentage of defendants successfully completing supervision	85%	88%	85%	88%	88%
Average daily number of defendants under supervision	325	284	281	300	310
Average daily number of defendants under supervision per officer	55	48	47	50	52
Number of new cases opened	1,106	1,023	1,088	1,100	1,125
Complete pretrial investigations to assist the courts in making bond decisions for pretrial defendants.					
Number of pretrial defendants interviewed, evaluated, and investigated	1,323	1,082	1,368	1,100	1,150
Maintain an average daily savings compared to pretrial incarceration of \$28,000.					
Cost of incarceration saved daily ¹	\$34,393	\$29,962	\$29,751	\$30,000	\$30,200

¹ Savings is calculated as 50 percent of the average daily caseload multiplied by the per diem cost of incarceration.



Community Corrections: Pretrial Services

Electronic Monitoring (GPS/Alcohol Monitoring)

What We Do: Community Corrections provides GPS and remote alcohol monitoring services to adults referred from all three courts in Loudoun County. Electronic monitoring may be ordered for defendants as a condition of bond or as a sanction imposed by the court on probationers. The court must order that the offender/defendant be placed on GPS or remote alcohol monitoring.

While initially designed to supervise defendants/offenders who pose a minimal risk to the community, Electronic Monitoring has witnessed a substantial increase in defendants released on bond for more serious offenses. Other instances of GPS or remote alcohol monitoring include referrals from the Specialty Dockets serving Loudoun County, such as the Adult Drug Court, the MH Docket, and the Veterans Treatment Docket.

Since January 6, 2022, Community Corrections has provided on-call coverage 24 hours per day, seven days per week for serious GPS violations occurring after business hours during the week and on weekends. The Electronic Monitoring team is composed of an electronic monitoring supervisor, three assistant probation officers, a victim outreach probation officer, and pretrial officers supervising GPS cases. This team also works closely with the domestic violence team, as many electronic monitoring referrals are for domestic violence-related offenses. While referrals for electronic monitoring vary monthly, the Department is averaging 26 offenders on GPS ankle monitors each month, with a commensurate number of offenders/defendants on remote alcohol monitoring as well.

Mandate Information: This activity is not mandated by the Code of Virginia but is permitted by statute.

Who Does It: County staff provides this activity. Electronic monitoring costs are recovered through user fees.

Why We Do It: Community Corrections' Electronic Monitoring provides supervision of high-risk offenders released on bond or sanctioned by the court. This activity provides an alternative to incarceration for offenders whose offenses would normally result in continued confinement at the Adult Detention Center. This allows these offenders to pay bills, maintain employment, and receive treatment if ordered by the court. The use of electronic monitoring by the court increased substantially during the pandemic and has continued post-pandemic. The Electronic Monitoring Program also increases defendant/offender accountability and can enhance victim and public safety.

How We Do It Now – Current Service Level: In FY 2023, the Department added three positions dedicated to the Electronic Monitoring Program. The number of days on electronic monitoring (a performance measure) continues to increase, and FY 2023 is projected to exceed prior years. The current service level accommodates approximately 50 cases each month on electronic monitoring. Should demand for this service continue, additional support for the team will be needed to ensure victim and public safety and appropriate supervision of these high-risk cases. The demand continues for GPS monitoring for domestic violence cases while orders for remote alcohol monitoring have also increased, reflecting the overall increase in alcohol-related charges on caseloads.

How We Plan to Do It in the Future – Recommended Service Level: Referrals for electronic monitoring began to rapidly increase beginning in January 2020. The courts heavily utilized electronic monitoring during the pandemic, and this trend has continued to the present. Demand for electronic monitoring is expected to remain consistent, if not increase. As with probation caseloads, orders for electronic monitoring are contingent upon the actions of external stakeholders, such as the judiciary and the Commonwealth's Attorney. While current staffing can accommodate workload demands, the Department plans to expand electronic monitoring, employing new technologies to enhance pretrial and probation supervision, victim outreach, and safety. This suggests that additional assistant probation officer positions may be necessary in the future to ensure adequate monitoring services to the courts and other community stakeholders who utilize electronic monitoring.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Number of days defendants are on electronic and alcohol monitoring	17,125	18,790	15,084	19,000	19,050



Community Corrections: Probation Services

Probation Supervision

What We Do: This activity provides supervision of adult criminal offenders referred by all three Loudoun County Courts. Probation officers assess the risk and needs of offenders. Staff refers offenders for assessments, interventions, and programs that address their risk of recidivism and criminogenic needs. Officers ensure completion of court-ordered programs and interventions and payment of all fines, court costs, restitution, and fees. Staff provides detailed reports and notifies the court on issues of non-compliance as well as testifies in violation hearings.

The intensity and frequency of probation supervision varies according to offender criminogenic risk and needs. Supervision requirements range from quarterly contacts (or a one-time completion of a mandated program such as the Victim Impact Panel or a shoplifting class), to more intensive interventions, such as GPS or daily alcohol monitoring, weekly drug testing, and weekly appointments with the Probation Officer. The Department has officers who specialize in the supervision of individuals with mental illness, drug addiction, and sex offenses, as well as Spanish-speaking and DWI offenders.

Mandate Information: This activity is not mandated; however, the County is authorized to provide probation services to the local courts by the Comprehensive Community Corrections Act of 1995 (the Code of Virginia § 9.1-173). Probation supervision for all misdemeanor and some non-violent felony offenses is available to the courts in Virginia only through DCJS-authorized probation agents. The Department is a DCJS-designated agent to provide these services in this jurisdiction.

Who Does It: County staff provides this activity. Individuals under supervision pay costs associated with groups and classes, as well as a supervision fee for each placement.

The Department is the recipient of a continuing grant from the Virginia DCJS, of which approximately half is dedicated to probation supervision and domestic violence supervision. Additionally, the Department manages an Improve the Criminal Justice Response (ICJR) Department of Justice grant related to domestic violence which expires on September 30, 2023.

Why We Do It: The Probation Services activity provides the Loudoun County Courts with sentencing options other than incarceration to address criminal activities committed in Loudoun County. When a criminal offender can be safely supervised in the community, they have the opportunity to seek or maintain employment and housing, remain in the community with family support, and address risk issues that contributed to their illegal conduct. This provides cost savings for the community and supports the rehabilitation of offenders to address underlying causes that contributed to their involvement in the criminal justice system. Additionally, supervision can enhance offender accountability, as well as victim and public safety.

How We Do It Now – Current Service Level: At current service level, 81 percent of offenders successfully complete probation. Current service level reflects nearly 1,700 new cases opened each year and an average daily number of offenders under supervision of 1,050 (81 per officer). Because this caseload is 22 percent higher than the state's recommended guideline of 60 cases per officer, the Board of Supervisors added more officer positions to manage caseload demands. At current service level, the Department supports up to 25 MH Docket, five Veterans Docket, and 50 Adult Drug Court participants.

How We Plan to Do It in the Future – Recommended Service Level: During the first two quarters of FY 2023, probation caseloads have progressively increased. Like Pretrial Services, the size of probation caseloads is contingent upon external stakeholders, such as the judiciary and the Commonwealth's Attorney. With current caseload numbers exceeding the DCJS-recommended size, additional resources will need to be considered to ensure delivery of services to the courts and to ensure victim and public safety. One particular focus of attention will be addressing the need for bilingual probation officers to ensure that offenders receive services in their native languages. The use of new technologies to enhance supervision of high-risk offenders will increase workload but will also enhance public safety.

**Community Corrections: Probation Services**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Promote public safety by enforcing all general and special conditions of probation for offenders.					
Percentage of offenders successfully completing probation	85%	81%	80%	85%	85%
Average daily number of offenders under probation supervision	958	779	847	950	1,000
Average daily number of offenders under probation supervision per officer	77	81	66	77	92
Number of new probation cases opened	1,750	838	1,207	1,000	1,050
Number of drug tests administered	7,000	7,000	7,000	7,000	7,000
Number of referrals – mental health assessment/treatment	170	150	157	200	250
Number of referrals – shoplifter group	120	47	38	50	50
Number of referrals – DWI/Victim Impact Panels	500	238	273	450	500
Number of referrals – community service	450	167	229	250	275
Number of referrals – substance abuse education/treatment	700	306	283	450	500
Maintain a daily estimated savings of \$20,000 per day by offering probation as an alternative to housing offenders in the Adult Detention Center.					
Cost of incarceration saved daily ¹	\$20,256	\$16,458	\$17,935	\$18,000	\$18,000
Maintain the value of community service hours worked at or above \$180,000.					
Number of community service hours worked	12,324	8,090	6,747	7,000	7,000
Total value of community service hours worked ²	\$92,430	\$60,675	\$50,603	\$52,000	\$52,000

¹ Savings is calculated as 10 percent of the average daily caseload multiplied by the per diem cost of incarceration.

² This is typically calculated by the number of hours of community service performed multiplied by an hourly rate of \$7.50.



Community Corrections: Probation Services

Domestic Violence Supervision

What We Do: This activity provides supervision of adult offenders and defendants referred by the Loudoun County Juvenile and Domestic Relations District Court as well as dating violence and intimate partner violence cases out of the General District Court and the Circuit Court. Domestic violence probation officers receive specialized training to work with this population. Court-ordered, special conditions typically include domestic violence assessments and domestic violence intervention programs. Additionally, some offenders are required to undergo substance abuse and mental health assessments and follow the resulting recommendations. Domestic violence probation officers submit domestic violence probation progress reports to the Juvenile and Domestic Relations District Court for regular Domestic Violence Review Dockets to review compliance progress. The majority of offenders in this category are referred to the Department of Community Corrections for offenses involving assault and battery on a family member, but charges may also include other intimate partner-related crimes such as violation of a protective order, destruction of property, strangulation, and stalking. Victim safety, offender compliance with treatment and special conditions, and accountability are primary areas of focus in these cases.

The primary supervision method involves face-to-face meetings with the domestic violence probation officer. Depending on risk level and current circumstances, an offender may be required to meet with the officer weekly, semi-monthly, or monthly. Contracted domestic violence treatment provider staff assesses each offender for risk and needs using a validated risk assessment. The Department refers offenders to a local private counseling agency that is certified by the Virginia Batterer Intervention Certification Board. Loudoun County is a leader in the field of best practices in domestic violence offender treatment by utilizing the recently implemented best practice of a tiered Batterers Intervention structure. As part of this structure, domestic violence offenders undergo a domestic violence assessment and are placed in the appropriate 24-, 36-, or 52-week program, based on the seriousness of the offense, criminal history, and risk factors. The most substantial group offered in any other state locality is the minimum requirement of 24 weeks. Anger management is not an appropriate treatment modality for intimate partner violence cases; however, it is used as a sanction for non-intimate partner-related offenses (e.g., siblings, parent/child, etc.). GPS and Soberlink alcohol monitoring are often used; thus, the Domestic Violence Supervision activity works closely with the Department's Electronic Monitoring Unit.

This activity includes staff participation in a coordinated community response that meets monthly to collaborate on best practices – called the Loudoun Domestic Abuse Response Team (DART). This coordinated community response team consists of staff from agencies such as local law enforcement (the Leesburg Police Department and the Loudoun County Sheriff's Office); the Juvenile Court Service Unit; the Loudoun Abused Women's Shelter; the Office of the Commonwealth's Attorney; Loudoun County Public Schools; Animal Services; Family Services; and Mental Health, Substance Abuse, and Developmental Services.

Mandate Information: This activity is not mandated; however, the County is authorized to provide probation services to the local courts by the Comprehensive Community Corrections Act of 1995 (the Code of Virginia § 9.1-173).

Who Does It: County staff provides this activity. Offenders pay for Batterer Intervention, anger management, and sex offender treatment programs.

Why We Do It: This activity provides specialized supervision for a period of one to two years for offenders accused or convicted of domestic violence offenses. The risk, needs, and behavioral issues associated with these high-risk offenders are addressed with different interventions and court-ordered special conditions, while allowing offenders to be safely supervised in the community. Probation services provide the court and the offenders with numerous options to address and correct criminal behavior, while allowing offenders to seek or maintain employment and housing, remain with family support (where possible), and address risk issues contributing to or promoting illegal conduct. These services also can enhance offender accountability and victim safety.

How We Do It Now – Current Service Level: At current service level, approximately 90 percent of domestic violence defendants successfully complete pretrial supervision; and approximately 80 percent of domestic violence offenders



Community Corrections: Probation Services

successfully complete probation. Current service level includes more than 45 domestic violence offenders on domestic violence probation supervision per officer. Additionally, approximately 265 domestic violence probation cases and 230 domestic violence pretrial cases are opened each year. In FY 2023, a domestic violence outreach probation officer was added to work with victims of crime whose alleged assailants have active cases on community pretrial or probation supervision; this position also works closely with the Electronic Monitoring Unit.

How We Plan to Do It in the Future – Recommended Service Level: The workload of the domestic violence probation officers is amongst the highest in the Department, supervising intimate partner cases from the Juvenile and Domestic Relations District Court, as well as dating violence cases out of the General District Court. These cases are complex in nature and require specialized training to understand the cycle of domestic violence and sexual offending, including the ability to work with victims of crime. Domestic violence and sexual offense cases are high-risk and require additional supervision requirements. Current domestic violence caseloads exceed DCJS standards, suggesting that service levels may need to be adjusted to ensure adequate services to the courts. Enhancements will be needed in the future to continue supporting victim and public safety.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Achieve a 90 percent successful pretrial completion rate for domestic violence offenders under pretrial supervision.					
Percentage of domestic violence defendants successfully completing pretrial supervision	90%	90%	90%	90%	90%
Average daily number of domestic violence cases under pretrial supervision	75	80	66	90	100
Number of new domestic violence pretrial cases opened	125	225	262	275	290
Achieve an 80 percent successful probation completion rate for domestic violence offenders.					
Percentage of domestic violence offenders successfully completing probation	80%	80%	73%	80%	80%
Average daily number of domestic violence cases under probation supervision	250	265	275	325	350
Average number of domestic violence offenders under probation supervision per domestic violence officer	83	88	80	81	86
Number of new probation domestic violence cases opened	250	265	275	300	350
Number of batterer/domestic violence group referrals	150	160	91	200	240



Community Corrections: Probation Services

Specialty Dockets – Enhanced Driving While Intoxicated (DWI), Mental Health (MH), Veterans Treatment, and Adult Drug Court

What We Do: Loudoun County Community Corrections operates four Specialty Dockets: the Enhanced DWI Docket, the MH Docket, the Veterans Treatment Docket, and the Adult Drug Court.

The Enhanced DWI Docket serves the Loudoun County General District Court. This Specialty Docket provides intensive supervision of higher-risk DWI offenders (i.e., 0.15 BAC or higher) who attend 90-day court reviews, victim impact panels, and treatment, either through the Virginia Alcohol Safety Program or another provider. Frequently, these offenders have additional needs, such as cooccurring or serious substance abuse disorders. This caseload is currently amongst the highest in Community Corrections.

The MH Docket is a post-plea Specialty Docket that provides support for defendants diagnosed with serious mental illness. Participants receive regular supervision with a team to monitor the defendant's treatment as well as provide resources tailored to the defendant's particular needs, which will assist in keeping the defendant on track and toward illness management and recovery, thus reducing involvement in the criminal justice system.

The Veterans Treatment Docket is a post-plea Specialty Docket that provides support for defendants diagnosed with serious mental illness based on the diagnosis, intensity, and duration; or who meet the criteria for a cooccurring (e.g., substance abuse and mental health) diagnosis. Participants will receive regular supervision with a team to monitor treatment as well as provide resources tailored to the defendant's particular needs, which will assist in keeping the participant on track and toward illness management and recovery, thus reducing involvement in the criminal justice system.

The Adult Drug Court is a pre-conviction or post-plea Specialty Docket in the Loudoun County Circuit Court, which provides support for offenders diagnosed with a substance abuse or cooccurring disorder. The mission of the Adult Drug Court is to reduce recidivism and the impact of drug-related crime within the community by providing access to a comprehensive program that includes substance abuse treatment services, intensive community supervision, and regular court appearances.

Mandate Information: This activity is not mandated; however, the County is authorized to provide pretrial services and investigations pursuant to the Virginia Pretrial Services Act of 1995 (the Code of Virginia § 19.2-152.2). DCJS promulgates standards of practice to which each local community corrections department must adhere. Community Corrections is a DCJS-designated agent to provide these services in this jurisdiction. Additionally, standards for Specialty Dockets are governed by the Supreme Court of Virginia's Office of the Executive Secretary (OES).

Who Does It: County staff provides this activity.

Why We Do It: Specialty Dockets are an aspect of the sequential intercept model, which seeks to divert defendants or offenders away from the traditional criminal justice system. These Specialty Dockets provide the judiciary with an alternative to incarceration while providing intensive services that promote accountability and victim and public safety. The Virginia Compensation Board calculates the daily per diem rate of an inmate housed in Loudoun County at approximately \$211; many defendants participating on these Specialty Dockets would otherwise be confined in local jail.

How We Do It Now – Current Service Level: The Enhanced DWI caseloads are amongst the highest in the Department. Referrals to Specialty Dockets continue to increase; and although the MH Docket and the Adult Drug Court are currently operating below maximum capacity (25 and 50 participants, respectively), it is anticipated that these programs will continue to expand. The Veterans Treatment Docket accepted its first participant on March 7, 2023, with an initial maximum capacity of five participants. There are currently three participants, with one referral pending. Discussions will soon begin regarding expanding capacity.

How We Plan to Do It in the Future – Recommended Service Level: Services on Specialty Dockets are offered using a team approach that supports the individual needs of the participants, according to principles of risk, needs, and responsivity. These Specialty Dockets provide intensive supervision of high-risk and high-need mental health, substance use, or cooccurring



Community Corrections: Probation Services

cases. While enrollment in several programs is below maximum capacity, current service level affords effective supervision of these cases. Referrals to Specialty Dockets are increasing; and should enrollment continue to expand, there will be a need for service level enhancements. One particular focus of attention will be the Veterans Treatment Docket, which was launched with an initial capacity of five participants; based on the volume of referrals, it is anticipated that this Specialty Docket will continue to expand, signaling the need for additional staff to ensure appropriate services to the court and participants. The Enhanced DWI Docket continues to increase as well, with supervising officers managing caseloads well above DCJS-recommended standards.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Percentage of participants successfully completing Specialty Docket programs.					
Percentage of MH Docket participants who successfully complete the program	80%	63%	100%	85%	85%
Percentage of Adult Drug Court participants who successfully complete the program	65%	60%	75%	75%	75%



Courts

To serve the public through support of the judicial system of Loudoun County by providing an independent, accessible, and responsive forum for the just resolution of disputes. Both the State Constitution and the Code of Virginia require the County to provide suitable facilities for the courts (which include the Circuit Court, the General District Court, and the Juvenile and Domestic Relations District Court) and the Magistrates. While the County is not required to provide any personnel or related expenses, Loudoun County does provide employees for the Circuit Court. The Commonwealth of Virginia provides the employees to staff the General District Court, the Juvenile and Domestic Relations District Court, and the Magistrates Office. The Commonwealth also provides the judges for the courts.

Department Programs

Circuit Court

The Circuit Court is the trial court with the broadest powers in Virginia and has the authority to try a full range of both civil and criminal cases. Civil cases involve disputes between two or more parties; criminal cases are controversies between the Commonwealth and persons accused of a crime. Only in a Circuit Court is a jury provided for the trial of many of these disputes and controversies. The Circuit Court has appellate jurisdiction over all appeals from the General District Court and the Juvenile and Domestic Relations Court. Appeals are heard de novo; that is, the cases are tried from the beginning as though there had been no prior trial. The General District Court has exclusive authority to hear civil cases with claims of \$4,500 or less; and shares authority with the Circuit Court to hear cases with claims between \$4,500 and \$25,000, and up to \$50,000 in civil cases for personal injury and wrongful death. The Circuit Court tries civil cases involving divorces, wills and estates, contracts, real property, administrative determinations, felonies, and indicted misdemeanors.

General District Court

Hears traffic violation cases, misdemeanor criminal cases, and preliminary hearing matters on felony cases. The General District Court also hears landlord and tenant disputes, contract disputes, and personal injury actions. The General District Court does not conduct jury trials. All cases in this Court are heard by a judge. The General District Court is also involved in civil commitments including involuntary admissions of mentally ill/intellectual disability and medical emergency temporary detention. The General District Court promotes community relations and community service programs through the Mental Health Docket and the Veterans Treatment Docket.

Juvenile and Domestic Relations District Court

Hears cases involving juvenile delinquency matters to include traffic, misdemeanor, and felony charges; juvenile involuntary commitments and protective orders; all civil matters for any person under the age of 18; all adult domestic-related misdemeanor and felony charges; domestic-related protective orders and all civil matters pertaining to child support/spousal support; and all juvenile Department of Family Services (DFS) cases.

Magistrates

Conducts probable cause and bail hearings; commits and releases offenders to and from jail; and issues warrants, emergency custody orders, temporary detention orders, medical emergency detention orders, and emergency protective orders.

**Courts****Financial Information****FY 2024 Adopted Information¹**

	Expenditures	Revenue	LTF	FTE
Circuit Court	\$1,761,883	\$0	\$1,761,883	12.00
General District Court	338,802	4,000	334,802	0.00
Juvenile and Domestic Relations District Court	137,777	0	137,777	0.00
Magistrates	48,847	0	48,847	0.00
Total	\$2,287,309	\$4,000	\$2,283,309	12.00

¹ Sums may not equal due to rounding.



Courts: Circuit Court

Circuit Court

What We Do: All residents of the community are served by the Circuit Court, which is a state court with five sitting Loudoun Circuit Court judges appointed by the Virginia General Assembly for eight-year terms. Loudoun is part of the 20th Judicial Circuit (also part of the 20th Judicial *District*, for the District Courts), which also includes Fauquier County and Rappahannock County. All judges in the 20th Judicial Circuit may be called upon to sit in any county court in the Circuit. In FY 2020, the 20th Judicial Circuit received funding from the state for a fifth judge. The state provided the funding to fill that position, which had been vacant since January 2017.

In civil cases, the Circuit Court has concurrent jurisdiction with the General District Court over claims between \$4,500 and \$25,000, and exclusive original jurisdiction over almost all claims exceeding \$25,000. The Circuit Court also has jurisdiction over divorce cases, adoptions, garnishments, disputes concerning wills and estates, controversies involving real property, and concealed handgun permit applications. In criminal cases, the Circuit Court has jurisdiction over the trial of all felonies (offenses that may be punished by commitment to the state penitentiary) and of those misdemeanors (offenses carrying a penalty of not more than 12 months in jail) on appeal from the General District Court or originally charged in the Circuit Court. The Circuit Court also has jurisdiction over juveniles aged 14 years and older who are charged with felonies and whose cases have been certified or transferred by the judge of a Juvenile and Domestic Relations District Court for trial in the Circuit Court.

The Circuit Court has appellate jurisdiction over all appeals from the General District Court and the Juvenile and Domestic Relations District Court. Appeals from these District Courts are heard *de novo* – that is, the cases are tried from the beginning as though there had been no prior trial. Only in a Circuit Court is a jury provided for the trial of many of these disputes and controversies. The Circuit Court has the authority to impanel regular, special, and multi-jurisdictional grand juries.

The Adult Drug Court is a cooperative effort involving the Circuit Court; the Clerk of the Circuit Court; the Department of Community Corrections; the Office of the Commonwealth's Attorney; County Administration; the Department of Mental Health, Substance Abuse, and Developmental Services (MHSADS); the Public Defender's Office; and the Loudoun County Sheriff's Office (LCSO). This Specialty Docket of the Circuit Court assists those in the criminal justice system with substance use issues.

Mandate Information: By the Code of Virginia § 15.2-1638, localities must provide suitable court facilities, but the judiciary is responsible for administering the facilities. The County provides maintenance of the grounds that surround court facilities.

Who Does It: County staff supports the Circuit Court bench, including four staff attorneys, five legal services specialists, two docket managers, and a chief of staff. In addition to the personnel expenditures for staff, the County provides funding for operational items such as staff development, books, and office supplies. The Commonwealth of Virginia funds the judges' personnel expenditures since they are state employees. The Circuit Court Judges Office has no other staff. As required by the Commonwealth of Virginia, the County provides the facilities for the Circuit Court.

Why We Do It: Services provided by the Circuit Court (as the only court of record¹ in the Commonwealth with land records, deeds, marriage licenses, judgments, and wills) are an important component of the state's judicial system in Loudoun County. The Circuit Court provides the community access to the legal system to resolve civil and criminal disputes.

How We Do It Now – Current Service Level: Current service level includes 3,566 civil cases and 1,557 criminal cases filed per year. While the number of civil cases continues to rise, the number of criminal cases has diminished, from a total of 3,185 in FY 2019 to 1,661 in FY 2021 and 1,557 in FY 2022. Chambers staff processed 9,940 daily orders in FY 2022 and scheduled 3,236 cases. Staff attorneys wrote 339 legal memoranda for the judges. The Board of Supervisors approved the reimplementing of an Adult Drug Court in FY 2019 after the last program ended in FY 2013. At current service level, the

¹ Being a court of record means that appeals to the Circuit Court from the General District Court and the Juvenile and Domestic Relations District Court are heard as new trials.

**Courts: Circuit Court**

Adult Drug Court is offered to a maximum capacity of 50 participants. Use of substitute judges to assist the 20th Judicial Circuit is expected. Chambers added a chief of staff position in FY 2020, an additional legal services specialist in FY 2021, and an additional docket manager in FY 2024, which will aid staff in maintaining service levels. The chief of staff and docketing managers expect to deploy an online scheduling application in FY 2024 that will aid the legal community in scheduling of civil trials and motions.

How We Plan to Do It in the Future – Recommended Service Level: While civil caseloads are expected to rise, the Circuit Court expects to continue maintaining its FY 2024 service levels detailed above. The Circuit Court predicts that 3,800 civil cases and 1,700 criminal cases will be filed by FY 2025. The Circuit Court expects to continue to offer the services of the Adult Drug Court with a maximum capacity of 50 participants.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain judicious, prompt, and efficient handling of cases by concluding cases.¹					
<i>Civil:</i>					
Total number of filed civil cases ²	3,819	3,566	3,582	3,800	3,800
Number of concealed handgun permit applications filed	6,236	3,459	4,043	6,200	6,200
Number of garnishments filed	146	482	779	600	600
Number of adoptions filed ³	43	76	63	100	100
Number of juvenile appeals filed ⁴	207	168	153	200	200
Number of civil files prepared for civil dockets ⁵	n/a	3,166	3,503	3,228	3,300
<i>Criminal:</i>					
Total number of filed criminal cases ⁶	1,661	1,557	1,620	1,700	1,700
Number of indictments	153	215	213	220	250
Number of waivers ⁷	229	200	162	200	225
Number of bench trials	231	193	128	250	250
Number of misdemeanor appeals	547	526	570	600	600
Number of criminal juvenile appeals	138	133	194	150	150
Number of capias/rules ⁸	363	290	353	300	300

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

² This measures the following: number of concealed handgun permit applications filed (each concealed handgun permit is a separate civil case), garnishments, juvenile appeals, adoptions filed, and the other civil cases not in these four categories.

³ These adoption cases were opened as new matters in the Circuit Court and were heard by the Circuit Court. Some adoption cases are handled and resolved at the lower court level while some adoption cases are processed by the Circuit Court.

⁴ These are the Juvenile and Domestic Relations District Court cases that are appealed to the Circuit Court.

⁵ This measure reflects the number of civil files that are reviewed by the legal specialists and prepared for the judges' review prior to the court hearing.

⁶ This measures the following: number of indictments, waivers, bench trials, misdemeanor appeals, criminal juvenile appeals, and capias/rules.

⁷ A waiver is an intentional, voluntary surrender of a known legal right, such as a waiver of the right to a jury trial.

⁸ This is a command from the court that orders a party to show why he/she has not carried out certain acts, or why they should not be carried out.



Courts: Circuit Court

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Number of criminal files prepared for criminal dockets ¹	n/a	2,590	2,151	2,600	2,600
<i>Civil and Criminal:</i>					
Number of motions for which legal memoranda are prepared ²	n/a	339	267	400	400
Number of hearings reviewed for attorney involvement ³	n/a	1,835	1,868	1,920	1,920
Number of daily orders reviewed by legal specialists ⁴	n/a	9,940	10,791	10,000	10,000
Number of cases scheduled ⁵	n/a	3,236	3,263	3,500	3,600

¹ This reflects the number of criminal files that are reviewed by the legal specialists and prepared for the judges' review prior to the court hearing.

² This reflects the number of motions for which a legal memorandum is written by a staff attorney. Frequently, numerous motions may be docketed for one hearing date, and one legal memorandum may contain analysis of numerous issues/motions.

³ This reflects the number of contested motions that are reviewed by the lead staff attorney to determine if a legal memorandum is warranted.

⁴ This reflects the amount of daily orders that the legal specialists review for accuracy and present to a judge prior to their signature.

⁵ This reflects the amount of cases that are scheduled by the docket manager and the senior legal services specialist.



Courts: General District Court

General District Court

What We Do: The General District Court, which is a state court of limited jurisdiction, has exclusive authority to hear civil cases with claims of \$4,500 or less; and shares authority with the Circuit Court to hear cases with claims between \$4,500 and \$25,000, and up to \$50,000 in civil cases for personal injury and wrongful death. This includes criminal, civil, traffic, and mental health hearings; arrests; arraignments; community relations; community service programs; protective orders; establishing court dates; and providing general information with regard to each of these types of cases. The General District Court handles traffic violations, hears minor criminal cases known as misdemeanors, and conducts preliminary hearings for more serious criminal cases called felonies. Additionally, the General District Court processes all paperwork filed for service and courtroom processes. The General District Court updates and issues many court processes required by law. Court staff provides information and assistance to members of the public at the General District Court's counter.

The 20th Judicial District includes three judges for the Loudoun County General District Court and one judge for Fauquier and Rappahannock Counties. The Virginia General Assembly appoints the judges for this Court for a term of six years. When the Courts Expansion Project is completed in FY 2024, the General District Court will transfer to the new courts building. The County's Capital Improvement Program (CIP) Project provided for the construction of the new courts building. The County's CIP Project renovation of the Courts Complex will continue after the General District Court moves into its new building. The state provided an additional seven full-time positions for the General District Court for FY 2022.

The goal of the Mental Health Specialty Docket (MH Docket) of the General District Court is to increase public safety, reduce recidivism among high-risk individuals, divert individuals with serious mental illness from further progressing through the criminal justice system, and improve clinical outcomes for individuals with serious mental illness by connecting them with evidence-based treatment. Eligible individuals with serious mental illness are on the MH Docket, which is supported by one judge. This Specialty Docket is a collaborative effort between Community Corrections and MHSADS. Other partner agencies with the General District Court include LCSO, the Office of the Commonwealth's Attorney, and the Office of the Public Defender.

The Virginia Supreme Court approved Loudoun County's application to establish a Veterans Treatment Docket in November 2022; and the General District Court implemented the Veterans Treatment Docket to serve up to five participants in December 2022. The Veterans Treatment Docket is a Specialty Docket led by the General District Court within the existing structure of Virginia's court system that offers substance use and mental health treatment to eligible defendants. Loudoun's Specialty Docket will serve justice-involved veterans of United States military branches who have mental illness or cooccurring disorders. The initial maximum number of participants for the Veterans Treatment Docket will be five per year for the 12-month program.

The Veterans Treatment Docket adopts many elements from the existing MH Docket, including frequent court appearances and individualized treatment plans. Substance use and mental health treatment are made available to justice-involved veterans as an alternative to traditional case processing. Participants receive regular and intense supervision from a team across public agencies that monitors the defendant's treatment and provides resources tailored to the defendant's particular needs. This approach helps keep the defendant on track toward illness management and recovery, reducing reinvolverment in the criminal justice system. One element of the Veterans Treatment Docket model that sets it apart from the MH Docket model is the participation of veterans who serve as peer mentors.

The Veterans Treatment Docket provides support and services from a collaborative team consisting of the following federal, state, and County agencies: Loudoun County's Department of Community Corrections, MHSADS, the General District Court, the Office of the Commonwealth's Attorney, LCSO, and the Office of the Public Defender; the United States Department of Veterans Affairs; and the Virginia Department of Veterans Services.

Mandate Information: The County is required to provide the building and office space for the courtrooms and staff, as mandated by the Code of Virginia § 15.2-1638.



Courts: General District Court

Who Does It: Support staff is provided by the state and is employed by the Commonwealth of Virginia. The County provides a pay supplement to the state salary for the General District Court's support staff. The County also provides operating and maintenance funding to support the Court's operations.

Why We Do It: The services provided by the General District Court are an important component of the state's judicial system in Loudoun County. The General District Court provides residents access to the legal system to resolve civil and criminal cases within the jurisdiction of the General District Court.

How We Do It Now – Current Service Level: Current service level includes more than 19,000 civil cases, approximately 6,500 criminal cases, and approximately 34,000 traffic cases concluded. The current service level of nearly 3,700 requests for interpretation includes all languages. Current service level represents up to 25 MH Docket participants and up to five Veterans Treatment Docket participants.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level is not clear now, but staff is watching trends and projections of civil cases, criminal cases, and traffic cases. As the County's population growth stabilizes over time, staff anticipates that the demand for these services may change, but it is difficult to project since a variety of factors affect the General District Court's service demands.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure that court cases are resolved promptly and efficiently by processing all court cases.					
Number of civil cases concluded	14,566	13,617	16,081	19,458	21,400
Number of criminal cases concluded	4,872	5,250	5,364	6,490	7,140
Number of defendant requests for interpretation	2,428	2,711	3,490	3,631	3,704
Number of traffic cases concluded	20,104	33,833	28,168	34,084	37,492



Courts: Juvenile and Domestic Relations District Court

Juvenile and Domestic Relations District Court

What We Do: The Juvenile and Domestic Relations District Court is a state court which hears all juvenile traffic and delinquency misdemeanor and felony offenses; adult domestic-related criminal misdemeanor and felony cases; and civil matters involving child custody, visitation, and child/spousal support. The Juvenile and Domestic Relations District Court maintains jurisdiction for future modifications and violations of all orders entered unless otherwise ordered. This Court also hears civil cases regarding juvenile abuse and neglect, foster care, Child in Need of Services (CHINS), consent to adopt, and juvenile and adult domestic-related protective orders. The Juvenile and Domestic Relations District Court Clerk's Office serves County residents and the participants of the judiciary system by providing all court records, information, and services in a timely and cost-effective manner.

Two judges are assigned to Loudoun County and one judge is assigned to Fauquier and Rappahannock Counties in the 20th Judicial District to serve in the Juvenile and Domestic Relations District Court. The Virginia General Assembly appoints the judges for this Court for a term of six years.

Mandate Information: The Code of Virginia § 15.2-1638 states that the County is responsible for providing and maintaining the building for the courthouse(s).

Who Does It: Loudoun County Juvenile and Domestic Relations District Court consists of ten support staff provided by the state and employed by the Commonwealth of Virginia. The County provides a 15 percent pay supplement to the state salary of this Court's support staff. The County provides operating and maintenance expenditures funding in support of the Juvenile and Domestic Relations District Court's operations.

Why We Do It: The services provided by the Juvenile and Domestic Relations District Court are an important component of the state's judicial system in Loudoun County. This Court provides residents access to the legal system to resolve civil and criminal cases within the jurisdiction of the Juvenile and Domestic Relations District Court.

How We Do It Now – Current Service Level: The Juvenile and Domestic Relations District Court processes more than 13,000 new domestic relations cases and nearly 9,700 new juvenile cases each year. Most cases have multiple hearings.

How We Plan to Do It in the Future – Recommended Service Level: The Juvenile and Domestic Relations District Court's caseloads are expected to continue rising in the coming years. To continue offering the same service levels, the Court will be asking the Commonwealth of Virginia to provide funding and support for a third full-time judge. With a third judge, the Court would also need to request that the state adds additional deputy clerk positions to continue offering the same standards of service currently offered. This Court's positions receive a 15 percent County salary supplement to their state salary.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide equitable access for juveniles and families in the judicial system for Loudoun County residents.					
Number of adult domestic relations cases	10,136	9,524	9,681	13,489	14,163
Number of juvenile cases	7,264	7,230	7,713	9,667	10,634
Number of protective orders	383	380	367	509	534
Number of involuntary commitments	6	13	28	9	9



Courts: Magistrates

Magistrates

What We Do: The Magistrates Office serves as an entry point to the criminal justice system and provides access to the court system 24 hours per day, seven days per week, all 365 days of the year. The Magistrates Office is open on weekends and holidays. The Magistrates Office provides services to the public, law enforcement, and other government agencies, including issuing arrest process and search warrants; admit to bail or commit to jail in accordance with the Code of Virginia; issuing warrants and subpoenas and civil processes and attachments; issuing Emergency Protective Orders; and issuing Emergency Custody Orders and Temporary Detention Orders for mental and medical emergencies. The Magistrates Office is responsible for the 20th Judicial District, which includes Fauquier, Loudoun, and Rappahannock Counties. Loudoun County Magistrates are authorized to issue processes within the fourth Magisterial Region, which includes three Judicial Districts – the 16th, 20th, and 26th. However, Loudoun Magistrates hear matters primarily in the 20th District.

Mandate Information: Section 19.2-33 of the 1950 Code of Virginia, as amended in 1974, established the Magistrate System to replace the Office of the Justice of the Peace. Magistrates are vested with the same authority and duties and obligations previously vested in the Office of the Justice of the Peace. A Magistrate is required to be available to anyone seeking services of the office 24 hours per day, seven days per week.

Who Does It: These services are delivered by one Chief Magistrate and up to nine Magistrates allotted for the Office, who are state employees of the Supreme Court of Virginia. The County provides the building for the Magistrates Office's operations, and supports a portion of the Magistrates Office's operating budget. The County also provides a pay supplement to the state salary of Magistrates who were hired before July 1, 2008. One Magistrate currently qualifies for and receives the County supplement. When that Magistrate terminates employment, the County will no longer pay supplements to Magistrates. Local jurisdictions are prohibited by the state from providing pay supplements to Magistrates hired after June 30, 2008.

Why We Do It: Not only are the services provided by the Magistrates Office available to anyone at any time of the day or night, but these services are also provided in time-sensitive, high-pressure situations. Victims of crimes have immediate access to petition for Emergency Protective Orders and criminal processes. Relatives, acquaintances, and mental health and medical professionals aware of an individual experiencing a mental health or medical crisis have immediate access to Emergency Custody Orders and Temporary Detention Orders to be issued by a Magistrate in order to authorize life-saving services and treatment. The central components to almost all processes and services provided by a Magistrate include preserving the safety of the public, while ensuring the due process and rights of those individuals subject to the orders and processes issued by a Magistrate in the County and throughout the Commonwealth of Virginia.

How We Do It Now – Current Service Level: Current service level involves issuing more than 22,000 processes, which include arrest warrants, summonses, bonds, search warrants, subpoenas, emergency mental and medical custody orders, temporary mental and medical detention orders, Emergency Protective Orders, and other civil processes. Since FY 2020, the number of processes has increased. The number of Magistrate positions provided by the state has remained relatively the same for the 20th Judicial District from FY 2020 to FY 2024.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level is not clear now, but the Magistrates Office is watching trends and projections. It is difficult to determine the impact of population stabilization on the Magistrates Office in the future since a variety of variables affect the workload, including the crime rate.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide judicial services and accomplish statutory responsibilities.					
Number of processes issued ¹	19,274	21,263	22,544	22,544	22,544

¹ Processes include arrest warrants, summonses, bonds, search warrants, subpoenas, emergency mental and medical custody orders, temporary mental and medical detention orders, Emergency Protective Orders, and other civil processes.





Fire and Rescue

To provide Loudoun County residents and visitors with efficient and cost-effective fire, rescue, and emergency medical services (EMS). The Fire and Rescue System (also referred to as ‘Fire and Rescue’) responds to and mitigates hazardous materials and related life-safety and property-threatening incidents, with a staff of highly-trained career and volunteer personnel using state-of-the-art equipment located in strategically-placed facilities 24 hours per day, seven days per week.

Loudoun County Fire and Rescue (LCFR) is a component of the Loudoun County Combined Fire and Rescue System (LC-CFRS, also referred to as ‘the Combined System’), which was established by the Board of Supervisors (Board) in July 2014 and codified in Chapter 258 of Loudoun County Codified Ordinances. This ordinance created a governance structure to coordinate fire, rescue, and EMS service provision between LCFR (referred to as ‘career’ personnel, providers, and members) and the established volunteer Fire and Rescue and EMS agencies in the County (referred to as ‘volunteer’ personnel, providers, and members). As part of the Combined System, LCFR provides operational, administrative, and logistical support for the 15 volunteer companies, as well as supports the LC-CFRS Executive Committee and the overall LC-CFRS governance structure. Additionally, LCFR manages many functions for the Combined System including, but not limited to, financial affairs (including EMS billing); career and volunteer human resources; health, safety, wellness, and respiratory protection programs; public information; records management and Freedom of Information Act (FOIA) processing; facilities and apparatus support; logistics and supply distribution; and capital planning services. LCFR also coordinates training, certification, and continuing education for career and volunteer providers through the Training Division at the Oliver Robert Dubé Fire and Rescue Training Academy.

Department Programs

Administrative Services

Supports the Office of the System-Wide Fire and Rescue Chief (also referred to as the ‘System Chief’) as well as assistant chiefs; provides support for all program areas with administrative and management services, financial and budget management, and support for grants, procurement, records management, and FOIA requests; upholds professional standards through conducting internal investigations and background investigations; manages the EMS Transport Reimbursement Program; provides public information and communications services; and provides data analytics services for internal and external stakeholders to support development and other planning.

Activities

- Public Information Office (PIO)
- Professional Standards
- Budget, Finance, and Administrative Services (BFA)
- Emergency Medical Service (EMS) Cost Recovery
- Planning and Data Analytics

Volunteer Administration

Supports Fire and Rescue System volunteer members by overseeing and providing guidance in various human resources aspects including pre-placement physicals, training, benefits, recruitment, retention, and recognition.

- Volunteer Administration



Fire and Rescue

Fire Marshal's Office (FMO)

Provides critical programs to ensure a safe living and working environment for residents, workers, and visitors within Loudoun County, through the development and application of the Virginia Statewide Fire Prevention Code and the Loudoun County Fire Prevention Code; through fire prevention code inspections, permits, and pre-occupancy fire plan reviews; through public education and risk reduction activities; and through effective fire investigations to identify trends related to causes of fires.

- Fire Prevention Activities – Fire Code Inspection and Plans Review
- Fire and Life Safety Education and Community Risk Reduction
- Investigations and Specialty Teams Activities

Communications and Support Services

Provides timely and accurate data and technologies to support local and regional interoperability and emergency response through the Emergency Communications Center (ECC), which serves as the County's public safety answering point for all 911 calls using the County's enhanced emergency-911 (E-911) system; processes all incoming 911 calls and texts through the public safety answering point, with personnel dispatching Fire and Rescue assets for incidents that require Fire and Rescue services; routes calls for other public safety incidents to the appropriate agency.

- Emergency Communications Center (ECC)
- Communications and Technology Support Services

Operations

Provides an all-hazards response to fire, rescue, hazardous materials, water rescue, and emergency medical incidents 24 hours per day, seven days per week throughout Loudoun County. In addition to responses within Loudoun County, mutual aid is provided (and received) from surrounding jurisdictions.

- Fire and Rescue Services
- Special Operations

Emergency Medical Services (EMS)

Provides professional and technical oversight for EMS delivery, training, equipment specifications, and quality assurance and improvement in conjunction with the Office of the Operational Medical Director; provides daily oversight of patient care delivery through the EMS Supervisor Program; and ensures compliance with applicable regulations, codes, and industry standards.

- Emergency Medical Services (EMS) Management
- Quality Assurance and Quality Improvement (QA/QI)



Fire and Rescue

Fire and Rescue Training

Provides the LC-CFRS with high-quality and comprehensive certification and continuing educational programs in a variety of disciplines, to facilitate excellent service to citizens and visitors.

- Fire, Rescue, and EMS Training

Health, Safety, and Asset Management

Provides critical support services to include facilities development and management; apparatus and fleet management; logistics and supply distribution services; health, safety, and wellness; behavioral health; and respiratory protection program management.

- Facilities
- Fleet/Apparatus, Respiratory Protection, and Logistics Services
- Health, Safety, and Wellness

Human Resources

Provides human resources functions for LCFR employees, including coordination and administration of departmental promotional examinations and management of departmental recruitment and retention activities; assists with other workforce planning initiatives and employee relations matters in collaboration with Loudoun County's Department of Human Resources (DHR); and assists the System Chief and staff in the collective bargaining and labor relations processes.

- Human Resources

Financial Information

FY 2024 Adopted Information¹

	Expenditures	Revenue	LTF	FTE
Administrative Services	\$3,480,332	\$39,063	\$3,441,269	23.00
Volunteer Administration	7,261,260	0	7,261,260	5.00
Fire Marshal's Office (FMO)	4,949,919	295,714	4,654,205	27.06
Communications and Support Services	8,716,573	2,930,560	5,786,013	57.00
Operations	97,123,490	0	97,123,490	580.00
Emergency Medical Services (EMS)	3,731,750	470,083	3,261,667	13.00
Fire and Rescue Training	7,929,253	1,605,692	6,323,561	23.00
Health, Safety, and Asset Management	7,163,723	12,994	7,150,729	24.00
Human Resources	1,606,392	0	1,606,392	7.00
Total	\$141,962,692	\$5,354,106	\$136,608,586	759.06

¹ Sums may not equal due to rounding.



Fire and Rescue: Administrative Services

Public Information Office (PIO)

What We Do: The Public Information Office (PIO) supports internal and external communications for the LC-CFRS. As the official spokesperson for the LC-CFRS, the PIO provides communications support, coordinating emergency incident communications with the media and the public; creates content for official news releases; provides oversight of the official LC-CFRS website, social media platforms, the LC-CFRS SharePoint Intranet site, and other communications channels; coordinates outreach campaigns and events; and performs other communications-related activities in support of the Combined System's overall communications needs, goals, and objectives.

Mandate Information: There are no mandates for this activity. However, Homeland Security Presidential Directive 5 (the National Response Plan, National Incident Management System, and Incident Command System) requires local governments to manage their local Emergency Support Function 15–External Affairs (ESF 15). The PIO manages ESF 15.

Who Does It: County staff provides this service.

Why We Do It: The PIO strives to build a strong relationship and foster engagement between the LC-CFRS and the public, promoting safety and preparedness; and ultimately helps the LC-CFRS fulfill its mission of protecting the community. The PIO responds to all information requests directed toward the LC-CFRS and communicates critical life safety information and significant events within the Combined System to members of the media, Loudoun County Government, the LC-CFRS, and the community. Communications are distributed through various platforms, including written documents, website and social media content, voice and live interviews, various campaigns, and the Board's official quarterly Significant Incidents Report. Additionally, PIO staff creates digital content for the website, social media, and advertising; as well as for print collateral, such as infographics, flyers, brochures, and reports. Through these methods, the PIO activity helps ensure that LC-CFRS members and community stakeholders have timely and up-to-date information available. Additionally, in creating content and functionality for the Combined System's website and social media platforms, this activity provides streamlined and prompt service to residents, while creating efficiencies for staff.

How We Do It Now – Current Service Level: The PIO responds to all information requests directed toward the LC-CFRS and communicates critical life safety information and significant events within the Combined System to members of the media, Loudoun County Government, the LC-CFRS, and the community. Communications are distributed through various platforms, including written documents, website and social media content, voice and live interviews, various campaigns, and the Board's official quarterly Significant Incidents Report. Additionally, PIO staff creates digital content for the website, social media, and advertising; as well as for print collateral, such as infographics, flyers, brochures, and reports.

How We Plan to Do It in the Future – Recommended Service Level: As the County's population stabilizes over time and with changes in technology, it is anticipated that the need for public information and communications activities will shift. The PIO will continue cultivating an audience while expanding engagement with the public on all web and social media platforms to include Facebook, Instagram, Twitter, Nextdoor, YouTube, LinkedIn, and the official Loudoun.gov webpage. The PIO will continue developing and growing internal and external communications strategies and tools to efficiently support LC-CFRS initiatives and priorities. By effectively managing incident and crisis communications, the PIO will provide accurate and timely information to the public, manage media inquiries, and coordinate communications with other agencies and stakeholders.



Fire and Rescue: Administrative Services

Professional Standards

What We Do: Under the direction of the System Chief, the Office of Professional Standards conducts investigations for the LC-CFRS, both career and volunteer. Responsibilities include conducting internal investigations and background investigations. Activities also include investigating employee and system volunteer misconducts, investigating employee misconduct in other County departments as requested, reviewing applicant polygraph and background reports, reviewing fingerprint-based National Crime Information Center (NCIC) and Virginia Crime Information Network (VCIN) criminal history records, coordinating subpoenas service and court appearance of personnel, and administering the digital fingerprint criminal history system.

Mandate Information: The Commonwealth of Virginia's Office of Emergency Medical Services (OEMS) – through Virginia Administrative Code 12VAC5-31-910 and Virginia State Code § 32.1-111.5 – mandates that all applicants who will affiliate with the LC-CFRS and receive medical certification from OEMS must have their juvenile and adult criminal history reviewed and adjudicated from the code-listed disqualifiers. In addition, the County of Loudoun – through the Code of Conduct and LCFR's SOP 02.00.11 and SWP 201.0 – ensures that all applicants are adjudicated fairly and within the spirit of the law.

Who Does It: County staff provides this service with the assistance of contractors for background services.

Why We Do It: Background history reviews and administrative investigations are required to meet federal, state, and County mandates. Compliance with these mandates ensures that all applicants are treated equally and fairly in the application phase. Administrative investigations fall within federal law dealing with decisions handed down by the United States Supreme Court (Garrity v. New Jersey) and are compliant with state and County directives ensuring Firefighter's and Emergency Technician's Procedural Guarantees under Virginia State Code § 9.1-301.

How We Do It Now – Current Service Level: There are three separate venues for background checks: civilian applicant, volunteer firefighter applicant, and career firefighter applicant. Civilian applicants receive a third-party application and an adult fingerprint check. Results are reviewed and approved as per SOPs/SWPs and County and state regulations. Volunteer firefighter applicants receive a third-party application along with adult and juvenile fingerprint review, and are approved as per SOPs/SWPs and County and state regulations. Career firefighter applicants receive a third-party application along with adult and juvenile fingerprint review as well as a third-party polygraph, and are approved as per SOPs/SWPs and County and state regulations.

All administrative investigations are done by the internal investigator assigned to the Office of Professional Standards. All assigned investigations are delegated to the internal investigator directly from the System Chief. On occasion, an outside agency request for the investigator is made and must be approved by the System Chief. Completed investigations are given to the System Chief for adjudication if sustained. The internal investigator coordinates subpoenas service and court appearances of personnel by ensuring that all subpoenas for any career or volunteer system members are delivered directly to the Office of Professional Standards. The subpoena is then forwarded to the member and the appropriate division chief with an acknowledged receipt requirement. If required, an EMS report can be generated for the court appearance to refresh the member's history of the call in question.

How We Plan to Do It in the Future – Recommended Service Level: Currently, no changes are foreseen that would necessitate modification to the current process described above; and the Office of Professional Standards will continue to comply with all federal, state, and County laws, codes, and requirements.



Fire and Rescue: Administrative Services

Budget, Finance, and Administrative Services (BFA)

What We Do: The Budget, Finance, and Administrative Services (BFA) Division provides sound oversight and implementation of the LCFR operating budget as well as overall LC-CFRS fiscal affairs, ensuring the fiscal health of LCFR and the Combined System. BFA also manages procurement, thus making it vital to support the life-saving services provided by the LC-CFRS. BFA serves as the essential link between the LC-CFRS and the Office of Management and Budget (OMB), ensuring adherence to County policies that govern purchasing and financial management. Grants overseen in this activity play an important role in allowing the LC-CFRS to provide its services with less of a cost to Loudoun residents. BFA provides fiscal and budgetary oversight for LCFR, to include timely and fiscally-responsible contract administration, procurement of goods and services, and inventory management and control. Monitoring the individual program budgets within the LC-CFRS, BFA provides projections and recommendations on how to most efficiently use the allocated funding for the best service delivery throughout Loudoun County.

Additionally, this activity provides oversight and fiscal management of the EMS Transport Reimbursement Program. Revenue received through this program is distributed among the volunteer companies and LCFR based on the services provided by the respective agencies.

BFA provides management and oversight of federal, state, and regional grants (to include state entitlement grants such as the Aid to Localities support for fire department programs and Four for Life funds, which are provided for EMS operational needs) in addition to taking a lead role in pursuing new grant funding opportunities for LCFR.

Furthermore, this activity provides oversight of records and information management for both LCFR and the LC-CFRS, which includes maintaining records such as 911 audio recordings, Computer-Aided Dispatch (CAD) notes, fire reports, fire investigations, EMS reports, and other Fire and Rescue records. It also responds to requests for subpoenas and processes all FOIA requests. In addition, BFA personnel are required to appear in court and/or sign – as the custodian of record – notarized affidavits that are submitted to court.

Mandate Information: This activity is mandated under Chapter 258 of Loudoun County Codified Ordinances, established on July 2, 2014, which includes the requirement to ensure appropriate financial and budgetary management and oversight of public funds. Staff responsible for this activity also ensures that LCFR complies with procurement regulations as outlined in the Virginia Public Procurement Act, § 2.2-4300 et seq. of the Code of Virginia, as well as regulations governing the administration of federal grant awards, under the Code of Federal Regulations 2 CFR Part 200.

With respect to the EMS Transport Reimbursement Program, staff must comply with Chapter 1097 of Loudoun County Codified Ordinances, which establishes LCFR as the primary agent for the purpose of EMS transport management.

Finally, as the custodian of record for LCFR, staff must comply with FOIA, under § 2.2-3700 et seq. of the Code of Virginia, which requires public agencies to disclose any information requested unless it falls under an exemption. Records are provided under court-ordered subpoenas in accordance with applicable regulations and legal procedures, including consideration of notices of objections and/or motions to quash that may impact what may be released. In addition, the Virginia Public Records Act, under § 42.1-85 of the Code of Virginia, requires records to be catalogued, stored, and destroyed in line with Library of Virginia regulations for fire and emergency services agencies.

Who Does It: County staff provides this service.

Why We Do It: This activity is crucial for monitoring and ensuring the fiscal health of LCFR and the LC-CFRS. BFA continues providing sound oversight and implementation of the LCFR operating budget as well as overall LC-CFRS fiscal affairs to ensure the fiscal health of the entire Fire and Rescue System.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources involved processing approximately \$11 million in purchasing transactions, managing \$7.1 million in grants, executing 100 percent of all procurements within five business days, and paying 100 percent of all invoices within 30 days. In subsequent years, this



Fire and Rescue: Administrative Services

service was held steady, even though the amount purchases increased. In this fiscal year with current resources, this activity will execute 100 percent of all procurements within five business days and pay 100 percent of all invoices within 30 days.

How We Plan to Do It in the Future – Recommended Service Level: As the County continues to build and staff new fire stations over time, combined with the need to centralize purchasing for the entire LC-CFRS, the demands on BFA will continue to grow. BFA, using data analytics, will continue providing sound oversight and implementation of the LCFR operating budget and LC-CFRS fiscal affairs.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure acquisition of goods and services within County-established procedures and timelines.					
Total dollar amount purchased	\$7,487,812	\$11,223,000	\$9,322,168	\$8,495,025	\$8,076,622
Number of procurements	245	310	227	282	288
Percentage of procurements executed on time (within five business days)	100%	100%	100%	100%	100%
Number of delivery receiving reports processed	1,383	1,340	1,617	1,691	1,799
Percentage of invoices paid on time (within 30 days)	100%	100%	100%	100%	100%
Number of Purchasing Card transactions	2,912	3,800	5,923	4,896	5,155
Total amount of Purchasing Card purchases	\$1,056,998	\$1,479,000	\$1,763,125	\$1,638,869	\$1,710,539
Maintain fiscal health of LCFR through effective oversight and management of division budgets.					
Total overtime budgeted	\$10,214,088	\$8,445,094	\$9,532,095	\$10,119,318	\$10,823,336
Total overtime expended	\$10,372,836	\$10,630,372	\$10,781,355	\$9,912,840	\$10,823,336
Percentage of personnel budget expended	100%	100%	99%	98%	98%
Percentage of operations and maintenance (excluding central services) budget expended	89%	92%	78%	85%	85%
Number of grant applications submitted	5	4	4	4	4
Total value of grants managed ¹	\$4,747,873	\$6,540,000	\$8,931,072	\$7,316,317	\$7,458,254

¹ Total value is inclusive of all competitive, non-competitive, and entitlement grants (e.g., Aid to Localities and Four for Life). This amount includes grant funds carried over from previous years.



Fire and Rescue: Administrative Services

Emergency Medical Service (EMS) Cost Recovery

What We Do: Adopted in FY 2014, Chapter 1097 of Loudoun County Codified Ordinances established the EMS Transport Reimbursement Program and Fund. The fund was created as part of the FY 2015 Adopted Budget; and the program became operational during FY 2016. Through the EMS Transport Reimbursement Program, any individual transported to a medical facility because of an emergency call response will have their insurance carrier billed for reimbursement. However, no person requiring EMS shall be denied service due to a lack of insurance or ability to pay. The reimbursement rate schedule is adopted on an annual basis as part of the budget development process. The revenue yielded through this program is distributed among the volunteer companies and LCFR based on the services provided by the respective agencies. The adopted revenue-sharing formula is as follows:

EMS station owner	20%
EMS ambulance owner	20%
EMS staff agency	25%
Loudoun County (infrastructure and training)	25%
Fire Company 1st Responder	10%

As outlined above, 25 percent of the net revenue is designated for maintaining the LCFR-provided infrastructure of the Combined System, including technology infrastructure, facilities maintenance, renovations and additions, apparatus and equipment replacement, debt service, and other needs required to sustain an effective Fire and Rescue System.

Mandate Information: Chapter 1097 of Loudoun County Codified Ordinances establishes LCFR as the primary agent for the purpose of EMS transport management.

Who Does It: County staff provides this service, along with a third-party private contractor who is responsible for revenue collections.

Why We Do It: The EMS Transport Reimbursement Program's administrative costs, including personnel expenses, are charged to the EMS Transport Reimbursement Fund and deducted from the total (gross) reimbursement revenue collected, prior to the distribution of revenue under the identified revenue-sharing formula. As a result, no local tax funding is required to support the EMS Transport Reimbursement Program. With the addition of this program, the LC-CFRS gained access to funding that supports additional needs for equipment, apparatus, and training. The resources gained have helped support essential elements for the Combined System to provide excellent service to the community. This revenue does not replace fundraising efforts by volunteer companies; rather, it enhances their current funding sources. The fiscal impact to residents, visitors, and commuters is minor; most insurance companies already include ambulance transportation fees into the current plans and premiums. For those individuals without insurance coverage, there is a financial hardship policy in place; however, there is never a denial of service due to an inability to pay, nor is anyone ever turned over to a debt collector.

How We Do It Now – Current Service Level: Between FY 2020 and FY 2022, the number of EMS Transport Claims increased from 13,941 to 16,888. During this same period, revenues received through this program increased from \$5,178,933 in FY 2020 to \$6,552,149 in FY 2022. At current service level, all EMS Transport Claims (16,400 annually) are processed within three business days on average, with an estimated total of \$6.3 million in revenue earned.

How We Plan to Do It in the Future – Recommended Service Level: The significant increase in annual ambulance transports will require more of the staff's time, resulting in potential delayed filing of claims. As both the population and the number of claims increase over time, the ability to maintain current service level could be influenced, for example, by changes to the ordinance and the method for processing reimbursements.



Fire and Rescue: Administrative Services

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Collect revenue from the EMS Transport Reimbursement Program to support Combined Fire and Rescue System operations, including distributions to volunteer companies.					
Number of claims processed	14,062	14,910	17,835	16,400	16,795
Total revenue collected	\$5,461,097	\$6,230,826	\$7,126,862	\$6,363,714	\$6,547,417
Program costs as a percentage of revenue	11%	11%	16%	12%	12%
Average net revenue per patient transport	\$341	\$350	\$365	\$357	\$359
Average bill processing time (in days)	6	2	2	3	3
Average number of days to close the balance on a patient account (number of days in accounts receivable)	81	90	93	94	96
Conduct pre-billing audits to ensure accuracy of patient care records.					
Percentage of electronic patient records with errors requiring a return to provider for correction	2%	1%	1%	3%	3%
Conduct post-payment audits of claims to ensure accuracy of billing vendor and patient accounts.					
Number of post-payment claims audited	510	525	497	507	506
Percentage of audited post-payment claims without errors	97%	97%	98%	96%	96%



Fire and Rescue: Administrative Services

Planning and Data Analytics

What We Do: The Planning and Data Analytics Section manages and responds to inquiries from various division managers and external stakeholders (County and nearby jurisdictions) regarding measurable assets and services. The stakeholders use the resulting information to analyze data and develop a path for the future.

Staff manages and evaluates development applications and other land use activities to proactively mitigate negative impacts on the effectiveness of Fire and Rescue service delivery. This function includes the thorough analysis of the impacts of development applications, including prospective service response times, provision of effective firefighting water supply, and the applicability of proffers to ensure adequacy of Fire and Rescue response assets. In addition, this activity provides sound planning and analysis to inform strategic placement of facilities and apparatus, provides implementation and maintenance of rural water supply functions, forecasts challenges to effective service delivery, and serves as an influential Fire and Rescue System liaison for ongoing risk assessment to private and government entities.

Staff also contributes to the capital budget process and helps determine which facilities will be constructed and where they should be located. Currently, Planning and Data Analytics staff is providing support to Facilities staff during the planning and design of several new facilities, such as Station 28 Leesburg South, replacement Station 4, Round Hill, and Lovettsville Station 12. Staff is also working on a LCFR Master Plan for the future facilities to be incorporated into the capital budget after Station 29, 30, and 31 are funded. Planning and Data Analytics staff also works very closely with LCFR and Facilities staff to provide input during legislative and regulatory processes, to ensure that new facilities are planned and constructed in compliance with established County standards.

Staff works with all LCFR sections as well as outside agencies, with a primary focus on managing the modeling of operational performance measures. While there are various metrics obtained through a multitude of subject matter experts within LCFR, Planning and Data Analytics is the established central hub of validated data used in collaborative support of Fire and Rescue initiatives. Turnaround for such requests for data and analysis have the potential to be immediate or longer term.

Mandate Information: Although there are no specific legal mandates for this activity, it does contribute to the enforcement of the Revised 1993 (2007) Loudoun County Zoning Ordinance through the development and land use application review process.

Who Does It: County staff provides this service.

Why We Do It: This activity ensures the provision of public safety to the community by resolving potential issues involved with facility access, water supply, and station location analysis, among other items. This activity provides ongoing risk assessment to private and government entities. As noted above, this activity contributes to the enforcement of the Revised 1993 (2007) Loudoun County Zoning Ordinance. Planning and Data Analytics staff ensures that the Fire and Rescue System provides the needed and most efficient service to the residents, visitors, and businesses within Loudoun County.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was reviewing 405 development applications, and issuing referrals and opinions within the required timeframe 86 percent of the time. In subsequent years, the number of development application reviews decreased; however, the complexity and required time to review has increased. In FY 2024 with current resources, this activity is anticipated to review approximately 400 development applications and respond to 90 percent of referrals and opinions by the required deadline. The number of development plans reviewed varies based on the level of development activity in the County and the number of applications submitted for legislative approval.

How We Plan to Do It in the Future – Recommended Service Level: As the County's population and development growth stabilizes over time, the demands for Planning and Data Analytics services are expected to remain steady. Requests to review legislative development will continue to come in, as some areas will be renovated and buildings replaced, or will have use changes. The number of applications may be different, but the complexity will challenge the staff's ability to provide service.



Fire and Rescue: Administrative Services

Furthermore, the demand for data analysis to support budget requests and performance evaluation will persist. It is anticipated that this activity will continue to expand to support the data requests of the various sections within LCFR as well as adapt in the support and planning of the years to come. As the County's population stabilizes, the metrics with asterisks (*) below will indicate that this activity may need to adjust its services or service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Analyze the impact of proposed development on the provision of Fire and Rescue services.					
Number of development plans reviewed	385	300	445	392	396
Percentage of referrals and opinions issued within deadlines*	87%	90%	92%	89%	89%



Fire and Rescue: Volunteer Administration

Volunteer Administration

What We Do: The Volunteer Administration activity provides strategic management to all aspects of programs and initiatives designed to ensure a robust cadre of volunteer Fire and Rescue personnel. Volunteer Administration oversees and coordinates the onboarding of new volunteer members, new volunteer orientation, volunteer benefits programs, recruitment efforts, retention programs and resources, recognition events, volunteer-related policies, and volunteer personnel records management systems. Staff maintains and tracks data and trends concerning volunteering in the Fire and Rescue System and represents volunteer interests and perspectives.

Mandate Information: This activity is directed through the Board-adopted Chapter 258 of Loudoun County Codified Ordinances as well as the Code of Virginia § 32.1-111.5, which requires that any fire company and/or rescue squad holding an EMS license shall ensure the completion of a criminal background check on every new member.

Who Does It: County staff provides this service with the assistance of outside contractors for background services.

Why We Do It: Volunteers support the LC-CFRS with apparatus, stations, station maintenance, and personnel who volunteer their time to serve Loudoun County without pay. In the 2022 calendar year, volunteers collectively provided approximately 339,881 hours of service to Loudoun County. In the 2021 calendar year, volunteers collectively provided approximately 394,981 hours of service to Loudoun County. Not only are these volunteers dedicating significant amounts of time, but they are primarily locals serving their community. In fact, in FY 2022, 84 percent of active volunteers were Loudoun County residents serving and helping their local community. Therefore, in supporting the volunteer component of the Combined System, this activity assists in offsetting the need for additional local tax funding.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was maintaining an 82 percent volunteer retention rate and supporting a total active volunteer membership of 1,308 volunteers. In subsequent years, this service held steady. In this fiscal year with current resources, service level maintains an 80 percent volunteer retention rate and supports a total active volunteer membership of approximately 1,300 volunteers.

How We Plan to Do It in the Future – Recommended Service Level: As shifts in population growth evolve, the demand for Fire and Rescue and EMS services will adjust accordingly, with volunteers continuing to play an essential role in helping to ensure that the Combined System is able to meet the service demands of the community. Over the past two fiscal years, there has been an increase in requests from volunteer companies for staffing assistance from LCFR. This trend of decreased Fire and Rescue operational volunteering is not unique to Loudoun County as it is being seen across the nation. By focusing on recruiting new operational volunteers, Volunteer Administration will assist the volunteer companies to meet their minimum staffing requirements. Adapting recruitment efforts to recognize volunteering as a pathway to gaining employment as a career firefighter/emergency medical technician (EMT) together with conducting combined volunteer-career recruitment efforts will help LCFR to better utilize recruitment resources.

Ensuring that the demographic composition of LC-CFRS reflects the community it serves remains a top priority. Volunteers are one of the best ways to do this, as 84 percent of active volunteers in FY 2022 were Loudoun County residents serving and helping their local community. Today, the demographics of the volunteers closely reflect those of the community. As Volunteer Administration seeks to expand recruitment efforts, it will highlight diversity, equity, and inclusion in the LC-CFRS to attract new members.

Regularly reviewing and improving the onboarding process and training offerings for new members will also be key to increasing the speed for volunteers to be onboarded and improving the experience for new volunteers.

To improve the number of quality volunteers in the system, Volunteer Administration will need to focus more heavily on retention efforts. This means finding the root causes of why people are leaving and addressing them, and focusing on bringing in educational opportunities and resources that will help make the LC-CFRS a more inclusive and welcoming place to volunteers. Other ways to improve the retention of quality volunteers include looking at the benefits offered and reevaluating them to expand or improve them, celebrating members' achievements, holding webinars and in-person



Fire and Rescue: Volunteer Administration

meetings educating members about the benefits they receive, and finding solutions to volunteer hurdles, such as evaluating when classes are offered to better fit into volunteers' schedules. As the County's population stabilizes, the metrics with asterisks (*) below will indicate that this activity may need to adjust its services or service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain a robust and well-trained volunteer base to provide Fire and Rescue services in the County.					
Total active volunteer membership*	1,291	1,213	1,246	1,270	1,270
Number of active administrative volunteers	441	450	475	480	480
Number of active operational volunteers	850	763	771	790	790
Number of active volunteers qualifying for a Length of Service Award Program (LOSAP) service credit	942	847	825	825	825
Volunteer retention rate*	88%	85%	81%	80%	80%
Number of volunteer operations members in the system for five or more years	853	800	508	515	515
Engage in targeted recruitment and retention efforts to grow and retain volunteer membership.					
Number of prospective volunteers inquiring through the County who were referred to a station	382	377	323	330	332
Number of new volunteer members (operational and administrative)	292	277	402	402	415
Number of volunteer tuition reimbursements awarded	42	35	28	32	33
Total dollar value of volunteer tuition reimbursements	\$72,549	\$50,600	\$50,972	\$50,600	\$50,600



Fire and Rescue: Fire Marshal's Office (FMO)

Fire Prevention Activities – Fire Code Inspection and Plans Review

What We Do: The LCFR Fire Marshal's Office (FMO) enforces the Loudoun County Fire Prevention Code (LCFPC). This activity provides a Fire Prevention and Life Safety Inspection Program, which covers Loudoun County and its seven incorporated towns.

The Fire Prevention and Life Safety Inspection Program identifies and corrects fire and related hazards in public assembly buildings (e.g., churches, nightclubs, schools, restaurants, theatres, and large tents) as well as provides inspections of extremely hazardous substances (EHS) facilities, commercial activities that create additional hazards due to storage or use of chemicals or processes, and multi-family occupancies.

Many inspections are driven by required annual fire permits; however, this does not include the inspectable properties that are not required to apply for an FMO permit but must still comply with the LCFPC. These include businesses such as restaurants with a commercial hood but an occupancy load under 50 (typically fast-food restaurants), hospitals, nursing homes, hotels (outside of ballrooms), home daycares, doctors' offices/urgent care centers, bed and breakfasts, and big-box stores.

The FMO is also responsible for the enforcement of the explosive requirements related to the storage, use, and transportation of explosives, blasting agents, and certain energetic materials. The FMO issues permits, monitors explosive use, and investigates complaints of blasting operations except for issues involving a mine or quarry (rock quarries are considered a mining operation).

The FMO receives and responds to fire prevention code complaints such as open burning, non-permissible fireworks use, overcrowding, blocked exits, hoarding conditions, and illegal discharge of hazardous materials. These require code enforcement intervention to ensure fire code compliance. The FMO assists the Planning and Zoning Departments of both Loudoun County and its incorporated towns with reviewing compliance with fire safety regulations. The FMO also responds to FOIA requests from the public.

The FMO Plans Review Section reviews development site plans and fire lane plans to ensure fire code compliance. The plan review ensures access for fire department apparatus and adequate water supply.

Mandate Information: Chapter 1602 of Loudoun County Codified Ordinances (Fire Marshal's Office) and the Code of Virginia § 27.94 (the Virginia Statewide Fire Prevention Code Act) direct this activity, which incorporate National Fire Protection Association (NFPA) standards. Furthermore, this activity is directed through Chapter 258 of Loudoun County Codified Ordinances.

Who Does It: County staff provides this service.

Why We Do It: This activity provides direct oversight into identifying and recommending best practices for fire prevention within Loudoun County. Effective plans review activities, public education and community risk reduction activities, and fire code enforcement helps to ensure Loudoun County is best positioned with preventive measures in place to help reduce risk.

How We Do It Now – Current Service Level: For facility inspections, current service level involves conducting approximately 5,000 facility inspections annually to identify conditions that may cause fire, spread fire, interfere with firefighting, or endanger life. These Fire Prevention and Life Safety Inspections require more than 5,000 hours annually to complete. For fire permits, at current service level, approximately 1,800 required fire permits are issued each year. Development plans review is a large and growing component of this activity, with the number of plans reviewed and fire lanes inspected expected to continue to increase.

How We Plan to Do It in the Future – Recommended Service Level: While the County is projected to stabilize in growth, demand for the services provided through the Fire Prevention and Life Safety Activities is expected to persist. For instance, inspections completed by this activity are post-occupancy/post-construction; therefore, the County's stabilization in growth will have limited impact. Staff will continue to complete inspections and field customer inquiries; however, current service level does not meet 100 percent inspections on properties identified by the LCFPC.



Fire and Rescue: Fire Marshal's Office (FMO)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Conduct annual Fire Prevention and Life Safety Inspections to identify any conditions liable to cause fire, spread fire, interfere with firefighting, or endanger life for 100 percent of known businesses and facilities with sprinklers.					
Total number of hours spent performing Fire Prevention and Life Safety Inspections	3,982	7,700	5,000	5,021	4,583
Total number of facility inspections	2,896	5,436	4,877	5,244	5,606
Total number of facility re-inspections	945	2,174	1,750	1,901	2,015
Percentage of all facility inspections that are re-inspections	33%	39%	37%	39%	41%
Total fire permit revenue	\$62,616	\$168,365	\$156,961	\$149,609	\$154,884
Number of fire permits issued	845	1,812	1,762	1,762	1,853
Conduct plans review for all submitted development plans; and conduct plans review and field inspections for all fire lanes and fire access roads.					
Total number of plans reviewed (land development and fire lanes)	435	1,250	1,124	1,074	1,109
Total hours dedicated to plans review	827	2,150	1,648	1,541	1,500
Total primary fire lane inspections conducted	34	80	77	94	108



Fire and Rescue: Fire Marshal's Office (FMO)

Fire and Life Safety Education and Community Risk Reduction

What We Do: The Fire and Life Safety Education and Community Risk Reduction activity is led by the Public Education Manager (PEM) and provides critical public education programs to ensure a safe living and working environment for residents, workers, and visitors within Loudoun County through the development and application of fire prevention engineering, education, and enforcement. The goal is to develop and coordinate a comprehensive program that targets fire and life safety issues specific to Loudoun County. This activity provides training and resource support (e.g., lesson plans, supplies, equipment, etc.) to career and volunteer personnel, in addition to identifying effective curriculum, materials, and equipment to address the diverse needs of the County. The PEM collaborates with the PIO to provide effective information on press releases and social media posts. The PEM is integral in helping shape community risk-reduction programs by ensuring that data trends from within the Fire and Rescue System are used to help develop and implement educational programs tailored to age-specific or population-specific needs.

As an example, the PEM captures the cause of accidental fires from the FMO fire investigators monthly. This data is then used to develop a quarterly newsletter titled "The Fire 411" in which accidental fire data is reported along with corresponding safety and prevention messages. The newsletter is posted on the FMO's website, sent to all members of the Combined System, and presented during public education events and as a resource to the community. Based on this data, a preventative action plan to address accidental fire causes is developed and communicated to the LC-CFRS so that fire-prevention education, community risk-reduction, and after-the-fire community outreach programs will be supported and/or initiated based on this information. This endeavor includes, but is not limited to, the LC-CFRS Smoke Alarm Program, Juvenile Safety Camps, the Juvenile Fire Setter Program, developmental training for children in proper use of the E-911 system, McGruff and Leesburg Safety Camps, Head Start, and senior citizen programs.

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

Who Does It: County staff oversees the coordination and delivery of educational efforts with the assistance of career and volunteer members of the Combined System.

Why We Do It: This function is critical as residents request more information about safety and emergency procedures for all types of events. Education is recognized as a best practice for fire safety and life safety. This activity provides residents with home safety messages through the home inspection program, residential smoke alarm inspection and installation, and a proactive means of fire and emergency preparedness. Community outreach provides education and information to persons and facilities that may not receive safety information or inspections on a routine basis. Finally, public education provides an interactive experience to train children and adults with the Life Safety Trailer, which can simulate smoke or severe weather scenarios.

How We Do It Now – Current Service Level: At current service level, this activity coordinates and oversees approximately 600 home smoke alarm inspections annually in partnership with Operations staff, resulting in more than 900 smoke alarms being installed in homes lacking adequate alarms. The Fire and Life Safety Education and Community Risk Reduction activity delivers or supports approximately 250 Fire/Life Safety Programs annually, representing more than 1,000 hours of public outreach and education.

How We Plan to Do It in the Future – Recommended Service Level: The PEM is not only responsible for coordinating the tasks required for the program(s), but is also, in most cases, performing the tasks. To support future growth, the PEM should simply become a manager of programs and have staff to carry out the execution and implementation of program activities. As public education and community risk reduction programs continue to expand within the County, the PEM will be responsible for more activities to support this growth.



Fire and Rescue: Fire Marshal's Office (FMO)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Minimize fire-related deaths that could be prevented with properly functioning and installed smoke detectors.					
Number of homes inspected	645	588	510	584	586
Percentage of inspected homes with alarms requiring service or alarms not present*	38%	41%	39%	41%	40%
Number of alarms installed/replaced	1,122	745	701	906	887
Minimize preventable child and elderly injuries by delivering or supporting between 3,000 and 6,000 Fire/Life Safety Programs annually.					
Total number of business, community, and other public outreach hours	1,769	n/a ¹	1,047	1,200	1,250
Number of Fire/Life Safety Programs delivered/supported	116	285	241	250	260

¹ Data is unavailable.



Fire and Rescue: Fire Marshal's Office (FMO)

Investigations and Specialty Teams Activities

What We Do: The LCFR FMO provides for the investigation and prosecution of all offenses involving hazardous materials, fires, fire bombings, and bombings; attempts or threats to commit such offenses; and possession and/or manufacture of explosive devices, substances, and firebombs. The FMO also responds to suspicious package calls to assist local law enforcement partners when an actual device or package is identified.

The FMO has an Explosive Ordinance Disposal (EOD) Squad comprised of team members from the FMO and the Loudoun County Sheriff's Office. EOD's mission is to mitigate and provide corrective action for all terrorist or criminal use of explosives, weapons of mass destruction, chemicals, or items suspected as such, as well as pyrotechnic-related incidents, protecting the public from the ill effects of such hazardous items.

The FMO uses specialty canines received through federal partnerships to assist with investigations of fires and explosive incidents. The FMO has three specialty canines – one used for the detection of ignitable liquids and two used for the detection of explosives. Each canine has a dedicated handler (together forming a K-9 Team) and is trained for single-purpose use.

Mandate Information: This activity is mandated by the Code of Virginia §§ 27-31 through 27-37.1. The FMO is required to investigate incidents which involve suspicious fires, explosives, fire bombs, or hazardous materials; in addition to hazardous materials incidents resulting in death or injury; incidents where municipal government (federal, state, county, or town) buildings, vehicles, or other property are damaged by fire or explosion; incidents with a significant fire loss; and finally, structures that may be unsafe for occupancy or that otherwise present a safety hazard (e.g., water from electrical outlets, significant drywall collapse, etc.).

Who Does It: County staff provides this service.

Why We Do It: This activity helps ensure the safety of residents from fire, environmental, and explosive incidents. The investigations conducted by the FMO help ensure the prevention of future incidents by identifying local trends and working with the PEM to ensure that educational programs are geared to best identify ways to reduce risk and injuries within Loudoun County. The use of K-9 Teams in this activity greatly reduces the time on-scene required of FMO staff and assists in finding evidence that humans are not able to smell or may otherwise overlook.

How We Do It Now – Current Service Level: Current service level involves investigating approximately 140 incidents annually and spending between 2,500 and 3,500 hours annually on investigation activities. At current service level, the fire's cause classification (i.e., accidental, natural, incendiary, or undetermined) is determined for 97 percent of fire investigations.

How We Plan to Do It in the Future – Recommended Service Level: The FMO does not expect any type of reduction in this activity as it is mandated by the Code of Virginia. The activities covered under this program are not driven by growth or construction but by existing structures and vehicles. Loudoun County has more than 140,000 residential units, some of which may be in danger of burning due to lack of maintenance, carelessness, illegal activity, and acts of God. Not included in the 140,000 are business occupancies, which are also subject to the same dangers as residential occupancies. It would be logical to expect that as these structures age, their risk of fire due to lack of maintenance increases.



Fire and Rescue: Fire Marshal's Office (FMO)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide rapid and effective response to emergency incidents involving possible or actual improvised explosive devices (IEDs) or other explosive incidents and to mitigate all associated hazards.					
Number of evaluations conducted on possible explosive devices	24	40	12	15	18
Number of emergency bomb squad responses*	n/a ¹	45	22	32	31
Total pounds of surrendered ammunition, black powder, and fireworks safely destroyed by the bomb squad*	n/a ²	4,200	3,052	3,082	3,013
Investigate all reported fires, explosions, and hazardous materials incidents; provide cause determination; and pursue the identity, prosecution, and conviction of persons responsible for any criminal actions.					
Total incidents investigated	96	161	173	140	132
Total hours investigated	264	478	512	373	333
Total cases worked	116	195	197	181	183
Total hours spent on investigation activities	1,287	2,599	3,589	2,751	2,725
Percentage of fire investigations in which the fire's cause classification was determined	93%	96%	98%	97%	98%

¹ Data is unavailable.

² Data is unavailable.



Fire and Rescue: Communications and Support Services

Emergency Communications Center (ECC)

What We Do: The ECC serves as the County's public safety answering point for all incoming 911 calls and texts. ECC personnel are trained to answer 911 calls and provide pre-arrival instructions consistently, using protocols nationally recognized by the International Academy of Emergency Dispatch (IAED); i.e., Emergency Medical Dispatch (EMD), Emergency Fire Dispatch (EFD), and Emergency Police Dispatch (EPD). Additionally, ECC personnel are responsible for dispatching Fire and Rescue assets for any incident that requires Fire and Rescue or EMS services. Calls for other public safety entities – including the Loudoun County Sheriff's Office, Leesburg Police Department, Middleburg Police Department, Purcellville Police Department, Virginia State Police, Loudoun County Animal Services, and the Metropolitan Washington Airports Authority – are routed to the appropriate agency for processing and dispatch. The FY 2020 Adopted Budget included funds to implement universal call taking, in collaboration with the Sheriff's Office, whose communications personnel are collocated with LCFR's. This initiative will ensure that all personnel across the combined communications center are able to answer and process 911 calls and texts; however, LCFR remains designated as the public safety answering point.

Mandate Information: The Virginia Administrative Code 12VAC5-31-760 requires fixed communications equipment that provides two-way voice communications between responders and the public safety answering point. Communications must be provided with a land mobile radio equipped with push-to-talk technology. In addition, first responders must be able to communicate with the hospitals to which they routinely transport. Further, mutual aid interoperability must be created and maintained amongst first responders through the land mobile radio system. All agencies are required to maintain appropriate Federal Communications Commission (FCC) radio licensure for all radio equipment.

The Code of Virginia § 56-484.16 mandates that all localities must utilize an E-911 system on or before July 1, 2003.

Who Does It: County staff provides this service, supplemented by vendors who support the technologies used to provide interoperability and emergency response.

Why We Do It: The ECC activity represents a critical service because it serves as the answering point for all 911 calls and texts in the County. By residing in local government, first responders realize a customized dispatching system tailored to their needs. It also provides the County with flexibility in making changes in how service is provided to the first responders. Necessary changes can be made quickly, as Loudoun County is responsible for the technology and provides for its governance.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources included answering a total volume of approximately 200,000 calls, of which 57 percent were emergency (911) calls. Of those 911 calls received, 99.6 percent were answered within 15 seconds. In this fiscal year with current resources, the ECC anticipates answering a total volume of approximately 225,000 calls annually, of which more than half are emergency (911) calls, with nearly 100 percent being answered within 15 seconds. The ECC contracts with a third-party vendor to complete Quality Assurance (QA)/Quality Improvement (QI) on randomized call selection. The number of calls reviewed is a minimal percentage of total 911 calls processed for service.

How We Plan to Do It in the Future – Recommended Service Level: While population and development may experience a slower growth rate in the coming years, the foundational responsibility of being the County's public safety answering point will not change. Further, the number of calls answered by ECC personnel and incidents dispatched are both expected to continue to increase, largely due to changing demographics, an aging population, and aging housing stock. To meet the training requirements of newly-hired employees, manage the in-service required training, and develop new training programs, additional resources will be needed in the areas of training and QA/QI. Dedicated internal QA/QI management oversight would positively impact 911 call service delivery by reviewing complex cases and facilitating education to improve call processing. Over time, the ECC expects that metrics with asterisks (*) below will indicate that the program may need to adjust its services or service levels.



Fire and Rescue: Communications and Support Services

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide for the prompt and efficient processing of requests for emergency Fire and Rescue services through the Fire and Rescue System by answering 95 percent of all 911 calls within 15 seconds.					
Number of calls dispatched	28,183	23,990	34,718	30,505	31,049
Percentage of 911 calls answered within 15 seconds*	99.5%	98.3%	98.7%	99.5%	99.5%
Total number of calls answered by ECC personnel*	180,702	139,620	215,487	225,000	225,000
Percentage of emergency (911) calls	52%	55%	59%	55%	55%
Number of incidents created in the CAD system	29,008	24,827	35,766	26,946	25,605



Fire and Rescue: Communications and Support Services

Communications and Technology Support Services

What We Do: The Communications and Technology Support Services activity supports the technologies and systems that provide for local and regional interoperability and emergency response, to include the systems at the ECC as well as other technologies that are integral to Fire and Rescue operations. Technologies supported include land mobile radio, mobile data computers, mapping, public safety geographic information systems (GIS), and the CAD system. The CAD system is used by dispatchers and call takers, as well as by operational personnel, and serves to initiate calls for service, dispatch emergency responders, and track the status of personnel. The specialized mapping available through GIS programs utilizes economic and population data, as well as CAD system data, to assist personnel with planning for proper placement of future assets needed for service delivery. GIS coordination also provides updated information for the CAD system and the mapping layers for the mobile data computers. In addition, public safety GIS provides support to the Sheriff's Office and the Office of Emergency Management. Staff provides technical support and coordination for LCFR technology and communications infrastructure that includes mobile data computers used to provide real-time information to emergency responders, as well as 1,002 mobile and portable radios that are individually reprogrammed on an annual basis to maintain the National Capital Region's interoperability requirements.

The scope of this activity continues to broaden as the number and complexity of technologies used by LCFR increases. Staff in this activity area also supports the LCFR staffing and scheduling management system (Orion), as well as the build out and implementation of a comprehensive records management and volunteer staffing system for LCFR (Alpine). This activity ensures that fire stations are correctly notified of emergency incidents using the Westnet station alerting system. Finally, staff maintains the myriad of interfaces that exist between LCFR's various technology systems (e.g., CAD to Orion, Orion to Alpine, Orion to Oracle, etc.). These mission-critical systems must be maintained, supported, and available 24 hours per day, seven days per week.

Mandate Information: Under the Code of Virginia § 56-484.16, local emergency telecommunications requirements define the requirements of E-911 systems to include the Master Street Addressing Guide (MSAG). The Virginia Public Records Act, § 2.2-4300 et seq. of the Code of Virginia, governs public safety records management. NFPA Standard 1221 provides a "Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems."

Who Does It: County staff provides this service, with vendors supporting technology infrastructure.

Why We Do It: In conjunction with the Department of Information Technology, the Communications and Technology Support Services activity provides all the infrastructure and technical support for the County's interoperability and emergency response. These services are critical as first responders would not otherwise be dispatched to incidents in a timely manner, nor would they be able to communicate with the County and neighboring jurisdictions.

The CAD system provides dispatchers with pertinent information on the location of incidents, which units need to be dispatched, and any known hazards. The CAD system initiates the call for service, dispatches the emergency responders, and maintains the status/situational awareness of LCFR personnel.

This activity provides all the technology used by the ECC and first responders to provide effective and efficient emergency services to customers. Loudoun County's emergency radio system is interoperable within the region served by the Metropolitan Washington Council of Governments Mutual Aid Operational Plan. This activity allows for land mobile radio communications and provides mobile data computers mounted in first responder apparatus which provide routable directions and important supporting call information. As Loudoun County has been one of the fastest growing counties in the nation, the ability to keep up with new streets and addresses is critical. The databases are updated regularly to ensure that dispatchers and first responders can quickly and accurately locate those who call for assistance.

Without this activity, the County risks not having updated addresses and maps which may hamper LCFR's ability to alert first responders and provide them with an accurate location. In addition, responders may not be able to find the address once provided by the dispatcher. These scenarios could result in a delay of emergency services to residents.



Fire and Rescue: Communications and Support Services

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources included developing 155 CAD reports, of which approximately 58 percent required in-depth development and analysis, and processing approximately 388 MSAG updates. This activity updates, installs, repairs, or removes approximately 590 MDC and GPS units annually, spends approximately 8,200 hours on CAD mobile support and MDC imaging, and provides support for GIS-related applications approximately 160 times annually. In this fiscal year with current resources, this activity will develop approximately 100 CAD reports, with approximately 60 percent requiring in-depth development and analysis, and process approximately 130 MSAG updates.

How We Plan to Do It in the Future – Recommended Service Level: With expected steady growth of FTE within LCFR, along with the expected continued growth in 911 calls, the demands on this activity are also expected to grow at a steady rate. As most of the work done is to support other divisions, such as Operations, and external customers, such as 911 callers, the recommended service level is to maintain the current service level. Many of the programs that this activity is responsible for are mission-critical programs; therefore, supporting these programs with adequate staffing to maintain current service level, conducting ongoing assessments of program effectiveness, and evaluating new and emerging technical programs is critical for future service delivery. As the County's population stabilizes, the metrics with asterisks (*) below will indicate that this activity may need to adjust its services or service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Manage and maintain the CAD system to coordinate responses to emergency incidents.					
Number of CAD reports developed	202	40	57	98	84
Percentage of reports requiring in-depth development and analysis*	62%	50%	68%	60%	60%
Average turnaround time for report development (in days)*	4.1	5.0	4.9	4.5	4.9
Number of updates processed to the CAD system and supporting systems	2,460	845	2,490	2,283	2,474
Number of MSAG updates processed	329	182	162	130	83
Maintain emergency communications software and equipment to ensure functionality and reliability during emergency field operations.					
Number of MDC and GPS units installed, repaired, or removed	681	114	307	517	515
Number of hours spent on CAD mobile support and MDC imaging*	242	57	597	437	445
Number of radio units installed, repaired, or removed ¹	11	5	1,665	15	15
Number of geospatial data-related applications supported	52	16	82	80	95
Number of specialized maps produced	56	40	110	89	103

¹ In FY 2023, staff lead a multi-departmental radio deployment and mobile radio software upgrade which resulted in an increase in radio unit installations.



Fire and Rescue: Operations

Fire and Rescue Services

What We Do: The Fire and Rescue Services activity provides timely and effective response around-the-clock for diverse incident types, including fire, rescue, and emergency medical incidents in addition to special operations incidents (which include water rescue, hazardous materials, and technical rescue). In addition to responses within Loudoun County, mutual aid is provided (and received) from Fairfax County, Prince William County, Clarke County, and Fauquier County in Virginia; Jefferson County in West Virginia; Frederick County, Montgomery County, and Washington County in Maryland; the Metropolitan Washington Airport Authority-Washington Dulles; and the Mount Weather Emergency Operations Center.

When not involved with emergency response, personnel are routinely engaged in a variety of activities, which include skills certification and training, district and area familiarization, submitting fire incident reports and electronic patient care reports, ensuring apparatus and equipment readiness, and assisting the FMO in conducting onsite building inspections and inspections of rural water supply sites. Personnel are also responsible for completing pre-fire emergency planning, inspecting and installing residential smoke alarms, performing fire and life safety checks, and delivering life safety education and other community events for the residents of Loudoun County.

Mandate Information: This activity is directed through Chapter 258 of Loudoun County Codified Ordinances.

The LC-CFRS seeks to align its service delivery with national consensus standards as published by the NFPA. In 2019, the Board adopted the LC-CFRS Emergency Operations Service Plan, which aligns LC-CFRS service goals with NFPA Standard 1710 (“Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments”).

Who Does It: A combination of County firefighter/EMTs and active operational volunteers provide this activity.

Why We Do It: Fire and Rescue Services protect the health, safety, and welfare of the residents of – and visitors to – Loudoun County.

Services are provided according to the response goals described in the Emergency Operations Service Plan. Studies from the National Institute of Standards and Technology (NIST) show that flashovers, which create an untenable environment inside a room, occur as early as three to four minutes after a fire begins. Once a fire has progressed to flashover, the fire increases at a geometric rate each minute thereafter. Fire suppression must intercede in a timely manner if persons are to survive in a fire. Likewise, EMS must begin on a patient who is not breathing and does not have a pulse within this same general time period. Intervention must occur within six to eight minutes, in most cases, if the patient is to survive.

The Emergency Operations Service Plan identifies the following four critical issues to be addressed through Fire and Rescue Services:

1. Maintain an adequate Fire and Rescue and EMS response to emergency and non-emergency incidents 24 hours per day, all 365 days of the year, which is consistent with national standards.
2. Ensure that all Fire and Rescue units are staffed with the required number of qualified Fire and Rescue and EMS personnel to support safe operations of the tasks required at emergency incidents.
3. Ensure that the LC-CFRS is supplied with the best resources (e.g., equipment, apparatus, and facilities) possible to allow its members to perform their jobs in the safest and most efficient manner.
4. Ensure the successful recruitment and retention of a qualified career and volunteer workforce through innovative means.

How We Do It Now – Current Service Level: From 20 Fire and Rescue stations, LC-CFRS personnel staff a minimum of 19 engines, 18 EMS transport units (14 with advanced life support, or ALS, and four with basic life support, or BLS), five aerial ladders, and two heavy rescue units 24 hours per day, 7 days per week. Minimum staffing levels for each unit varies; specifically, engines are staffed with a minimum of three personnel and EMS transport units are staffed with a minimum of two personnel, while the aerial ladders and heavy rescues are staffed with a minimum of four personnel each. There is



Fire and Rescue: Operations

additional apparatus, including tankers, swift water rescue boats, and hazardous materials response units, which are cross-staffed with fire apparatus and/or EMS transport units.

Additionally, a 24-hour-staffed command team supervises this activity, inclusive of one shift commander, three battalion chiefs, two EMS supervisors, and one safety officer.

In FY 2020, the service level provided with current resources was responding to 7,642 fire-related incidents and 20,226 EMS incidents. In this fiscal year with current resources, Fire and Rescue Services will respond to approximately 7,500 fire-related incidents and 21,200 EMS incidents.

How We Plan to Do It in the Future – Recommended Service Level: Based upon review and analysis, a variety of recommendations for system enhancements remain a priority to improve Fire and Rescue Services and accomplish the primary objectives and recommended service level, including the following:

1. Define and adopt expected service levels and performance standards for each of the rural, urban, and, ultimately, Metro planning areas.
2. Adopt data collection elements and methods that will provide for the effective measurement and adjustment to operational system elements based on identified performance goals and triggers.
3. Identify service level improvement opportunities and additional resources to serve anticipated growth for implementation as funding becomes available. These enhancements should be implemented based on performance and outcome triggers impacted by growth, changes in the system risk profile, and increases in service delivery demands.
 - a. Specifically, LCFR strives to continue to “right size” its workforce through enhancing its staffing factor, which is intended to provide a healthy balance of personnel available to assist with covering planned and unplanned vacancies through annual and sick leave and the use of overtime compensation.
 - b. Specifically, LCFR strives to increase its fire engine apparatus staffing to a minimum of four personnel, one of whom is an ALS care provider. The four-person engine staffing provides efficiency and safety on structural fire incidents. On EMS incidents, the ALS provider can provide the “first response” for ALS or can supplement the care provider assigned to an EMS transport unit.
 - c. Specifically, LCFR strives to eliminate the use of “cross-staffing” for primary Fire and Rescue/EMS units, including tankers, EMS units, and heavy rescue units.
4. Identify opportunities and service delivery methods that will increase the coordination and consistency of resource assignments that align with defined system risk and service delivery needs, including coverage and capabilities of on-scene supervision and special operations resources. Implement increased cooperative effort strategies between LCFR specialized service delivery elements as well as neighboring jurisdictions to assist with this goal.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Protect the lives and property of all residents and visitors to Loudoun County.					
Number of fire incidents	7,790	7,950	6,978	7,634	7,677
Average number of career firefighters/EMTs per 1,000 residents	1.22	1.20	1.29	1.14	1.11
Total number of EMS incidents	20,324	25,369	18,815	21,208	21,259



Fire and Rescue: Operations

Special Operations

What We Do: The Special Operations Unit coordinates readiness, oversight, and effective emergency response for a variety of hazards that can be broadly categorized under the following three branches of specialized disciplines: water rescue, hazardous materials (hazmat) response, and technical rescue response.

Water rescue incident settings include swift water (e.g., Potomac River, Goose Creek, and flooded roadways), static water (e.g., Beaverdam reservoir, ponds, and storm retention ponds), and ice rescue.

Hazmat technicians are prepared to respond to a gamut of incidents ranging from a simple broken mercury thermometer in a residence, to highway transportation spills, up to mutual aid response for a chemical/biological/weapon of mass destruction attack anywhere in the National Capital Region.

Technical rescue emergencies include, but are not limited to, building collapses, trench or excavation entrapments, above- or below-grade incidents requiring rope access, serious vehicle accidents, and confined space entrapments.

Mandate Information: The Occupational Health and Safety Administration (OSHA) and the NFPA both maintain multiple standards relative to Special Operations disciplines, including hazardous materials, swift water, ice rescue, structural collapse, trench rescue, rope rescue, confined space rescue, and vehicle extrication. OSHA and NFPA standards identify and establish levels of functional capability, professional qualifications, and responsibilities of the employer to facilitate an effective and efficient response to these incidents.

Who Does It: County staff in the LCFR Operations Division with additional specialized training respond to the emergencies that fall under the Special Operations disciplines.

Why We Do It: Some emergencies necessitate an advanced level of training and equipment beyond that of basic Fire and Rescue and EMS services. In these events, advanced skills are crucial to ensuring responder safety, achieving positive patient outcomes, reducing property loss, and minimizing environmental impact.

How We Do It Now – Current Service Level: Current service level involves responding to technical rescue incidents, swift water rescue, and hazmat incidents. Response services are provided through these deployment models:

Technical Rescue: For technical rescue incidents, two rescue units are independently staffed with LCFR Operations Division personnel; and two rescue units are cross-staffed with an engine company. Rescue 607 (Aldie) is one of two special service units on the Route 50 corridor; and its availability is dependent on cross-staffing from Engine 607.

Swiftwater Rescue: For swift water rescue, three swift water rescue boats are cross-staffed with two swift water rescue technicians and a boat operator.

Hazmat: For hazmat incidents, six hazmat technicians cross-staff a hazmat response unit and a support unit with an engine company and a ladder company.

How We Plan to Do It in the Future – Recommended Service Level: The following service levels are recommended to respond to the rising call volume of technical and specialized incidents: independent staffing of the hazmat response unit and the hazmat support unit from the future Leesburg South Fire Station, maintain current service level for swift water rescue while developing systems to support upstaffing and participation in Virginia Department of Emergency Management Water Response Team programs; and independent staffing of the technical rescue unit, Rescue 607, from the Aldie Fire Station.



Fire and Rescue: Operations

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide technical rescue services, mitigation of hazardous materials incidents, and other specialized emergency response needs through the Special Operations Unit.¹					
Number of technical rescue incidents	n/a	217	306	281	292
Number of water rescue incidents	n/a	43	46	49	52
Number of hazardous materials incidents	n/a	42	41	43	45

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



Fire and Rescue: Emergency Medical Services (EMS)

Emergency Medical Services (EMS) Management

What We Do: The EMS Management activity provides professional and technical oversight of all aspects of EMS delivery, including compliance, management of the OSHA-mandated infection control program, training, medical equipment specifications, and quality assurance and improvement in conjunction with the Office of Operational Medical Director. In addition, the EMS Management activity provides daily oversight and delivery of critical care and advanced-practice field medicine and patient care through the EMS Supervisor Program.

Mandate Information: This activity is directed through the Board-adopted Chapter 258 of Loudoun County Codified Ordinances. Requirements include criteria outlined by the Virginia Department of Health (VDH), OEMS, the NFPA, OSHA, the Health Insurance Portability and Accountability Act (HIPAA), and the Centers for Disease Control and Prevention (CDC).

- EMS delivery in the Commonwealth falls under the statutory authority of the Code of Virginia Title 32.1 and the Virginia Administrative Code Chapter 31 (Virginia Emergency Medical Services Regulations).
- The system-wide bloodborne, airborne pathogen/infectious control program is mandated by OSHA regulations (29 CFR 1910.1030, Bloodborne Pathogens Standard).

Who Does It: County staff provides this service, working closely with Office of Operational Medical Director who consults with LCFR on a contractual basis.

Why We Do It: Through this activity, the LC-CFRS ensures that adequate medical attention (BLS and ALS) is provided during every emergency incident, in accordance with industry standards and best practices.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources included providing two field-based EMS supervisors who provide direct critical care medicine for approximately 2,000 critical incidents and arrive on scene within ten minutes or less 46 percent of the time. In this fiscal year with current resources, this activity will provide direct critical-care medicine for approximately 1,600 critical incidents. Critical-care medicine includes delivery of whole blood to trauma patients, advanced airway abilities (including medication-assisted, rapid-sequence intubation), and field ultrasonography. Due to geography limitations, the current goal is for these supervisors to arrive on scene within ten minutes or less for 46 percent of the dispatched calls.

How We Plan to Do It in the Future – Recommended Service Level: Over time, as the County’s population growth stabilizes and the median age of residents increases, an elevated use of 911 for emergency medical services is anticipated. Additionally, ongoing assessment of EMS deployment models using unit hour utilization data, call volume criteria, and increased abilities of providing ALS care with ALS-equipped fire engines will lead to additional efficiencies.

In the future, EMS supervisors are recommended to arrive on scene within ten minutes of dispatch 80 percent of the time. To meet this goal, a third EMS supervisor will need to be placed along the Route 50 corridor. The addition of a third EMS supervisor will also assist with building a future mobile integrated health/community paramedicine platform.

Attention to mental health issues – and, similarly, calls for emergency service related to mental health issues – have dramatically increased over the past five years. The industry standard is shifting toward a community paramedic platform. For Loudoun County, this new service platform (the Community Paramedicine Program) will be primarily focused on working with the Department of Mental Health, Substance Abuse, and Developmental Services as well as the Sheriff’s Office to provide forward-deployed paramedic EMS resources as part of a “Crisis Intervention Team.” The build out of this new program will lessen the requirement on staffed Fire and Rescue and EMS response units and allow a multi-agency team approach to respond to the needs of the citizens and be proactive in providing emergency and non-emergency care.



Fire and Rescue: Emergency Medical Services (EMS)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide delivery of EMS to the community.					
Number of ALS EMS incidents	12,208	14,242	15,703	14,921	15,612
Number of BLS EMS incidents	8,116	11,127	12,820	11,799	12,322
Total number of EMS incidents	20,324	25,369	18,815	21,208	21,259
Average number of EMS incidents per 10,000 residents	448	487	415	447	438
Number of EMS hospital transports	14,000	12,332	17,642	15,367	15,632
Ensure that on-scene EMS supervision and management is provided to EMS providers within ten minutes at 80 percent of critical and large incidents.					
Percentage of calls with an EMS supervisor on scene within ten minutes	51%	50%	47%	46%	46%
Total number of incident responses by EMS supervisors	2,074	2,222	3,202	3,300	3,450
Total number of incidents requiring on-scene EMS supervision	1,967	1,794	2,514	2,516	2,704



Fire and Rescue: Emergency Medical Services (EMS)

Quality Assurance and Quality Improvement (QA/QI)

What We Do: Quality Assurance and Quality Improvement (QA/QI) is tasked with identifying areas of improvement to positively impact EMS service delivery. QA/QI also reviews complex cases and facilitates knowledge sharing and education of providers. The QA/QI area is also responsible for the oversight of electronic patient care reports, which requires constant monitoring, upkeep, and upgrading to give the providers the reporting tools that are needed. QA/QI also oversees the mentoring and releasing of new ALS providers into the system.

Mandate Information: The LC-CFRS must meet criteria outlined by the VDH, OEMS, the NFPA, OSHA, HIPAA, and the CDC. As an EMS agency, Loudoun County is required to have a QA/QI program under 12VAC5-31-600 (Quality Management of the Virginia OEMS Regulations). EMS service delivery in the Commonwealth is regulated under the authority of the Code of Virginia Title 32.1 and the Virginia Administrative Code Chapter 31 (Virginia Emergency Medical Services Regulations).

Who Does It: County staff provides this service.

Why We Do It: QA/QI identifies needs for improvements in the system. A robust and proactive QA/QI process is not only required but also important for providing continual improvements to EMS service delivery and keeping up with technological advances.

How We Do It Now – Current Service Level: In FY 2020, the service level with current resources involved reviewing 100 percent of selected categories of critical incidents, which included 195 cardiac arrests, 137 opioid overdose incidents, and all behavioral cases involving chemical sedation. In this fiscal year with current resources, this activity will review 100 percent of selected categories of critical incidents, including all cardiac arrests (approximately 225 annually), opioid overdose incidents (approximately 150 annually), and all behavioral cases involving chemical sedation.

How We Plan to Do It in the Future – Recommended Service Level: The current process of manually reviewing specific call criteria and calls that have been flagged is inefficient and laborious. Currently, there are two FTE assigned to manage the entire QA/QI program. This significantly limits the current ability to aggressively review most of the incidents. For the QA/QI program to realize full potential, an increased number of BLS call reviews is critical. Additional staff and review parameters combined with increasing the use of the current FirstPass software will aid in bringing LCFR QA/QI processes up to industry standards.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure the quality of patient care by reviewing records for 100 percent of cardiac arrest incidents, incidents involving advanced-practice provider skills, and opioid overdose incidents; as well as 25 percent of all EMS incidents.					
Number of cardiac arrest patients	200	194	216	225	230
Percentage of cardiac arrest patients surviving to discharge from the hospital	5%	11%	8%	10%	10%
Number of confirmed opioid patients who were administered naloxone	154	172	136	146	145



Fire and Rescue: Fire and Rescue Training

Fire, Rescue, and EMS Training

What We Do: The Oliver Robert “O.R.” Dubé Fire and Rescue Training Academy (also referred to as ‘the Academy’) provides a variety of in-person, online, and hybrid programs to meet local, state, and federal requirements. These include basic and advanced Fire and Rescue and EMS training, continuing education, recertification training, and specialized technical rescue training to career employees and volunteer members of the LC-CFRS. The Academy’s paramedic training program is nationally accredited through the Committee on Accreditation of Educational Programs for the EMS Profession (CoAEMSP) and the Commission on Accreditation of Allied Health Education Programs (CAAHEP). The Academy was the first fire/rescue-based training program in the Commonwealth to achieve these designations. The Academy’s EMT and Advanced Emergency Medical Technician (AEMT) programs are also accredited through the Commonwealth of Virginia. The Academy’s Command Competency Lab is a technology-driven simulation center, which provides an immersive environment for fire, rescue, and law enforcement scenarios.

The Academy serves as a regional site for numerous programs offered by the Virginia Department of Fire Programs (VDFP). To meet the needs of the Combined System as well as regional partners, classes are held seven days per week, during both daytime and evening hours.

Mandate Information: This activity is directed through Chapter 258 of Loudoun County Codified Ordinances. Programs must meet criteria outlined by the VDH, OEMS, the CoAEMSP, the CAAHEP, the National Association of Emergency Medical Technicians (NAEMT), VDFP, the NFPA, OSHA, HIPAA, and the CDC. Statutory authority for EMS certification is derived from Title 32.1 of the Code of Virginia and Chapter 31 of the Virginia Administrative Code. Initial and ongoing bloodborne pathogens training is required by the Code of Federal Regulations (29 CFR 1910.1030). Requirements for hazardous materials training are also included in the Code of Federal Regulations (29 CFR 1910.120).

Who Does It: County staff and a cadre of part-time staff and volunteer instructors provide this service.

Why We Do It: High-quality initial and ongoing training are essential to ensuring that operational personnel are able to respond safely, effectively, and efficiently to all types of emergency incidents.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources included holding 91 fire, rescue, and EMS classes, collectively representing approximately 4,400 hours of instruction. Additionally, approximately 16,000 online courses were completed. In this fiscal year with current resources, the Academy will hold approximately 120 fire, rescue, and EMS classes, collectively representing approximately 4,700 hours of instruction. Still, students are turned away from over-enrolled courses. Additionally, LC-CFRS members complete approximately 8,400 online courses annually.

How We Plan to Do It in the Future – Recommended Service Level: Between now and FY 2029, LCFR has identified nearly 200 new uniformed positions to meet service objectives. Also, LCFR is experiencing the beginning of a wave of anticipated retirements of employees who were hired in the first career recruit schools in the late 1990s/early 2000s. The Academy currently holds two career recruit schools annually, but more will be needed to achieve these staffing objectives, which will necessitate additional training personnel.

Local, state, and federal training mandates are added regularly. For example, in 2023, Virginia enacted mandated training for electric vehicle fires, which must be developed by VDVP and available by July 1, 2024. All firefighters, including volunteers, must complete the training by December 1, 2025. The Training Division anticipates the need for additional staff to meet these demands.

Distance learning has become an important part of how non-hands-on training is delivered. LCFR looks to expand the use of distance learning programs and resources such that personnel will be able to accomplish this ever-increasing platform and delivery method. Expanding this distance learning program will adapt to the requirements of the workforce and allow for greater efficiency of time and resources. These offerings are essential to meet the system’s needs, as both the physical space at the Academy and the availability of qualified instructors continue to be exceeded.



Fire and Rescue: Fire and Rescue Training

Additional professional development for incumbent volunteers and career personnel is a focus of the Training Division. By expanding this Division to include all areas of service and include additional training opportunities throughout the year, LCFR will realize a more proficient workforce and one that is able to respond to the emerging technologies of the profession as well as verify and practice existing skills.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide comprehensive fire, rescue, and EMS training programs consistent with local, state, and national standards.					
Number of fire/rescue classes held	47	46	50	50	50
Number of EMS classes held	80	72	68	68	68
Number of incumbent personnel trained during callback training activities (career and volunteer)	954	1,840	1,826	1,900	2,000
Train new firefighters/EMTs to meet the operational needs of the County's Fire and Rescue System.					
Number of career recruits graduated	17	25	52	35	35
Number of volunteer fire schools completed	2	2	2	2	2
Number of volunteer firefighters graduated	54	35	38	35	35
Number of volunteer EMT courses completed	3	3	3	3	3
Number of volunteer EMTs graduated	67	76	78	75	75
Provide for continuing education of LC-CFRS members through online training.					
Number of online courses uploaded	9	19	20	22	22
Number of courses completed	12,437	7,622	8,350	8,400	8,500



Fire and Rescue: Health, Safety, and Asset Management

Facilities

What We Do: The Facilities activity ensures that new fire stations and other LCFR facilities are programmed, sited, designed, constructed, furnished, and equipped in accordance with the County's endorsed Capital Facilities Standards, which stipulate public safety needs based on population factors. In addition, this activity ensures that the 33 existing worksites comprising approximately 435,608 square feet are maintained in a state of uninterrupted operational readiness 24 hours per day, seven days per week; this also includes the 11 stations owned by volunteer companies that receive limited support from the Department of General Services. This activity provides essential infrastructure to ensure the reliability of public safety service delivery.

Mandate Information: There are no mandates for this activity.

Who Does It: County staff provides this service.

Why We Do It: Facilities staff supports the effective delivery of around-the-clock Fire and Rescue service countywide, by operationalizing and maintaining readiness of mission-critical facilities. This includes providing direct repair/oversight of contract work for in-station technologies; evaluating whether new facilities are sited strategically and timed appropriately to balance service delivery goals and budgetary implications; providing fire-service/organization-oriented subject matter expertise during scope identification, design, construction, and post-construction warranty periods of new facilities to optimize resultant functionality and eliminate unnecessary cost; and finally, coordinating with the Department of General Services to ensure that LCFR-operated facilities that are owned or leased by the County provide uninterrupted operations.

Additionally, personnel in this activity serve as liaisons to the volunteer Fire and Rescue companies to develop and implement strategies for improving and maintaining existing volunteer-owned worksites, respond to facilities-related emergencies, and provide counsel to volunteer leadership to facilitate uninterrupted operations in facilities that the volunteer companies own and operate.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources involved maintaining approximately 417,500 square feet of facilities. In this fiscal year with current resources, this activity will maintain approximately 475,000 square feet of facilities, which is expected to increase as new and expanded worksites become operational. LCFR Facilities staff also assists with the implementation of a capital budget with nearly \$191,000,000 in active projects.

How We Plan to Do It in the Future – Recommended Service Level: The square footage of facilities maintained is expected to increase as new fire stations are designed and constructed to meet the growing service delivery demands of all areas of the County but especially in the urban and suburban planning areas of the County. Additionally, the County will likely further supplement and/or assume primary responsibility for maintenance, renovation, expansion, and/or replacement of fire stations that are currently volunteer-owned and maintained. As the County's population stabilizes, the metrics with asterisks (*) below will indicate that the Facilities activity may need to adjust its services or service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain existing facilities and worksites in a state of readiness to ensure a safe and productive work environment for LCFR employees and volunteer personnel.					
Total square footage of facilities maintained*	417,508	435,608	475,328	475,328	475,328
Number of facility enhancement projects	23	16	20	17	17
Provide oversight and Fire and Rescue industry expertise for new facility construction and other capital projects.					
Total dollar value of projects in progress	\$87,000,000	\$139,000,000	\$162,000,000	\$191,000,000	\$198,000,000



Fire and Rescue: Health, Safety, and Asset Management

Fleet/Apparatus, Respiratory Protection, and Logistics Services

What We Do: The Fleet/Apparatus, Respiratory Protection, and Logistics Services activity ensures that new Fire and Rescue apparatus and fleet are programmed, designed, fabricated, and outfitted in accordance with Capital Facilities Standards, Combined System-wide policies, Fire and Rescue Service Plan Recommendations, and relevant codes and standards. Furthermore, this activity ensures that the LCFR fleet of over 191 vehicles, including 70 County-owned Fire and Rescue heavy response apparatus, is maintained in a condition of minimally-interrupted, around-the-clock operational readiness. This activity provides essential infrastructure that ensures the reliability of public safety service delivery. Additionally, this activity ensures that all personnel are professionally uniformed and outfitted with personal protective equipment commensurate with their duties and anticipated job-related hazards; maintains an effective inventory of patient care and firefighting equipment and supplies to ensure that all County Fire and Rescue vehicles are consistently stocked and prepared to deliver emergency services; manages several service and vendor contracts for uniforms, turnout gear, turnout gear cleaning, etc.; and finally, ensures that all goods received by LCFR are delivered within three working days to the 32 Fire and Rescue worksites.

Fleet/Apparatus staff and Logistics Services staff support the effective around-the-clock delivery of Fire and Rescue service countywide by operationalizing and maintaining readiness of essential emergency response vehicles and through inventory management and goods distribution. The Respiratory Protection activity provides responders with a safe and dependable source of breathing air, oversees the purchasing and maintenance of LCFR's Self-Contained Breathing Apparatus (SCBA), ensures that respirators are properly selected and used by system members, trains staff on proper respirator use, and ensures breathing air quality.

Mandate Information: This activity must ensure LCFR compliance with OSHA standards for respiratory protection as outlined in federal law, including 29 CFR 1910.134 and 29 CFR 1926.103. In particular, 29 CFR 1910.134 mandates LCFR to develop and maintain a comprehensive fit-testing program.

While there are no federal, state, or local mandates, LCFR follows the NFPA guidelines as closely as possible when managing Fire and Rescue apparatus. Several of the NFPA standards that are applicable are:

- NFPA 1901, "Standard for Automotive Fire Apparatus"
- NFPA 1911, "Standard for the Inspection, Maintenance, Testing, and Retirement of In-Service Emergency Vehicles"
- NFPA 1914, "Standard for Testing Fire Department Aerial Devices"
- NFPA 1962, "Standard for the Care, Use, Inspection, Service Testing, and Replacement of Fire Hoses, Couplings, Nozzles, and Fire Appliances"
- NFPA 1937, "Standard for the Selection, Care, and Maintenance of Rescue Tools"

In addition, LCFR follows the NFPA guidelines as closely as possible when managing Fire and Rescue logistics. Several of the NFPA standards that are applicable are:

- NFPA 1971, "Standard on Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting"
- NFPA 1975, "Standard on Emergency Services Work Apparel"
- NFPA 1977, "Standard on Protective Clothing and Equipment for Wildland Fire Fighting"
- NFPA 1851, "Standard on Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting"

Additionally, while not legally mandated, this activity seeks to ensure compliance with NFPA standards for respiratory protection, as outlined in NFPA 1981, NFPA 1982, NFPA 1852, and NFPA 1989.

Who Does It: County staff provides this service.



Fire and Rescue: Health, Safety, and Asset Management

Why We Do It: Fleet/Apparatus Services ensures consistency and adherence with Loudoun County apparatus standards, as provided and approved by the Executive Committee, and provides subject matter expertise and support to volunteer Fire and Rescue companies with selection, procurement, maintenance, and repair of apparatus that they own. Logistics Services provides inventory management and delivery of critical supplies to personnel operating on the front lines of emergency incidents. System personnel may be exposed to a variety of hazards including, but not limited to, smoke, heat, toxic gases, and oxygen-deficient atmospheres, any of which may result in an environment that is immediately dangerous to life and health. This activity protects responders by providing SCBA and training. With respiratory protection in place, responders can focus on providing services to County residents. Safe firefighters can respond to emergency situations and protect residents.

How We Do It Now – Current Service Level: Current service level reflects maintaining and repairing approximately 191 vehicles each year, including 70 heavy apparatus and associated Fire and Rescue equipment. This includes completing approximately 1,000 maintenance repairs and coordinating approximately 1,500 vendor work orders for repairs. To provide this level of service, Fleet/Apparatus Services currently utilizes \$200,000 of overtime annually due to the limited number of technicians currently dedicated to this activity on a full-time basis. Current service level delivers approximately 60,000 items annually, including equipment, tools, and supplies to Fire and Rescue worksites throughout the County. This activity also coordinates the cleaning, inspection, and repair of turnout gear, with approximately 1,000 sets submitted annually. The Respiratory Protection activity is responsible for the 600 SCBA units, approximately 1,200 face pieces, and 15 breathing air compressors that firefighting staff use any time they are in (or are potentially presented with) an environment that is immediately dangerous to life and health. Current service level involves performing nearly 600 SCBA flow tests and certifications and completing 700 repairs to respiratory equipment annually.

How We Plan to Do It in the Future – Recommended Service Level: The demand for service delivery in the Fleet/Apparatus activity will continue to expand for the foreseeable future commensurate with the growth projection for LCFR. As the County expands service delivery, as the volunteer system continues to consolidate and relies more on assistance from LCFR, and as the calls for service continue to rise, additional staff will be required to meet demand. Additionally, Logistics Services will continue to develop and expand as volunteer companies continue to consolidate and rely more on assistance from the County staff for items such as their uniforms and emergency gear. The County will consolidate, order, maintain, and distribute all turnout gear, uniforms, and EMS supplies for all Combined System members. The Respiratory Protection Program will also grow over the next several years. Due to the increased decontamination requirements after each use of respiratory protection to support LCFR's cancer reduction initiative, and once the asset management facility opens at 751 Miller Drive, the Mobile Air Unit will relocate and be staffed 24 hours per day. A satellite station will be established to handle day-to-day repairs and implement flow testing for the SCBA.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide reliable respiratory protection to personnel responding to fire incidents, in compliance with all occupational safety standards.					
Number of SCBA units and Rapid Intervention (RIT) Packs in service	671	671	671	671	671
Number of repairs to respiratory equipment	591	762	712	700	700
Number of SCBA units receiving an annual flow test and certification	483	549	683	600	600
Percentage of SCBA units in service receiving an annual flow test and certification	81%	92%	114%	100%	100%
Support uninterrupted delivery of Fire and Rescue services through regular maintenance and repair of fleet vehicles and associated equipment.					
Number of vehicles under management	183	188	196	196	196
Number of heavy vehicles	66	70	73	73	73

**Fire and Rescue: Health, Safety, and Asset Management**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Number of light vehicles	117	118	123	123	123
Number of maintenance tickets completed by Fleet/Apparatus Services	822	928	790	790	790
Number of vendor work orders managed for contracted mechanical repairs	1,255	1,100	1,120	1,120	1,120
Total amount of overtime hours	3,264	4,276	3,054	4,211	4,211

Provide for the health and safety of firefighters through regular cleaning, inspection, and repair of turnout gear.

Number of sets of turnout gear submitted for cleaning, inspection, and repair	1,120	1,309	1,268	1,048	1,060
Total cost of cleaning, inspection, and repairs	\$121,675	\$127,462	\$205,162	\$127,610	\$129,842

Provide weekly deliveries of equipment, tools, and supplies to stations to ensure that all personnel are properly equipped for duty.

Number of items delivered	83,151	87,493	58,823	60,327	63,732
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Fire and Rescue: Health, Safety, and Asset Management

Health, Safety, and Wellness

What We Do: The Health, Safety, and Wellness activity provides oversight of safety on emergency incidents; investigates system-member injuries and accidents; monitors personnel on workers' compensation in conjunction with County Risk Management; schedules physicals for both career and volunteer members; develops system health and wellness programs; and coordinates with the County-contracted occupational health provider. Additionally, this activity contains the Behavioral Health Program, which links personnel to behavioral health resources specific to the needs of emergency responders, and LCFR's Wellness Initiative, which provides a comprehensive fitness and wellness program intended to proactively reduce injuries and lost work time, in addition to overseeing operations at the Fire and Rescue Wellness Center.

The Health, Safety, and Wellness activity provides additional supervision on significant incidents to ensure that safe practices and risk-reduction measures are in place. Other responsibilities include oversight of the Occupational Health and Wellness Program, the Workers' Compensation Program, the Fit-Testing Program, Vehicle Accidents and Personal Injury Investigations, Safety and Health Training, the Risk Management Program, and a Facility Safety Inspection Program.

Mandate Information: The Code of Federal Regulations 29 CFR 1910.120 and 1910.134 (OSHA) mandates LCFR to develop and maintain a comprehensive health, safety, fitness, and wellness program. The Code of Virginia § 65.2-107 states that each employer of firefighters shall (i) make peer support available and (ii) refer firefighters seeking mental health care services to a mental health professional. The Code of Virginia §§ 9.1-203.1 and 32.1-111.5:1 mandates that EMS and fire services personnel receive mental health awareness training. While not a specific legal mandate, this activity is also directed through Chapter 258 of Loudoun County Codified Ordinances, which was adopted by the Board and implemented on July 2, 2014. This activity must adhere to – and remain consistent with – current guidelines, industry standards, requirements, and best practices to ensure proper quality management of Fire and Rescue health and safety. Among the industry standards required, LCFR must meet criteria outlined by the VDH; OEMS; NFPA standards including NFPA 1500, NFPA 1521, NFPA 1582, and NFPA 1583; OSHA; HIPAA; and the CDC.

Who Does It: County staff provides this service, except for NFPA medical physicals which are contracted and managed by the County's DHR.

Why We Do It: This activity reduces County expenditures related to workers' compensation and property damage. This activity lowers the County's exposure to controllable risk both in emergent and non-emergent instances. Finally, this activity serves the Fire and Rescue community with mental health services and referrals to medical professionals. Taking care of Combined System members allows them to seek treatment and recover so they can once again respond to emergency incidents.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources involved responding to approximately 1,200 emergency incidents annually, with the safety officer on the scene within ten minutes 49 percent of the time. In this fiscal year with current resources, the current service level involves responding to approximately 1,400 emergency incidents annually and having an incident safety officer on the scene within ten minutes of dispatch 56 percent of the time. The physicals coordinator coordinates approximately 1,850 NFPA physicals annually. In addition to annual physicals, system members who met certain criteria participated in the advanced cardiac screening program, which began on February 1, 2022. Additionally, the behavioral health service staffs the peer support hotline 24 hours per day; and the behavioral health coordinator is available to assist with crisis situations and referrals to mental health professionals.

How We Plan to Do It in the Future – Recommended Service Level: In the future, LCFR recommends that a safety officer is on the scene of all incidents within ten minutes 80 percent of the time. Additionally, it is recommended that the Health and Safety 24-Hour Hotline is available 100 percent of the time. It is anticipated that, as the population grows and volunteer participation decreases, the demand for career staffing will increase over the next several years. Enhanced staffing coupled with an aging workforce that will soon begin transitioning to retirement will inevitably drive an increased demand for the services provided by the staff at the Center for Health and Wellness. Additionally, the behavioral health program will



Fire and Rescue: Health, Safety, and Asset Management

continue to grow and add members to its Peer Support Team and Chaplains Corps, with the goal of providing critical 24-hour behavioral health support to system members.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Have a safety officer on the scene of all incidents with significant hazards within ten minutes 80 percent of the time.					
Number of safety officer responses	1,406	1,474	1,477	1,402	1,458
Number of incidents with a safety officer not available to respond	88	28	6	8	8
Percentage of incidents with a safety officer on scene within ten minutes	52%	61%	60%	56%	57%
Provide annual physical exams to all system members and exams for candidates to ensure compliance with NFPA standard 1582.					
Number of physical exams performed	1,284	1,272	1,223	1,856	2,063
Minimize on-the-job injuries and accidents.					
Number of LCFR on-the-job injuries	120	127	122	140	142
Number of lost-time injuries	38	47	26	24	18
Number of accidents involving LCFR drivers	53	50	65	62	66
Provide mental health support and services to system members.					
Number of Peer Support Team contacts	107	228	280	330	380
Number of referrals provided	179	105	122	137	149
Provide mental health training to system members.					
Number of training sessions held	25	19	13	25	25



Fire and Rescue: Human Resources

Human Resources

What We Do: This activity directly manages, coordinates, and oversees all human resources matters for LCFR, including recruitment and hiring of personnel; development and administration of personnel promotional processes; payroll, bonus nominations, and special pay band increases; compensation, benefits, and leave issues (including compliance with – and administration of – the Family Medical Leave Act, the Fair Labor Standards Act (FLSA), the Americans with Disability Act, workers’ compensation, and disability claims and requests); handling of personnel issues, discipline, and performance reviews; policy and procedure development and updates; and records maintenance and general maintenance of employee information. Additionally, LCFR human resources staff works with DHR to facilitate employee relations and assists the System Chief and staff in the collective bargaining and labor relations processes.

Staff conducts pre-employment selection tests for uniformed personnel in accordance with NFPA standards; and, as such, is required to ensure that the testing and selection process complies with the Equal Employment Opportunity Commission’s (EEOC) Uniform Guidelines on Employee Selection Procedures.

Mandate Information: While not a specific legal mandate, this activity is directed through Chapter 258 of Loudoun County Codified Ordinances, which was adopted by the Board and implemented on July 2, 2014. Furthermore, LCFR is required to comply with the Firefighter Procedural Guarantee Act (Virginia Code § 9.1-300 et seq.) and federal regulations for wages, hours, and recordkeeping, as outlined in the FLSA.

Who Does It: County staff primarily provides this service. However, LCFR contracts out the following human resources functions: background verifications, polygraphs, and promotional process administration. Entry-level written testing for firefighters, EMTs, and call takers are purchased from – and graded by – an outside vendor.

Why We Do It: Without internal LCFR human resources services, the burden would be shifted to County DHR staff.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources involved processing 380 employee action (EA) forms annually to ensure up-to-date employee records. In this fiscal year with current resources, staff will coordinate human resources processes and needs for a workforce of 729.14 FTE, including 620.00 uniformed and 109.14 civilian positions, in addition to processing over 500 EA forms annually.

How We Plan to Do It in the Future – Recommended Service Level: LCFR human resources staff will continue to support LCFR employees in the core human resources functions, such as workforce planning, leave and benefits administration, injury/illness case management, payroll, employee relations, talent acquisition, performance appraisals, recruitment, and retention. Staff also serves as advisors to various levels of LCFR leadership, especially the System Chief and assistant chiefs. One of the greatest challenges in the foreseeable future for this activity is the ability to successfully recruit an adequate number of uniformed employees to support the projected continued growth of LCFR. Although analysis of the future budget and population growth in Loudoun County suggests that the upward spike in both is slowing or leveling off, LCFR is still working to increase staffing levels to account for the rapid growth in previous years as well as enhance operational service delivery in many areas. Additionally, as the workforce in LCFR matures, an increase in retirements is expected within the next three to five years. As the County’s growth stabilizes over time, LCFR human resources staff expects that metrics with asterisks (*) below will indicate possible adjustment of services and/or service levels.

**Fire and Rescue: Human Resources**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Manage a human resources system to meet LCFR staffing needs by maintaining turnover rates of less than 10 percent for civilian and uniformed personnel.					
Employee turnover rate	4.1%	4.5%	4.3%	4.9%	5.0%
Turnover rate – uniform positions	3.6%	4.0%	3.2%	4.3%	4.5%
Turnover rate – civilian positions	7.1%	8.0%	10.1%	8.1%	7.7%
Vacancy rate – uniform positions*	4.2%	4.2%	3.5%	3.0%	2.9%
Vacancy rate – civilian positions	3.3%	8.0%	7.1%	6.8%	6.7%
Ensure accuracy of personnel and financial records through timely updates to employee information.					
Number of EA forms processed	546	542	459	490	497



Juvenile Court Service Unit

To serve the Loudoun County Juvenile and Domestic Relations District Court by allowing individuals access to the Court to resolve domestic relations matters. The Juvenile Court Service Unit (JCSU), more commonly referred to as the Court Service Unit (or CSU), is a statutorily-mandated state entity that also assists the Virginia Department of Juvenile Justice (DJJ) with the protection of the public by preparing court-involved youth to be productive members of society through professional supervision and services to juvenile offenders and families. The JCSU operates the Loudoun County Juvenile Detention Center (JDC) and recently opened the RISE (Reaching for Insight, Success, and Empowerment) Youth Shelter for court-involved youth. In addition, the JCSU provides delinquency prevention services to youth and families, offering screenings and linkages to community-based supports.

Department Programs

Intake

Receives and reviews delinquency complaints 24 hours per day. Determines whether a delinquency petition is to be filed with the Juvenile and Domestic Relations District Court and, if so, whether the youth should be released to family or detained. Completes diagnostic assessments of court-involved youth for the Court. Determines jurisdiction, venue, and controversy in domestic relations matters.

Activities

- Intake
- Diagnostic Services

Probation and Parole Services

Provides probation supervision. Virginia juvenile probation strives to achieve a "balanced approach," focused on the principles of community protection, accountability, and competency development. Provides parole services to help transition offenders back to the community. Initiates transitional services, provides case management, and monitors the offender's reentry to ensure a smooth transition to the community. Provides referrals for family and individual counseling and other resources, including vocational or specialized educational services.

- Probation and Parole Services



Juvenile Court Service Unit

Prevention and Intervention Services

Assists youth and their families prior to referral to the JCSU, and prior to official involvement with the Court. Some services may also be court ordered. Provides evidence-based screening and referrals to community-based supports to Loudoun youth demonstrating risky behavior, as well as to their families. Provides diversion services for first-time offenders including restorative justice sessions, evidence-based prevention and educational programming, and community service. Additional intervention services include supervised release as an alternative to detention.

- Youth and Family Resource Center
- Diversion Program
- Supervised Release Program (SRP)

Residential Services

Provides community-based, out-of-home placements for court-involved youth. These services include a secure program providing long- and short-term secure placement for court-ordered youth and a staff-secure shelter program providing short-term placement for court-involved youth.

- Juvenile Detention Center (JDC)
- RISE (Reaching for Insight, Success, and Empowerment) Youth Shelter

Financial Information

FY 2024 Adopted Information^{1, 2}

	Expenditures	Revenue	LTF	FTE
Intake	\$519,250	\$0	\$519,250	2.91
Probation and Parole Services	1,040,286	0	1,040,286	5.82
Prevention and Intervention Services	1,392,785	145,706	1,247,079	7.80
Residential Services	6,207,846	838,215	5,369,631	51.01
Total	\$9,160,168	\$983,921	\$8,176,247	67.54

¹ Sums may not equal due to rounding.

² All financial and FTE information reflects the County budget and FTE for the JCSU, which also has a state budget and FTE.



JCSU: Intake

Intake

What We Do: Intake is the point of entry for Juvenile and Domestic Relations District Courts across the Commonwealth of Virginia. In Loudoun County, the intake unit accepts and processes juvenile status complaints, delinquency complaints, and domestic relations requests. Intake activities include the completion of an intake interview, determination of probable cause or domestic relations controversy, consideration for the issuance of a petition (a request to appear in court), consideration for diversion or referral away from court, and brief crisis intervention in some instances. Specific domestic relations services include issuing petitions for paternity, custody, visitation, and desertion/non-support, as well as requests for protection matters. This activity operates 24 hours per day, 7 days per week, with staff on-call to respond to juvenile delinquency matters that occur after traditional business hours.

Mandate Information: Pursuant to the Code of Virginia § 16.1-260, "...all matters alleged to be within the jurisdiction of the court shall be commenced with the filing of a petition.... Complaints, requests, and the processing of petitions to initiate a case shall be the responsibility of the intake officer."

Who Does It: County and state staff provide this service.

Why We Do It: The intake unit provides a mechanism for the filing of petitions, as mandated by state law. The unit's intake process allows for juvenile status and delinquency complaints to be routed through juvenile justice professionals, rather than the court system. Routing through professionals allows the Court to focus on adult criminal behavior, and it allows the intake unit to complete their investigation and implement responses that are "liberal and remedial" in nature, as mandated by the Code of Virginia § 16.1-227. These responses reduce the scheduling strain on the Court's docket and allow for the Court's response to domestic relations matters. Furthermore, the intake unit is able to provide information and a formal response to litigants representing themselves in domestic relations matters.

How We Do It Now – Current Service Level: In FY 2020, the service levels were comparable to current levels. Approximately 3,000 complaints are received each year, averaging 760 complaints accepted and processed per intake officer. Approximately 70 percent of juvenile complaints are diverted from court. At current service level, average intake wait time is approximately 15 minutes.

How We Plan to Do It in the Future – Recommended Service Level: As the County's population growth stabilizes over time, the JCSU anticipates that the demand for these services will stay the same as people continue to need to access the Court for juvenile and domestic issues. Staff will monitor the metrics below to ensure that resources are sufficient to meet service demands.

**JCSU: Intake**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain a 40 percent or higher diversion rate for juvenile complaints.					
Total number of complaints received	2,791	3,055	2,918	3,550	3,550
Number of domestic relations complaints issued	1,576	1,740	1,715	1,600	1,600
Number of civil domestic violence complaints issued	453	487	471	614	614
Number of juvenile criminal complaints issued	658	613	845	600	600
Average number of complaints accepted and processed per staff member ¹	698	764	730	888	888
Percentage of juvenile complaints diverted ²	63%	71%	55%	50%	50%
Maintain an average intake wait time of 15 minutes or less.					
Number of intakes	1,944	2,166	2,113	2,000	2,000
Average number of intakes per staff member	486	542	528	500	500
Average intake wait time (in minutes)	14	15	15	15	15

¹ An individual case can involve multiple complaints.

² Diversion involves a plan or process where a complaint is redirected from further penetration into the justice system.



JCSU: Intake

Diagnostic Services

What We Do: The JCSU uses the evidence-based Youth Assessment and Screening Instrument (YASI) to determine if youth are low-, moderate-, or high-risk offenders. Diagnostic Services completes the initial YASI assessment and writes the social history report based on YASI scores, interviews with the juvenile and their family, previous court involvement, and contact with the school and other service providers. Staff submits the reports to the judge with recommendations. The social history report then goes to the probation case manager for case planning and monitoring.

Specially trained staff conducts assessments, uses motivational interviewing techniques, and collects information from other service providers to create the social history report for the Court. These activities take place in the office, outside of court, and through home and school visits in the community.

Mandate Information: Pursuant to the Code of Virginia § 16.1-273, the Court may require an investigation that must include “a social history of the physical, mental, and social conditions, including an assessment of any affiliation with a criminal street gang, and personality of the child and the facts and circumstances surrounding the violation of law.” Such investigation reports must be provided to the courts 96 hours prior to disposition, at a minimum.

Who Does It: County and state staff provide this service.

Why We Do It: This activity ensures that each juvenile who comes before the Loudoun County Juvenile and Domestic Relations District Court receives the appropriate supervision and services to prevent further offending/criminal activity in Loudoun County.

How We Do It Now – Current Service Level: In FY 2020, the service levels were slightly higher than current levels. Approximately 40 Comprehensive Pre-Dispositional Reports are completed each year, averaging approximately 20 reports per officer.

How We Plan to Do It in the Future – Recommended Service Level: Crime and delinquency trends shift over time, and may be influenced by law enforcement strategies, the economy, population, and other unknown factors. The JCSU will monitor the metrics below to ensure that resources are sufficient to meet service demands.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain a caseload of 100 Comprehensive Pre-Dispositional Reports (social history reports) or less per officer.					
Number of Comprehensive Pre-Dispositional Reports (social history reports) completed	50	39	55	50	50
Average number of reports completed per officer	25	20	28	25	25



JCSU: Probation and Parole Services

Probation and Parole Services

What We Do: The Probation and Parole Services activity assists juveniles on a pre- and post-dispositional basis and strives to achieve a balance of public safety and offender service delivery in a community setting. This activity uses the risk, need, and responsivity model and the YASI to identify risk levels associated with offending and to determine service levels. Probation officers provide services and supervision using the Juvenile Detention Alternative Initiative (JDAI) model to ensure that services are provided in the least restrictive environment possible (as an alternative to detention or further penetration into the justice system), with community and family partnerships to ensure appropriate outcomes. Parole officers assist juveniles with transitioning from the custody of the DJJ to the community by providing reentry services, including employment, housing, education, mental health, and health care. JCSU probation and parole officers follow the Effective Practices in Community Supervision (EPICS) model. This model requires frequent contact with higher-risk offenders, focuses on situations likely to cause criminal behavior, and helps clients modify their negative thought patterns and beliefs.

Specialized work within the Probation and Parole Services activity includes the Serious Habitual Offender Comprehensive Action Program (SHOCAP) and the Sex Offender Program. SHOCAP provides intensive probation services to high-risk offenders in the community. The Sex Offender Program provides services that consist of assessment (psychosexual), therapeutic intervention (individual, group, and family) counseling, and polygraphs to help validate accuracy of perceived risk and honesty in reference to treatment and probation guidelines.

Mandate Information: The Code of Virginia §§ 16.1-233 and 16.1-237 requires probation officers to monitor compliance with court orders and probation rules.

Who Does It: County and state staff provide this service, supplemented by contract services for treatment of probation/parole cases and sex offenders.

Why We Do It: The probation and parole unit provides a high level of accountability to the public. Probation services provide options for youth in lieu of detention or further penetration into the justice system. Parole services allow offenders to be released from custody for supervision, monitoring, and treatment in a community setting. Staff helps ensure public safety for County residents and the efficacy of intervention/prevention programs in reducing delinquent behavior in Loudoun County.

How We Do It Now – Current Service Level: In FY 2020, the service levels were slightly higher than current levels. Currently, there are approximately 250 cases annually, with an average caseload per officer of eight. Current service level includes almost 6,000 contacts per year, including contacts at home, at school, in the community, and at the office.

How We Plan to Do It in the Future – Recommended Service Level: Crime and delinquency trends, as well as juvenile justice trends, shift over time. Influencing factors include law enforcement strategies, the economy, population, political shifts, and other unknown factors. The JCSU will monitor the metrics below to ensure that resources are sufficient to meet service demands.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain the state-recommended average caseload of 15 or less per officer.					
Average caseload per officer	11	8	12	12	12
Total number of cases	180	249	270	300	300
Percentage of high-risk cases	49%	48%	40%	55%	55%
Percentage of moderate-risk cases	28%	32%	40%	25%	25%
Percentage of low-risk cases	23%	18%	20%	15%	15%
Total number of contacts	7,196	5,711	9,705	9,000	9,000



JCSU: Prevention and Intervention Services

Youth and Family Resource Center

What We Do: Delinquency prevention services are located at the Youth and Family Resource Center, located at the new Youth Services Center. The recently launched Youth and Family Resource Center offers evidence-based screening for youth demonstrating risky behaviors, and warm handoffs to community-based supports for the youth and their family. This short-term service is intended to make appropriate linkages to longer-term supports in the community.

Mandate Information: Localities are not statutorily mandated to provide delinquency prevention services. However, DJJ directs CSUs to offer pretrial services to youth pending court. These services are offered to pretrial youth, as well as non-court-involved youth, with the aim to link youth and families with appropriate community-based services and programs to prevent delinquent behavior and further court involvement.

Who Does It: County and state staff provide these services.

Why We Do It: Delinquency prevention services provide support and assistance to youth and caregivers during critical teenage years. The intent is to link youth and families to sustainable supports in the community to prevent more significant behavior issues, law enforcement action, and system involvement.

How We Do It Now – Current Service Level: This new program opened on April 19, 2023. At the time of writing this Program Review, the JCSU anticipates serving between 16 and 20 youth and families each month.

How We Plan to Do It in the Future – Recommended Service Level: The JCSU will track the metrics below to monitor service delivery levels and will adjust resources as necessary.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Total number of referrals received ¹	n/a	n/a	45	200	200
Number of screenings completed ¹	n/a	n/a	27	150	150
Number of service referrals made ¹	n/a	n/a	22	150	150
Number of successful referrals completed ¹	n/a	n/a	18	125	125

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



JCSU: Prevention and Intervention Services

Diversion Program

What We Do: Intervention services includes the Diversion Program, which assists youth and their families who have been formally referred to the JCSU for a delinquent or status offense. These youth are diverted from the submittal of a petition to the Court. These services include restorative justice conferencing, online evidence-based prevention courses, and community service.

Restorative justice conferencing is a victim-sensitive approach to addressing “wrongdoing” in a variety of ways that stress accountability, competency development, and community safety. Online evidence-based prevention courses address anger management, shoplifting, and substance use. Community service is coordinated with the Department of Parks, Recreation, and Community Services (PRCS) and other community partners.

Mandate Information: Pursuant to the Code of Virginia § 16.1-227, the Juvenile and Domestic Relations District Court “law shall be construed liberally and as remedial in character.” Furthermore, it states that “this law shall be interpreted and construed so as to effectuate the following purpose(s)... to divert from or within the juvenile justice system, to the extent possible, consistent with the protection of the public safety, those children who can be cared for or treated through alternative programs.”

Who Does It: County and state staff provide this service, supplemented by contract services for prevention courses and specialized prevention programming.

Why We Do It: These services provide additional education and consequences to youth and families to protect public safety and prevent future delinquent behavior. Diversion itself is a consequence for behavior that resulted in a law enforcement referral to a CSU intake.

How We Do It Now – Current Service Level: In FY 2020, service levels were comparable to current service levels. Current service level reflects about 400 diversion cases per year.

How We Plan to Do It in the Future – Recommended Service Level: Crime and delinquency trends, as well as juvenile justice trends, shift over time. Influencing factors include law enforcement strategies, the economy, population, political shifts, and other unknown factors. The JCSU will monitor the metrics below to ensure that resources are sufficient to meet service demands.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Number of diversion cases	249	359	375	325	325
Percentage of successful diversion cases (agreement made and completed) ¹	n/a	76%	83%	80%	80%
Percentage of community service hours completed ¹	n/a	83%	85%	85%	85%
Number of other diversion services assigned ¹	n/a	95	104	100	100

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



JCSU: Prevention and Intervention Services

Supervised Release Program (SRP)

What We Do: The Supervised Release Program (SRP) is a detention-alternative program available to the Loudoun County Juvenile and Domestic Relations District Court. It may be used as a pre-dispositional detention-alternative placement. The Court or a JCSU probation officer may also require supervised release as a post-dispositional intensive supervision placement or intermediate sanction. The SRP provides an array of monitoring services across a continuum of least restrictive to very restrictive.

Mandate Information: The Virginia DJJ strongly encourages the use of community-based alternatives to detention, including electronic monitoring.

Who Does It: County and state staff provide these services, supplemented by contract services for electronic monitoring equipment.

Why We Do It: These services provide additional supervision of court-involved youth while they reside in the community to protect public safety.

How We Do It Now – Current Service Level: In FY 2020, service levels were slightly lower than current service levels. Approximately 150 youth are supervised each year in the SRP. At this service level, the rate of recidivism while participants are in the SRP program is 1 percent or less. Current service level includes a total of approximately 2,000 days per year of equipment usage and approximately 800 days of house arrest and/or outreach for all youth served in the SRP.

How We Plan to Do It in the Future – Recommended Service Level: Crime and delinquency trends, as well as juvenile justice trends, shift over time. Influencing factors include law enforcement strategies, the economy, population, political shifts, and other unknown factors. The JCSU will monitor the metrics below to ensure that resources are sufficient to meet service demands.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain a rate of recidivism while in the SRP at or below 3 percent.					
Percentage of juvenile recidivism while in the SRP	0%	1%	0%	1%	1%
Number of youth served by the SRP	112	133	149	200	200
Number of days served – Electronic monitoring equipment usage	1,656	2,004	2,739	2,500	2,500
Number of days served – House arrest	358	626	389	700	700
Number of days served – Outreach program	249	222	342	250	250



JCSU: Residential Services

Juvenile Detention Center (JDC)

What We Do: The JDC is licensed by the Virginia DJJ and provides secure detention services 24 hours per day, seven days per week to youth detained by the Juvenile and Domestic Relations District Court. The JDC was recently relocated to the new Youth Services Center on April 27, 2023. It is a community-based, residential facility that provides temporary care for youth requiring secure custody pending court disposition or placement, or who are placed in the facility by the Court as a sanction once found guilty of an offense. While detention is meant to be a short-term, pre-dispositional placement, youth participate in structured programs including school, prosocial and recreational activities, and clinical services as needed. All youth at the JDC are required to receive 5.5 hours of educational instruction daily, which is provided by Loudoun County Public Schools (LCPS) teachers assigned to the facility. Within the JDC, a post-dispositional program is also available to court-ordered youth. This program is an education-, treatment-, and behavioral-based program providing an alternative to placement at the DJJ's secure correctional facility near Richmond. This program is provided by an interagency team that includes LCPS; the Department of Mental Health, Substance Abuse, and Developmental Services (MHSADS); the JCSU; PRCS; and the Department of Family Services (DFS).

Neighboring Rappahannock and Fauquier Counties contract with Loudoun County for JDC bedspace. They do not operate juvenile detention facilities.

Mandate Information: Localities are not mandated to operate juvenile detention centers. As a licensed facility by the DJJ, the JDC is required to meet standards promulgated by the Board of Juvenile Justice. Regulations governing juvenile detention centers are found in 6 Virginia Administrative Code 35-101.

Who Does It: County staff provides all administrative and direct care services. The County contracts for physician services and specialized mental health services. Contracts with Fauquier and Rappahannock Counties – along with approximately \$730,000 in state aid – offset the amount of local tax funding used for the operation of this facility.

Why We Do It: If there were no detention center in Loudoun County, the County would be required to purchase bed space in other localities for each youth in need of detention, as ordered by the Court. The closest facilities are in Winchester and Staunton. As such, the County would incur an additional expense to the Sheriff's Office for transporting detainees back and forth for court purposes. In addition, if detainees were housed out of County, it would be much more difficult for probation officers, social workers, and other professionals to provide the appropriate level of services to the youth and their families. It would also reduce the amount of family engagement time possible for detained youth.

How We Do It Now – Current Service Level: In FY 2020, service levels were comparable to current service levels, although the trend indicates fewer youth in secure detention now as compared to FY 2020. Current service levels reflect the ability to support as many as 20 children daily at the JDC; however, the actual daily population averages four youth. The average length of stay is approximately 22 days. While housed at the JDC, youth continue to receive educational services in addition to any services identified as part of their mental health assessment. Youth are encouraged to participate in community service events and to receive visitors to maintain their engagement with their family and community.

How We Plan to Do It in the Future – Recommended Service Level: Crime and delinquency trends, as well as juvenile justice trends and trends regarding the use of secure detention, shift over time. Influencing factors include law enforcement strategies, the economy, population, political shifts, and other unknown factors. The JCSU will monitor the metrics with asterisks (*) below to ensure that resources are sufficient to meet service demands.



JCSU: Residential Services

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Operate the JDC within state mandates and licensure requirements.					
Average daily population*	5.20	4.00	2.92	6.00	6.00
Number of child care days*	1,892	1,373	1,246	2,150	2,150
Total number of youth served	52	70	95	75	75
Average length of stay (in days)	27	22	12	22	22
Provide prosocial opportunities for youth to gain life skills.					
Number of hours of innovative psychoeducational groups provided	581	524	519	480	480
Number of hours of evidence-based life skills sessions provided	57	24	24	12	12
Number of hours of educational support provided during school programming	1,132	1,159	1,126	1,200	1,200
Percentage of youth who stay longer than ten days who obtain or maintain the two highest levels on the behavior management program	96%	100%	100%	90%	90%
Less than 10 percent of youth in the JDC will require the use of restraints.					
Percentage of youth requiring restraints	3%	4%	1%	5%	5%

**JCSU: Residential Services****RISE (Reaching for Insight, Success, and Empowerment) Youth Shelter**

What We Do: The RISE Youth Shelter is a new program operated by the JCSU and is located in the new Youth Services Center, effective April 27, 2023. It is licensed by the Virginia DJJ for 16 beds and provides short-term shelter to court-involved youth between the ages of 11 and 17. The primary purpose of the program is to provide a safe and structured environment for youth pending court when they present a public safety concern, or when they cannot safely remain in their own home. Youth on probation may also be placed at the RISE Youth Shelter as an intermediate sanction.

Mandate Information: Localities are not mandated to operate a youth shelter. However, as a licensed facility under the Virginia DJJ, the facility is required to meet the standards established for licensed children's residential facilities. The state requirements of juvenile group homes are found in 66 Virginia Administrative Code 35-42.

Who Does It: County staff provides all administrative and direct care services. The County contracts for physician services and specialized mental health services.

Why We Do It: The RISE Youth Shelter provides a structured and safe setting for court-involved youth, protecting public safety and providing local services, reducing the need for youth to be placed outside of their community or in a secure facility.

How We Do It Now – Current Service Level: This new program opened on April 27, 2023. It has a capacity for up to 16 youth at any given time. The JCSU anticipates an average daily population of seven.

How We Plan to Do It in the Future – Recommended Service Level: Crime and delinquency trends, as well as juvenile justice trends and trends regarding the use of residential placements, shift over time. Influencing factors include law enforcement strategies, the economy, population, political shifts, and other unknown factors. The JCSU will monitor the metrics below to ensure that resources are sufficient to meet service demands.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Operate a youth shelter to provide a structured placement for court-involved youth in the community.¹					
Average daily population	n/a	n/a	3	4	4
Maximum licensed capacity	n/a	n/a	16	16	16
Number of youth admitted	n/a	n/a	11	60	60
Average length of stay (in days)	n/a	n/a	23	30	30

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



Sheriff's Office

To continuously improve safety and law enforcement services to all members of the community through the Step-Up Strategy of improved service, technology, efficiency, and professionalism. The 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 Information¹

	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
Total	\$131,640,548	\$24,335,280	\$107,305,268	852.27

¹ 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 rate¹ 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.

¹ 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
Maintain annual caseloads per detective below 75 cases to ensure adequate time to investigate cases related to crimes against persons.					
Number of Robbery-Homicide Unit cases	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
Reduce the number of high-risk domestic violence cases.¹					
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

¹ 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
Maintain an annual caseload of financial crimes cases below 75 cases per detective to ensure an effective ability to investigate cases.					
Number of Financial Crimes Unit cases	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
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.¹					
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

¹ 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
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.					
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
Maintain annual requests for video, cell phone, and computer examinations at no more than 300 requests per investigator.¹					
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

¹ 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
Provide safe, effective, and efficient service of all Emergency Custody Orders (ECO) and Temporary Detention Orders (TDO).					
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
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.					
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
Eastern 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 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
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.¹					
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
Ensure efficient and effective investigation of property crimes cases by maintaining annual caseloads per detective below 75.					
Number of property crimes cases in the Eastern Loudoun Station service area	188	205	280	200	205
Average number of property crimes cases per detective assigned to the Eastern Loudoun Station	58	68	86	67	71
Ashburn 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 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

¹ 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.¹

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.¹

Number of complaints in the Western Loudoun Station service area	n/a	n/a	n/a	449	467
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¹ 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

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

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

Dulles South 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 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

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.¹

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

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

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

¹ 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
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.					
K-9 Unit: Provides law enforcement K-9 services including patrol, tracking, narcotics, and explosive detection.					
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
Drug and Gang Unit: Maintain a case threshold of 35 annual cases per detective to ensure the ability to investigate the cases adequately.					
Number of vice/narcotic cases	297	255	253	319	325
Average number of vice/narcotic cases per detective	27	26	28	25	26
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.¹					
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

¹ 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
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.					
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
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.					
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
Provide safety and security for the CITAC.					
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
Manage the number of fatal, personal injury, and property damage accidents by proactive and reactive enforcement efforts.					
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
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.					
Number of crossing guard posts	53	53	41	55	58
Number of schools with assigned crossing guards	35	35	35	38	38
Maintain an annual average number of truck inspections at 500 per deputy.					
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
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.					
Number of attendees at drug prevention presentations ¹	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

¹ 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
Support and respond to calls from the Sheriff's Office and outside agencies as requested or needed.					
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
Protect individuals in custody care by providing a safe and humane environment in the most cost-effective manner possible.					
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
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.					
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
Provide safe and timely transportation of inmates to local and statewide correctional facilities.					
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 ¹	337	534	640	567	584

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

**LCSO: Corrections****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
Provide security support to the ADC and to the Courts Complex.					
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
Provide safety to the Courts Complex by conducting security screenings of all visitors and employees who enter the Courts Complex.¹					
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
Ensure zero critical incidents for all inmates transported to and from the Courts Complex from the ADC.					
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
Serve outstanding warrants and protective orders mandated by the Commonwealth of Virginia.					
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

¹ 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
Execute and serve civil process papers mandated by the Commonwealth of Virginia.					
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
Process all purchase requests within one week of receipt of the request.					
Number of purchase orders created by the buyer	206	206	588	222	224
Average turnaround time for purchase requisitions (in days) ¹	0.69	0.72	1.78	1.00	1.00
Process EAs for all new employees and current employee changes to ensure accurate employee classification and compensation.					
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
Ensure that sworn and civilian employees are issued the proper police supplies and equipment. These supplies are updated and replenished as needed.					
Number of walk-ins to retrieve equipment/uniforms from the Quartermaster	2,911	2,777	2,910	4,000	4,100

¹ 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
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.					
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
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.					
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
Process requests from the courts and the Office of the Commonwealth's Attorney.					
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
Respond to residents' requests in a professional manner.					
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
Ensure adequate time to properly process assigned cases, with each investigator processing no more than 35 cases per year.					
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
Complete 90 percent of technology-related service requests for courts, internal review, FOIA, and subpoenas within eight hours.					
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
Complete at least 90 percent of video copy requests within ten business days.					
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
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.					
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
Implement a false alarm reduction program that includes a combination of education, fines, and fees to reduce the number of false alarms.					
Number of new alarm registrations	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
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.					
Number of CAD incidents	184,037	189,970	197,565	215,000	220,000
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.					
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
With current resources, ensure that the public is informed through media outlets regarding law enforcement activity.					
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