



Family Services

The Department of Family Services (DFS) protects and advocates for those most vulnerable in the community and administers programs and services that support all individuals and families to live their best lives. DFS partners with community groups, businesses, nonprofits, the faith community, and other County entities to develop an array of high-quality human services and employment resources. The Department’s vision is to better the health, safety, and wellbeing of all Loudoun County residents.

Department Programs

Prevention and Protective Services

Provides prevention and protective services for vulnerable children and adults, foster care and adoption services, and community-based services to improve and support the safety and wellbeing of youth at risk and their families.

Activities

- Adult and Aging Services
- Children’s Services Act (CSA)
- Child Protective Services (CPS)
- Foster Care and Adoptions
- Family Engagement and Preservation Services (FEPS)
- Emergency Youth Shelter

Public Assistance and Supports

Connects Loudoun residents to County and community housing and health- and human-service-related programs, services, and resources. Provides referral, financial assistance, and supportive services to eligible individuals and families for basic human needs such as food, shelter, medical care, and employment. Provides no-cost resources and equipment to both job seekers and businesses through the Workforce Resource Center (WRC).

- Public Assistance and Benefits
- Child Care Subsidy Program
- Homeless Services
- Homeless Assistance Team (HAT)
- Information, Referral, and Coordinated Entry
- Workforce Resource Center (WRC)

Internal Operations

Manages the efficiency and effectiveness of DFS and its operations by maintaining a high-performing organization, maximizing available resources, and meeting or exceeding federal, state, and local compliance requirements while being fiscally sound.

- Customer Services
- Internal Operations

**Family Services****Financial Information****FY 2024 Adopted Information¹**

	Expenditures	Revenue	LTF	FTE
Prevention and Protective Services	\$13,043,279	\$4,702,241	\$8,341,038	96.00
Public Assistance and Supports	16,653,321	5,745,784	10,907,537	104.53
Internal Operations	10,972,543	2,388,309	8,584,234	46.00
Total	\$40,669,143	\$12,836,334	\$27,832,809	246.53

FY 2024 Adopted Information – Children's Services Act Fund¹

	Expenditures	Revenue	LTF	FTE
Prevention and Protective Services	\$10,331,436	\$9,417,008	\$914,428	0.00
Total	\$10,331,436	\$9,417,008	\$914,428	0.00

¹ Sums may not equal due to rounding.



Family Services: Prevention and Protective Services

Adult and Aging Services

What We Do: The Adult and Aging program, comprised of Adult Protective Services (APS) and Adult Services (AS), investigates allegations of abuse, neglect, and exploitation, and assists older adults and adults with disabilities to remain safely in their homes and communities with appropriate supports and services as they age.

APS includes services on-call 24 hours per day, seven days per week to receive, initiate, and investigate reports of abuse, neglect, and exploitation of adults aged 60 years and older and adults between the ages of 18 and 59 with a disability. Staff reviews and monitors annual guardianship reports, assuring the safety and wellbeing of older adults and aging adults with impairments. APS serves as the intermediary, filing guardianship reports to the Circuit Court pursuant to state requirements.

AS encompasses Companion Services, Long-Term Supports and Services (LTSS) screenings, Assisted Living Facility (ALF) placement screenings, and Intensive Case Management (ICM) Services. The mission of each program is to help older adults and adults with disabilities to age safely at home or in their community (“age in place”) while remaining in the least restrictive environment and preventing premature institutionalization.

Companion Services provide in-home assistance to vulnerable, income-eligible adults aged 60 years and older and adults between the ages of 18 and 59 with an impairment. This program helps support aging in place through task-based services such as bathing, light housekeeping, meal preparation, and shopping. This program is instrumental in preventing premature institutionalization and out-of-home facility placements.

LTSS and ALF screenings are conducted to assess if an adult meets the functional criteria for nursing home placement, home-based care, or an ALF placement. These services are often requested by family members or deemed as a last resort by APS specialists. These screenings must be completed for an individual to receive reimbursable services in a nursing facility or at home through the Elderly and Disabled Consumer Directed (EDCD) waiver.

ICM provides preventative support services to older adults and adults with significant impairments. These services promote aging safely at home by expanding community-based and multi-service intervention supports while reducing the risk of APS intervention.

Mandate Information: The Code of Virginia § 63.2-1605 mandates APS investigations for any complaints of abuse, neglect, or exploitation of an adult aged 60 years or older, or an adult aged 18 years or older if the individual is incapacitated when such complaint meets the state criteria for validation. Mandates require that investigations be initiated within 24 hours of the time the report is received, or seven days depending on the priority level. While mandates do not indicate a timeline for completion of the investigation, state guidelines are that every investigation should be completed within 45 days from receipt of complaint to assure safety of individuals.

The Code of Virginia § 64.2-2020 outlines the mandates for guardianship reports. Guardians are required to submit annual reports. Staff must then file the report in accordance with state code within 60 days with the Circuit Court that appointed the guardian. Additionally, state code requires that twice each year, local departments file a list of all guardians who are more than 90 days delinquent in filing their annual report. Reports are reviewed within ten days of receipt and assessed for APS concerns. If there are APS concerns, an APS report is initiated immediately.

The Code of Virginia § 63.2-1600 mandates the delivery of home-based services such as the Companion Care Program to the extent that federal or state matching funds are made available to the locality.

The Code of Virginia § 63.2-1602 identifies mandates for other adult services including LTSS screenings and ALF screenings. While state code does not identify the timeline in which screenings must be completed, state guidelines indicate that 90 percent of screenings should be completed within 30 days.

Who Does It: DFS staff provides services for all APS and AS programs including case management and oversight of contracted task-based services to all individuals receiving companion services.

Why We Do It: The provision of these services is required to reduce the risk of abuse, neglect, and exploitation of older adults and adults with impairments, while allowing them to age safely in their homes and communities. These services yield more



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positive behavioral health, physical health, and social wellbeing, affording older adults and adults with impairments the critical connections to family and friends in their community, which may also lessen costs to government and health systems.

How We Do It Now – Current Service Level: At current service levels, APS receives over 600 complaints of adult abuse, neglect, or exploitation. With current resources, the program will likely experience:

- A slight reduction in the 100 percent timely response rate to address safety issues.
- Completing investigations at a rate of 96 percent rather than 100 percent within the 45-day timeframe.
- Provide less timely intervention.

At current service levels, AS provides intensive case management to approximately 95 older adults to support aging safely.

How We Plan to Do It in the Future – Recommended Service Level: Over time and as the County’s older population continues to grow, staff anticipates the demand and need for APS and AS services to increase and expects the services or service levels associated with asterisks (*) below to be adjusted.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Respond to 100 percent of complaints of abuse and/or neglect within five days.					
Percentage of complaints responded to within mandated timeframes*	100%	100%	100%	100%	100%
Average response time (in days)	2	3	3	4	4
*Complete 100 percent of investigations for valid¹ APS complaints/reports within 45 days.²					
Number of complaints/reports deemed valid (investigation opened)	464	583	660	675	700
Percentage of investigations completed within 45 days	98%	97%	100%	96%	94%
Average APS specialist caseload	18	23	23	33	38
*Review 90 percent of guardianship reports within ten days; file 90 percent of guardianship reports with the Circuit Court within 60 days of receipt.³					
Number of guardianship cases	464	506	559	601	648
Percentage of reports reviewed within ten days	100%	100%	100%	100%	100%
Percentage of reports filed within 60 days	100%	100%	100%	100%	100%
*Provide companion services to eligible older and/or disabled adults so that 80 percent of adults receiving services maintain or regain independence.⁴					
Number of clients receiving companion services	125	137	101	135	137

¹ A valid complaint, as defined by criteria outlined in the Code of Virginia, is a complaint that requires further investigation.

² The FY 2023 Adopted Budget added 1.00 FTE family services specialist to support APS. FY 2023 actual and projected fiscal years reflect the additional position.

³ The FY 2023 Adopted Budget added 1.00 FTE family services specialist to guardianship cases. FY 2023 actual and projected fiscal years reflect the additional position.

⁴ The FY 2023 Adopted Budget added 1.00 FTE family services specialist to support companion services. FY 2023 actual and projected fiscal years reflect the additional position.



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	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Number of companion service hours delivered ¹	51,318	52,009	59,326	48,611	47,205
Percentage of clients who maintained or regained independence	99%	95%	93%	91%	95%
Complete 95 percent of Medicaid nursing home personal care prescreenings and adult prescreenings within 30 days as required by the Virginia Department of Medical Assistance Services.					
Number of prescreening requests	455	512	532	658	744
Percentage of prescreenings completed within 30 days	100%	100%	100%	100%	100%
*Provide intensive case management and services to support a minimum of 80 percent of older adults to age safely at home/in the community.					
Number of intensive case management cases	88	84	93	95	95
Average intensive case management caseload	60	22	29	30	30

¹ The number of service hours is anticipated to decrease due to increased rate of companion services.



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Children's Services Act (CSA)

What We Do: The Children's Services Act (CSA) uses a state-local match formula to purchase services such as private educational services, foster care, services to prevent foster care placements, services for court-involved youth, and services to maintain students in the least restrictive educational setting. This program includes contract compliance, quality assurance, program effectiveness, utilization management, purchase of services, and parental co-pay assessment. For those who qualify, mandated funding is provided for the following: foster care prevention, foster care, less restrictive educational placements, and Special Education/Individualized Education Program (IEP) driven services. High-risk non-mandated youth are also served by the CSA.

Utilization review (UR) analysts monitor the quality of care through onsite review, review of clinical documentation, and standards compliance with contracted provider entities. Outcome data, face-to-face interviews, child and adolescent needs and strengths assessments, and chart reviews are used to assure contract compliance, quality of services, and treatment plan compliance.

The CSA is governed by a mandated local interagency body, the Community Policy and Management Team (CPMT), whose role is to manage cooperative efforts serving the needs of children, youth, and their families and to maximize the use of state and community resources. The CPMT is composed of the directors of the following County departments: Family Services; Mental Health, Substance Abuse, and Developmental Services (MHSADS); the Juvenile Court Services Unit (JCSU); and the Health Department; as well as County Administration representing the Board of Supervisors (Board); Loudoun County Public Schools (LCPS); and parent- and private-provider representatives.

Mandate Information: This activity is mandated by the CSA for At-Risk Youth and Families (1992), Virginia Code § 2.2-5200. Requirements in the Code of Virginia include creation of the CPMT, the process of referrals for CSA services, and the process for use of CSA funds as well as eligibility criteria.

Who Does It: County staff provides all administrative support for the CSA including accepting referrals, determining the mandate type of referral, coordinating multidisciplinary team meetings, completing individualized family service plans, and ensuring all invoices are paid timely and correctly. All direct services to children are provided by private providers under contract with the County. The CSA is funded, in part, by state funds and local matching funds. Local match rates vary depending on the type of service provided.

Why We Do It: The CSA was established to create a collaborative system of care that is child-centered, family-focused, and community-based when addressing the strengths and needs of troubled youth, and it requires agencies to work cooperatively to address the needs of the most at-risk youth in the community. CSA services target youth experiencing emotional and/or behavioral issues that place them at risk of requiring an out-of-home placement, with the goal of meeting their needs with services leveraged within the community. Staff coordinates and provides oversight of funds used to purchase services for at-risk children.

How We Do It Now – Current Service Level: Current service level reflects the ability to support approximately 180 CSA cases annually, representing an average monthly caseload of approximately 45 cases per UR analyst. Less than 20 percent of CSA cases are supported with congregate care services, including residential treatment centers (RTCs) and group homes, as the goal is to keep children and youth in their home and/or in family settings.

How We Plan to Do It in the Future – Recommended Service Level: Future service levels will need to be reviewed as the demand for CSA services is undetermined. The CSA program experienced a decrease in the total number of children served in FY 2021 and FY 2022; however, the cost of services has increased over the past fiscal year and is anticipated to continue into the next. The average FY 2023 contracted service rate increase was 7.57 percent. In FY 2024, the implementation of a private day school tiered rate model is expected to increase the cost of private day educational services by \$181,202 in Loudoun County alone.



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While the full impact of the COVID-19 pandemic on youth and families has yet to be realized, research indicates that youth and families were greatly impacted. Nationally, it is estimated that one in five children between the ages of 3 and 17 have a behavioral health condition; and in the state of Virginia, 130,000 youth are believed to have a serious mental illness. Since the onset of the pandemic, there has been an increased demand for behavioral health services that has contributed to the preexisting service access barriers. Many services utilized by CSA youth and families have waitlists because of the high demand and insufficient supply of qualified providers, especially in evidence-based and specialty practice areas. Delays in accessing behavioral health services can result in worsening symptoms and the need for higher levels of care. The demand for CSA program services is also impacted by other DFS programs serving youth and families (i.e., foster care and child protective services); as these programs experience an increase in the demand for their services, so does the CSA. Due to these issues, the program expects that the metrics with asterisks (*) below will indicate that the County may need to adjust its services or service levels.

	FY 2021 Actual	FY 2022 Actual ¹	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
*Maintain a monthly caseload of no more than 45 cases per UR analyst.					
Average monthly caseload per UR analyst position	28	34	27	30	30
*Less than 20 percent of children will be supported by congregate care services (RTC and group home), and more than 80 percent of children will be supported by community-based services through the CSA.					
Number of new referrals	51	72	75	73	71
Number of children served	201	169	171	182	183
Percentage of cases receiving congregate care services	15%	10%	11%	10%	9%
Percentage of cases receiving community-based services	85%	90%	89%	90%	91%

¹ The FY 2023 Adopted Budget added 1.00 FTE CSA supervisor. FY 2022 and FY 2023 actuals and projected fiscal years reflect the additional position.



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Child Protective Services (CPS)

What We Do: Child Protective Services (CPS) receives, screens, and validates reports of child abuse and neglect, investigates and assesses valid reports, and provides intensive case management services to mitigate high-risk family situations to prevent recurrence. CPS provides these services through one Intake Team (Hotline) that also receives, screens, and validates reports of adult abuse, neglect, and exploitation; three Investigation/Assessment (I/A) Teams including an evening shift; and two In-Home Services Teams.

Staff screens and validates reports of child abuse and neglect and adult abuse, neglect, and exploitation according to state code. Further, specialists determine timely responses to child abuse and neglect reports using an evidence-based decision-making tool and state guidance. Individual situations for adult abuse, neglect, and exploitation and family situations that do not meet the criteria for child abuse and neglect services are referred to prevention or other appropriate services. Respective child abuse and adult protective services programs assign specialists to either assess or investigate the individual or family situation relative to state code.

Specialists support families to enhance their capacities to provide appropriate care and nurturance for the child(ren) and youth within the home, preserve and reestablish safety with the family, and prevent separation of the child from the family when possible. If a child must be removed from the home, specialists work closely with family members and kin to find stable, permanent alternative placements and work to reunify children with their families as soon as possible.

Mandate Information: The Child Abuse Prevention and Treatment Act (CAPTA) is the key federal legislation that addresses child abuse and neglect for all state CPS programs. The Code of Virginia § 63.2-1503 requires local departments to receive reports or complaints of alleged child abuse or neglect and mandates that they provide child protective services by responding promptly 24 hours per day, seven days per week. This code section also mandates that local departments determine the validity of such reports for investigation or family assessment.

The Code of Virginia § 63.2-1505 mandates that departments determine if a complaint is founded or unfounded within 45 days of receipt of the complaint. Departments may submit written requests to extend this period to 60 days. If the investigation is being conducted in cooperation with a law enforcement agency and both parties agree, a written request can be submitted to extend the investigation period to 90 days.

Who Does It: DFS staff conducts the assessments and investigations and initiates purchased intensive home-based services, supervised visitation, parent education and mentoring, emergency child care, psychological evaluations, substance use assessment and evaluations, and counseling, among other services. These purchased services are funded through state grants and local funds, or can be requested through CSA services when criteria are met.

Why We Do It: Staff responds to secure child and youth safety and mitigate risks to reduce recurrence and prevent further harm from abuse or neglect.

How We Do It Now – Current Service Level: In FY 2020, there were 2,390 screened reports of child abuse and neglect, of which 1,104 (38 percent) were valid for either family assessments or investigations. In subsequent years (see chart below), additional resources were provided due to continuously increasing validated reports for family assessments or investigations where critical mandates were unmet due to very high caseloads. Loudoun County CPS had the highest caseload in the state and four times the professional practice standard of 1:10 per month. In FY 2023 with current resources, this activity will continue striving to meet mandates with high caseload ratios and meet practice standards addressing child abuse and neglect.

How We Plan to Do It in the Future – Recommended Service Level: According to the Annie E. Casey Foundation, eight in every 1,000 children under the age of 18 were confirmed victims of abuse and neglect in 2020, with children under the age of 10 the most at risk (72 percent).¹ Based on population growth, birth rates, risk factors, community needs, complexity of cases,

¹ Annie E. Casey Foundation, “Child Welfare and Foster Care Statistics” (Blog), 26 September 2022, <https://www.aecf.org/blog/child-welfare-and-foster-care-statistics>.



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changes in policy, and number of validated referrals, among other factors, the program will continue to assess the service level and identify resources required to right-size the program to meet state and federal mandates and best practice standards.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Complete at least 95 percent of all CPS abuse and/or neglect complaint investigations within state-mandated timeframes.^{1,2}					
Number of investigations and family assessments opened (valid)	1,185	1,481	1,145	1,300	1,400
Total number of referrals received ³	2,666	3,578	3,505	3,700	3,800
Average CPS investigative/assessment monthly caseload per FSS ⁴	25	48	33	28	30
Percentage of cases completed within state-mandated timeframes	82%	40%	31%	40%	60%
At least 95 percent of first contacts with alleged victim child will be completed within mandated timeframes.⁵					
Percentage of first contacts completed within mandated timeframes	87%	78%	84%	80%	80%
At least 90 percent of families receiving in-home services will receive at least one face-to-face visit each month.					
Number of in-home cases	52	44	32	40	40
Percentage of cases receiving at least one face-to-face visit monthly	83%	44%	91%	85%	85%
Average in-home services worker caseload	6	5	3	4	4
Complete 90 percent of service plans for new families receiving in-home services within state-mandated timeframes of opening the case.^{6,7}					
Percentage of service plans completed within state-mandated timeframes	85%	38%	92%	85%	90%

¹ Mandates require that CPS investigations/family assessments be completed within 45 days of receiving the complaint. State guidelines provide that this is done 95 percent of the time. Extensions can be granted up to 90 days based on written requests.

² The Board approved an evening and overnight I/A Team including family service specialists (6.00 FTE) and a supervisor (1.00 FTE) as FY 2022 mid-year additions. FY 2023 actual and projected fiscal years reflect the additional positions.

³ Calls that do not meet state criteria for investigation are screened for the criteria of a Family in Need of Services.

⁴ The National Association of Social Workers-recommended standard ratio of family service specialists to new monthly CPS case assignments is 1:10.

⁵ State guidelines for first contact are: 24 hours, 48 hours, and five days, as dictated by the Structured Decision-Making to Risk Assessment. The first contact mandate is 95 percent.

⁶ Safety and risk assessments must be conducted with family members within the first 30 days and updated every 90 days until service completion.

⁷ The Board approved 2.00 FTE in-home family service specialists as FY 2022 mid-year additions. FY 2023 actual and projected fiscal years reflect the additional positions.



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Foster Care and Adoptions

What We Do: The Foster Care and Adoptions program is mandated to serve children placed into the custody of DFS by the Juvenile and Domestic Relations Court. Staff are tasked with making temporary placements that assure the safety of each child or youth, meet their unique needs, and achieve safe and timely permanent custody or independent living arrangements. The program works with the birth family to achieve reunification, or another permanent plan should reunification not be achieved. Foster care staff is responsible for recruiting prospective foster parents, conducting required training to become a certified foster home, and completing assessments of the family. Each prospective foster parent must attend the Parent Resources for Information, Development, and Education (PRIDE) training. The PRIDE curriculum is an evidence-informed, competency-based model of practice that is state approved. Prospective foster families must also participate in a Mutual Family Assessment (MFA), which evaluates their ability to care for children in the Department's custody.

Foster care services are defined as the provision of a full range of casework, treatment, and community services to a child who has been abused or neglected, or whom by court order, needs services. The services should enhance the safety, permanency, and wellbeing of the child. In addition, services must be provided to assist older teens in acquiring skills to become self-sufficient and transition from foster care to independence. All youth aged 14 years or older, regardless of their permanency goal, must have an independent living plan which describes the services that will be provided to prepare them for independence. Foster care services can extend beyond the age of 18 through the Fostering Futures Program. If youth decide to participate in the program, and meet the requirements, they will receive supportive services as well as a monthly stipend until the age of 21.

Adoption is the method provided by law to establish the legal relationship of parent and child between persons who are not related by birth, with the same mutual rights and obligations that exist between children and their birth parents. The primary purpose of adoption is to help children whose parents are incapable of assuming or continuing parental responsibilities to legally become part of a permanent family. Permanency is both a value and a goal of best practice to ensure that no child grows to adulthood without a lifelong connection to a caring adult. If permanency cannot be achieved through reunification with biological parents or placement with relatives, the goal of adoption is considered, either with relatives or non-relatives, to provide children with permanent family connections.

Children who are adopted from foster care often have special needs that may challenge an adoptive family's skill set and require specialized services after the adoption has finalized. DFS maintains a commitment to these children and their adoptive families until the child reaches the age of 18 or 21, depending on circumstances, and assumes an obligation to maintain the adoptive placement by delivering post-adoption services to children and families that provide a wide range of supports.

Mandate Information: This program is mandated by PL-96-272, the Adoption Assistance and Child Welfare Act of 1980; the Adoption and Safe Families Act of 1997; the Indian Child Welfare Act of 1978 (ICWA); the Chafee Independence Act of 1999; the Child and Family Services Improvement Act of 2006; the Fostering Connection to Success and Increasing Adoption Act of 2008; the Child and Family Services Improvement and Innovation Act of 2011; the Preventing Sex Trafficking and Strengthening Families Act of 2014; and the Family First Prevention Services Act of 2018 (Family First).

At the state level, these services are governed by § 63.2-900.1 of the Code of Virginia, mandating local departments to first seek kinship care options to prevent foster care, and as a placement option for those children already in foster care, if it is in the child's best interest. Searches for kinship options are mandated at the time of first placement, at least annually thereafter, and prior to any subsequent changes to the child's placement setting. Virginia Code § 63.2-904 lays out the mandates for investigation, visitation, and supervision of foster homes or independent living arrangements as well as removal of a child. Specific mandates in this section include an MFA prior to placement of a child to ensure suitability of the placement for the child, visitations as often as necessary to protect the interests of a child in placement, and supervision over homes or independent living arrangements.



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Who Does It: DFS staff performs all the duties in the Foster Care and Adoptions program. Supportive services are referred to community organizations.

Why We Do It: Staff secures the best alternative placements and supportive services for wellbeing in instances where children and youth can no longer safely remain in their homes. Kinship care options (placement with other family members or fictive kin) are the priority for placements, in accordance with state code. MFAs, regular visitation, and placement recertifications are vital to ensuring that a placement continues to be in the child’s best interest.

How We Do It Now – Current Service Level: In FY 2020, the service level reflected 82 children and youth in care, with 80 percent living in a family home setting and approximately 13 percent living with their kin or relatives. In subsequent years, this service was enhanced to assure a 1:15 worker to caseload ratio as well as more permanent placements of children and youth in foster care with kin or relatives. The Foster Care and Adoptions program now meets the caseload standards and the kinship placement mandate of 25 percent. However, the state anticipates increasing the kinship placement requirement to 50 percent to achieve more effective permanent outcomes for children and youth. In this fiscal year with current resources, this Foster Care and Adoptions team will continue meeting mandates to assure permanency and wellbeing of children and youth.

How We Plan to Do It in the Future – Recommended Service Level: DFS pays attention to trends and projections as it evaluates how it will respond in the future. Although the population has increased over the past five years, the number of children entering foster care has remained relatively stable. Therefore, it is not anticipated that the number of children entering foster care will increase or decrease significantly with the projected stabilization of the population growth over the next 20 years.

As the County’s population growth stabilizes over time, the program anticipates that the service level will not change dramatically, as CPS specialists now provide services to strengthen families, so that children and youth remain safe, or assist families in identifying other familial living arrangements to assure the safety of children. In the future, the Foster Care and Adoptions program expects the metrics with asterisks (*) below may need to be adjusted or service levels enhanced.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Support all children placed into the custody of DFS.					
Number of new placements	22	24	17	20	20
Total number of children in foster care	75	74	74	75	75
Number of children in foster care under the age of 12	13	13	14	12	10
Number of children in foster care between the ages of 12 and 18	19	13	16	13	12
Number of children in Fostering Futures between the ages of 18 and 21	20	21	16	25	25
*Place 85 percent of children in the foster care program who are under the age of 18 in an approved family home setting as opposed to congregate care.¹					
Number of children in foster care under the age of 18	31	26	29	25	18
Percentage placed in a family home setting	91%	91%	78%	85%	85%

***At least 50 percent of children discharged from foster care (aged 0 to 21 years) will achieve a permanent living situation.²**

¹ Congregate care is defined as placement in a group home, residential facility, juvenile detention center, hospital, or youth shelter.

² Permanent living situation is defined as returning home, placement with a relative, or adoption.



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	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Number of youth discharged ¹	23	34	19	21	20
Number of discharged youth achieving a permanent living situation	18	16	11	13	12
Percentage of discharged youth achieving a permanent living situation	78%	67%	67%	62%	60%
*Achieve or exceed the state standard that 86 percent of children between the ages of birth and 18 who are in foster care will experience two or fewer placements in the past 12 months.					
Percentage of children experiencing two or fewer placements in the past 12 months	93%	71%	86%	87%	86%
*At least 25 percent of children in foster care under the age of 18 will be placed in kinship care.²					
Number of children in kinship care	n/a	n/a	10	10	8
Percentage of kinship care placements	13%	23%	34%	36%	36%

¹ Youth are considered discharged when they age out of the program (reach the age of 21) or have achieved a permanent living situation.

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



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Family Engagement and Preservation Services (FEPS)

What We Do: The Family Engagement and Preservation Services (FEPS) program provides services to improve family functioning, decrease stressors, and prevent family disruptions through mandated Family Support/Prevention Services and Family Partnership Meeting (FPM) programs as well as Youth and Family Support Services (YFSS) and the Fatherhood Initiative. The FEPS program assists families that experience financial, housing, domestic violence, behavioral health, substance use, and challenging youth behavioral crises. FEPS works to strengthen parental and family functioning through prevention, education, and supportive case management services. Program referrals are received from CPS, Foster Care and Adoptions, LCPS, MHSADS, the JCSU, nonprofit and medical providers, and the public. FEPS provides the following programs within a strengths-based and trauma-informed framework:

- Family Support/Prevention Services: Short-term, family-focused intensive case management services to families determined to be at low and moderate risk for child abuse and neglect.
- FPM Services: Neutrally-facilitated decision-making meetings designed to engage families and their natural support system to create plans for their children’s safety, wellbeing, and permanence. FPMs are mandated to support CPS, Foster Care and Adoptions, and Family Support/Prevention cases.
- YFSS: Facilitated psychoeducational groups for families who need support managing difficult behaviors of youth who may be at risk of placement in foster care or other out-of-home placements. Services are offered on a group or individual basis in both English and Spanish. YFSS uses the evidence-based curriculum, “Parenting Wisely.*”
- Fatherhood Engagement: Educational groups for Loudoun County fathers using the National Fatherhood Initiative evidence-based curriculum, “24/7 Dad.*” By receiving peer support during group participation as well as individualized support from program staff, fathers become more engaged in service planning and decision-making for their children.

Mandate Information: Family Support/Prevention Services and the FPM facilitation program are mandated through the CAPTA and are supported by the Virginia Department of Social Services (VDSS). Further, § 63.2-1501 of the Code of Virginia identifies prevention as, “efforts that (i) promote health and competence in people and (ii) create, promote, and strengthen environments that nurture people in their development.” FPMs are an integral part of CPS, Foster Care and Adoptions services, and Prevention Services. An FPM is a process by which families and their support networks are engaged in major decisions regarding their child’s encounter with child welfare services.

Who Does It: DFS staff performs all FEPS program duties, tasks, and responsibilities.

Why We Do It: The overarching goals of the FEPS program are to promote the safety and wellbeing of children and youth and enhance family functioning so that children and youth thrive in their homes, schools, and communities; thereby, reducing the need for more costly and restrictive out-of-home placements.

How We Do It Now – Current Service Level: With current resources, FEPS is likely to meet mandates, but at a lower rate than previous years given the increase in referrals from CPS.

How We Plan to Do It in the Future – Recommended Service Level: Over time, FEPS anticipates the need for these services will shift with the latest child abuse and neglect trends as the program receives more referrals that do not meet criteria for family assessments or investigations but do present with low to moderate risk of child abuse and neglect. The program expects the metrics with asterisks (*) below will need to be revised or service levels adjusted.



Family Services: Prevention and Protective Services

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
*Family Support/Prevention Services – Receive and assess all referrals that meet the criteria for family support, with 90 percent of such cases completed within five days.					
Number of new family support cases opened	101	102	30	72	96
Number of cases transferred from CPS (I&A) to Family Support	24	11	7	28	40
Percentage of new cases with contact made within five days	100%	100%	100%	100%	100%
YFSS – At least 85 percent of families will indicate an increase in knowledge as a result of participating in the Parenting Wisely® curriculum.					
Number of clients served	138	271	375	358	412
Number of clients served in a Parenting Wisely® group	n/a	49	219	175	175
Percentage of families indicating an increase in knowledge	100%	100%	96%	100%	100%
YFSS – At least 75 percent of youth will demonstrate a decrease in problem behaviors at the completion of their participation in the program.					
Percentage of youth demonstrating a decrease in problem behaviors	100%	95%	84%	85%	90%
YFSS – At least 75 percent of families will indicate a decrease in psychosocial stressors in their home at the completion of their participation in the program.					
Percentage of families indicating a decrease in psychosocial stressors in their home	94%	95%	87%	90%	95%
*Fatherhood Engagement Initiative – At least 75 percent of fathers will indicate an increase in skills that can strengthen their ongoing relationships.					
Number of fathers participating in fatherhood group sessions	26	36	137	125	125
Number of fatherhood individual sessions	n/a	n/a	108	100	100
Percentage of fathers indicating an increase in knowledge	82%	93%	82%	90%	90%



Family Services: Prevention and Protective Services

Emergency Youth Shelter

What We Do: DFS arranges emergency shelter services for youth in need of temporary, out-of-home placement. DFS receives emergency youth shelter referrals for individuals awaiting foster care placement or reunification with family, or individuals who need a safe and stable environment while waiting for services to be arranged.

Mandate Information: Localities are not mandated to operate a youth shelter.

Who Does It: DFS currently contracts with a vendor licensed to serve eight youth between the ages of 13 and 17 by providing a three-week stay. (Not all beds are reserved for Loudoun County youth.)

Why We Do It: The primary purpose of the program is to provide a short-term, safe environment for youth when they cannot safely remain in their own home. Placements are based on a documented need, which verifies that no other placement is recommended or appropriate for the child at the time of admission, and there is an established plan by the admitting party or referring agency to secure a more permanent placement for the youth.

How We Do It Now – Current Service Level: In FY 2020, the service level reflected 62 youth with a 24 percent utilization rate. In subsequent years, the demand for this service declined and utilization rates remained consistently low as a result of the enactments of the Juvenile Detention Alternative Initiative in 2003 and the Family First Prevention Services Act in 2018, which shifted the programmatic aims of the departments of Juvenile Justice and Family Services, respectively, away from congregate care settings – i.e., group home, youth shelter, and juvenile detention centers – to more family and least restrictive settings, diversion, prevention, and community-based services. In this fiscal year with current resources, the youth shelter will serve fewer youth in this setting to achieve greater permanency for youth in their families or other safe supportive living situations.

How We Plan to Do It in the Future – Recommended Service Level: The service level has remained consistently low over several years given the philosophical shifts to serve youth in their homes and communities. It is anticipated that the need for these services will remain consistent as the community focuses on improved outcomes for youth and families. Moving forward, DFS expects the metrics and/or services with asterisks (*) below may need to be adjusted in response to lower service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
*Operate a youth shelter to allow children to remain within their community.					
Average daily population	2.55	2.61	1.98	2.00	2.00
Maximum daily population ¹	14.00	14.00	2.00	2.00	2.00
Total number of youth admitted to the youth shelter	33	36	27	18	18
Average length of stay (in days)	14	15	10	20	20
Annual utilization rate of the youth shelter	16%	18%	13%	10%	10%
*At least 90 percent of youth will be discharged from the youth shelter to a less restrictive setting.					
Number of youth discharged	33	35	30	15	15
Percentage of youth discharged to a less restrictive setting	90%	80%	96%	90%	90%
*At least 90 percent of youth will have a shelter stay of less than 45 days.					
Number of youth discharged within 45 days	28	32	25	13	13
Percentage of youth discharged in less than 45 days	88%	94%	87%	100%	100%

¹ The County’s youth shelter closed in FY 2023 and is now contracting services.



Family Services: Public Assistance and Supports

Public Assistance and Benefits

What We Do: The Public Assistance and Benefits unit manages the following six federally-mandated public assistance programs:

1. The Supplemental Nutritional Assistance Program (SNAP)
2. Medicaid
3. FAMIS (Family Access to Medical Insurance Security Plan -- Virginia's Health Insurance Program for Children)
4. Energy Assistance
5. The Refugee Program
6. Temporary Assistance for Needy Families (TANF)

The unit is responsible for interviewing applicants, reviewing and processing applications, and determining eligibility for these state and federal programs. The unit is responsible for regularly reviewing eligibility for households that receive benefits to determine their continued eligibility, acting on case changes, and submitting federal and state reports that identify changes in household income and enrollment for benefits in other states. Most programs have specific standards related to the length of time required for processing. State-mandated standards include requirements to determine eligibility for benefits within specified timeframes, often seven, 30, or 45 days depending on the program. The federal standard for timeliness of determining eligibility is 100 percent; the state's informal standard is 97 percent.

In addition to the programs above, the Virginia Initiative for Education and Work (VIEW) is a program of employment, education, and training opportunities to assist individuals in attaining the goal of developing economic independence. VIEW offers case management and support services to Loudoun County residents who are or who have been, within the past 12 months, recipients of TANF. This program provides participants with support services such as employability assessments, coordination of educational and training opportunities, training on job search skills and job readiness, work experience, transportation, and assistance with child care and work-related expenses.

Mandate Information: SNAP is regulated by the Food and Nutrition Act of 2008, 7 Federal Code CFR Parts 271-283, and the 2014 Farm Bill. The Medicaid program is regulated by Title XIX of the Federal Social Security Act (Federal). In 2018, the General Assembly approved Medicaid Expansion which broadened Medicaid eligibility criteria in Virginia. The FAMIS program is regulated by Title XXI of the Social Security Act. The Energy Assistance Program is regulated by the Energy Policy Act of 2005, Public Law 109 – 58, and 45 Federal Code CFR Part 96 Subparts A – F (Federal). The County's Refugee Settlement Program is regulated by the United States Immigration and Naturalization Act and the Refugee Act of 1980 (Public Law 96-212), 45 Federal Code CFR Part 400, and the Federal Refugee Resettlement Program. The TANF program is regulated by the Social Security Act-Title IV-A, 45 Federal Code CFR Parts 260-265, and the Code of Virginia Chapter 6 of Title 63.2.

The VIEW program has a mandate through Virginia's TANF program and is based on Title IV-A of the Social Security Act, as amended by the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) of 1996, the TANF State Plan. PRWORA allows states to establish program requirements in any manner which will reasonably accomplish the purpose of TANF.

Who Does It: DFS Public Assistance programs eligibility staff provides this service. While eligibility staff manages the programs, funding for financial disbursements are primarily at the state and federal levels.

Why We Do It: These programs assist individuals and families as they transition from dependency on Public Assistance programs to self-sufficiency. Additionally, these programs contribute to a healthier community by providing the financial means for low-income individuals and families to access food, health care, and workforce resources. Approximately \$12.5 million in SNAP benefits are distributed to 8,500 recipients in Loudoun County. Based on data from the United States Department of Agriculture (USDA), this equates to an estimated return on investment of \$23 million. Approximately \$130 million in Medicaid benefits are distributed to 29,000 individuals in Loudoun County each year.



Family Services: Public Assistance and Supports

How We Do It Now – Current Service Level: Current service levels are supporting more than 35,000 cases, compared to 20,000 in FY 2020, with an average Public Assistance caseload of more than 1,500 cases per FTE, compared to 600 cases per FTE in FY 2020. Applications for benefits are processed within mandated timeframes 97 percent of the time. Approximately 200 individuals receive support under VIEW, compared to 300 in FY 2020, which was a result of Public Health Emergency restrictions.

The demand for Public Assistance and Benefits programs has increased significantly due to changes in federal and state policy that relaxed some requirements and increased income limits to allow for more residents to be eligible for services. The economic climate also impacted the number of residents that applied for services.

In FY 2023, with current resources, eligibility for SNAP will continue to be determined in a timely manner at the rate of 97 percent or above. Increases in the caseload as a result of an increase in eligible individuals and households impacts the unit’s future ability to meet timeliness standards and customer service outcomes.

How We Plan to Do It in the Future – Recommended Service Level: The Public Assistance and Benefits unit will need to adjust service levels to accommodate those residents who qualify for public assistance benefits. This unit is funded by federal and state agencies, and there is no threshold or “cap” on the number of residents served in relation to the number of staff DFS has allocated to determine eligibility. The Public Assistance and Benefits team is required to determine eligibility and provide service to anyone that qualifies for those benefits. Those who apply are typically in jobs with low or inconsistent pay, have part-time status positions that do not offer benefits, or are experiencing periods of unemployment. Public Assistance and Benefits programs fill the gaps when there is a weak economy and periods of recession. The services provided during these periods reduce food insecurity and improve health outcomes. It is anticipated that service levels will change with the state of the economy and future policy changes.

In addition, public benefits programs help stimulate a weak economy. According to the USDA, SNAP serves as an automatic stabilizer for the economy. SNAP participants spend their benefits in the community, which generates additional income to those that produce, transport, and market food and other goods purchased by SNAP participants.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Process at least 97 percent of all new program applications according to timeliness standards.¹					
Total number of new applications received	17,343	16,272	17,199	17,540	18,417
Number of new SNAP applications approved	2,262	2,667	3,127	3,144	3,301
SNAP timeliness rate	99%	98%	99%	98%	98%
Number of new Medicaid applications approved	4,080	3,291	4,131	4,488	6,058
Medicaid timeliness rate	85%	81%	88%	92%	95%
Number of new TANF applications approved	59	74	87	87	90
TANF timeliness rate	100%	98%	99%	99%	99%

Identify the return on investment to the County based on the provision of SNAP and Medicaid payments to recipients.

Total value of SNAP benefits distributed (in millions)	\$24.29	\$31.93	\$33.79	\$37.88	\$37.88
Number of SNAP recipients ²	10,260	11,006	12,654	12,448	13,070

¹ SNAP timeliness standards are seven, 30, or 60 days depending on the type of application. Medicaid timeliness standards are ten days for pregnant women, 45 days for regular applications, and 90 days for applications requiring a disability determination. TANF timeliness standards are 30 days.

² As the economy improves and unemployment decreases, the number of SNAP recipients also typically decreases.



Family Services: Public Assistance and Supports

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Average monthly SNAP benefit per recipient	\$197.68	\$242.00	\$224.00	\$322.20	\$338.31
SNAP return on investment ¹ (in millions)	\$43.73	\$57.53	\$60.82	\$80.96	\$97.55
Total value of Medicaid benefits distributed (in millions)	\$206.81	\$245.09	n/a ²	\$352.31	\$405.15
Number of Medicaid recipients	38,153	44,462	54,099	58,233	66,968
Average annual Medicaid benefit per recipient	\$454.00	\$550.00	n/a ²	\$728.00	\$837.00
Manage all benefit cases to assure compliance with program requirements.					
Number of SNAP cases	4,957	5,409	6,109	6,436	7,080
Number of Medicaid cases	21,085	25,046	28,790	32,745	37,657
Number of TANF cases	138	168	108	167	175
Number of other benefit cases	1,046	1,120	1,183	1,194	1,194
Total number of cases	27,226	31,743	36,190	40,542	46,106
Average caseload per FTE ³	884	1,148	1,275	1,526	1,755

¹ According to the USDA, every \$5 in new SNAP benefits generates as much as \$9.20 in economic activity.

² Data is provided by the state, and FY 2023 data was not available at the time of publication.

³ Caseload data is determined using the total number of benefit cases divided by the total number of benefit workers responsible for managing cases. This calculation excludes supervisory positions. Recommended caseload is between 600 to 700 per worker.



Family Services: Public Assistance and Supports

Child Care Subsidy Program

What We Do: DFS administers the Child Care Subsidy Program, which assists families with paying child care costs for children under the age of 13 who are not eligible to attend public school during the part of the day when public education is available, or children with special needs under the age of 18 who reside with the applicant. If someone is eligible and approved for services, the program can pay a portion of child care costs directly to the child care provider.

Mandate Information: Child care assistance is mandated by the Child Care Development Block Grant Act of 1990 (42 USC 9801 et seq.), as amended by the Personal Responsibility and Work Opportunity Act of 1996 (Public Law 104-193) and the Balanced Budget Act of 1997, as implemented in regulation 45 Federal Code CFR Parts 98 and 99 as well as generally in the Code of Virginia § 63.2-319, and more specifically in the Code of Virginia §§ 63.2-611, 63.2-616, and 63.2-620.

Who Does It: The Virginia Department of Education is responsible for overseeing child care and early education programs; however, DFS child care staff determines eligibility and provides services related to child care assistance. Child care services are purchased through contracts with the VDSS with approved, licensed child care centers and providers.

Why We Do It: This activity helps eligible participants afford child care costs.

How We Do It Now – Current Service Level: More than 1,000 children receive services through the Child Care Subsidy Program. Applications to the program increased from 509 in FY 2021 to 1,017 in FY 2022, representing a 50 percent increase.

How We Plan to Do It in the Future – Recommended Service Level: DFS anticipates continued increase in the number of families needing child care subsidy. The increase in caseloads and additional children approved for subsidy is the result of a substantial increase in state funding for subsidy child care. This additional funding has increased the number of children receiving subsidy from 553 in FY 2020 to more than 1,000 in FY 2023. According to the VDSS, the additional funding will continue for the foreseeable future. Staff anticipates the need for services will continue to rise over the next five to seven years as a result of expanded eligibility, which includes families being eligible if their income is 85 percent or less of the State Median Income. Future projections beyond five to seven years indicate that the demand for this service may stabilize due to a decrease in the projected number of children in need of child care. However, this is dependent on future trends in family constellation.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Process at least 97 percent of child care applications within 30 days.¹					
Number of children receiving day care subsidy	448	714	1,060	1,000	1,000
Number of applications	509	1,017	1,109	1,300	1,400
Percentage of applications processed within 30 days	n/a	n/a	99%	96%	95%
Average caseload per worker	n/a	n/a	225	230	230

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



Family Services: Public Assistance and Supports

Homeless Services

What We Do: The Homeless Services program aids individuals and families who are experiencing homelessness and housing instability through four primary areas:

1. The Homeless Shelter
2. Permanent Supportive Housing (PSH)
3. Hypothermia Services
4. Drop-In Day Services

The Homeless Shelter, located at the Loudoun Homeless Services Center, provides short-term housing accommodations to single adults and families. The goal is to resolve immediate housing needs by providing assessments and housing-focused case management, to quickly move individuals or families into permanent housing. The 44-bed shelter can accommodate families with children and single adults.

PSH combines affordable housing through rental subsidies with case management services for individuals and families with disabilities and a lengthy history of homelessness. This program has demonstrated the ability to permanently assist individuals who enter the program from becoming homeless again. PSH provides case management to help households navigate services and move towards greater independence.

The Hypothermia and Drop-In Day Services support individuals who do not want to access shelter services with various daily needs. Hypothermia operates during the months of November through March each year and provides unsheltered, single adults aged 18 years and older with a warm place to sleep at night and a meal. Drop-In Day Services are available throughout the year and provide access to showers, laundry facilities, bagged meals, and case management for adults aged 18 years and older.

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

Who Does It: The Homeless Services programs are operated by a nonprofit under contract with the County.

Why We Do It: These services provide individuals and families resources to end their experience with homelessness. These services also help Loudoun residents meet their basic needs for food, clothing, and shelter so they can pursue other important human needs, in conjunction with other services. Contributing factors of homelessness include a combination of low wages and a lack of available, affordable, and/or adequate housing. Lack of income relative to cost of living, disabling conditions, domestic violence, and sudden income loss are common issues that result in individuals losing housing.

A total of 220 individuals experienced homelessness in Loudoun County during the 2023 Point-in-Time (PIT) Count (one night a year, a nationwide count of all those experiencing homelessness is completed). This is an increase from the pre-pandemic PIT Count in 2020, which indicated that 169 individuals experienced homelessness. Of the 169 individuals, 42 were single adult households, with 48 children and 30 adults represented in the 21 family households. Overall totals for the 2023 PIT Count increased from previous years. Thus, the services provided by the Homeless Services programs help individuals and families to enter stable housing situations.

How We Do It Now – Current Service Level: Current service levels reflect an ability to support the more than 800 unduplicated individuals each year at the Homeless Services Center. There are over 15 households served each year under the PSH program offered as part of a federal grant program.

How We Plan to Do It in the Future – Recommended Service Level: As the County's population growth stabilizes over time, Homeless Services anticipates that the need for these services will increase for households experiencing a housing crisis due to the projected increase in the cost of affordable housing. Housing instability will continue to increase in Loudoun County due to the limited availability of affordable housing and the increase in housing/rental costs. Households making less than \$100,000 per year will be challenged to sustain affordable housing, resulting in the need for homeless services. In addition, with the projections of an increase in the population over 60 years of age in the next several years, Loudoun may see



Family Services: Public Assistance and Supports

an increase in the older population in need of homeless services due to this population’s reliance on fixed and limited income. The increase in housing costs will put a strain on this population segment’s ability to maintain stable housing, placing them at higher risk for housing insecurity and homelessness. The Homeless Services program expects that the metrics with asterisks (*) below will indicate that Homeless Services may need to adjust services or service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
At least 50 percent of family households and 25 percent of single households admitted to the Loudoun County Homeless Services Center will be discharged into permanent housing.					
Number of family households (with children) admitted*	27	29	115	130	150
Number of single households (without children) admitted*	116	125	298	300	325
Total number of individuals admitted*	214	215	821	850	875
Percentage of family households (with children) discharged into permanent housing	58%	61%	59%	60%	65%
Percentage of single households (without children) discharged into permanent housing	32%	30%	42%	40%	40%
At least 85 percent of PSH households will remain permanently housed at least six months after admission.					
Number of individuals served by PSH ¹	23	19	16	20	25
Percentage of participants housed at least six months after admission	100%	100%	100%	100%	100%
No more than 10 percent of households will return to homelessness within two years of entrance into permanent housing.					
Percentage of family households who do return to homelessness within two years of entrance into permanent housing	15%	4%	11%	10%	10%

¹ PSH refers to programs that support access to housing in addition to provision of wrap-around services such as case management and mental health services.



Family Services: Public Assistance and Supports

Homeless Assistance Team (HAT)

What We Do: The Homeless Assistance Team (HAT) includes three programs:

1. Homeless Prevention and Diversion (HPD)
2. The Homeless Outreach Program
3. The Housing Location Services Program

These programs provide case management support to individuals and families who are experiencing homelessness or who are at risk of homelessness to obtain affordable housing and self-sufficiency. HAT works to prevent homelessness before it occurs, as well as reduce the length of time people spend homeless. The program believes in a “Housing First” approach, which is grounded in the underlying principle that people are better off moving forward in their lives if they are housed first.

HPD is a state-funded program that provides services to individuals and families who are at imminent risk of losing their current housing. The program provides ongoing case management, facilitates access to essential services, and coordinates referrals to other providers. Financial assistance may be provided as a last resort after non-financial assistance has been leveraged, where possible, to stabilize households in their current residence.

The Homeless Outreach Program serves unsheltered individuals and families in the community and connects them to services and resources to meet their immediate housing and basic needs. The program works in partnership with MHSADS’s Project for Assistance in Transition from Homelessness (PATH) program to support the unsheltered population.

The Housing Location Services Program serves individuals and families to quickly find permanent housing at fair market rent or any available affordable housing per the participant’s choice. The program also works with property owners to advocate for the households that the program serves.

Mandate Information: The services provided by HAT are not federally- or state-mandated.

Who Does It: County staff provides all these services and utilizes available resources from the community. HAT receives grant funding from the Virginia Homeless Solutions Program (VHSP) through the Virginia Department of Housing and Community Development.

Why We Do It: It is important to provide interventions that reduce the likelihood of individuals and families experiencing homelessness along with providing needed resources and supports to stabilize their housing. HAT programs work with households toward self-sufficiency, which ultimately reduces the risk of a reoccurrence of homelessness. Persistent outreach and engagement efforts bring services directly to people in the community who are experiencing homelessness and connect them to permanent housing and needed supports.

How We Do It Now – Current Service Levels: At current service levels, 15 households receive rental support from HPD, 15 receive only case management from HPD, 25 receive Homeless Outreach services, and 30 receive Housing Location Services.

How We Plan to Do It in the Future – Recommended Service Level: As this program is less than two years old, the recommended service levels are currently unclear. However, DFS is identifying trends and, already, the current number of new referrals outweighs the current capacity. HAT anticipates the need for these services to increase as housing instability will continue to increase in Loudoun County due to the limited stock in affordable housing and the increase in housing/rental costs. Households making less than \$100,000 per year will be challenged to sustain their housing, resulting in the need for HAT services. HAT expects the metrics with asterisks (*) below will indicate that the program may need to adjust its services or service levels.



Family Services: Public Assistance and Supports

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
HPD – Divert and prevent 80 percent of households from entering into emergency shelter within six months after exiting from the program.					
Number of new referrals*	97	133	64	100	100
Number of individuals served	45	31	32	38	41
Average caseload per position working on Prevention and Diversion cases	12	9	11	15	15
Percentage of households exited to permanent housing (rent or with family)	64%	73%	77%	88%	97%
Percentage of households exited to temporary housing with family/friends	9%	50%	23%	41%	38%
Percentage of households exited to homelessness	0%	0%	0%	0%	0%
Housing Location Services – House at least 60 percent of households within 90 days.¹					
Number of referrals received	n/a	n/a	6	10	10
Number of households housed	n/a	n/a	3	5	5
Number of households housed within 90 days	n/a	n/a	2	5	5
Average caseload per position working on Housing Location Services cases	n/a	n/a	1	2	2
Percentage of households housed within 90 days	n/a	n/a	67%	70%	70%
Outreach – Engage with at least 70 percent of households within 90 days of outreach.¹					
Number of households outreached (unenrolled)	n/a	n/a	24	35	40
Number of households engaged in the program within 90 days	n/a	n/a	19	30	35
Average caseload per position working on Outreach cases	n/a	n/a	3	4	4
Percentage of households engaged in the program within 90 days	n/a	n/a	70%	75%	78%
At least 30 percent of households will maintain housing for at least six months after exit.¹					
Number of households exiting to housing	n/a	n/a	5	8	10
Number of households maintaining housing for six months	n/a	n/a	3	3	4
Percentage of households maintaining housing for six months	n/a	n/a	100%	80%	80%
Housing Location – At least 50 percent of households will meet one of the goals from the action or service plan.¹					
Number of households receiving supportive services (employments, benefits, child care, mental health, etc.)	n/a	n/a	89	90	95
Percentage of households that met objective	n/a	n/a	91%	80%	80%

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



Family Services: Public Assistance and Supports

Information, Referral, and Coordinated Entry

What We Do: Loudoun County offers a coordinated approach to helping residents access health and human services through both Information and Referral (I&R) activity and Coordinated Entry. The I&R staff conducts thorough screenings to determine the needs of individuals and families and provides links to County and community programs. I&R staff offers a warm handoff to make sure residents are connected to the most appropriate resources, rather than just providing a telephone number or web link. Residents are linked to DFS programs, as well as services offered by other County departments and nonprofit, civic, and faith-based organizations.

Coordinated Entry provides a streamlined approach for individuals and families who are experiencing or are at risk of homelessness. The process quickly assesses strengths and needs and connects individuals to appropriate, tailored housing and mainstream services within the community. Standardized assessment tools and practices consider the unique needs of the individual or family. The assessment prioritizes those with the highest needs and allows households to access the best options for their needs, considering participants' preferences, rather than just evaluating them for a single program within the system.

To streamline the processes and enhance the clients' experience, I&R utilizes CallPoint software, which captures the caller's information and maintains an extensive resource database. Furthermore, the I&R team conducts community outreach, delivers presentations and public education, and cultivates partnerships with County and community groups. I&R defines partnerships as an ongoing and meaningful relationship that can be evidenced through joint events, shared programming, mutual initiatives, or other significant collaborations.

Mandate Information: The Coordinated Entry Program is mandated by federal law when federal funding is utilized. Under the authority of 24 CFR 578.7(a)(8), Continuums of Care (CoC) and recipients of CoC Program and Emergency Solutions Grants (ESG) Program funding must meet requirements related to the development and use of a centralized or coordinated assessment system. It also provides guidance on additional policies that CoCs and ESG recipients should consider incorporating into written policies and procedures to achieve improved outcomes for people who are experiencing homelessness.

Who Does It: County staff provides I&R and Coordinated Entry services.

Why We Do It: Providing these services is a crucial part of an infrastructure of care. It leads to higher customer satisfaction by reducing frustration and minimizing the duplication of efforts across the system. It also streamlines the allocation of resources and results in better outcomes.

How We Do It Now – Current Service Level: The service level addresses nearly 9,000 telephone calls annually, with an average wait time of 55 seconds before representatives respond to the call. There are prompt responses to the approximately 800 emails received in the DFS mailbox. Furthermore, I&R conducts approximately 20 outreach events annually to increase awareness of community and departmental programs and services. These outreach activities include community public education presentations, resource fairs, and similar initiatives.

How We Plan to Do It in the Future – Recommended Service Level: The current service level will continue into the foreseeable future.



Family Services: Public Assistance and Supports

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Reduce average response time to one minute or less.					
Average wait time until a call is answered (in minutes)	1:43	0:55	1:09	0:55	0:55
At least 85 percent of calls will be accurately assessed and contact information of appropriate programs and/or resources provided.					
Number of telephone calls received	9,986	7,258	8,865	8,910	9,801
Number of referrals provided	13,989	9,437	15,544	20,493	22,542
Percentage of calls linked to resources	100%	100%	100%	100%	100%
Respond to 100 percent of email inquiries within one business day.¹					
Number of email inquiries received	n/a	849	1,105	1,027	1,130
Percentage of email inquiries responded to within one business day	n/a	100%	100%	100%	100%
Engage in at least 12 outreach activities annually, such as community public education presentations, resource fairs, etc., to increase awareness of programs and services.					
Number of community outreach activities	8	12	24	18	21

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



Family Services: Public Assistance and Supports

Workforce Resource Center (WRC)

What We Do: The mission of the Loudoun Workforce Resource Center (WRC) is to connect employers and job seekers to enable both to achieve their employment goals and promote Loudoun County's economic prosperity and long-term growth. The WRC is a certified Virginia Career Works affiliate and collaborates with the Virginia Career Works – Northern regional office for workforce initiatives, which includes Loudoun, Fairfax, and Prince William counties. The WRC provides high-quality, no-cost resources, services, and equipment to both job seekers and businesses. These include same-day, walk-in access to a resource room and a training lab with computers, faxing, scanning, and copying equipment. The WRC assists with job searches including career assessments, access to local job leads from employer partners, employment coaching, a staff-facilitated bi-monthly Job Seeker Support Group, and virtual and in-person community-based job/career fairs.

Job seeker services offered by the WRC include information sessions, resource navigation, career counseling, labor market information, basic computer skills training, workshops on job readiness and job retention skills, interactive computer-based learning, LinkedIn profile assistance, and screenings for Workforce Innovation and Opportunity Act (WIOA) eligibility. For those individuals found eligible for WIOA services, staff provides intensive case management. WIOA-funded occupational skills training is available for those eligible through a network of approved regional providers. Staff also provides both basic- and professional-level résumé development with access to resource materials, writing assistance, and critiquing. Workshops are provided addressing job search strategies, mock interviews, and online job preparation skills training. The WRC's training coordinator and career coach both provide direct services and support to the Loudoun County Department of Human Resources Internal Candidate Preparation Program.

The WRC works collaboratively with workforce partners and volunteers to provide services. Job-ready candidates are connected to employment opportunities with WRC's business customers. Resource navigation and referral assistance is offered to any customer experiencing obstacles to employment, such as lack of transportation or child care, disability and accommodation needs, limited English proficiency, and criminal background issues. Employers benefit from recruiting and hiring assistance, allowing for a broader talent pool, fresh perspectives, and more innovative ideas within an organization's culture. Employers also have access to on-the-job training initiatives, information on tax incentives, layoff assistance, business consultations, and free job postings. Additionally, workforce development consultation services provide employers with crucial labor information to make key decisions about compensation.

Mandate Information: Localities are not mandated to operate a workforce resource center. However, since the County has chosen to operate one, there are obligations as a Virginia Career Works Center and legal requirements that must be met under Public Law 113-128 – WIOA. Per the WIOA Combined State Plan, each local area is required to have a Business Services Team to drive sector strategies for the locality. The WRC's employer services coordinator serves on the Northern Virginia regional team. The County Administration is a signatory on a memorandum of understanding with the Virginia Career Works – Northern regional office consistent with WIOA Sec. 121(c)(2), concerning the operation of the one-stop employment service delivery system in a local area. The purpose of this memorandum of understanding is to define the parameters within which education, workforce, economic development, and other partner programs and entities operating in the Virginia Career Works – Northern Region create a seamless, customer-focused service delivery system. Additional requirements to include accessibility and workforce program monitoring are required annually to maintain the Center's Virginia Career Works affiliate certification.

Who Does It: Loudoun County staff provides most of the services to job seekers and employers. Through a resource sharing agreement, the Fairfax County Department of Family Services provides Adult and Youth WIOA services as well and is collocated at the Loudoun WRC. Community workforce partners and volunteers from the community and businesses also deliver some occasional onsite and virtual services.

Why We Do It: The WRC provides services to all job seekers regardless of income or resources as well as businesses in Loudoun County. At a time of low unemployment rates, the WRC is able to assist individuals in learning new skills, improving existing skills, and addressing/removing barriers in order to gain a competitive edge in recruitment processes. As



Family Services: Public Assistance and Supports

individuals gain employment or gain higher-level employment, they move away from public assistance payments and towards self-sufficiency. Lives are improved as more individuals can access or upgrade employment through skill enhancement and job application/resume development plus interview preparation.

Additionally, employers benefit from the services offered at the WRC by being able to identify employment gaps, react to the labor market, and connect with candidates for vacancies while working with the WRC staff to advertise for these positions. Connecting employers with candidates with the right skills is key to economic prosperity in the County.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was adequate. In subsequent years, this service was held steady and reflected the economic impacts of the pandemic. FY 2021 and FY 2022 showed a gradual recovery of opportunities and employment in Loudoun, specifically in the hardest hit industries of retail, entertainment, hospitality, and food services where labor shortages still exist. The airline industries and support employment surrounding Dulles Airport were also greatly impacted. In addition to employers, many training providers either shut down classroom training or offered limited virtual training options. In this fiscal year with current resources, the WRC services to job seekers and employers have shifted to more in-person services at the Center as well as community-based, in-person job fairs based on employer demand. Preferences for Saturday job events have continued to support the needs of employers and better serve community residents who are currently employed and seeking new or different career opportunities.

How We Plan to Do It in the Future – Recommended Service Level: The recommended service level is not clear now, but DFS is watching trends and projections, especially the unemployment rate and labor market shortages. Shifts in the Information Technology (IT) sector show delays in filling vacancies and suggest perhaps another IT bubble may be at play. Labor demands and unemployment rates can generally describe the direction they anticipate service levels will go and why. For example, when the community is experiencing a labor shortage, the demand for business services increases. This may look like: more in-person job events for both job seekers and employers and programs to prepare workers for the labor market’s needs. Stabilization also shows there will be future increased needs for services to older workers and career switchers with more skills training, credentials, and employment attainment for administrative- and professional-level work. Shifting needs with employers in technology, government contracting, and the airport will also impact changes in programs and services. Dependent on market and economic trends, the WRC may need to reassess the type and number of offerings provided to job seekers and employers.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
At least 65 percent of customers in WIOA-funded training programs will attain occupational credentialing.					
Number of individuals enrolled	56	49	67	68	74
Percentage who attained occupational credentialing (overall)	80%	49%	68%	64%	65%
Based on the WRC’s after-course surveys, 75 percent of clients will be highly satisfied with the job readiness/job retention skills workshops.					
Number of clients attending job-preparation and job-keeping courses	687	601	604	600	600
Percentage who responded as “highly satisfied”	96%	94%	93%	91%	89%
Number of clients attending basic computer software courses	197	113	115	137	150
Percentage who responded as “highly satisfied”	94%	95%	94%	93%	92%

At least 70 percent of businesses will receive employer recruitment and business consultation services more than once.

**Family Services: Public Assistance and Supports**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Number of employers receiving recruitment and business consultation services	161	610	446	500	550
Number of returning business employers	134	531	531	535	540
Percentage of business customer retention	83%	87%	81%	95%	99%
At least 90 percent of Career Coaching clients who reported employment will still be employed at 90 days.					
Total clients who report employment	104	136	114	112	104
Percentage still employed at 90 days	59%	94%	69%	75%	75%
Engage in at least 12 outreach activities, such as staff training, stakeholder meetings, public education presentations, resources, and job fairs, etc. to increase awareness of programs and services.¹					
Number of outreach activities	n/a	18	45	50	50
Number of attendees	n/a	541	635	650	650

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



Family Services: Internal Operations

Customer Services

What We Do: Customer Services manages all incoming calls from the DFS's external service telephone line and the reception function for clients and residents. Staff provides information on resources, answers general inquiry questions regarding active Public Assistance and Benefits cases, and assists with the completion of documents if requested by the client. Customer Services assists with connecting clients in need of interpretation services with the language line. In addition, Customer Services issues Electronic Benefit Transaction (EBT) cards when approved through SNAP. Customer Services also supports DFS by managing incoming and outgoing mail and in the maintenance of several motor pool vehicles. This team manages the On-Demand Transportation (ODT) program, which provides transportation to Loudoun County residents to non-emergency medical appointments through the coordination of contracted vendors.

Mandate Information: Customer Services is not mandated. However, the issuing of EBT cards for SNAP is mandated and regulated by the Food and Nutrition Act of 2008, 7 Federal Code CFR Parts 271-283, and the 2014 Farm Bill. In addition, the ODT program is not mandated; however, it provides a vital transportation service to Loudoun County residents who meet the eligibility requirements.

Who Does It: DFS staff provides the services of managing incoming calls, the reception function for in-person visits, supporting Public Assistance and Benefits clients, and issuing EBT cards to SNAP recipients. County staff also coordinates transportation rides for the ODT program with contracted vendors.

Why We Do It: Customer Services is the first point of contact for any customer. Approximately 90 percent of customers are Public Assistance and Benefits clients and are either current or potential recipients gathering information on how to apply for public benefits.

The mission of the ODT program is to make sure eligible residents have access to transportation service to attend non-emergency medical appointments. The availability of reliable transportation impacts a person's ability to access appropriate and well-coordinated health care. The populations that the ODT program services include older adults, people with disabilities, low-income individuals and families, veterans, and people with special health care needs who often travel long distances to access care, etc.

How We Do It Now – Current Service Level: Customer Services is frequently the first encounter for many customers with DFS. The goal is to answer questions, provide information, and help customers contact DFS staff. The current service level can accommodate approximately 21,000 calls, support 16,000 in-person visits, and issue 2,000 EBT cards between two sites.

Customer Services receives telephone calls and all walk-in customers seeking information about Public Assistance and Benefits programs. The Public Assistance and Benefits service levels directly impact the service level of Customer Services. The workflow is impacted by policies and changes to policies and procedures implemented by Public Assistance and Benefits. These changes increase the number of in-person visits and the call volume. Key points in time that impacted Customer Services workflow were:

- April 2020 – approval of Emergency SNAP benefits, relaxing eligibility requirements for SNAP.
- May 2020 – the launch of the pandemic EBT Program, relaxing eligibility requirements for TANF.
- July 2021 – the increase of SNAP and TANF maximum income limits.
- December 2021 – the implementation of the Elderly SNAP project, relaxing eligibility for the disabled and residents over the age of 60 and increasing allotments.
- January 2022 – increased income limits for federal poverty levels and relaxed Medicaid eligibility requirements for permanent immigrant pregnant women.

Current service levels for ODT reflect an average of ten requests weekly, supporting more than 1,000 rides annually. With current resources, the unit processes requests in a timely manner; i.e., within three business days.

How We Plan to Do It in the Future – Recommended Service Level: Customer Services mainly supports the Public Assistance and Benefits program, which anticipates increases in service needs due to changes in policy that will require



Family Services: Internal Operations

changes to implementation. Customer Services will need to adjust service levels to accommodate these changes. In addition, since there is no limit on the number of eligible residents per federal and state requirements, Customer Services will need to support those currently eligible and those seeking eligibility to field questions, accept document submissions, and issue an EBT card approved through SNAP.

The recommended service level for ODT is not clear now. However, it is anticipated that the program will see an increase in demand for transportation given the expected increase in the older adult population in the next several years. Between now and then, Customer Services expects the metrics with asterisks (*) below may need to be revised or its services or service levels adjusted.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
*Provide services for in-person visits within ten minutes.					
Number of in-person clients assisted	8,747	13,489	15,823	16,000	19,000
*At least 85 percent of calls will be answered by a customer service agent.					
Number of telephone calls received	20,712	20,651	19,906	21,000	22,000
Percentage of calls answered before hanging up	82%	74%	64%	70%	75%
*Reduce average response time to one minute or less.					
Average speed to answer a call (in minutes)	0:20	2:21	3:57	2:00	1:00
At least 90 percent of eligible requests for non-emergency medical transportation services will be scheduled within three business days.					
Number of eligible requests for non-emergency medical transportation services	416	637	550	688	729
Percentage of requests scheduled within three business days	99%	99%	99%	99%	99%
Number of rides provided	1,946	1,497	1,118	1,575	1,650



Family Services: Internal Operations

Internal Operations

What We Do: The Administration; Finance; and Quality, Data, and Compliance (QDC) activities include the following: finance and budgeting, human resources management, development and wellness, records management, research and management information systems, fraud investigations, internal audit, department contract and grant oversight, data and system analysis, and paralegal and Freedom of Information Act (FOIA) activities. DFS is also the lead department for the County's CoC services. Staff is responsible for the management of all funding received by DFS from federal, state, and local governments, grants, donations, and other contributions. Staff monitors and tracks the CSA budget of approximately \$10 million. This unit is responsible for confirming that all DFS's state and County computers are functioning properly. Staff supports and manages all software programs and applications used by DFS (currently there are 23 state programs and seven County programs). Staff supports the local financial and case management system, which is a comprehensive, departmentwide information system; and provides all training and support for this system.

Mandate Information: The fraud investigator is mandated by the Code of Virginia § 63.2-526. FOIA is regulated by the Code of Virginia § 2.2-3700.

Who Does It: County staff provides these services.

Why We Do It: The finance and budgeting personnel provide various levels of support to the public, clients, departmental staff, and granting agencies at the federal, state, and local levels as well as County Administration for both mandated and non-mandated programs and services. DFS's Adopted Budget, including the CSA Fund, exceeded \$40 million in FY 2023 and is highly complex. Staff manages several different finance and budget systems, both state and local. Processes and procedures are in place to ensure that dollars are spent appropriately and have varying levels of oversight.

All personnel issues are managed through one central point which establishes consistency, efficiency, accuracy, and compliance. Record keeping is consistent and includes all required documentation and an appropriate paper trail for each action.

Fraud investigations are conducted for Public Assistance and Benefits cases that are referred by the program or through interstate matches where people are receiving benefits in multiple states. These investigations may turn into hearings or court prosecutions. If someone is found to have committed fraud and pays back the claim, the County receives a portion of that payback.

The paralegal manages DFS's FOIA requests. These requests may trigger a need for cases to be redacted for the requester. The paralegal also reviews, redacts, and works with the County attorneys for all foster care, CPS, and APS cases that are appealed or where other actions need to be taken.

How We Do It Now – Current Service Level: Current service level reflects support for an operating budget in excess of \$40 million, of which approximately 40 percent is supported by state and/or federal funding. Current service level allows for support for more than 240 FTE in DFS.

How We Plan to Do It in the Future – Recommended Service Level: The current service level is the recommended service level as DFS works to achieve federal, state, and County mandates. As time progresses, processes are put in place, and systems are enhanced, the program will review the service levels for sustainability and make improvements where necessary. The metrics with asterisks (*) below indicate that the program may need to adjust its services or service levels.



Family Services: Internal Operations

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Support the budget, finance, human resources, and technology needs of DFS.					
Adopted Expenditure Budget (General Fund)	\$29,479,976	\$31,070,708	\$32,146,048	\$33,173,474	\$34,200,901
Adopted Expenditure Budget (Other Funds) ¹	\$9,301,500	\$9,554,193	\$9,786,886	\$10,029,579	\$10,272,272
*Achieve DFS quality targets and objectives for external audits or reviews.					
Number of external audits or reviews	19	14	22	14	14
Number of findings against external audits/reviews	87	46	109	80	75
Reduce turnover rate to 10 percent by providing learning and development programs.²					
Authorized staffing (FTE)	203.53	207.45	229.53	248.53	248.53
Number of new hires	n/a	n/a	53	63	64
Number of employee exits	n/a	n/a	38	36	36
Turnover rate	9%	15%	16%	12%	12%
Number of consultations conducted for professional and leadership development	n/a	n/a	39	68	75
Number of pulse checks conducted for retention efforts	n/a	n/a	19	25	30
*Provide redacted records within 45 days of receiving FOIA requests.²					
Number of FOIA records requests received (includes appeals)	301	231	325	350	375
Number of records redacted	252	268	317	324	356
Average number of pages per completed request	n/a	140	97	170	186
Average number of days from the record being provided to the date completed	n/a	8	6	10	10
Average total number of days from the date the request was received to the date the record was provided	n/a	38	55	30	30
*Resolve at least 75 percent of PARIS Matches.²					
Number of PARIS Matches received	n/a	444	656	705	775
Number of PARIS Matches resolved	n/a	146	317	325	325
Percentage of PARIS Matches resolved	n/a	33%	48%	46%	42%
*Complete 100 percent of SNAP and TANF investigations within 90 days of the start of the investigation.²					
Number of referrals received	n/a	39	102	107	128
Number of investigations completed within 90 days	n/a	6	53	60	60

¹ Other operating funds include the CSA Fund, the Rental Assistance Program Fund, and the State and Federal Grant Fund.

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



Family Services: Internal Operations

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Number of investigations completed beyond 90 days	n/a	3	17	26	34
Total number of investigations completed	n/a	9	70	86	94
Percentage of investigations completed within 90 days	n/a	67%	72%	70%	65%
Value of claims submitted for collections	n/a	\$15,205	\$176,578	\$211,000	\$232,000
Value of collections from fraud	\$20,638	\$15,972	\$30,587	\$40,000	\$44,000